

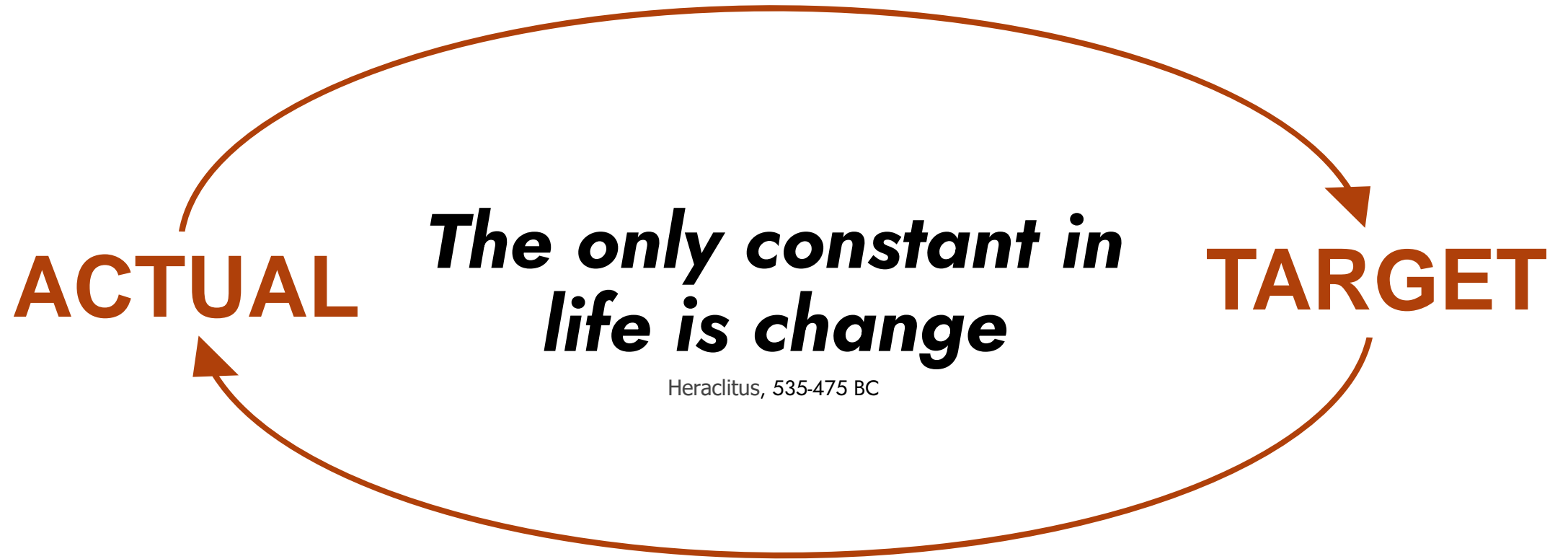
ORGANISATIONAL DEVELOPMENT AND SUPPORT

Topic 4

DIGI
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CHANGE MANAGEMENT

