



Innovate Change

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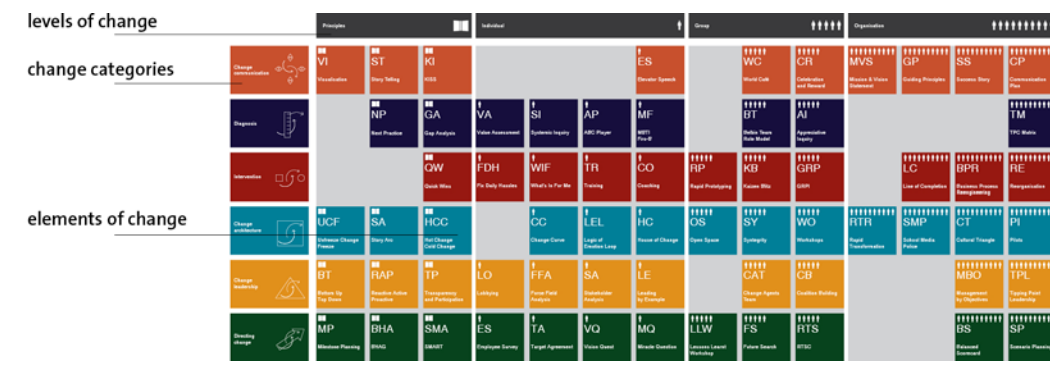
1 Case for Action

Contemporary business is affected by globalised markets, financial turmoil, virtualisation, and innovation. Organisations which want to survive in these times do have to adapt to this ever changing context. Change management is a very useful practice to deal with current and upcoming requirements. Companies are in dire need of capable managers who can deliver change. This is why change agents are standing in the spotlight.

Change agents are capable of handling different change management approaches. This is common knowledge in the community. Yet what is still missing is awareness for unintended dynamics when setting up a change management project. Every single change tool does have its own right and follows its own logic. But what happens when tools will be combined and applied to a unique situation? Change agents are demanded to face and to be aware of where “Innovate Change” steps in.

Innovate Change is a new approach as it features creativity and playfulness in this challenge. We have identified essential models, methods and instruments of change management and brought them together in an appealing way.

The idea is to approach the well-known change management tools in an alternative, non-orthodox way. These tools and concepts are rearranged in the logic of a periodic table with categorised elements. Participants of the Innovate Change workshop (see chapter 3) are placed in the position of alchemists. These people were in search of a way to create gold by recombining elements. Although no alchemist was ever successful in creating gold, they invented or rediscovered porcelain and gun powder. And this is exactly what we aim for with Innovate Change: to play around with change management tools in order to gain momentum for a more creative or even innovative change management!



2 Innovate Change – A Playful Approach

The idea behind Innovate Change

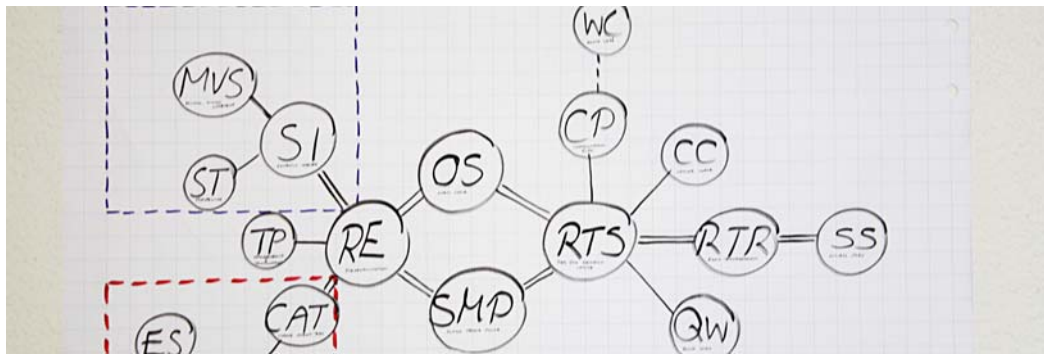
Today, a considerable number of projects which are being realised in organisations are change projects. If one takes into account the variety of approaches, tools, and instruments that may be applied in change management endeavours, a complex universe emerges through which change agents have to navigate. The concept of Innovate Change supports change agents in order to navigate through this universe in a reflected and deliberate manner. In fact, Innovate Change is about engaging with organisational change in a playful, creative, and thus innovative manner.

