ORGANISATIONAL DEVELOPMENT AND SUPPORT
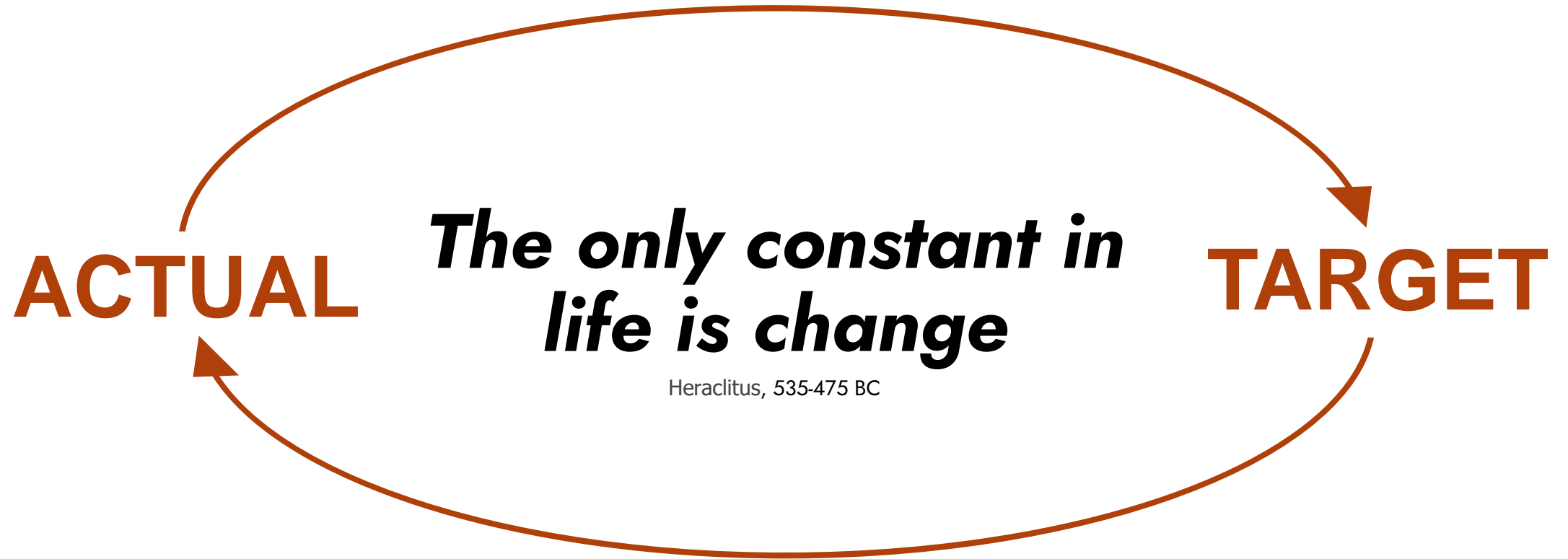
Topic 4