Theory, phases, and psychological impact

- Phases of Change
- Reactions to Change
- Five Ways to Deal with Change

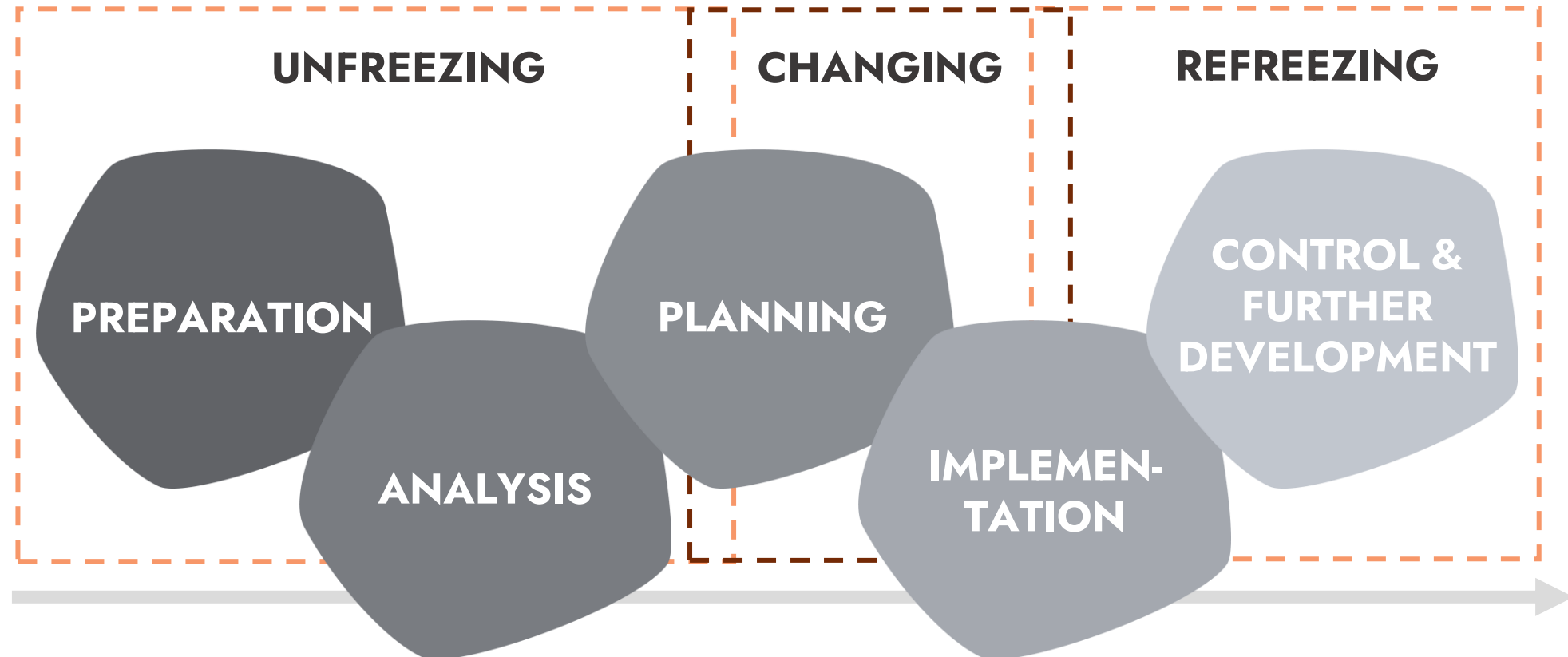
PHASES OF CHANGE

Psychological perspective



