Developing play concepts

Developing play concepts

Playing field

Player groups
Positions & Interests

Roles to play
Viewpoints & Contributions

Play ambitions
Meaning & Values

Play concepts
Change strategies

Play experience
Development & Impact

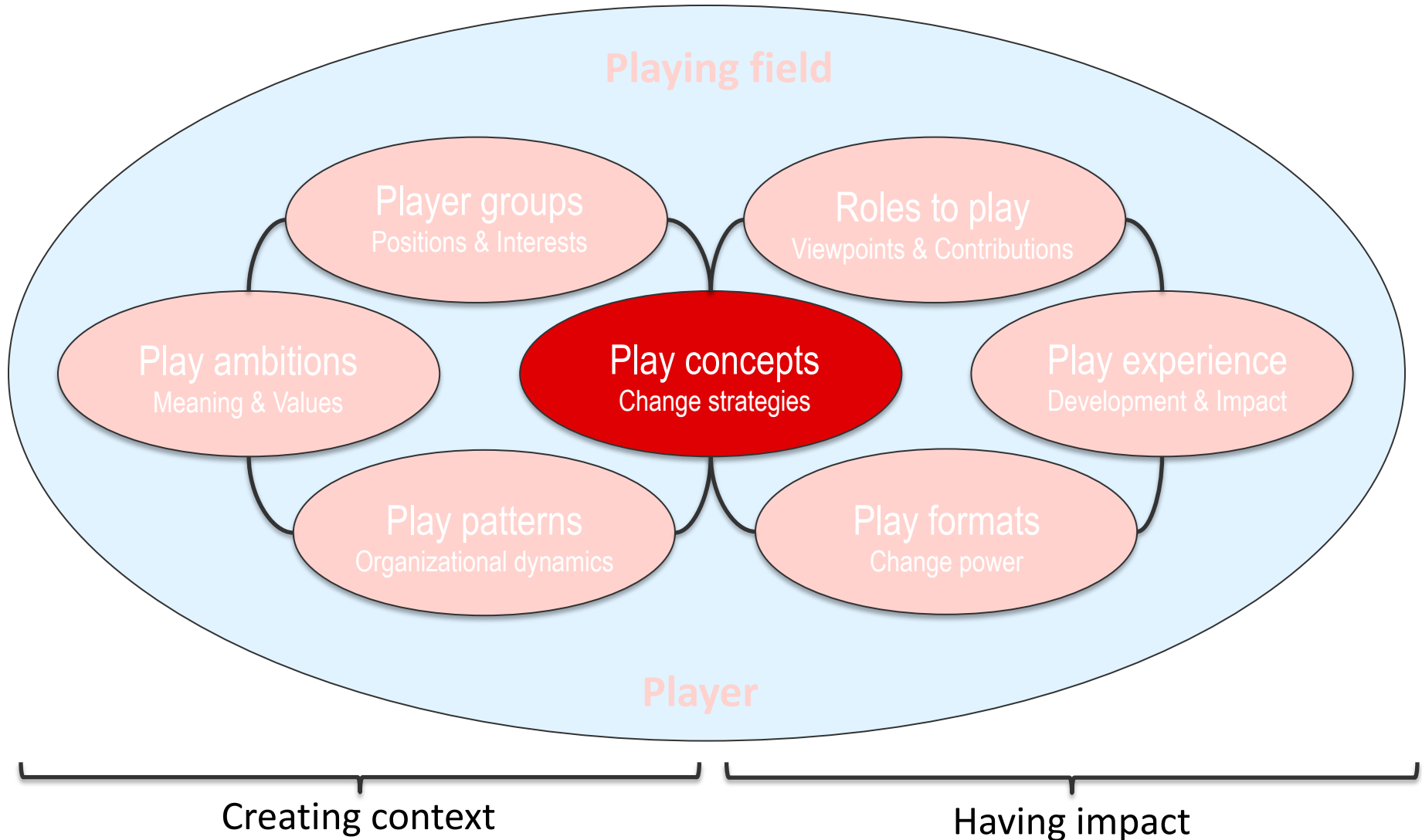Play patterns
Organizational dynamics

Play formats
Change power

Player

Creating context

Having impact

Content

- Roles in change processes
- Organizational change strategies
  - > Power strategy
  - > Rational strategy
  - > Negotiation strategy
  - > Motivation strategy
  - > Learning strategy
  - > Dialogue strategy
- Change leadership perspectives
- Change canvas