DIGI
GEN

Co-funded by
the European Union

ACTUAL

The only constant in life is change

Heraclitus, 535-475 BC

TARGET

CHANGE MANAGEMENT

Theory, phases, and psychological impact

- Phases of Change

- Reactions to Change

- Five Ways to Deal with Change

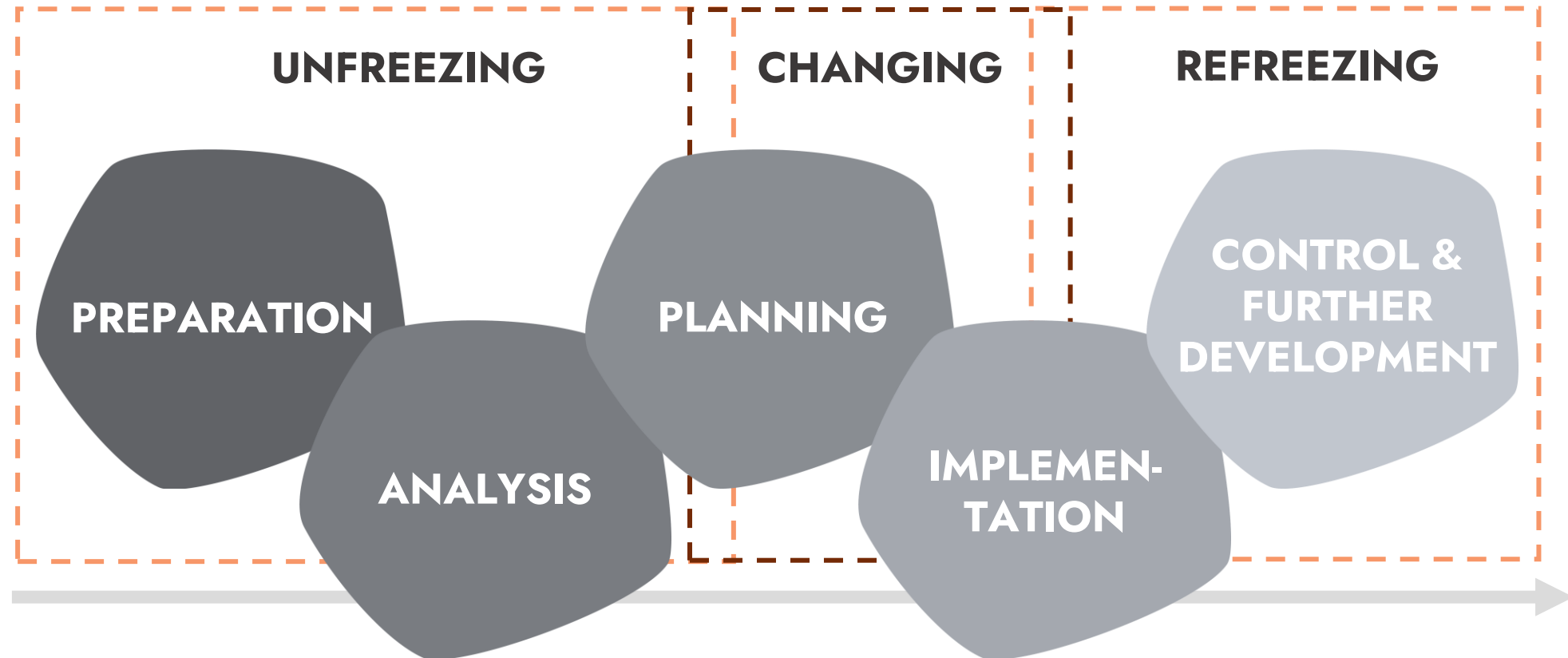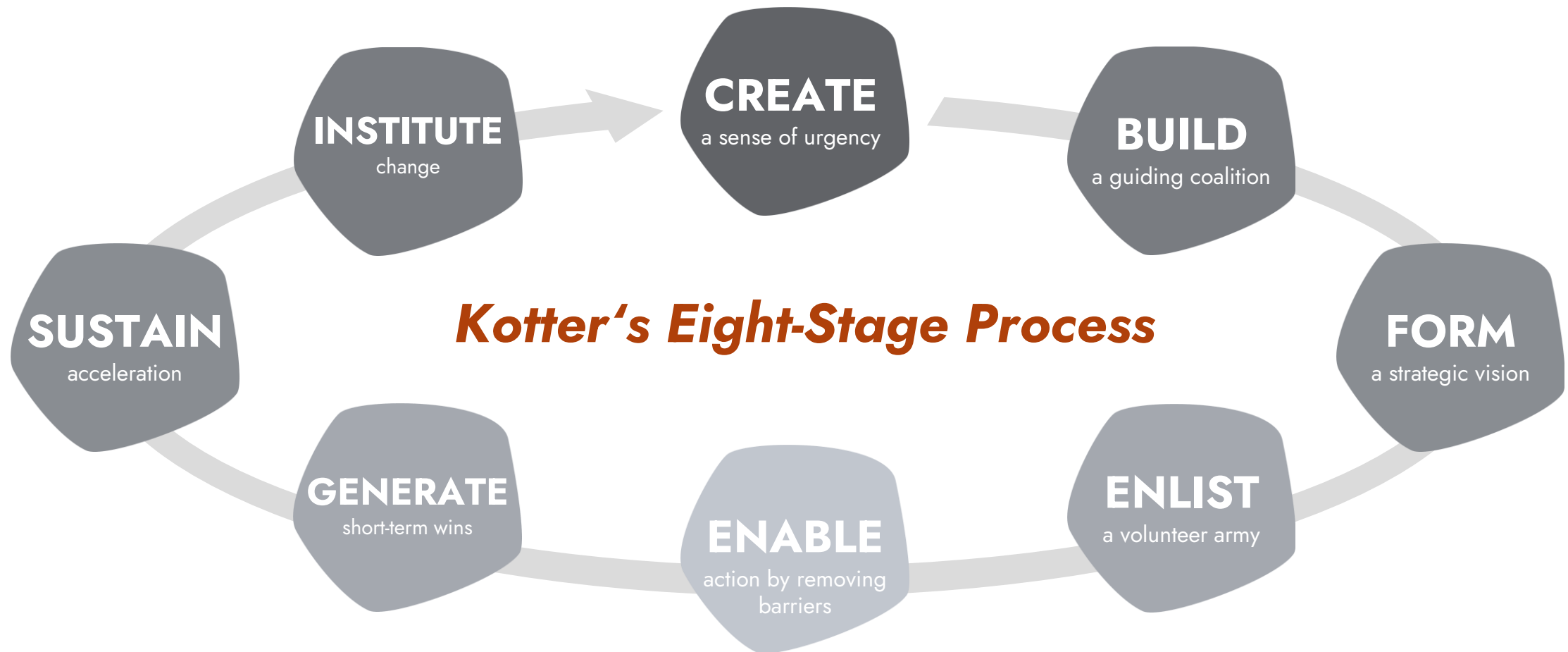PHASES OF CHANGE