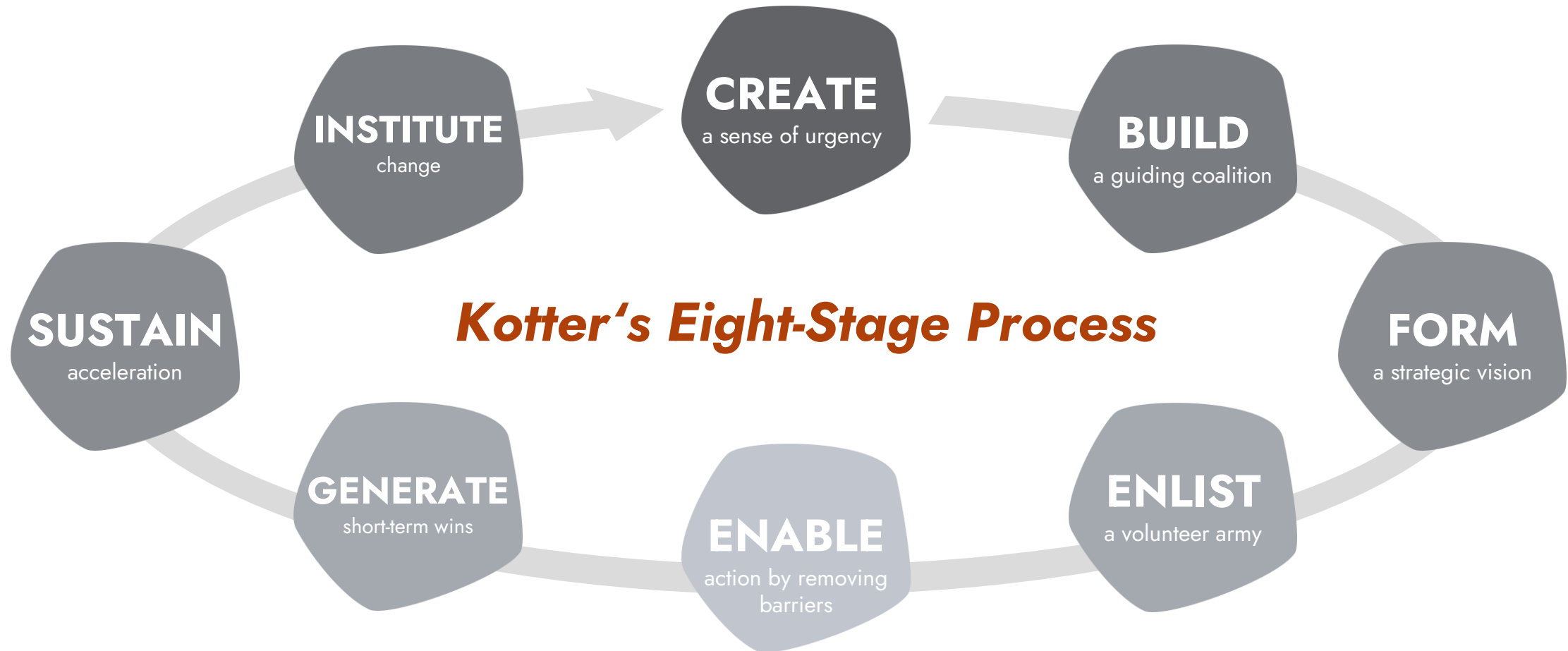
Lewin's three phases of change

Factual perspective



Vahs' integrative model

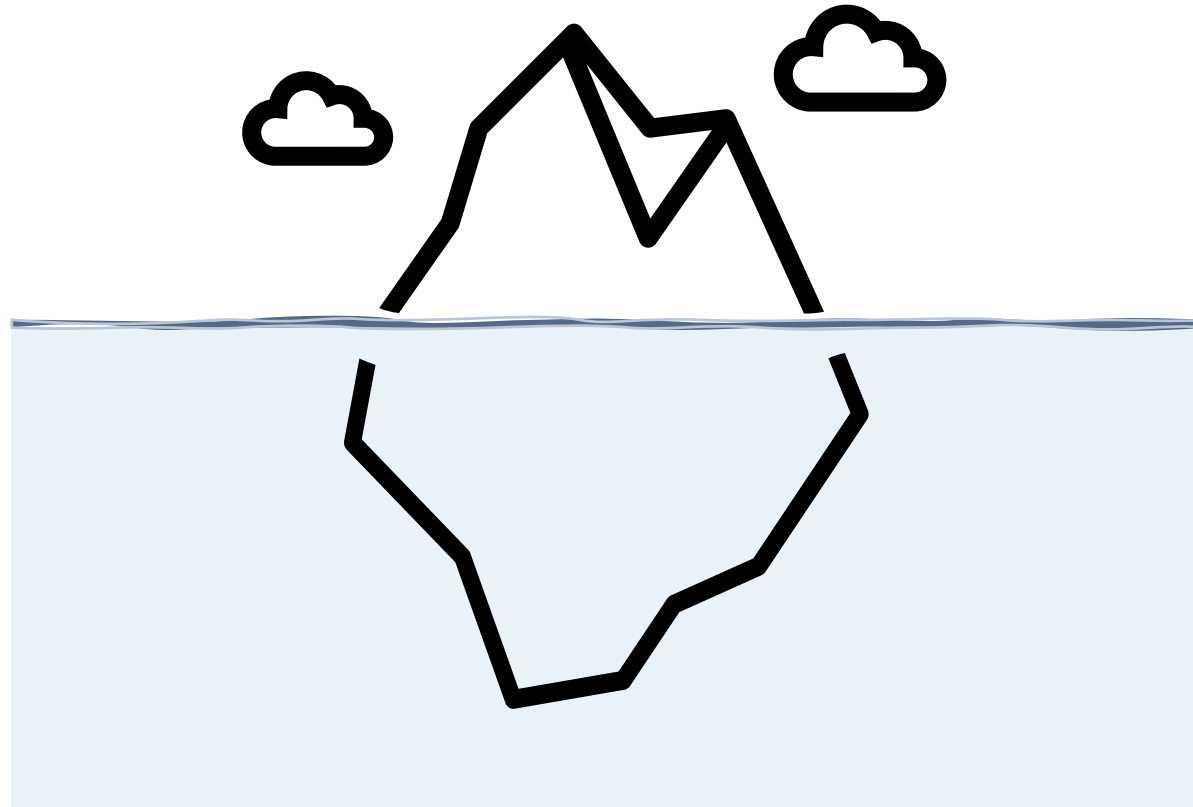
Operational perspective