Roles in change processes

- Change leader
- Project leader
- Sponsor
- Contributor
- Supporter
- Coordinator
- Contributor
- Collaborator
- Facilitator
- Participator

Subject

- Observer
- Invisible
- Bystander

Object

There is

NO

<u>Single</u> best way

to

Change

organizations

Change strategies

Power

Change strategies

Power

Rational

Change strategies

Power

Rational

Negotiation

Change strategies

Power

Rational

Negotiation

Motivation

Change strategies

Power

Rational

Negotiation

Learning

Motivation

Change strategies

Power

Rational

Negotiation

Learning

Motivation

Dialogue

Change strategies

Power Strategy	Rational Strategy	Negotiating Strategy	Motivation Strategy	Learning Strategy	Dialogue Strategy
Forcing	**Pushing**	**Exchanging**	**Developing**	**Discovering**	**Exploring**
Steered by top	Initiated by top	Multiple actors	Transformative	Active & reflective	Interactive
Goal oriented	Solution oriented	Result oriented	Problem oriented	Transition oriented	Future oriented
Position power	Expert power	Position power	Seductive power	Informal power	Visioning power
Input controllers	Input consultants	Different coalitions	Input employees	Input learners	Collaboration
Linear process	Linear process	Iterative process	Iterative process	Circular process	Cyclic process
Pressure	Persuasion	Negotiation	Participation	Action learning	Mutual learning
Tell & Sell	Convincing	Compromising	Guiding	Coaching	Dialoguing

Power strategy

Rational strategy

Wolters Kluwer
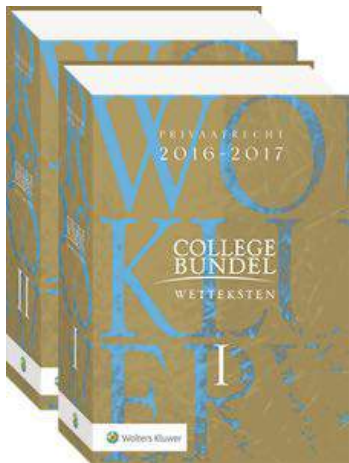
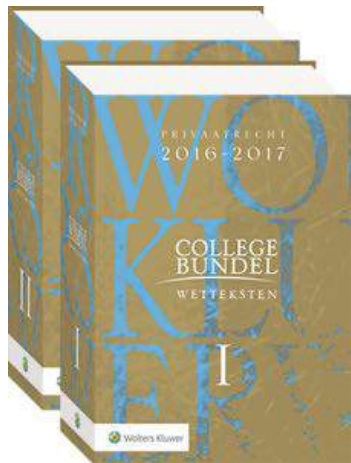When you have to be right