Psychological perspective

UNFREEZING **CHANGING** **REFREEZING**

Lewin's three phases of change

Factual perspective

UNFREEZING　　**CHANGING**　　**REFREEZING**

PREPARATION

ANALYSIS

PLANNING

IMPLEMEN-TATION

CONTROL & FURTHER DEVELOPMENT

Vahs' integrative model

Operational perspective

INSTITUTE change

CREATE a sense of urgency

BUILD a guiding coalition

SUSTAIN acceleration

Kotter's Eight-Stage Process

FORM a strategic vision

GENERATE short-term wins

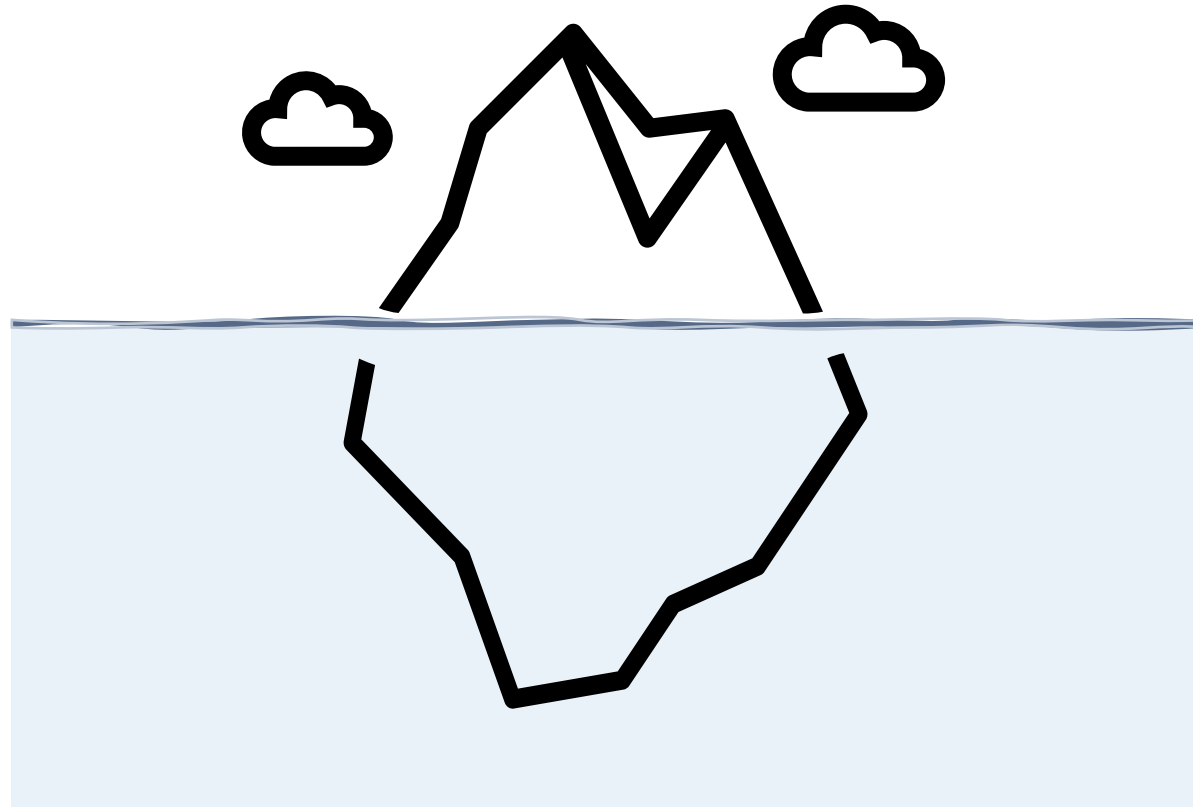**ENABLE** action by removing barriers

ENLIST a volunteer army
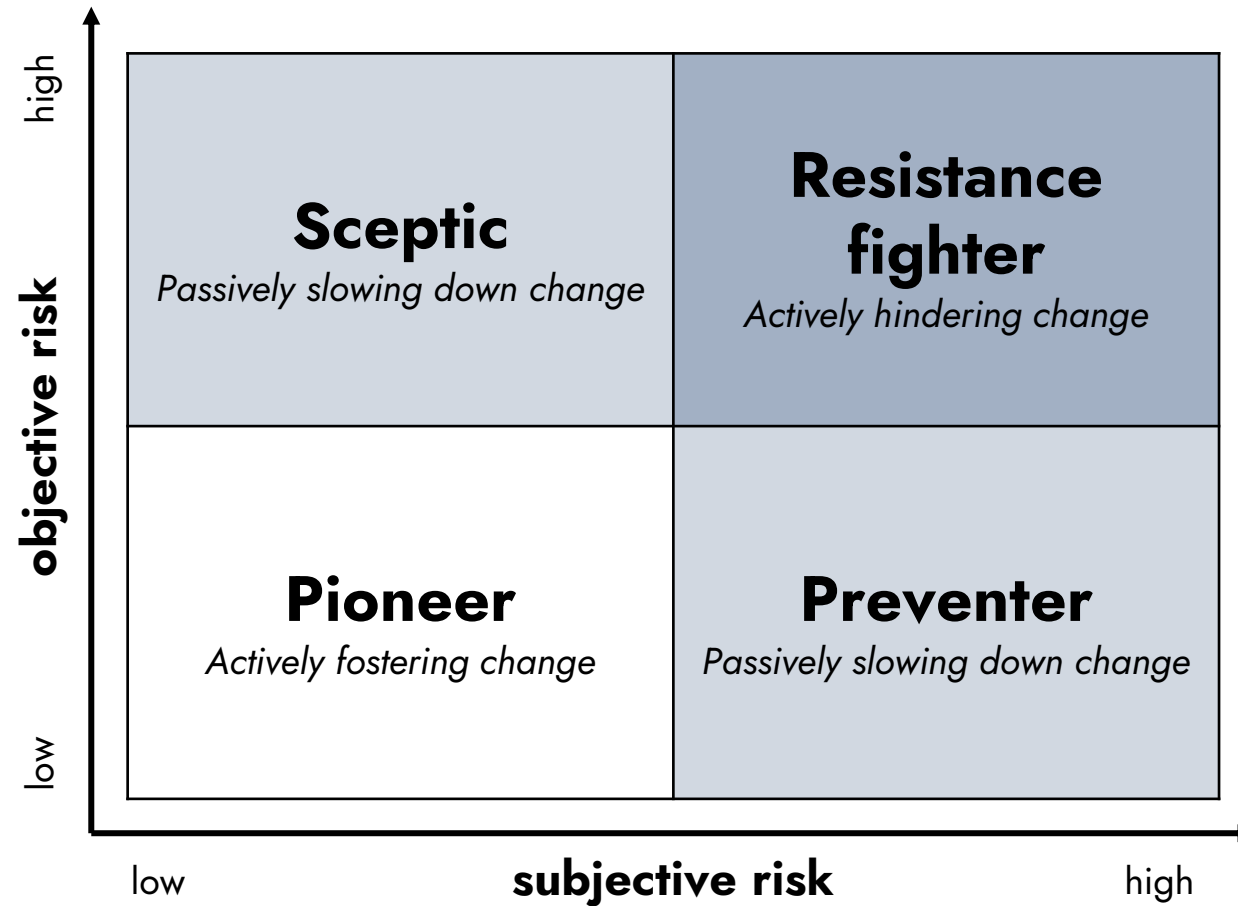
RESPONSE TO CHANGE
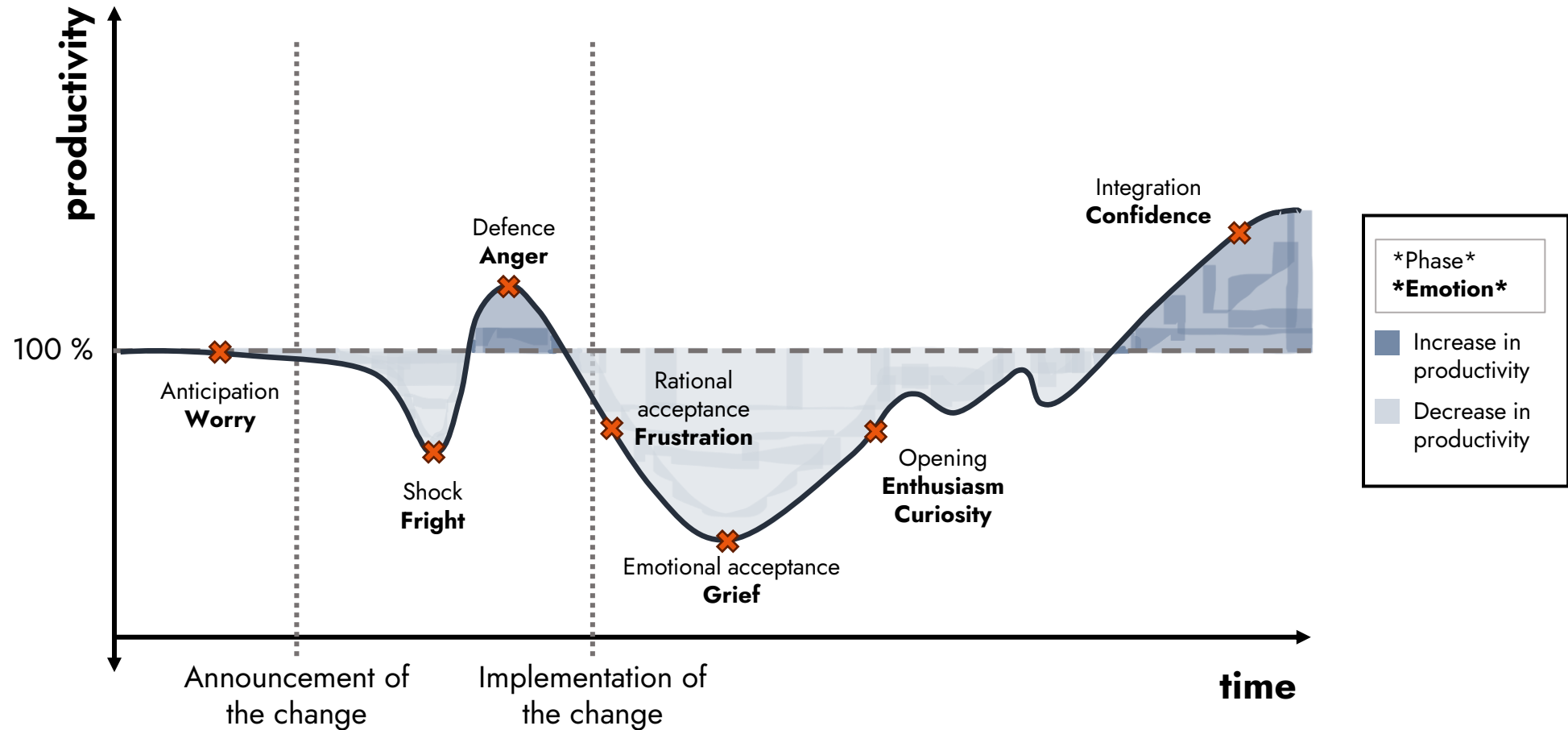
„Look beyond the surface"