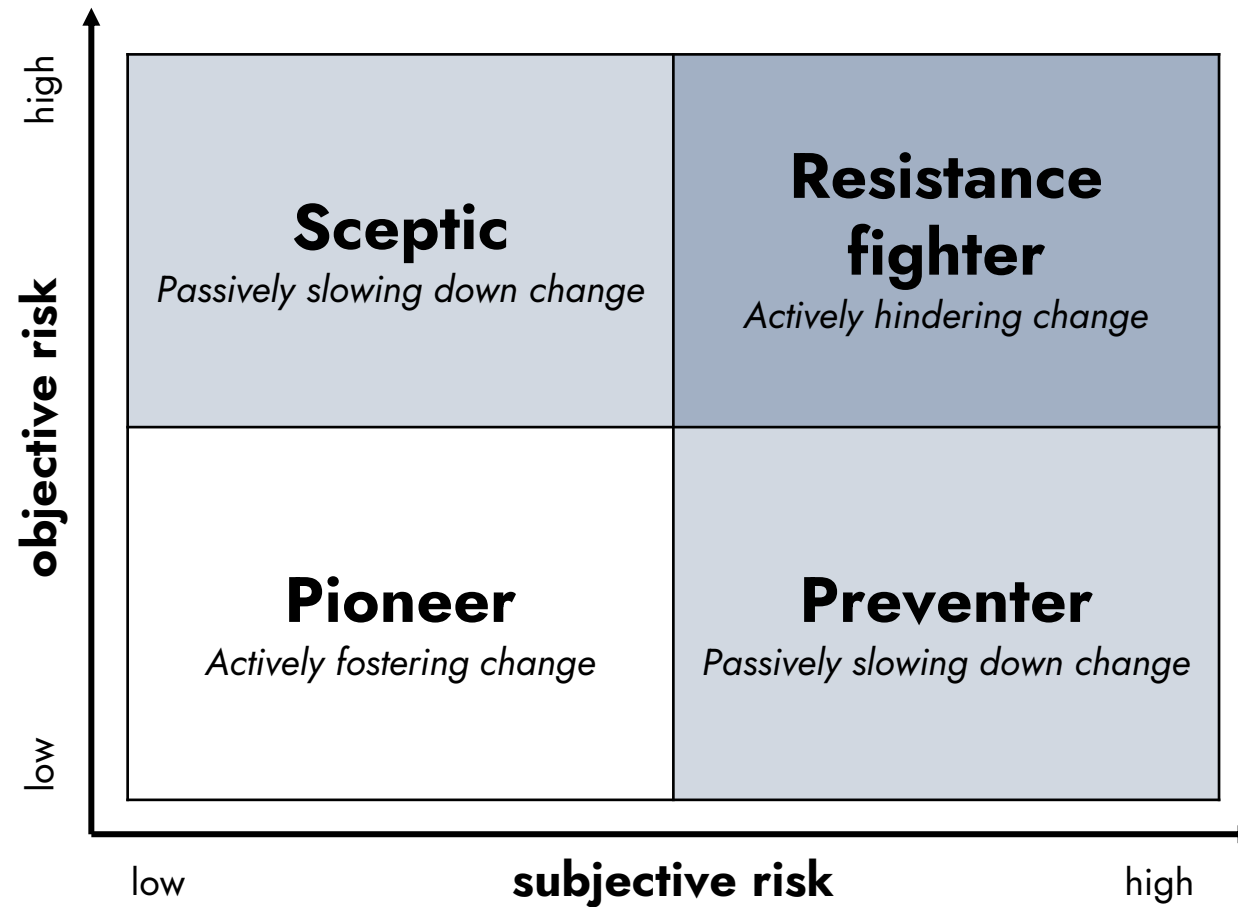


RESPONSE TO CHANGE

„Look beyond the surface“



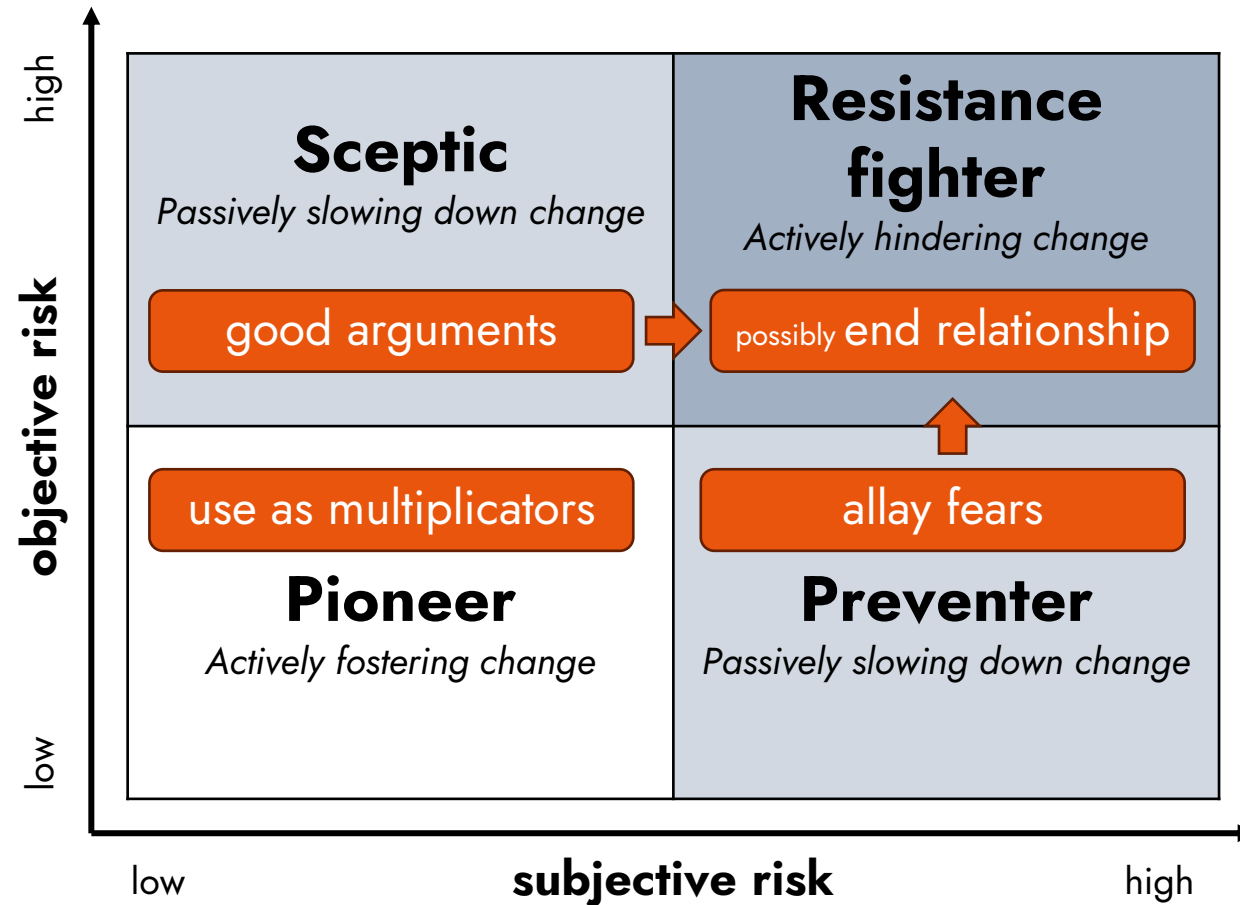
Response types



Dealing with response types