In its core, Innovate Change focuses on the complexity of approaches, tools, and instruments that are relevant for change management.

Therefore, Innovate Change allows for three essential steps towards realising successful change projects:

- ___ it supports change agents to understand the complexity of the “toolbox” out of which they have to select the building blocks of the change projects,
- ___ advances the awareness of the impact of each change measure and the interrelation between different measures in change projects, and therefore
- ___ helps the change agent to decide on which measures to apply in the change project, taking the very organisation’s reality and desired future state into account.

Accordingly, Innovate Change offers a design that allows for this experience: the approaches, tools, and instruments applied for change are *elements*. These are ordered in a *periodic system*. The elements can be combined with each other in order to build an infinite number of *molecules*.



Elements of change

Innovate Change focuses on the diverse landscape of measures within change management. It presents a selection of the most important and diverse approaches, tools, and instruments for change. It treats these as elements. These elements actually make up all change projects. They are the “elements of change”.

The periodic system of change elements

The diversity of the elements is displayed in a periodic table. Referring to the idea of the periodic system of chemical elements, it arranges the elements according to their characteristics along two dimensions:

___ Level of change (displayed vertically in the periodic system):

Elements can be applied on four levels within the organisation: the *individual*, the *group*, the *organisation*, and most general, *principles*.

Holistic change management takes different levels within the organisation into scope. Nowadays it is no longer a secret that successful change management –more or less participatory– takes the impact of change on all organisational levels into account. This is complemented by general principles that underlie change on the different levels.

___ Change category (displayed horizontally in the periodic system):

Elements can be bundled under one out of six fields: *change architecture*, *change communication*, *change leadership*, *diagnosis*, *directing change*, and *intervention*.

Change projects generally comprise different crucial content- and process-wise steps that are reflected in these fields: the frame of the project (change architecture), the analysis of the current and future state (diagnosis), orientation towards the desired state (directing change), leadership development (change leadership), implementing measures (intervention), and communicating proceedings (change communication).

Building molecules of change

Chemical molecules are constant, electrically neutral groups of atoms in a distinct arrangement that is held together by strong chemical bonds. Likewise, the periodic system’s elements can be combined. In fact, this is no news at all: it is the everyday

bread of change managers. However, Innovate Change emphasises the very nature of each combination of elements into a molecule. To illustrate, a molecule may comprise an infinite number of elements. Further, the relationships between elements within a molecule can differ, too. Elements may be interlinked stronger or weaker which characterises the relationship: there is a direct relation between some elements thus accounting for a stronger impact on the entire change project while other relations are less direct. When considering the variety of opportunities to combine elements out of the two dimensions, it is crucial to gather awareness of two factors:

___ the dynamics of combining different elements

Every single molecule is distinct. And every combination accounts for a different nature, course, and outcome within a change project.

___ The objective of the change project

Not only are there diverse elements which can be combined diversely into a molecule. The objectives of a change project are no less diverse. Consequently, not every molecule will necessarily lead to the desired outcome of the change project.

Therefore, understanding the very nature of a molecule and aligning it with the objectives of the change are the most important challenges for change agents. Innovate Change offers an application which supports them to do so in a playful and innovative manner – the *Innovate Change workshop*.



3 Application – The Workshop

With the Innovate Change workshop, the approach becomes tangible and down-to-earth: it allows participants to really work with it hands-on and generates ideas which can be transferred into practice.

The basic idea of the workshop is to bring together change experts who are deeply rooted into practice. The beauty of the concept is to reframe to topic of change management. All change managers who have realised change management projects in ages, have the opportunity to discuss change management in a completely different way.

In a first step, participants are encouraged to really get in touch with the elements. Though they are all experts in the field of change management, different exercises like “Power Point karaoke” are introduced to prepare them for the experiments thereafter. During the workshop, participants will be above all alchemists who create their own molecules. Interestingly, there is a strong repercussion into daily life as change managers. Within a group discussion on how to solve realistic case studies, the position of an alchemist turned out to be a very productive one. Single elements of a bigger change molecule can be changed, rearranged, augmented, or even deleted in a completely different way. This is where the experimental approach becomes manifest: change experts with comprehensive knowledge share their change management know-how by making use of a powerful metaphor and making new sense out of their own practice. In the end, ideas and insights are being generated that could not have been predicted before.

Knowledge and know-how meets creativity and playfulness: you cannot get closer to innovation.

4 Contact

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