Response types

Dealing with response types
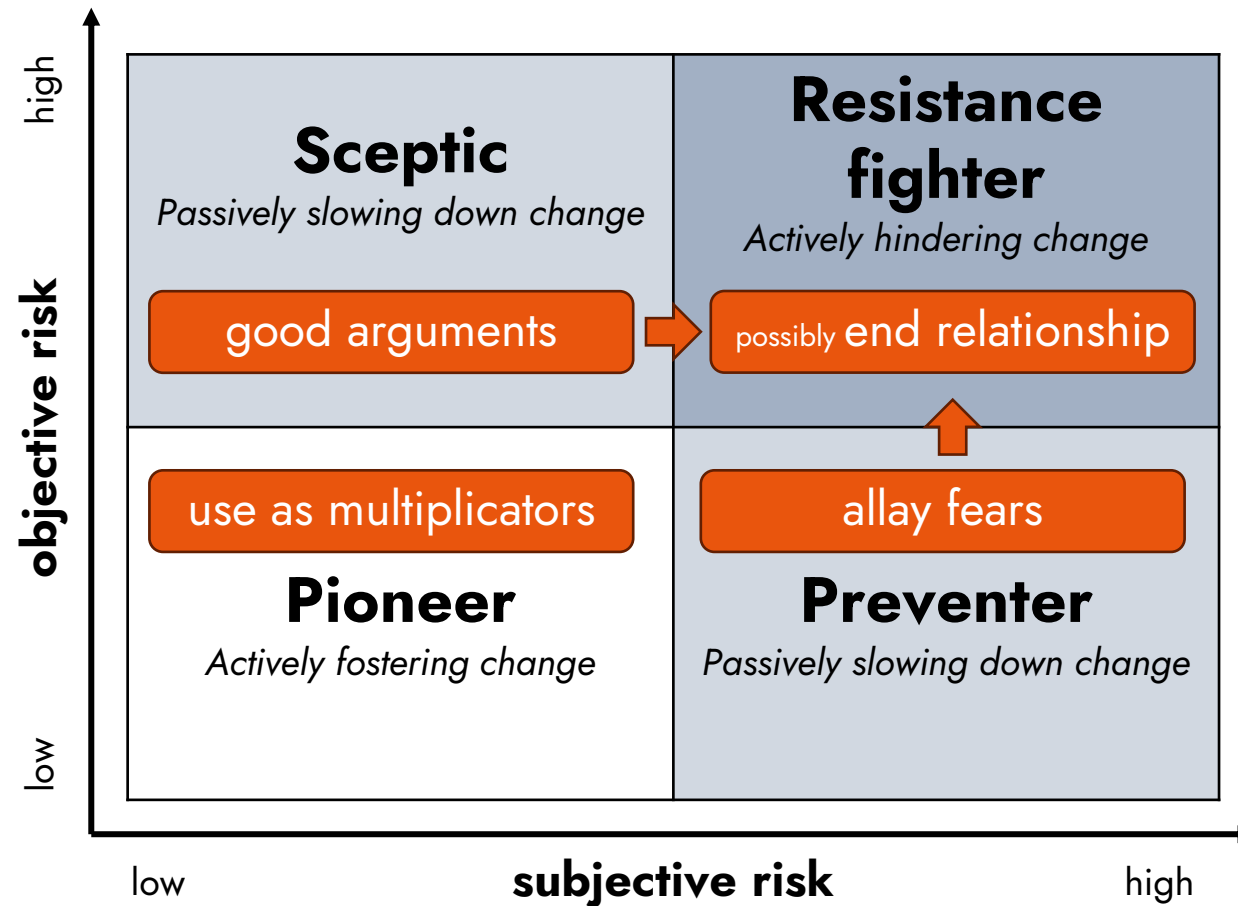
Response phases

Dealing with response phases

Jachtchenko (2021) & Groth (2011)

Productivity & Emotions

Phases of acceptance & relevant communication

Heard	Understood	Agreed	Done
Inform	*Discus*	*Report*	*Explain*

time

Role of the facilitator

Communicator
Motivating Leader
Empathic psychologist

Adept problem solver
Effective Manager
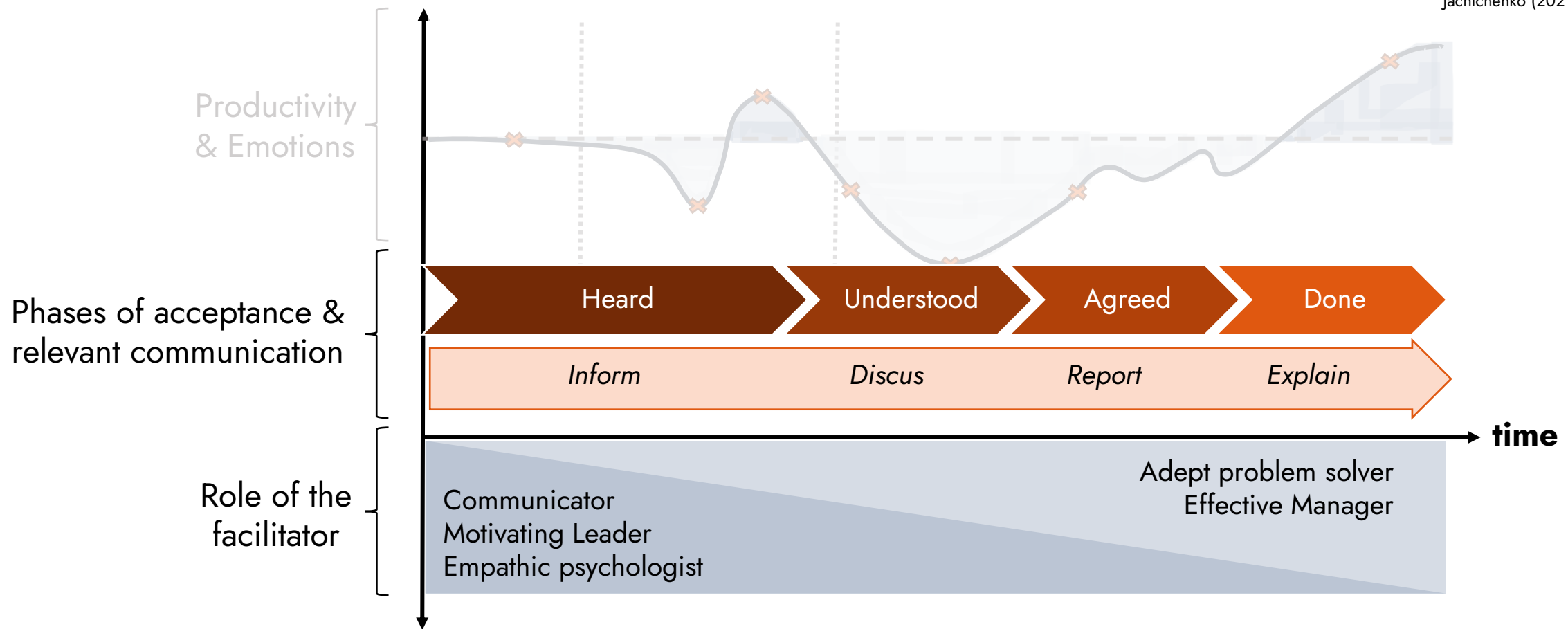
5 WAYS TO DEAL WITH CHANGE