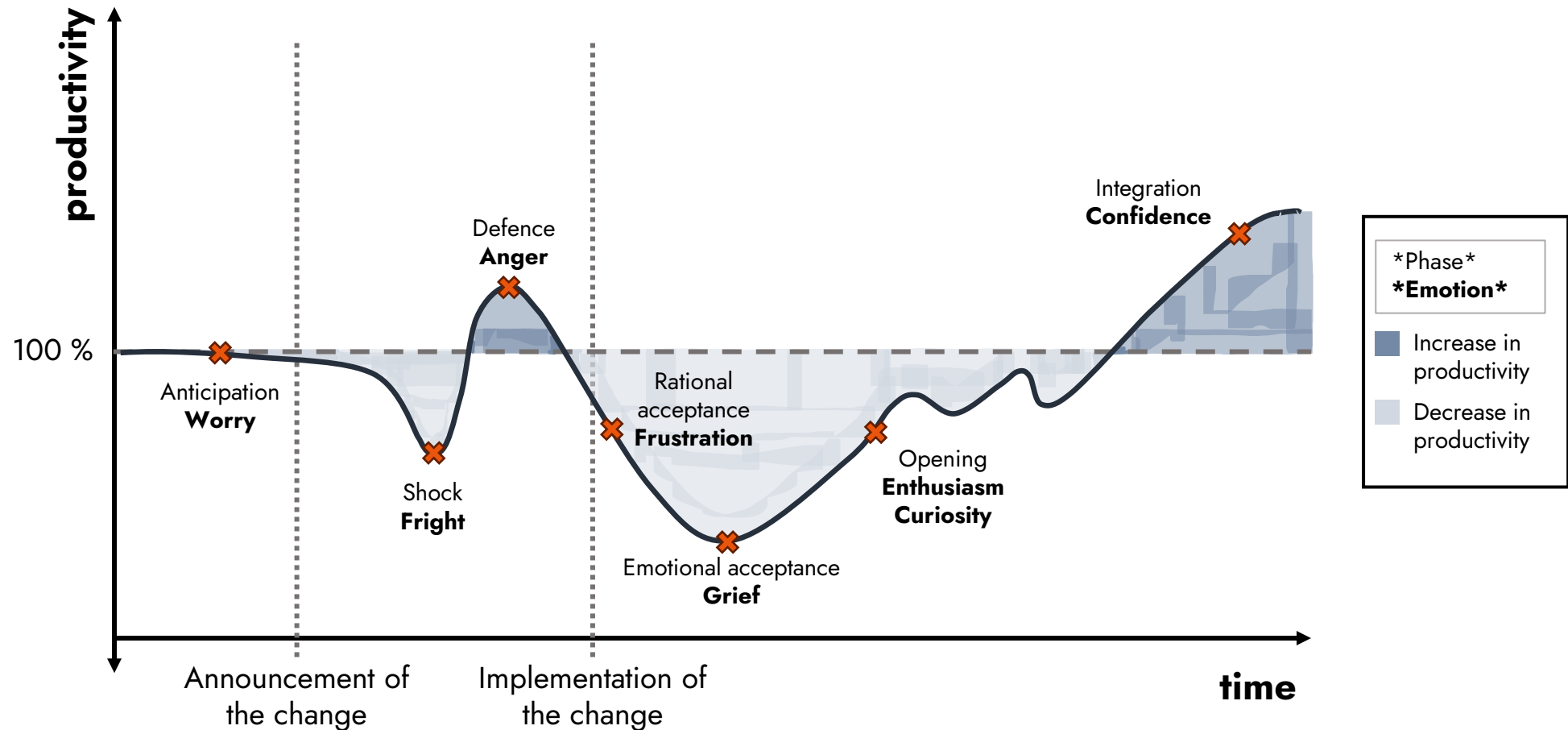


Nemeyer & Oltmanns (2010)



Response phases

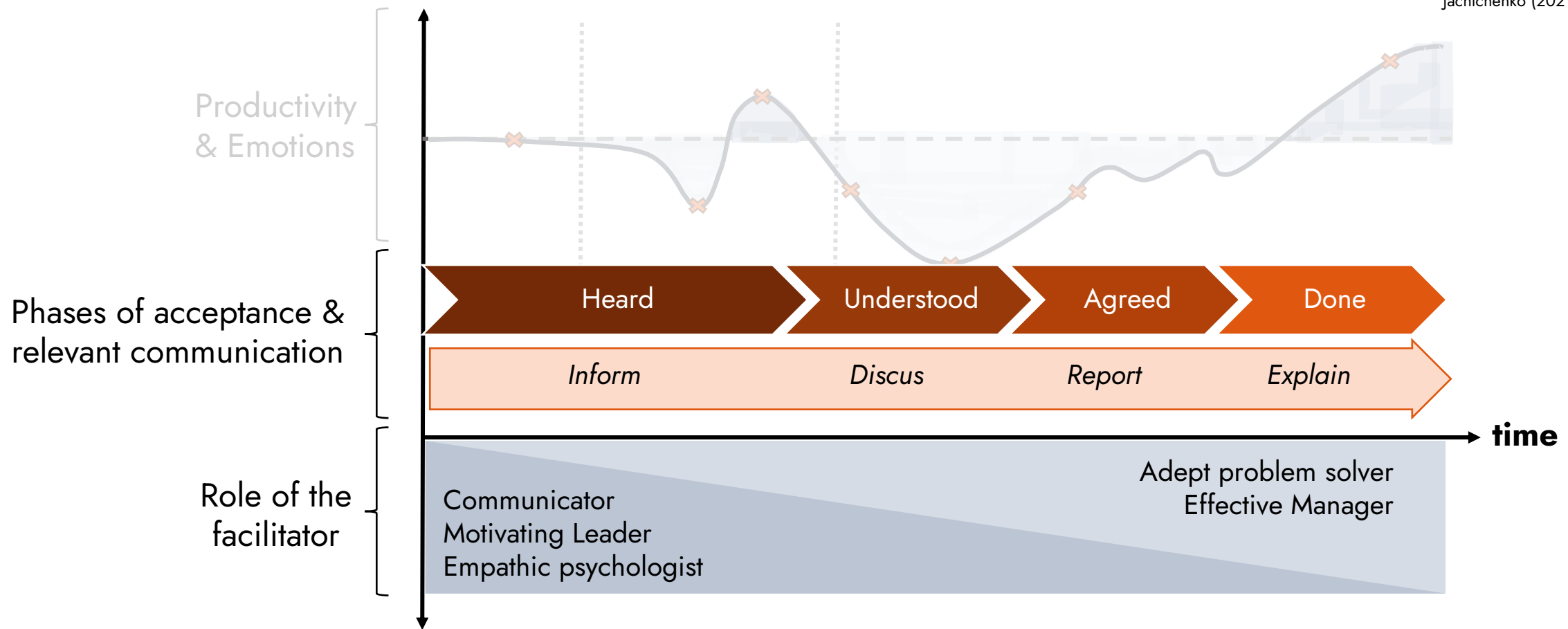
Roth (2000) & Rank & Scheinpflug (2008)



