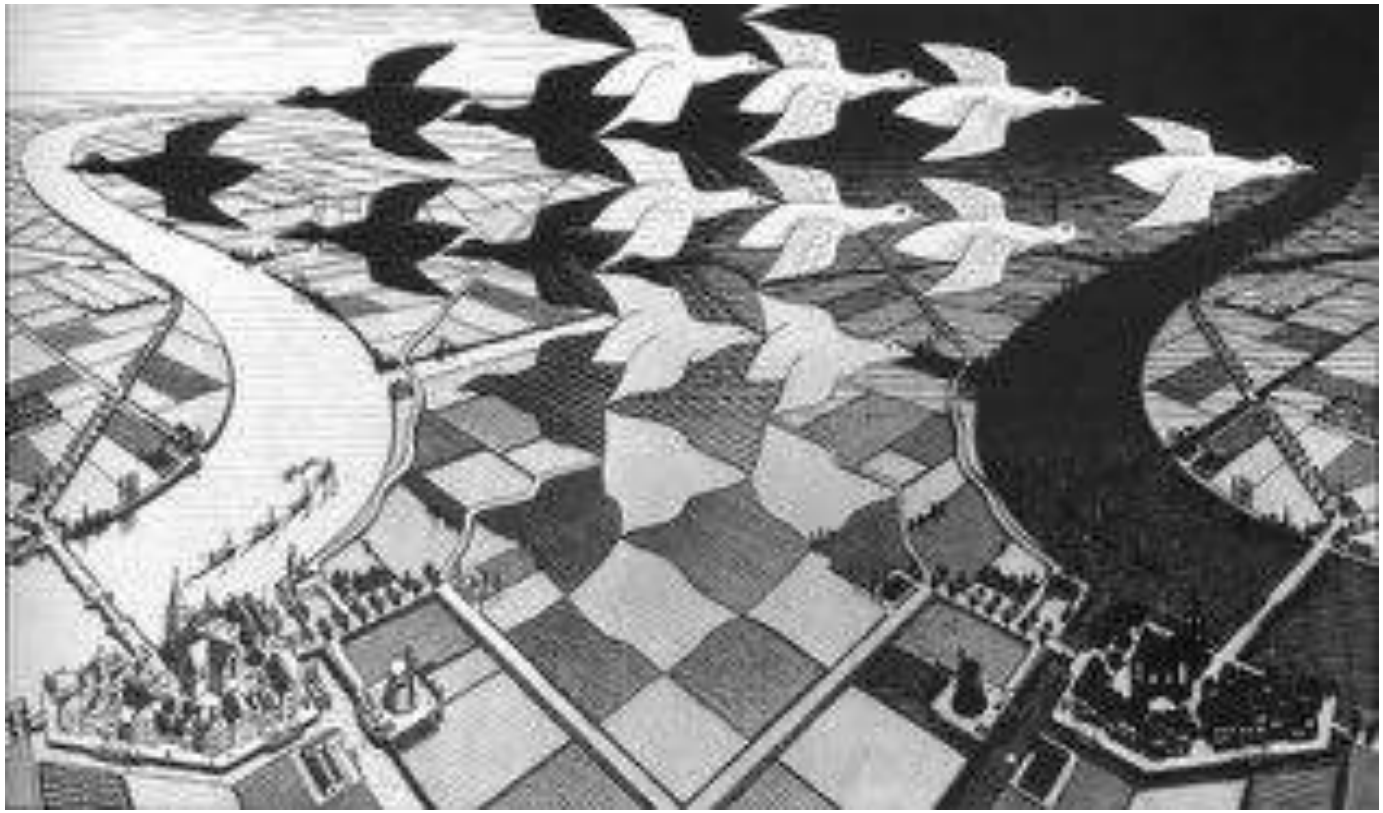
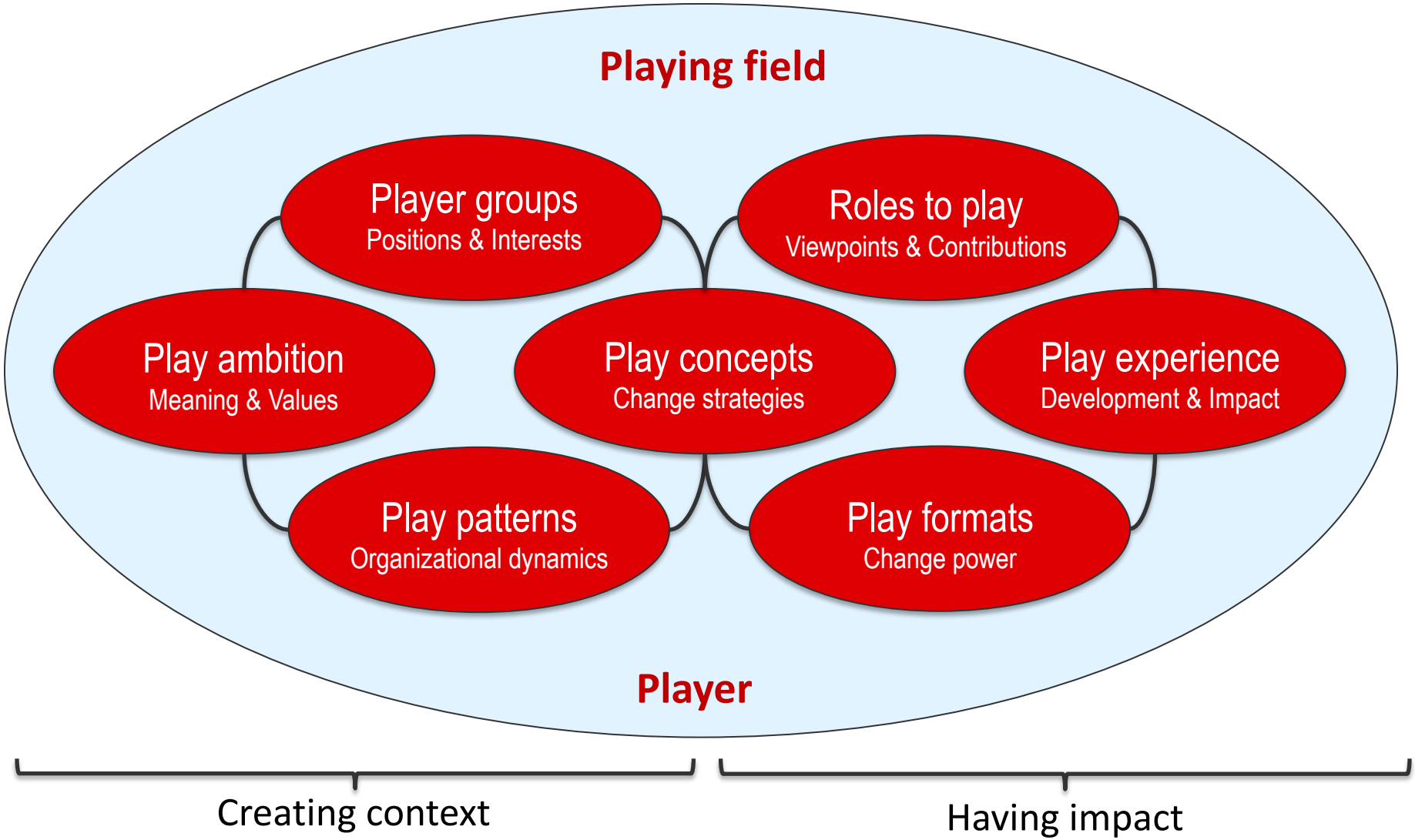
Exploring playing fields