5 ways to deal with change

POWER
YELLOW-PRINT THINKING

RATIONALITY
BLUE-PRINT THINKING

MOTIVATION
RED-PRINT THINKING

LEARNING
GREEN-PRINT THINKING

ORGANIC
WHITE-PRINT THINKING
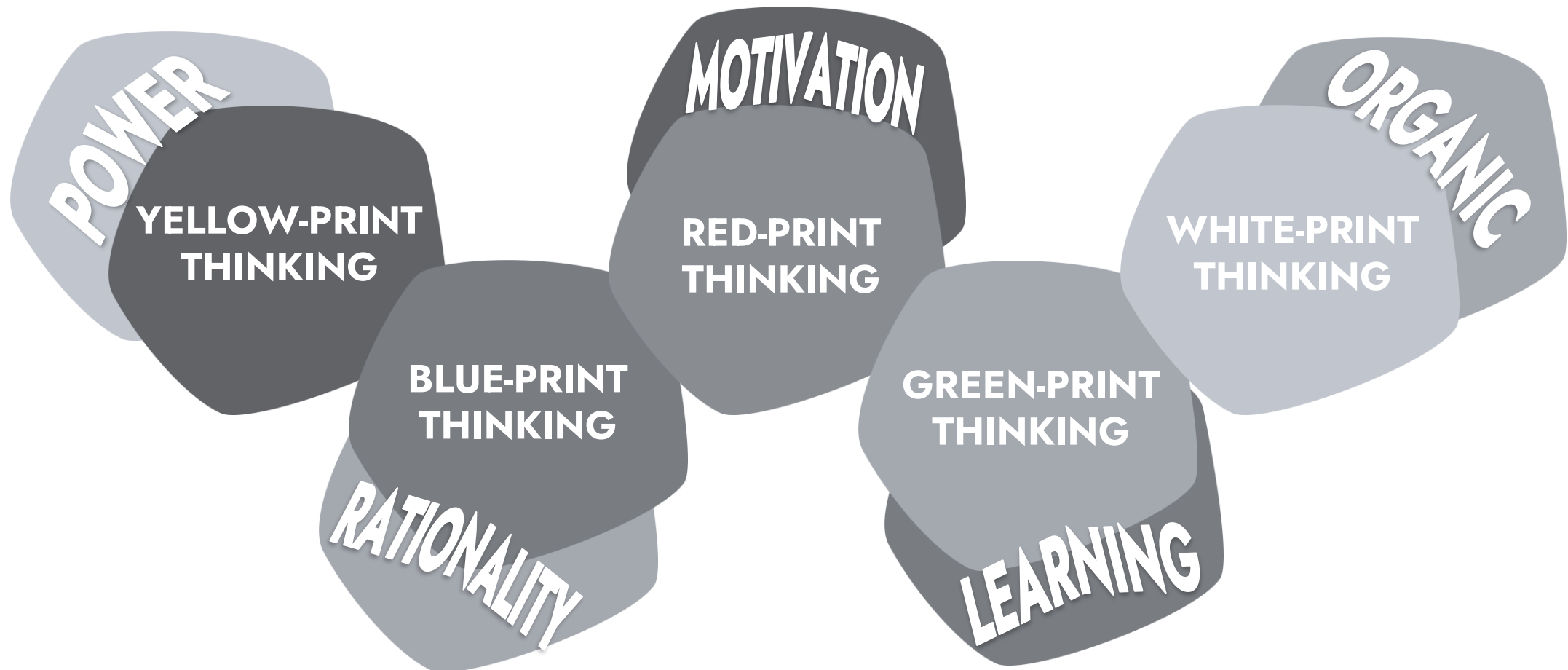
Main components of planned change

