



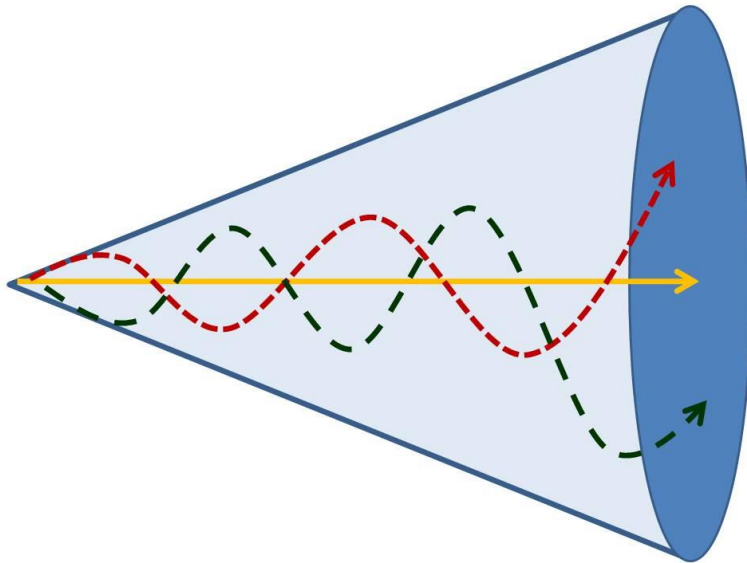
CHANGE JOURNEY

What we learn from change models

- Change models help to understand change. They are more a crutch for change facilitators than a guideline for 1:1 implementation.
- Change models all address people aspects in change, but they differ in their metaphor or organizations (organizations as machines, organizations as systems. etc.).
- None of them openly admits that change is complex, consequently most try to reduce complexity.
- Some change models have a strategic focus (how to make change happen), others not.
- The older models are more linear than the recent ones.
- There are hundreds of different change management models.
- None of them guarantees success.
- **Why don't you let the organization come up with their own model? The Change Journey is a process that facilitates the design of an organization specific change model.**

The Change Journey is a radical approach to change.

It is based on the emerging new paradigm which assumes that change in organizations does not follow a linear path from A to place B. What happens in a change process is largely unpredictable and rarely plannable.



Is the Change Journey a change model?

- The Change Journey is not a change model because it does not give any guidance on what has happen in a change process, or on a sequence of steps.
- The Change Journey admits that change is complex, sometimes chaotic.
- The Change Journey describes 23+ archetypal situations (places) in which organizations might find themselves. It invites people to enlarge the base of possible archetypes.
- The Change Journey can be combined with any change model or change toolbox.
- We call it a meta model.

The Change Journey Map is a tool for facilitation of dialogues around a team's or organization's specific Change Journey.

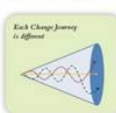


CHANGE JOURNEY MAP

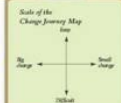
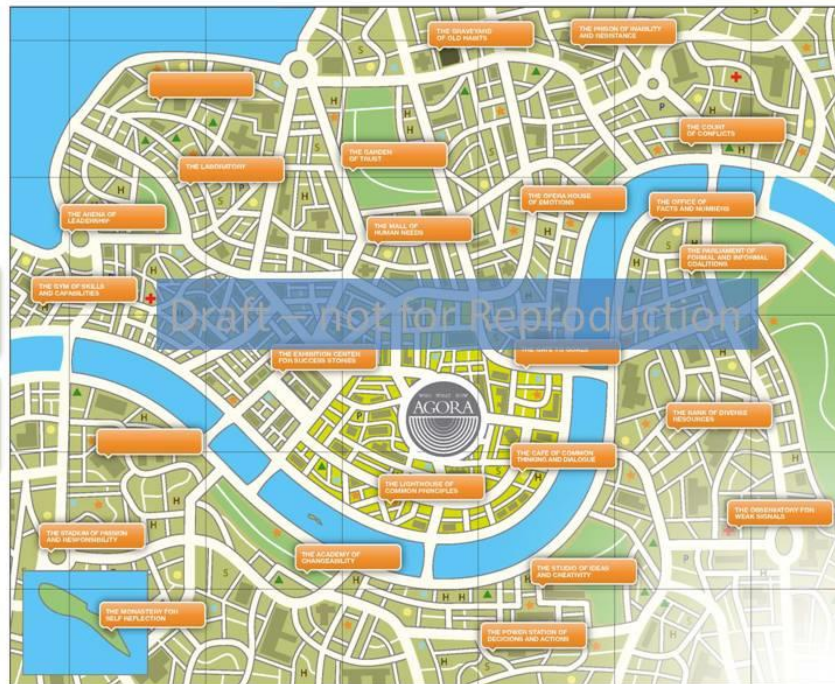
A FACILITATION TOOL FOR MANAGERS AND TEAMS TO NAVIGATE THROUGH COMPLEX CHANGE

What is a Change Journey?
The Change Journey is a visual approach to change. It is based on the principle that change is a journey, not a linear path. It is a series of experiences, what happens as a change process is being implemented. The Change Journey Map then helps you to design through uncertainty. The Map is inclusive - which means everyone needs to be involved in the process. The Map is also a living process - one that evolves as you learn and adapt. The Map is a journey, not a destination. It is a process, not a product. It is a way to design and implement a change process. Through creative thinking, you are invited to create a change process.

What is the Change Journey Map?
With the Change Journey Map, you offer a new model for change. It is a model for change that is based on the principle that change is a journey, not a linear path. The Change Journey Map is a process, not a product. It is a way to design and implement a change process. Through creative thinking, you are invited to create a change process.



- Useful attitudes for constructive dialogues**
1. Bringing curiosity and inquiry
 2. Listening actively
 3. Approaching what emerges
 4. Maintaining a positive view
 5. Declining assumptions
 6. Questioning common thinking
 7. Exploring and testing the
 8. Looking for connections



How to use the map?
There are three main steps to use the map. What is the plan to be implemented? What are the key questions to be asked? What are the key questions to be asked? What are the key questions to be asked?

- You might find the following questions helpful:**
1. Have a dialogue about where you are currently on the map. Compare different perspectives of individuals.
 2. Reflect on where you want to go and how you get there. Who is a potential partner to see the vision into the future?
 3. What common ground do you have? What are the common goals?
 4. Explore the same destination with the questions on the map. What are the key questions to be asked? What are the key questions to be asked?
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 6. Explore the same destination with the questions on the map. What are the key questions to be asked? What are the key questions to be asked?
 7. Agree on a reflection process that helps you to see how the process adapts your journey along the way.

Principles of the Change Journey
Change is a journey, not a destination. It is a process, not a product. It is a way to design and implement a change process. Through creative thinking, you are invited to create a change process.



The Map has 23 places. Each of the places has some questions attached that are meant to inspire dialogue. The questions come along as a card deck. For example:

The Mall of Human Needs

- What do we know about the needs, concerns and circumstances of our people?
- What prevents people from freely expressing their needs?
- How do we all make sure that concerns, purposes and needs of our people are acknowledged, respected and taken care of?
- Where do we experience resistance to change which might be an expression of unsatisfied needs?
- What other questions do we need to ask?

Objectives

- Find which steps to choose for your project
 - The idea is to tap into the collective intelligence of a group of people (15 to 30) to decide which change actions to take for the upcoming future.
- In addition:
 - The workshop format allows for an excellent interaction between people
 - Learning of many topics that could or should be addressed in change