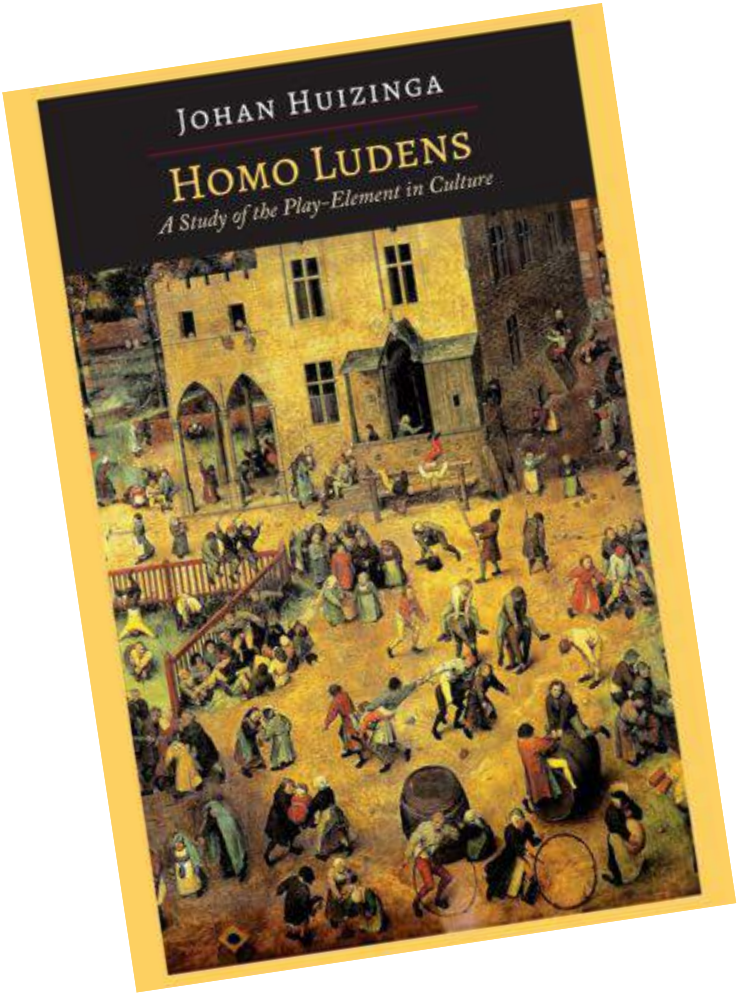


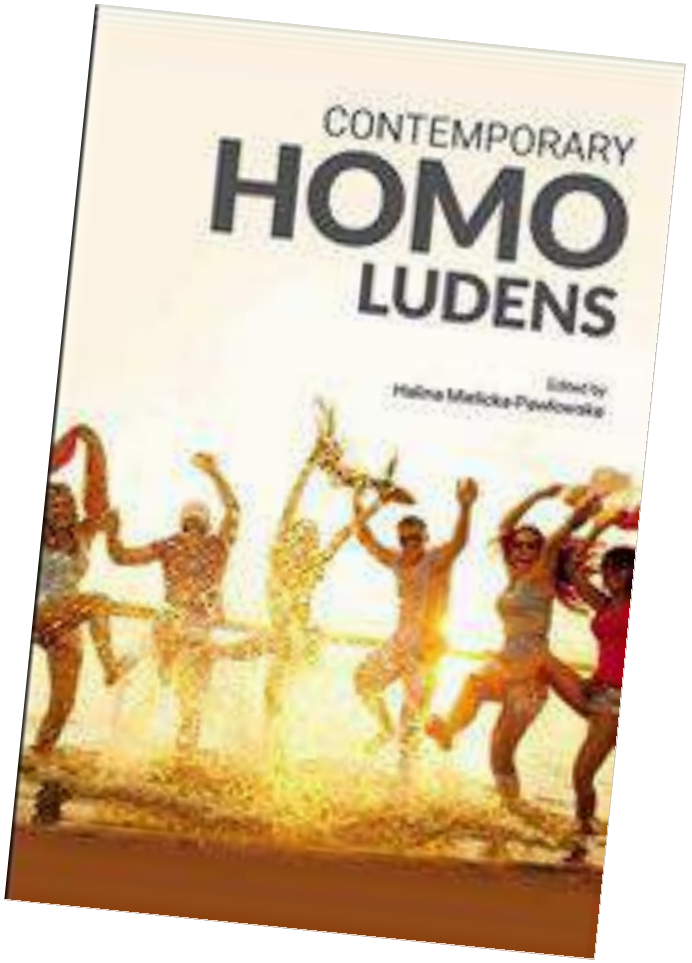
Organizational change as play



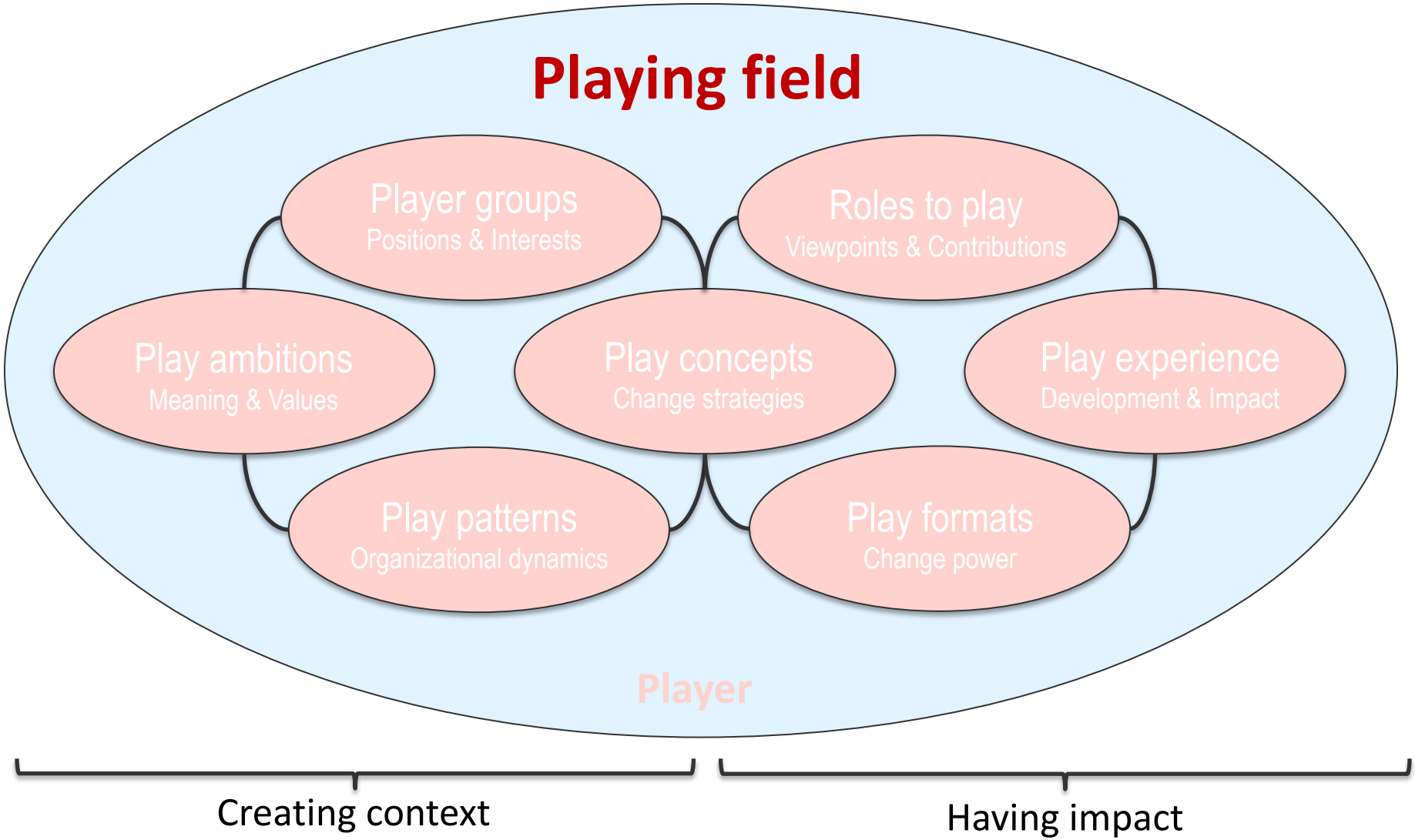
Content

- Change as collaborative play
- Global and national cultures
- Hierarchy, network and collaboratives
- Contextual environment
- Playing fields
- Sensing and inquiring
- Search and future conferences
- Considerations from a dynamic view