100%

80-20

100%

5 countries

Wolters Kluwer

When you have to be right

50-50

80-20

100%

5 countries ⟶ 40 countries

Wolters Kluwer

When you have to be right

80-20

50-50

80-20

100%
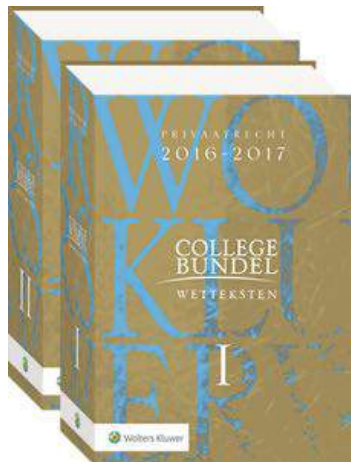
5 countries → **150 countries**

Negotiation strategy
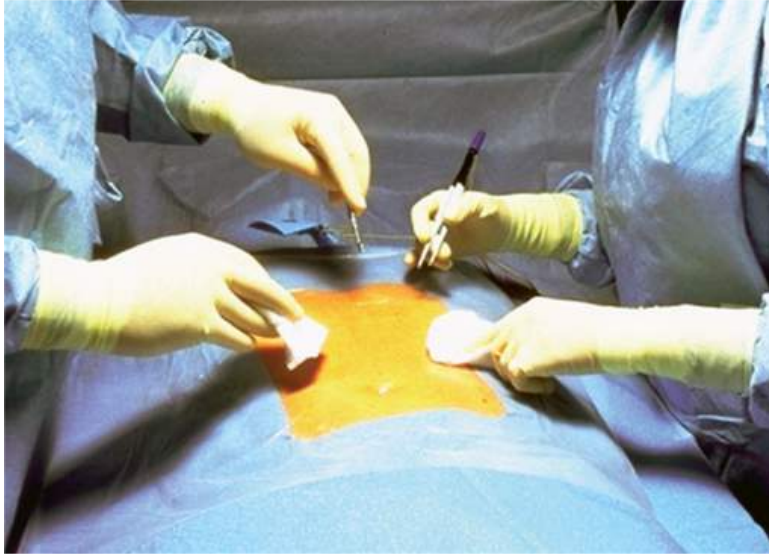
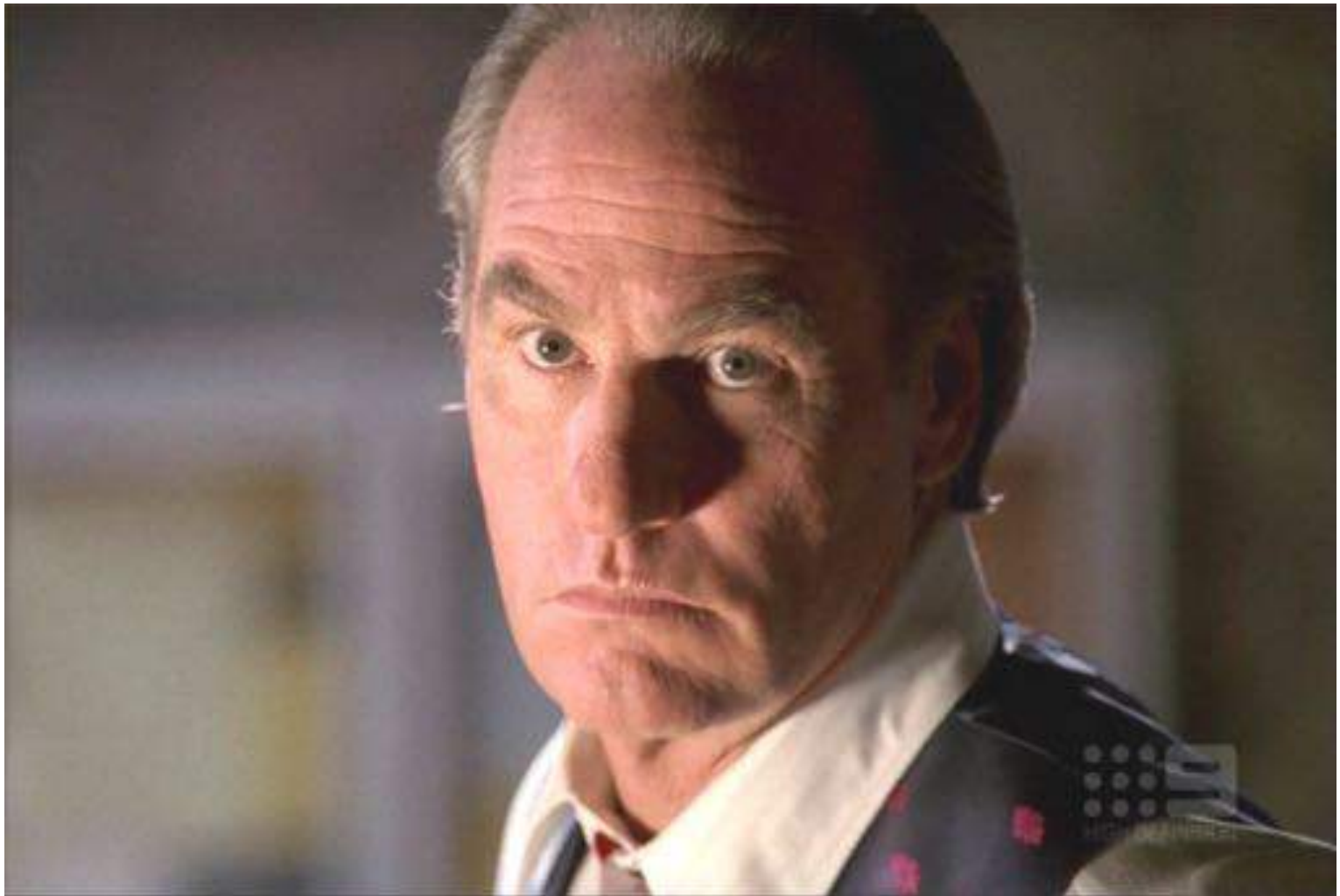# Negotiation strategy