History

· **Context**

· **Triggers**

· **Philosophy**

Factors that influence the change idea

Change Idea

Actors

Phase

Communication and sense making

Results of the change process

Steering
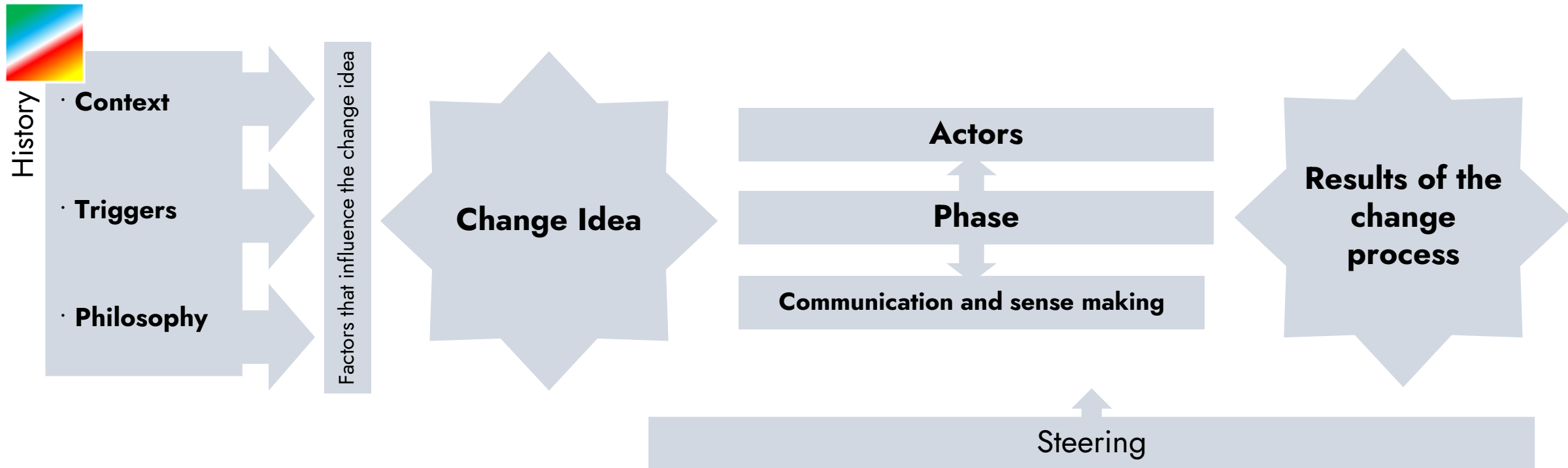
TASK

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
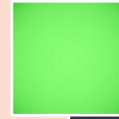
Blue-print thinking

- **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

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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)
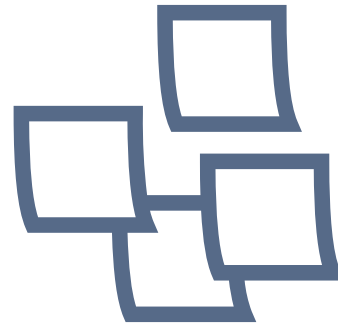
DESIGN THINKING THEORY

DESIGN THINKING

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

use a structured method and analyse profoundly
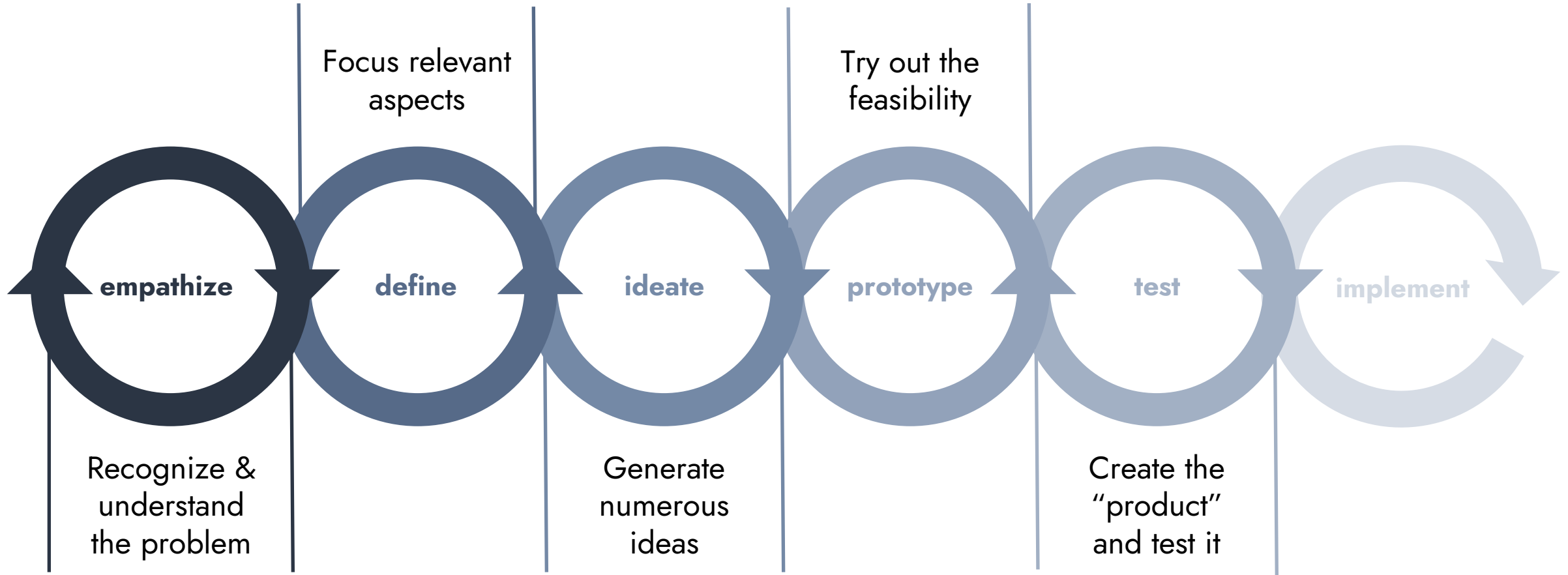
Recipe
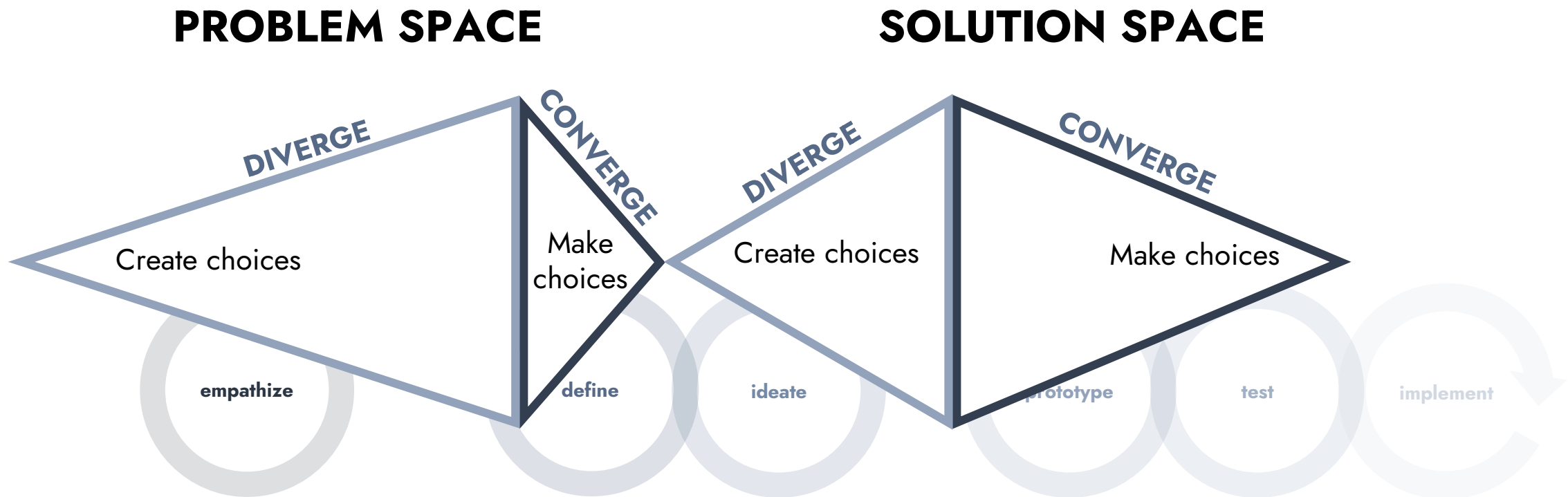