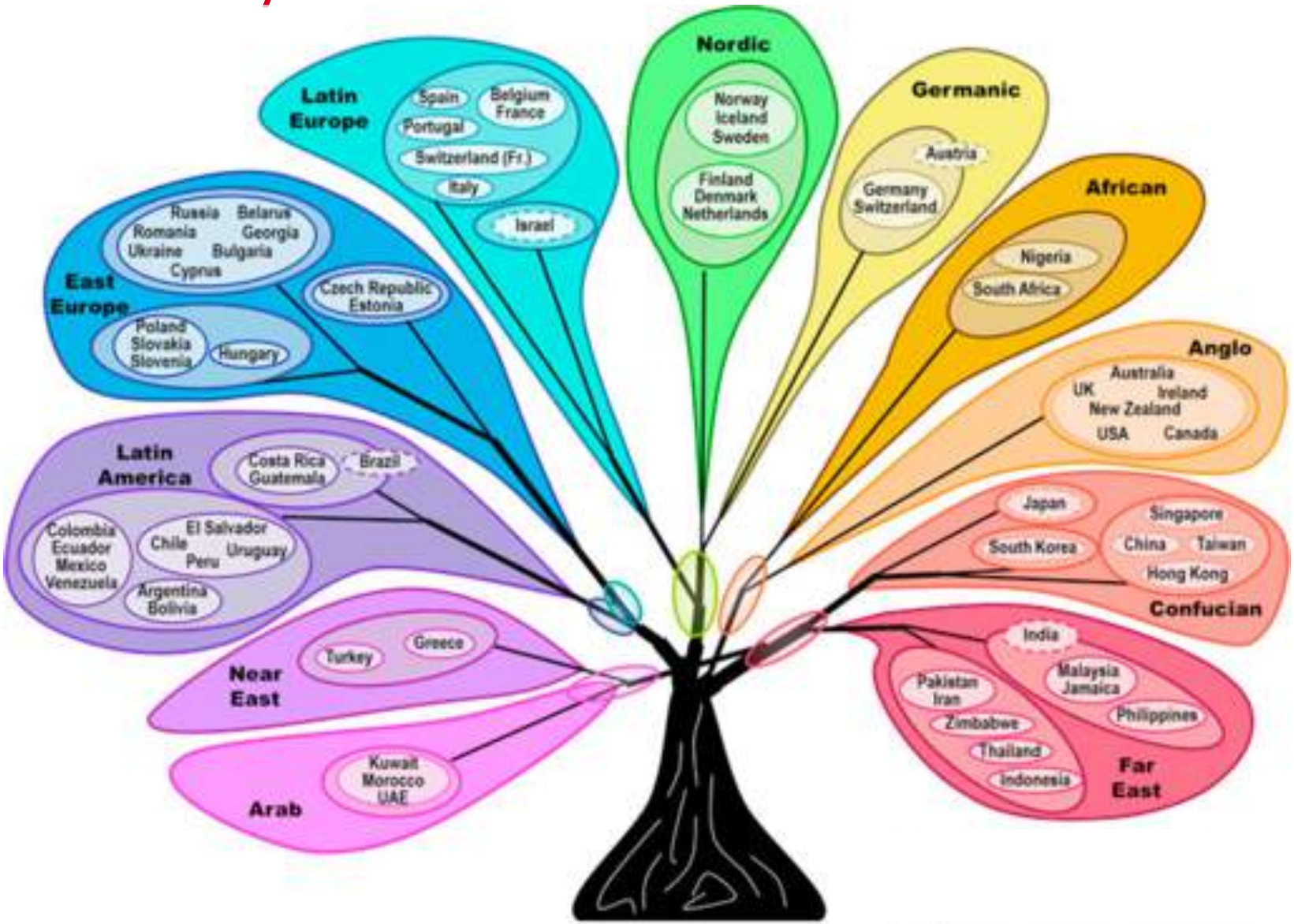

JOHAN HUIZINGA
HOMO LUDENS
A Study of the Play-Element in Culture


CONTEMPORARY
HOMO
LUDENS

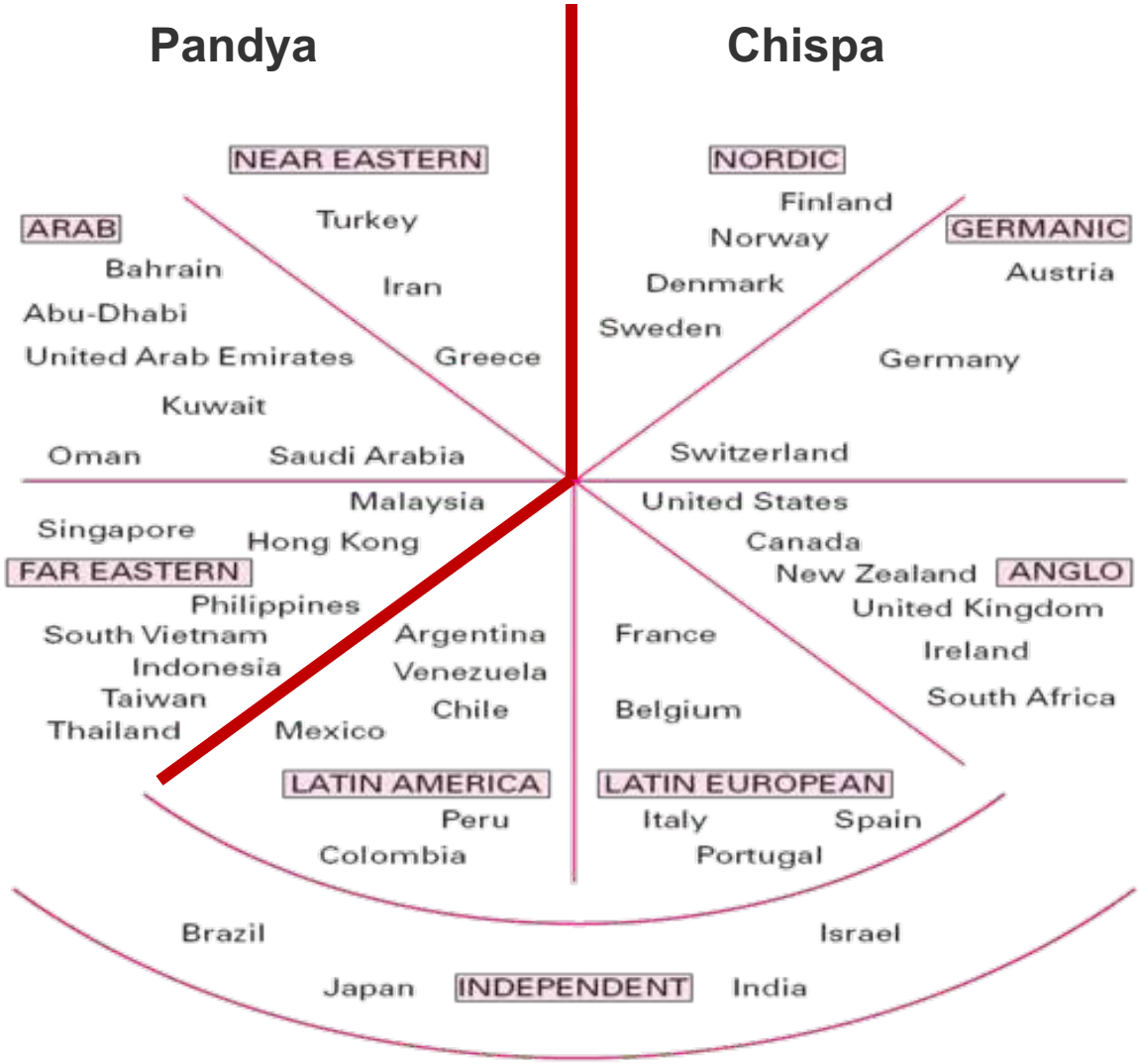
Exploring the playing field



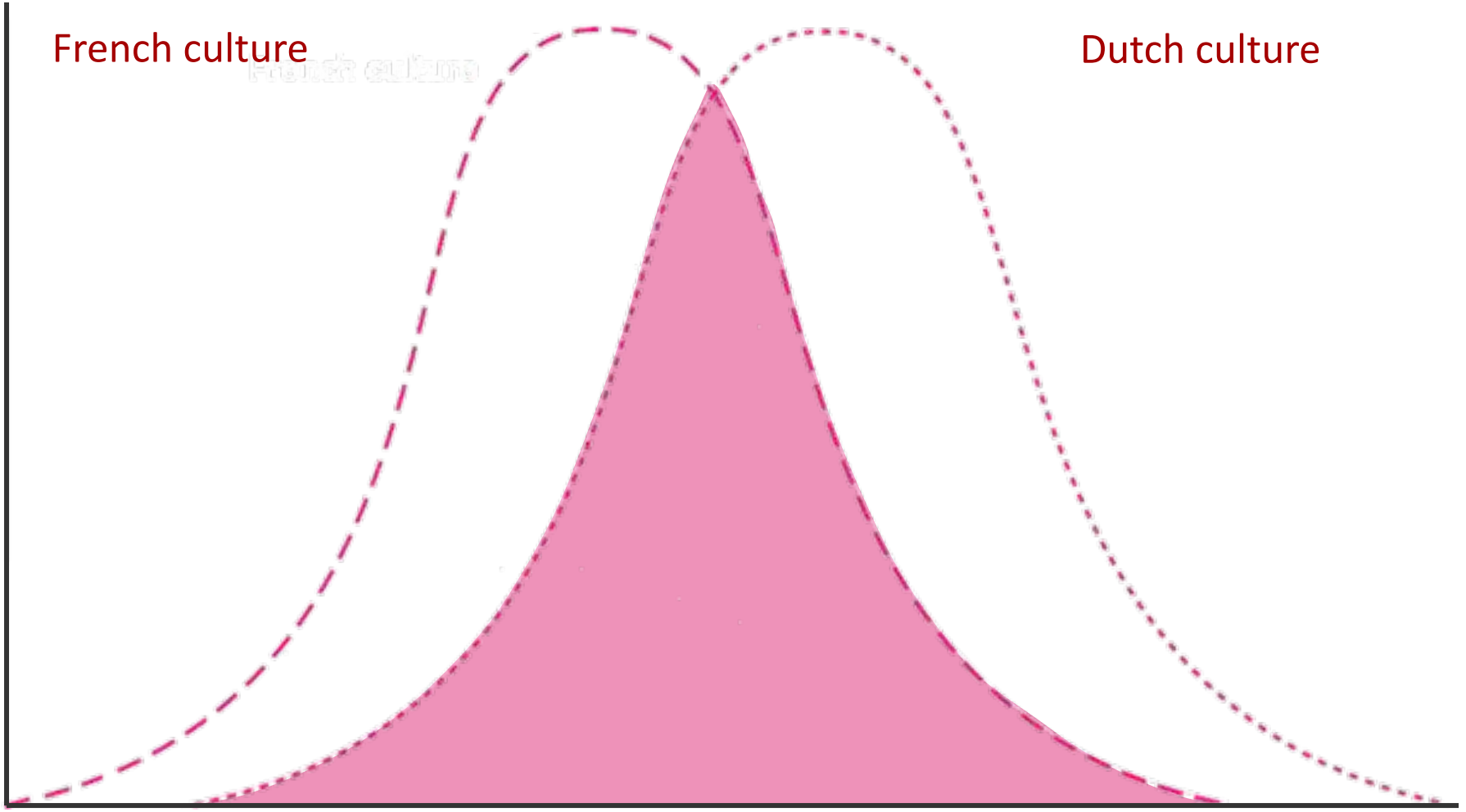
Country clusters



Clusters Hofstede



Tensions in cultures



Tensions in cultures

French culture

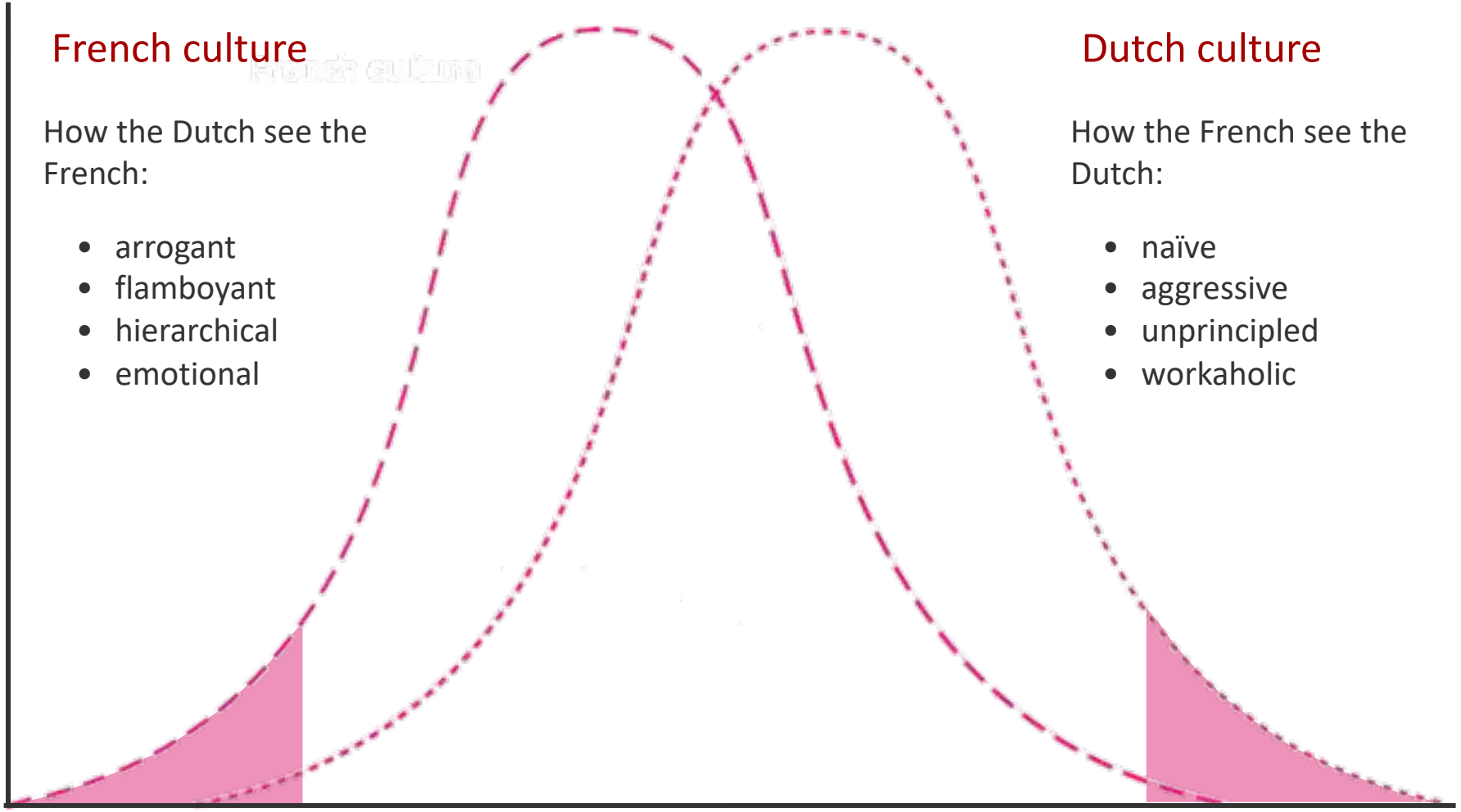
How the Dutch see the French:

- arrogant
- flamboyant
- hierarchical
- emotional

Dutch culture

How the French see the Dutch:

- naïve
- aggressive
- unprincipled
- workaholic



Cultural paradigms

Subjective world (Emic)