Motivation strategy

Learning strategy

Change strategies

Power Strategy	Rational Strategy	Negotiating Strategy	Motivation Strategy	Learning Strategy	Dialogue Strategy
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Change leadership perspectives

Autocratic	Transactional	Charismatic	Participating	Innovating	Transforming
Goal setting	Goal setting	Impressing	Guiding	Initiating	Sensing
Commanding	Informing	Speaking	Listening	Communicating	Sense-making
Intimidating	Managing	Building	Evaluating	Engaging	Vitalizing
Accounting	Performing	Achieving	Consulting	Appealing	Envisioning
Realizing	Stabilizing	Modeling	Delegating	Cultivating	Supporting
Punishing	Rewarding	Monitoring	Developing	Inspiring	Appreciating
Positioning	Controlling	Expecting	Encouraging	Learning	Empowering

Leading deep cultural change

- Sharing facts, figures, patterns, stories
- Touch professional shame and pride
- Articulating purpose and meaning
- Being clear in what you don't accept
- Setting clear criteria and responsibilities
- Demanding on results and professionalism
- Visualizing an attractive future
- Presenting clear steps and consequences
- Keep the distance right, and never disconnect

Leading transitions

- Open and clear about context and situation
- Sense making and sharing experiences
- Appreciating the past – qualifying for the future
- New business idea – Employee turnover
- Time and possibilities to share emotions
- Clear about steps to be taken
- Influence for people involved
- Clear decision making process
- Final decision clear and explicit
- Clear what is expected from specific people

Leading negotiations

Leading negotiations

- Developing the greater picture
- Understanding the needs of others
- Awareness of the needs of your community
- Vulnerable positioning
- Looking for facts and figures
- Clear about limitations
- Firm on results, soft on relations
- Looking for win-win – articulating common goal
- Making valuable propositions
- Creating trustful relations – keep your promises

Leading development and learning

- Connecting inside and outside worlds
- Making sense of organizational life
- Visioning desirable futures
- Articulating common strategy & shared values
- Building alliance and guide transformations
- Start exchange experiments
- Sharing feelings and experiences
- Learning from other places and people
- Invest in a climate for mutual learning
- Celebrate results and successes