TEAM INTERACTION

CREATIVE ROOM

ELABORATED METHOD

Process

Focus relevant aspects

Try out the feasibility

empathize **define** **ideate** **prototype** **test** **implement**

Recognize & understand the problem

Generate numerous ideas

Create the "product" and test it

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
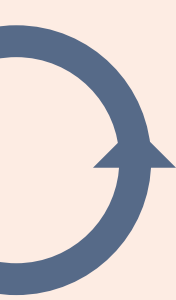*Interviews*
Observations
Trying out
Analyses

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

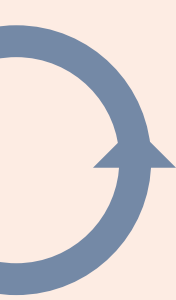Focus relevant aspects

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

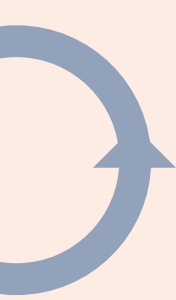Generate numerous ideas

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
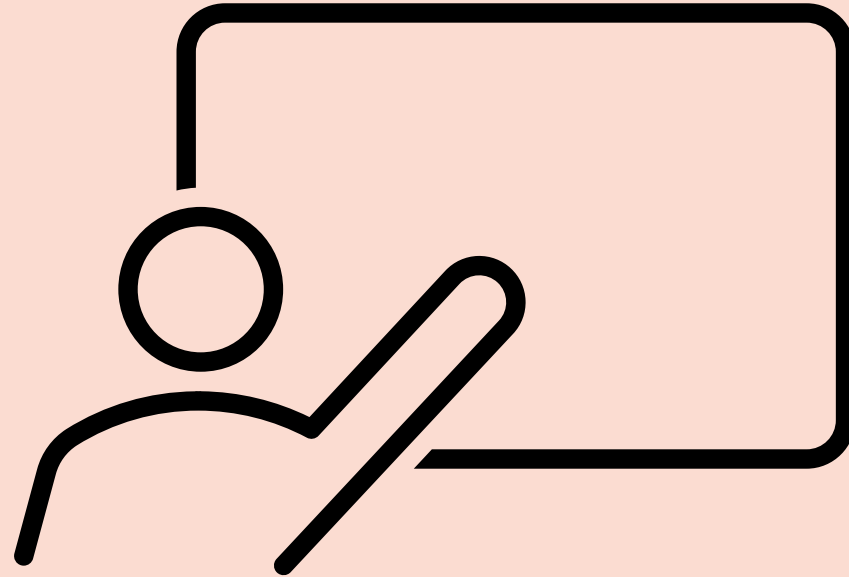
TOOLBOX

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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superpeople
company

CHAMBER OF COMMERCE AND INDUSTRY OF CSONGRÁD-CSANÁD
1890

Mundus

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Vermaak, H., de Caluwé, L. (2018). The Colors of Change Revisited: Situating and Describing the Theory and its Practical Applications. https://doi.org/10.1108/S0897-301620180000026005.