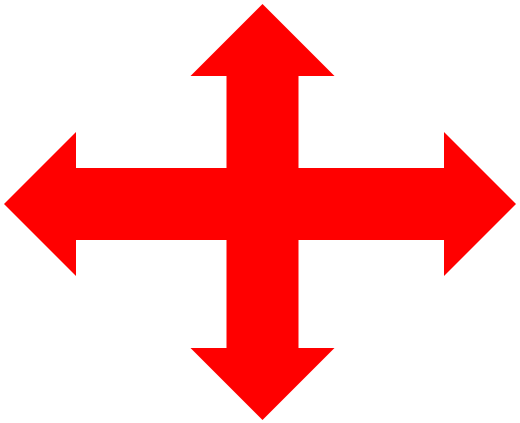
Realities from inside
To be discovered

Action and introspection
Action research
Emergent dynamics

Interacting & sense making
Valuing & meaning
Constructing realities

Radical Change

Conflict and tensions
Modes of domination
Emancipation
Potentiality



Stability

Consensus
Harmony
Social integration
Actuality

Objective world (Etic)

Existing outside us
To be understand

Looking for regularities
Scientific research
Causal relationships

Categorizing & predicting
Structures & patterns
Protocols & methods

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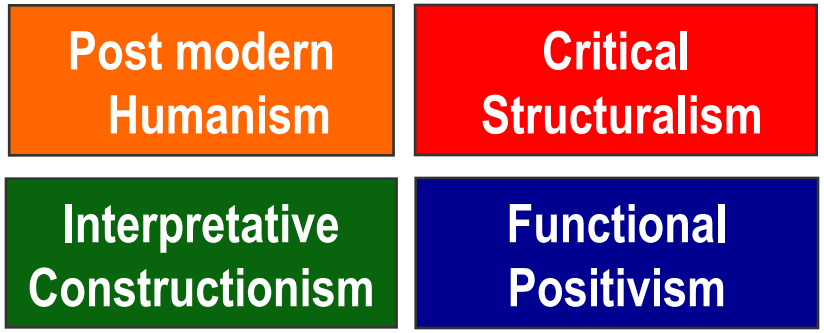