Dealing with response phases

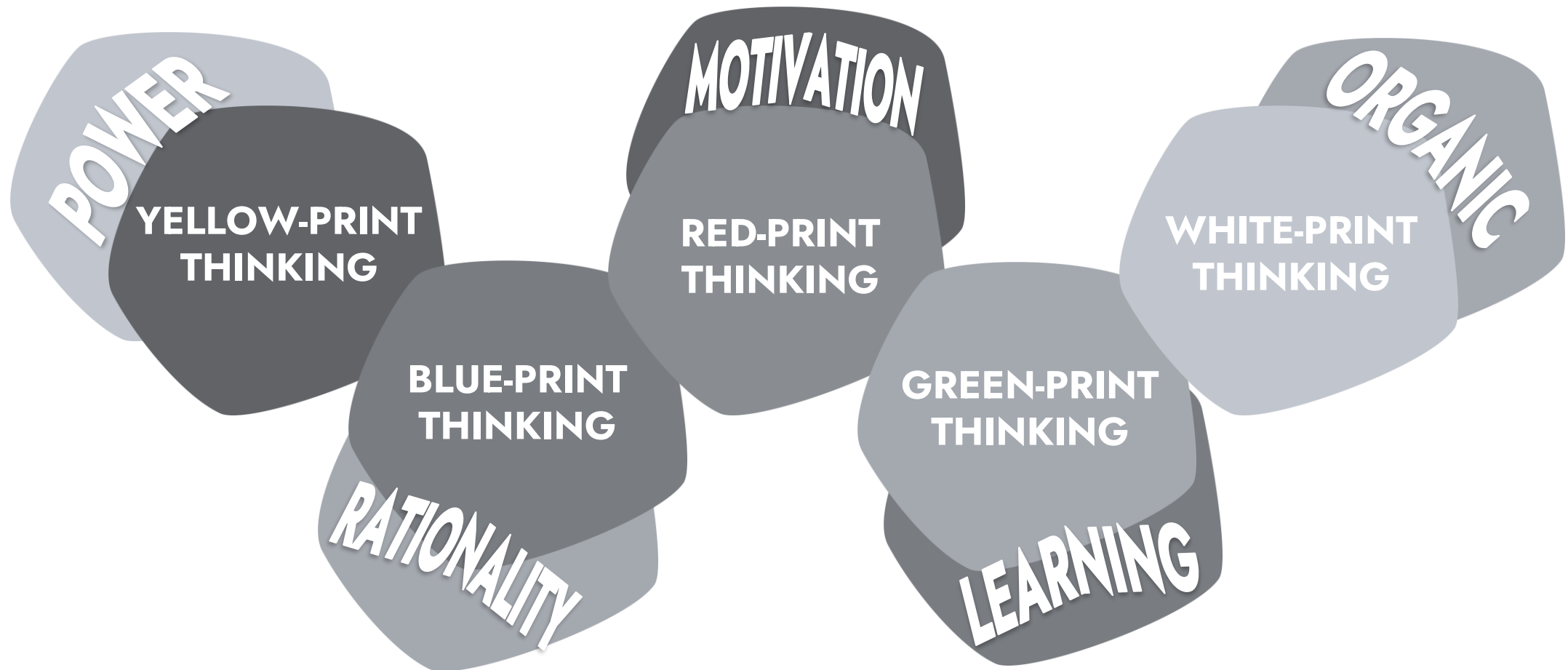


Jachtchenko (2021) & Groth (2011)

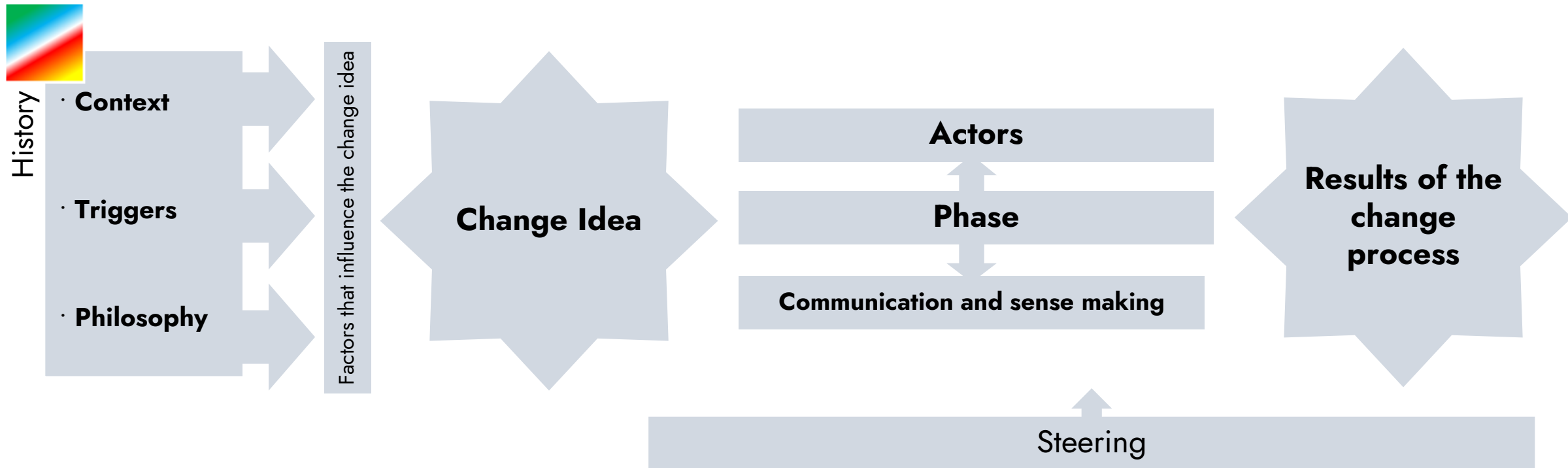


5 WAYS TO DEAL WITH CHANGE

5 ways to deal with change



Main components of planned change



TASK

Your own preferred colour

<https://hansvermaak.com/blog/publicaties/the-color-test-for-change-agents/>



YellowOprint thinking

- **Intention:**
I want to change institutional policies
- **Role/style:**
a process facilitator who focuses on feasible solutions while using their position of power



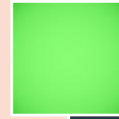
Blue-print thinking

- **Intention:**
I want to change a hard aspect (building, system, etc.)
- **Role / style:**
an expert who focuses on the best solution and will direct and monitor implementation