Leading innovation

Leading innovation

- Traveling through contested terrain
- Looking with an open mind (not an empty head)
- Developing networks for innovation and learning
- Utilize tensions for creativity and renewal
- Start experiments and guide transformations
- Articulate confidence in shared ambitions
- Sensitive to aspirations and anxieties of people
- Timing and momentum
- Monitoring and communicating
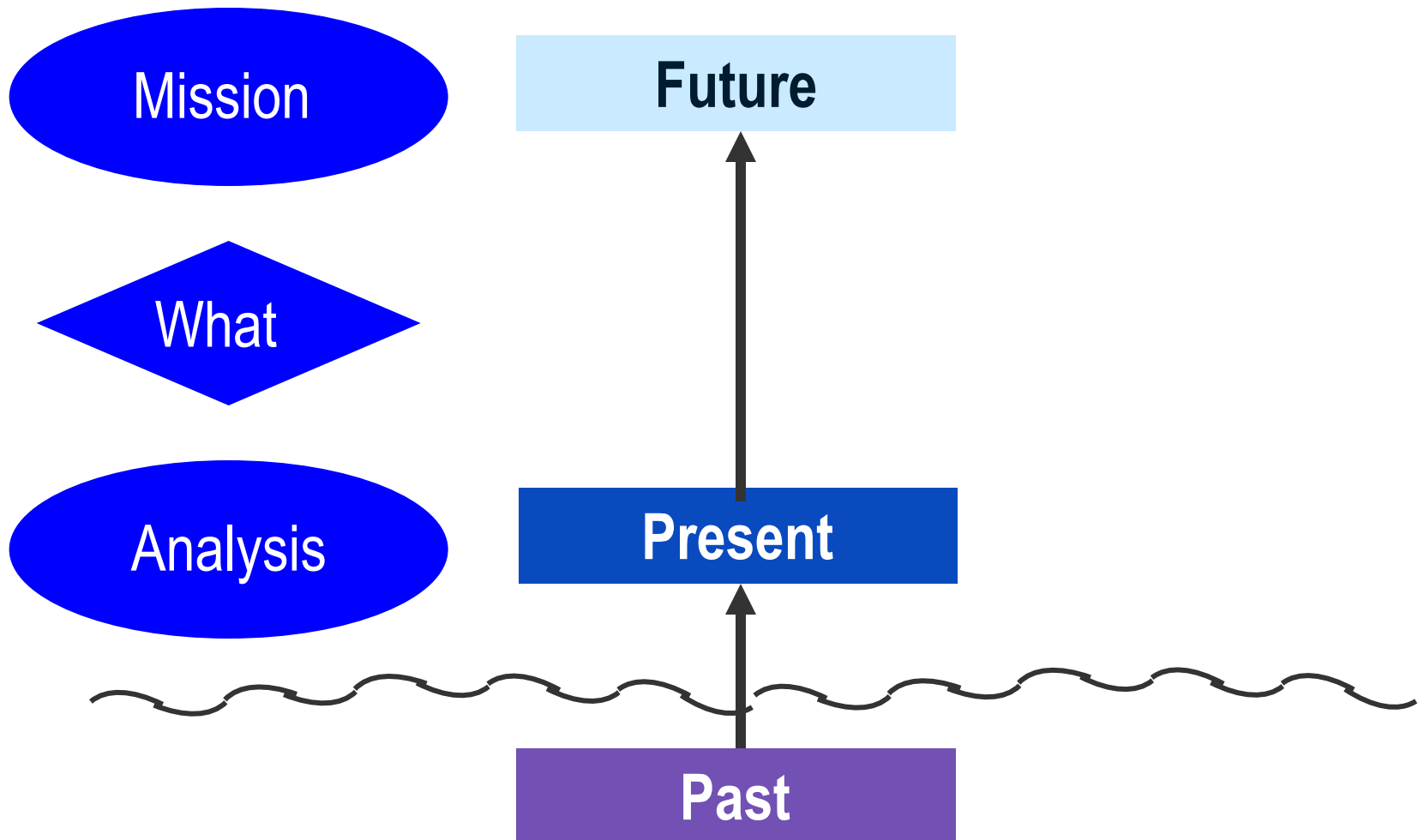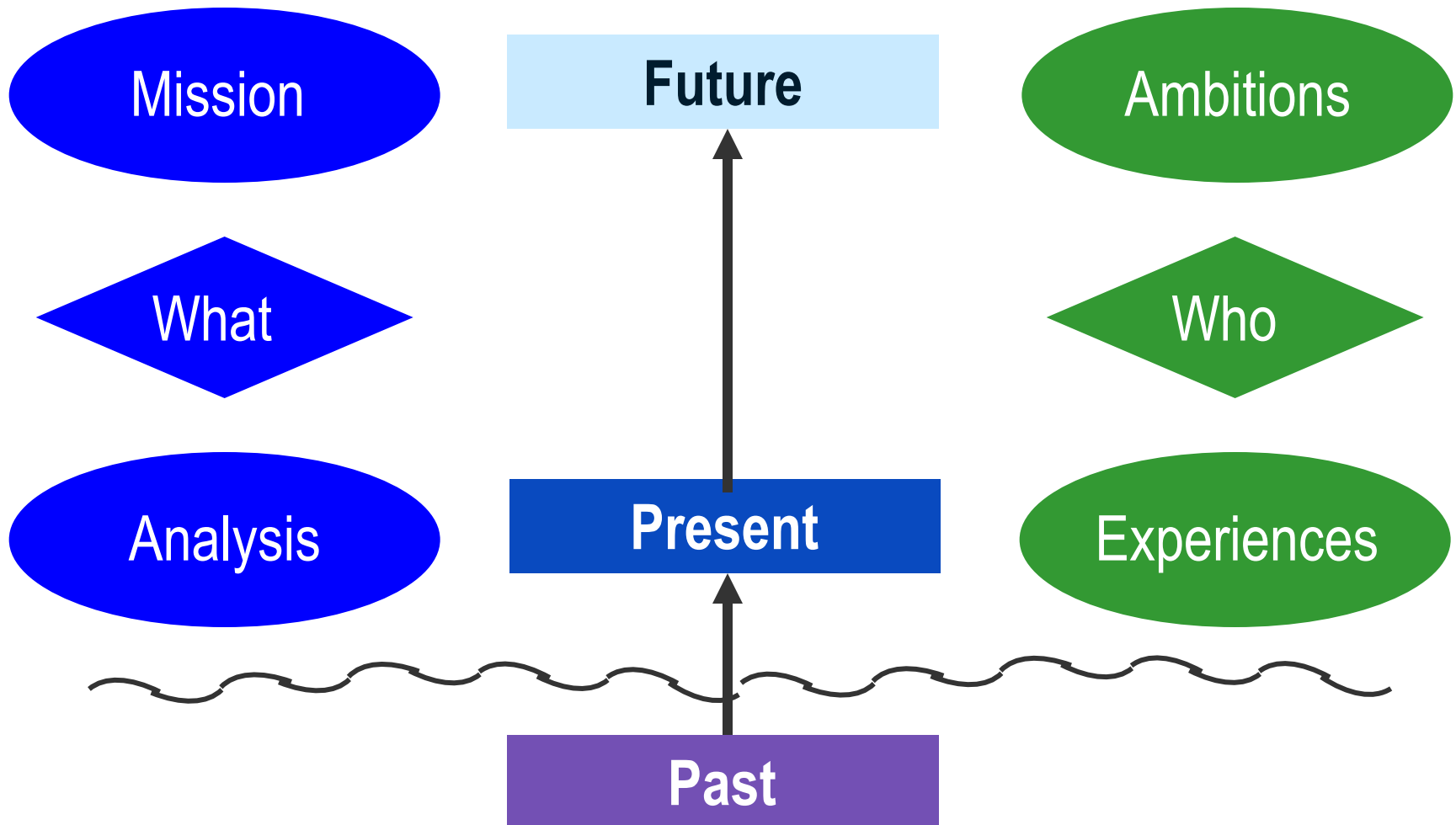- Anchoring and up scaling results

SOMOHO

SOMOHO

Leading transformations

- Awareness of self – others – context
- Visualizing the future
- Building vital coalitions
- Realizing collaborative power
- Taking initiative and invite others
- Story telling and sense making
- Sharing experiences and successes
- Reflective and learning

Change canvas

Mission

What

Analysis

Future

Present

Past

Change canvas

Change canvas