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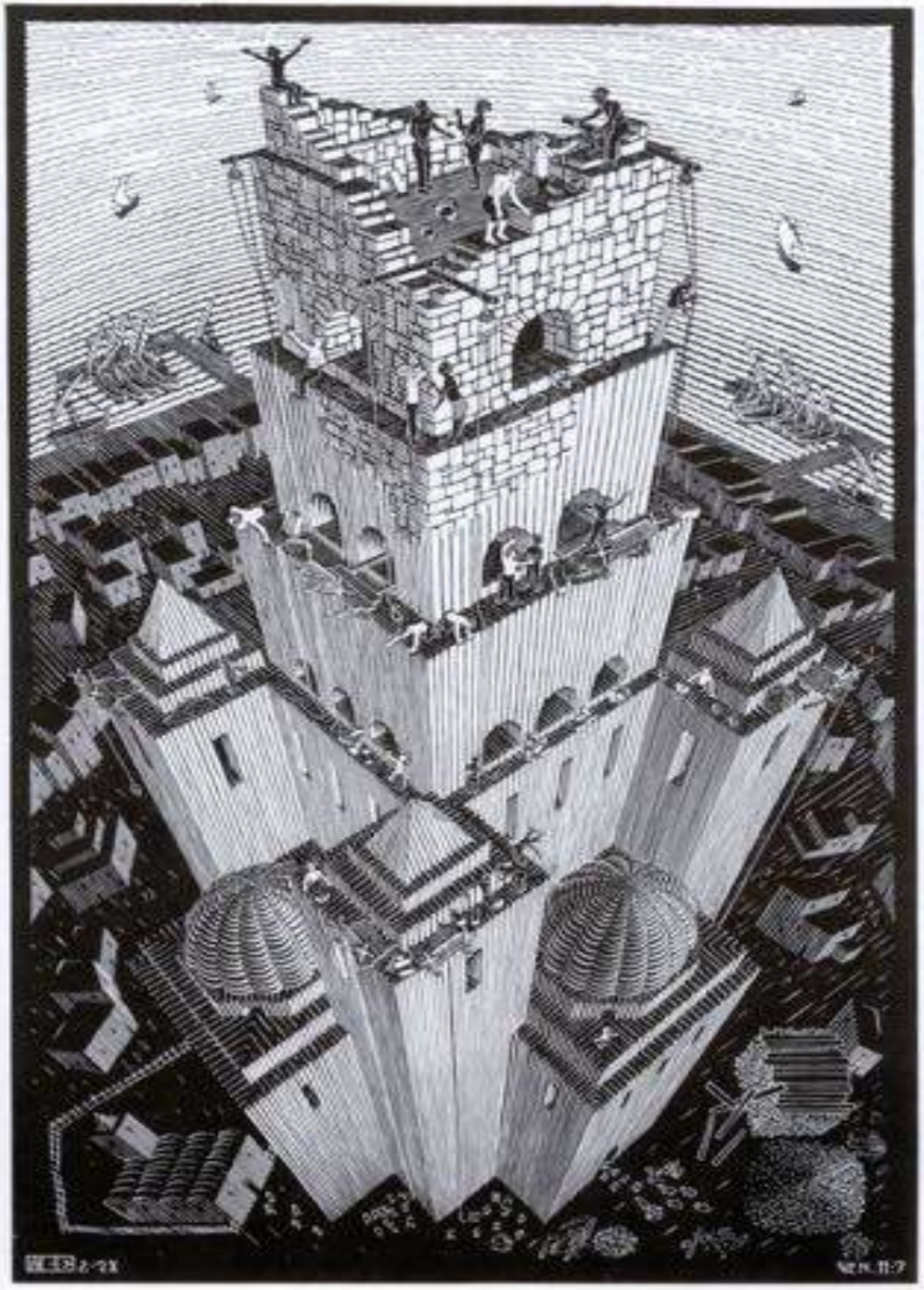
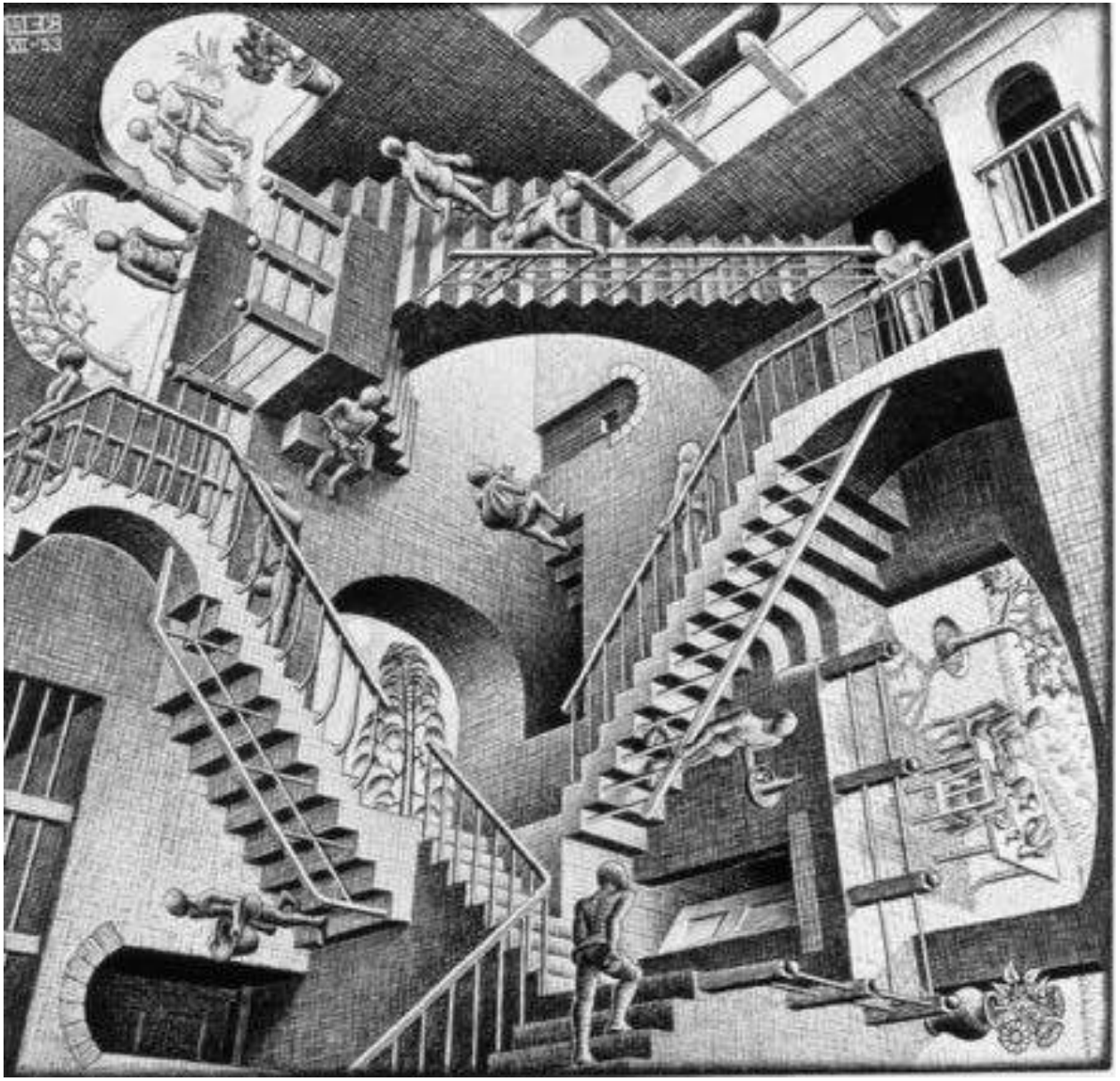
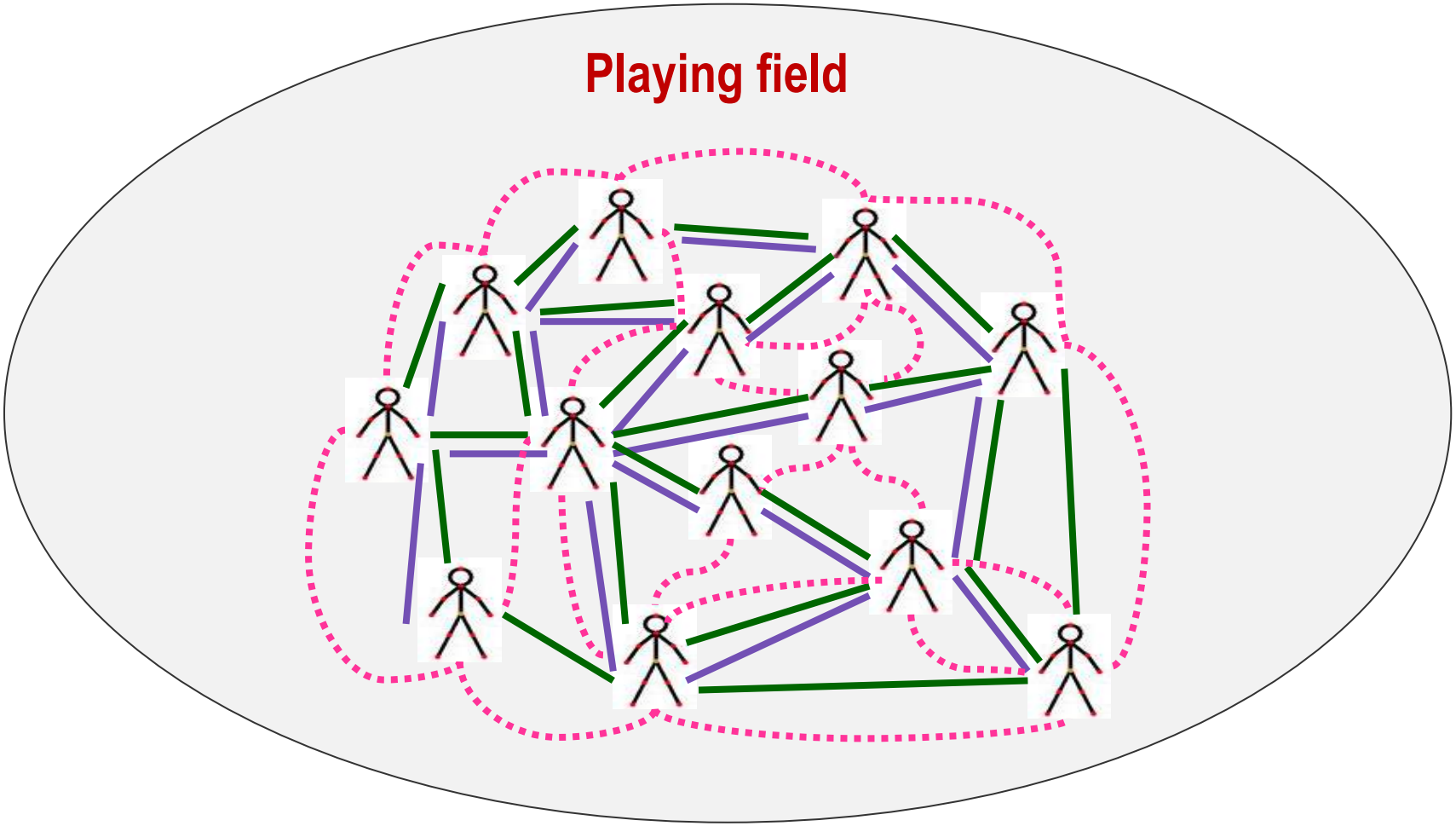
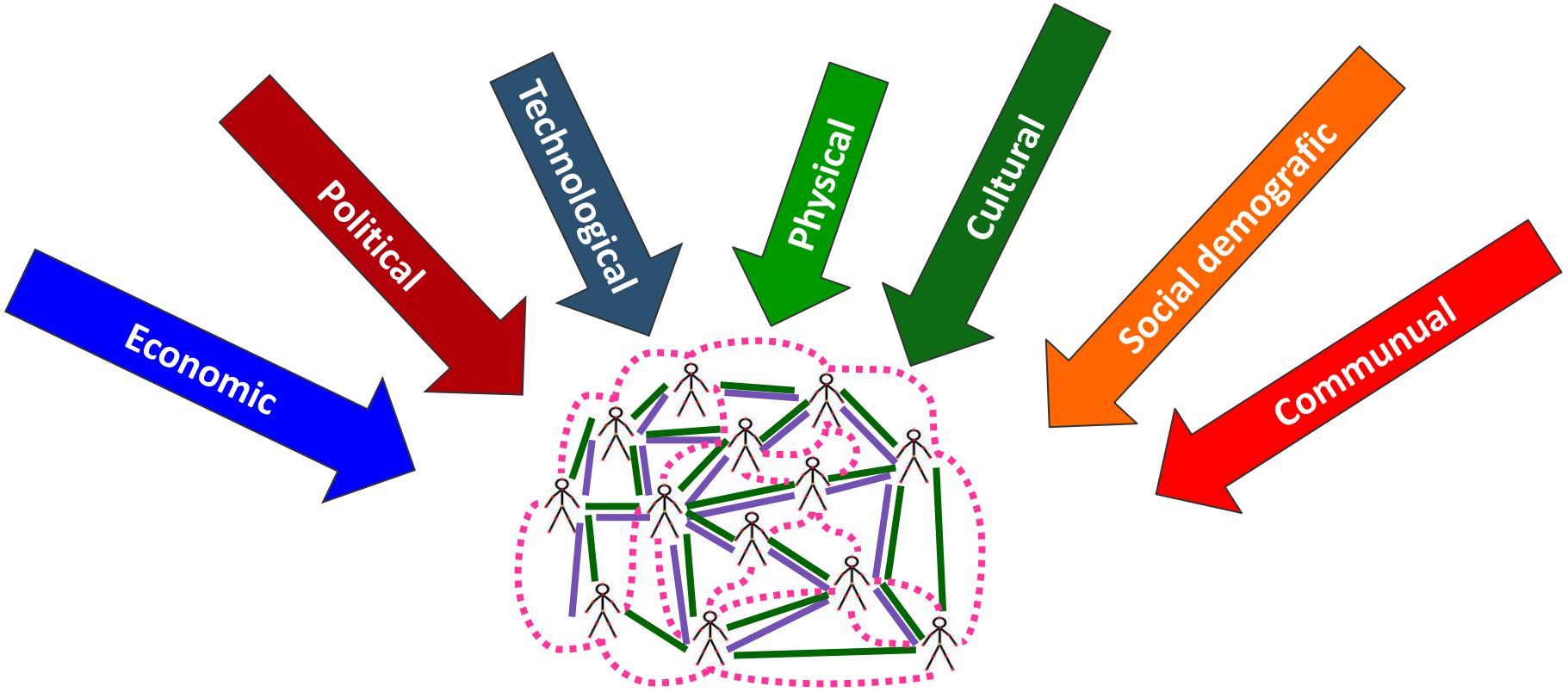