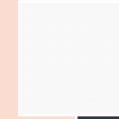
Red-print thinking

- **Intention:**
I want to change a soft aspect (culture, personnel, etc.)
- **Role / style:**
a procedural expert who focuses on a solution that is supported and evokes motivation



Green-print thinking

- **Intention:**
I want to change and develop people
- **Role / style:**
a process facilitator focused on supporting people who want to achieve solutions



White-print thinking

- **Intention:**
I create space for change
- **Role / style:**
a pattern-setter who focuses on enabling solutions and taking away obstacles

IMPACTING CHANGE AS A GUIDANCE PROFESSIONAL

Creating positive change

- Design Thinking theory
- Design Thinking practice

Building **something** that
nobody wants is the
ultimate form of **waste!**

Eric Ries (2009)



**DESIGN
THINKING
THEORY**

DESIGN THINKING

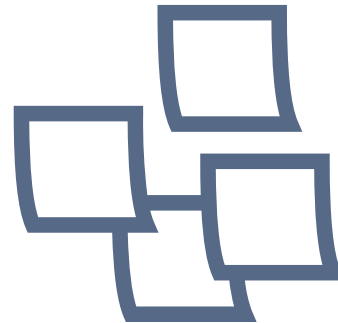
develop a customer-orientated
and outside-of-the-box solution
for a customer problem