Playing field: working collaboratives



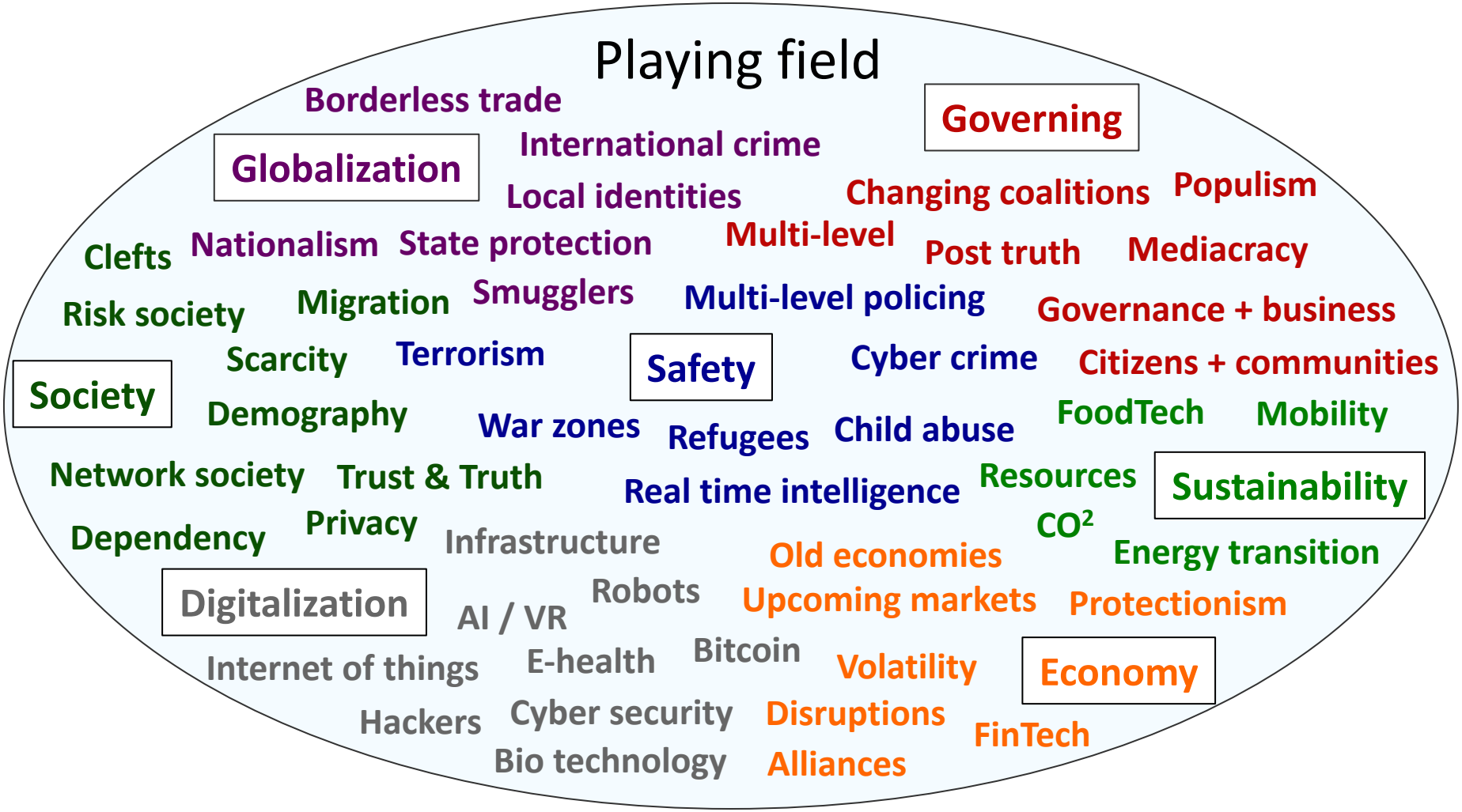
Contextual environment



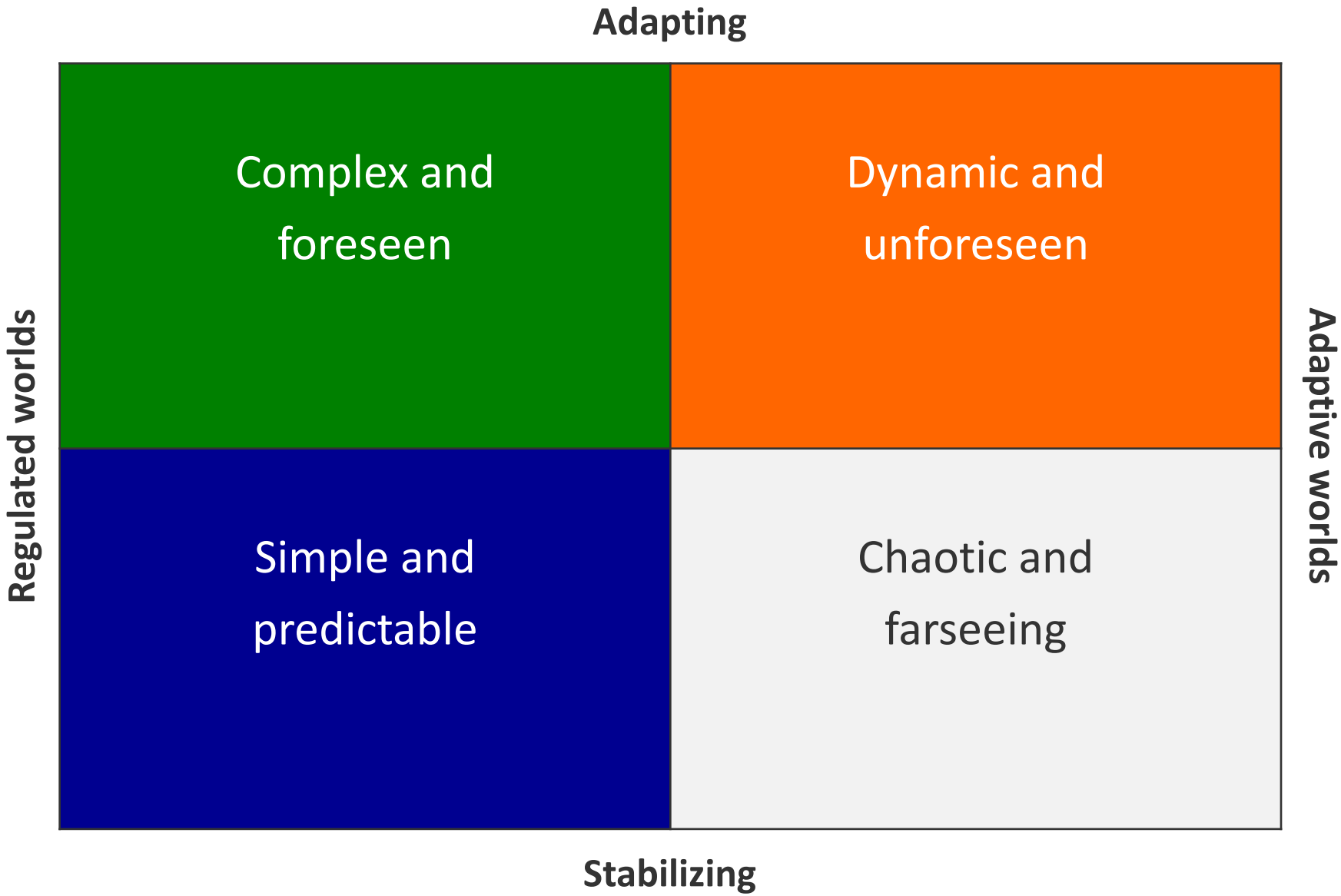
Fragile communities: Pearls in policing

- Global conference top executives in law enforcement
- Focus on global challenges and emerging issues
- Participants contributing and exchanging together
- International action learning group of high potentials
- Working groups and academic forum

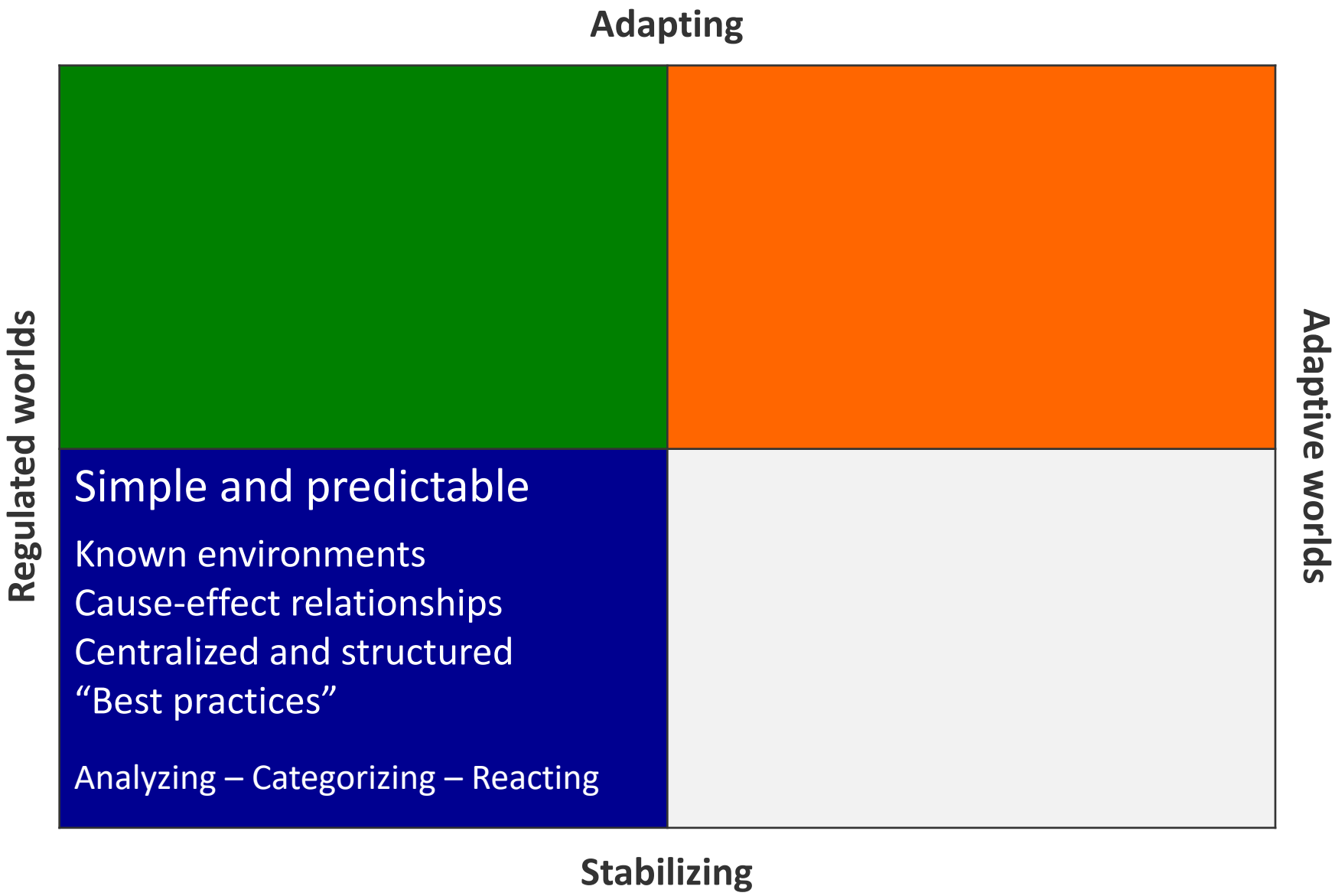
Playing field: fragile communities



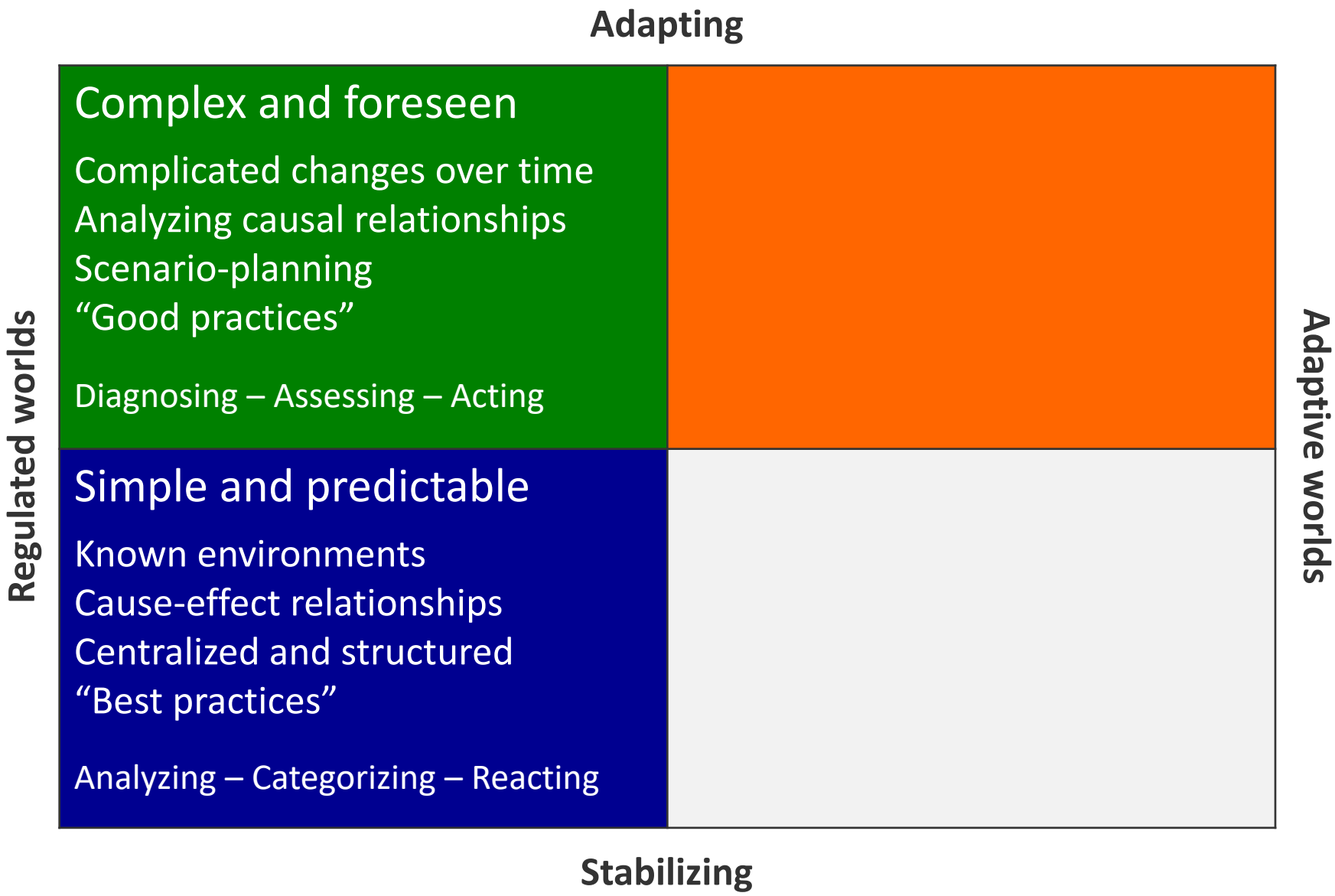
Playing fields



Playing fields



Playing fields



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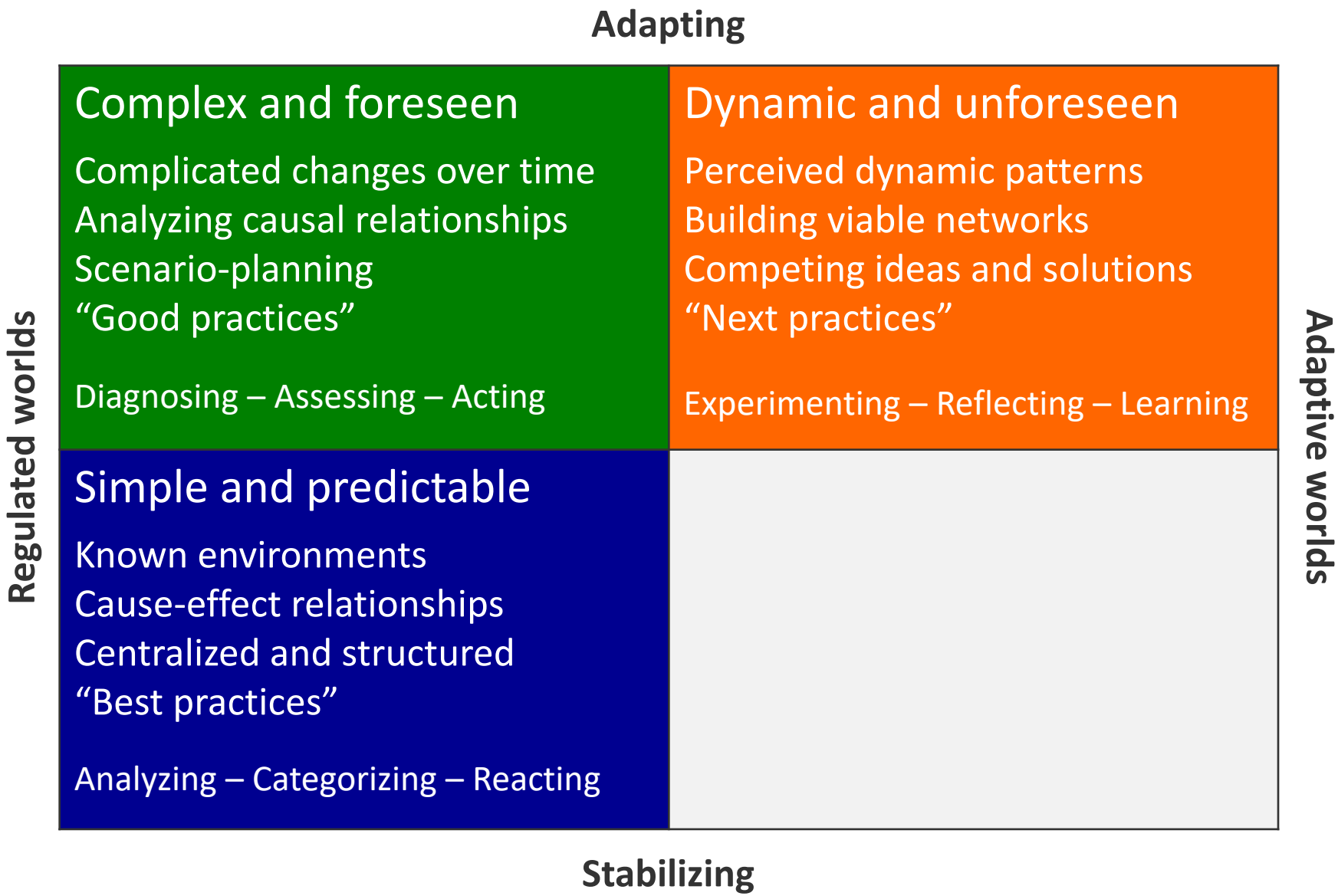

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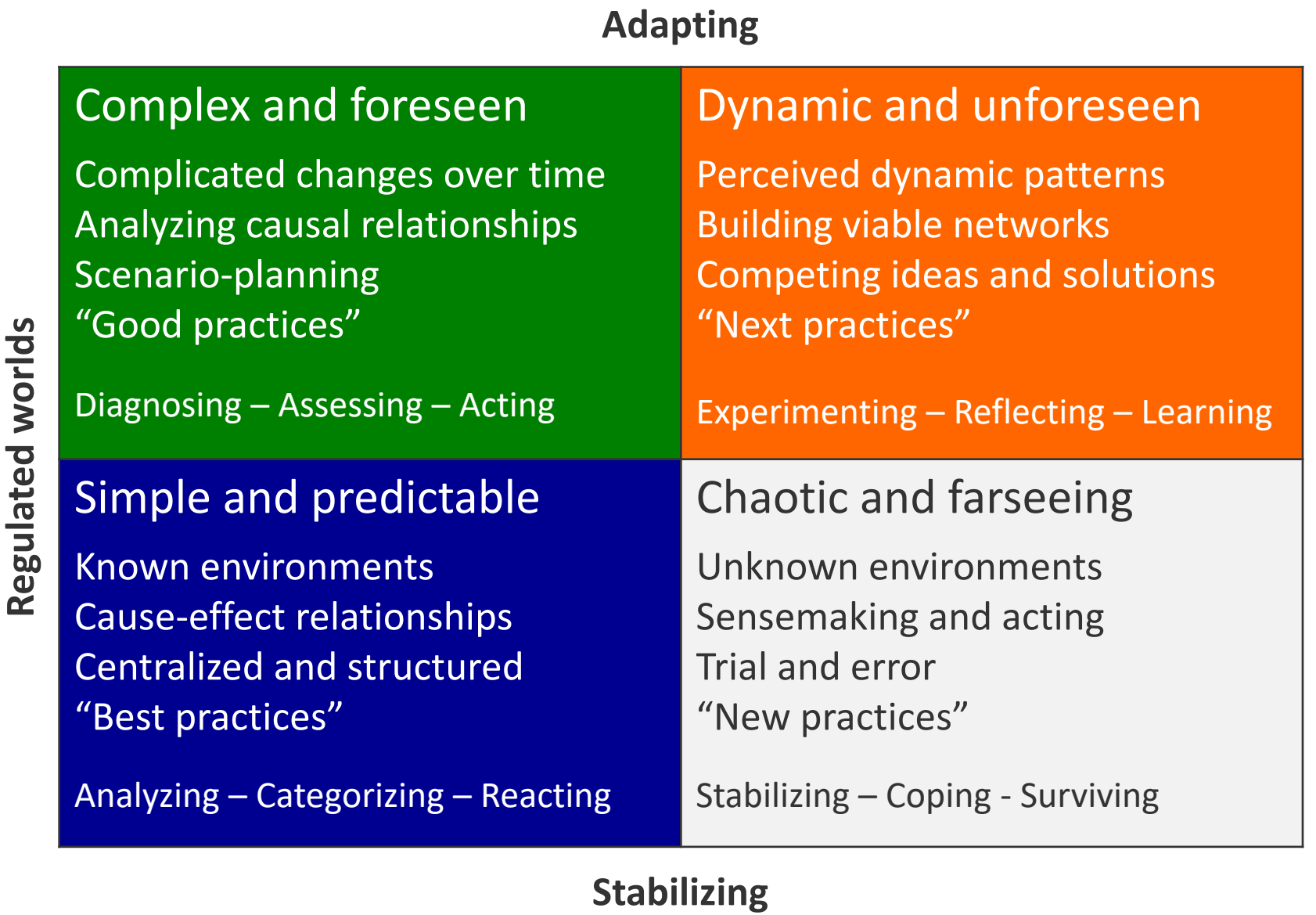


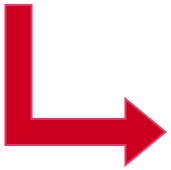
Inguiring and looking with an open mind

Sensing and Inquiring: Essentials

- Looking with an open mind (but not an empty head)
- Create relationships built on trust
- Look at problems from multiple perspectives
- Initial thoughts on issues
- Obtain understanding of relationships
- Determine position
- Tackle for closer understanding
- Diagnostic models

Sensing and Inquiring: Activities

- Analysing documents
- Business analyses
- Informal conversations
- Interviews
- Observations



Psychological contact and contract

Open communication about issues

Mutual understanding of change approach

Formal agreements on effort and costs

Search and future conferences

- Invite people who are engaged and motivated
- Jointly explore developments in environment
- Appreciate differences in perceptions
- Focus on a jointly desired future
- Pay attention to current and common values
- Give space for new ideas and possibilities
- Common understanding of history – past - future
- Encourage personal initiative and responsibility
- Translate ideas and initiatives into an action plan

Considerations from a dynamic View

- Looking at problems from multiple perspectives
- Relationships between problems
- First ideas about conflicts and tensions
- Why change is difficult
- Initial thoughts on solutions
- View on various perspectives
- Joint problem experience
- Create a basis of support for change