use a structured method
and analyse profoundly

Recipe



**TEAM
INTERACTION**

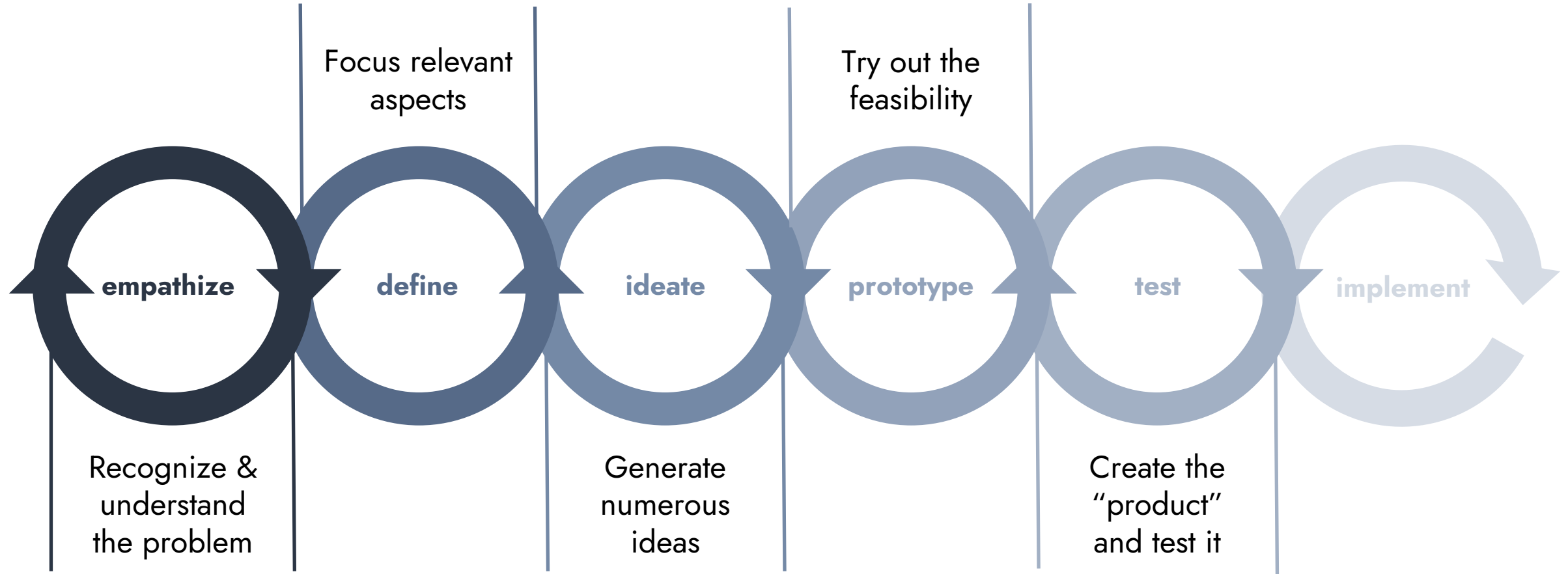


**CREATIVE
ROOM**

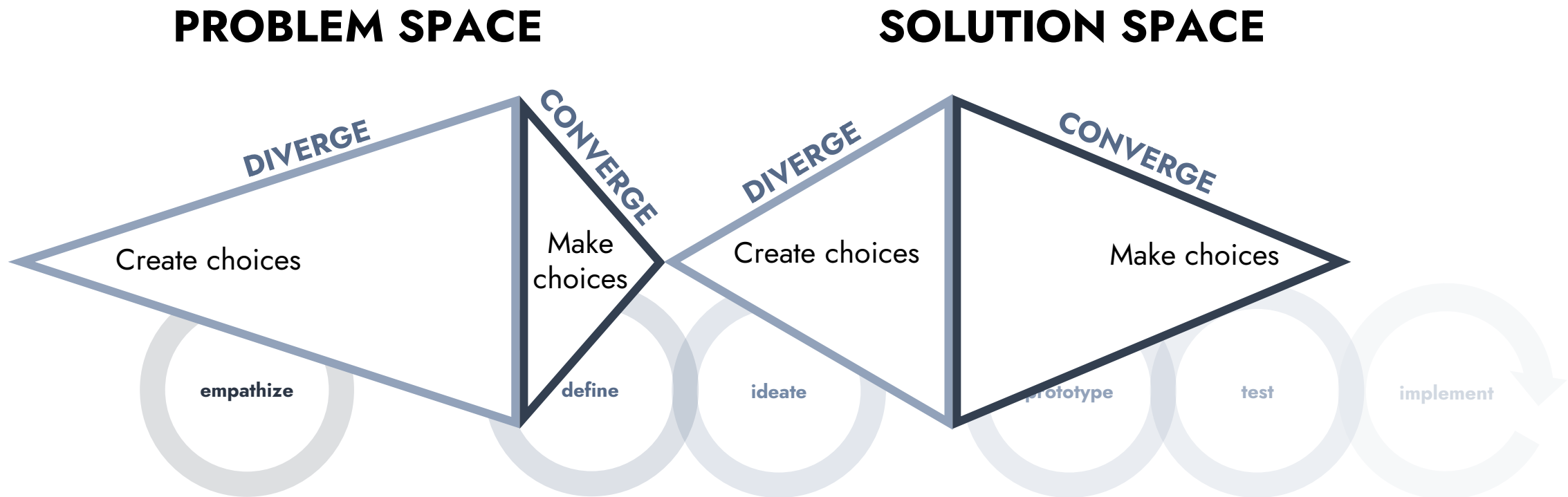


**ELABORATED
METHOD**

Process



Information flow





**DESIGN
THINKING
PRACTISE**

THE SITUATION

DESIGN THINKING APPROACH

Empowering women to strive for leadership will affect a company's culture, structure, and people within.

As a guidance professional (in your specific context), you are in a position to impact these changes and whether their effects are positive or negative for all persons involved.

The question – and, therefore, your rough design challenge – is, how you can impact those changes positively for everyone involved.



Phase 1: Empathize

Recognize and understand the problem

TOOLBOX

360° Research

Interviews

Observations

Trying out

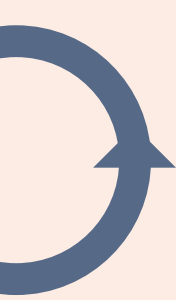
Analyses

Customer Journey Map

Stakeholder Map

5-Why's

- Recognise all possible stakeholders
- Understand the user's and stakeholder's perspective
- Gather as many information and perspectives as possible



Phase 2: Define

Focus relevant aspects

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TOOLBOX

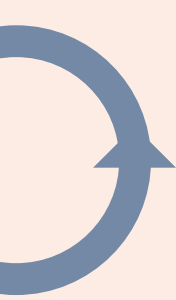
Personas

Empathy Map

Creative rephrasing

Point of View (PoV)

- Describe the problem/situation
- Formulate expectations for an ideal future
- Identify barriers and obstacles
- Place your design challenge in one question



Phase 3: Ideate

Generate numerous ideas

TOOLBOX

Brainstorming

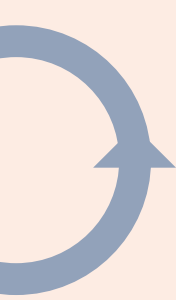
HMW-Questions

6 Thinking Hats

6-3-5 Method

- Generate as many ideas as possible
- Generate a large variety of ideas
- Use haptic materials to express your ideas

! There is no such thing as bad ideas!



Phase 4: Prototype

Try out the feasibility

TOOLBOX

“Building it”
physically
technically
digitally
on paper

Role Play

Storyboard

- Build versions of a product/service
- Make mistakes and learn from them
- Identify unimplementable ideas/hidden problems

! Quickly and cheaply fail impossible ideas !



Phase 5: Test

Try out the feasibility

TOOLBOX

Testing Grid

A/B Method

Walkthrough

Observation

- Evaluate the product's fit to the original problem
- Generate feedback from users and stakeholder
- Identify unimplementable ideas/hidden problems

! Be open to feedback and to starting over !

Phase 6: Implement

TOOLBOX

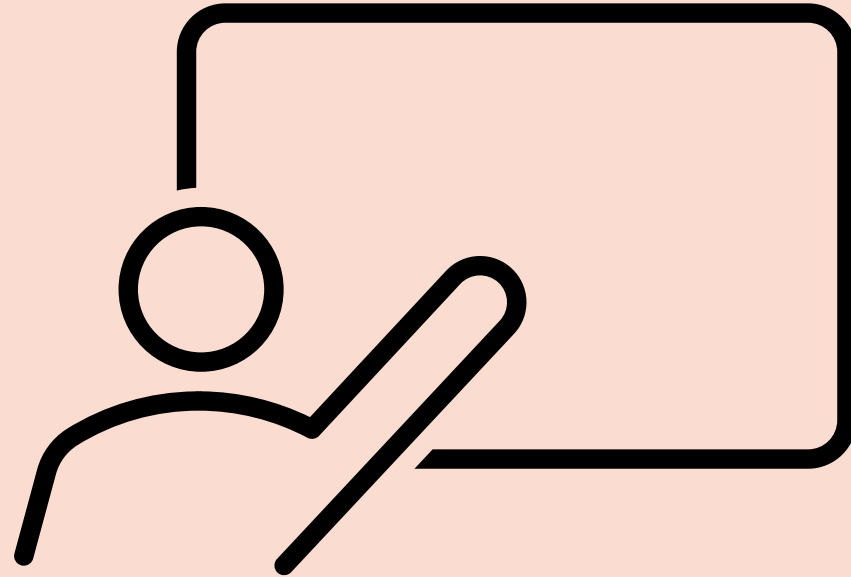
Create a Pitch

Implementation
Roadmap

Lessons Learned

- Document the final version
- Plan the product's/service's implementation
- Put the idea into effect
- Disseminate and promote the product/service

Now it's your turn:
PITCH YOUR IDEA





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ANDRÁSSY
UNIVERSITÄT
BUDAPEST



PROJECT INFORMATION

hochschule.digigen@arbeitsagentur.de

<https://digi-gen.eu/>

LICENCE

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