

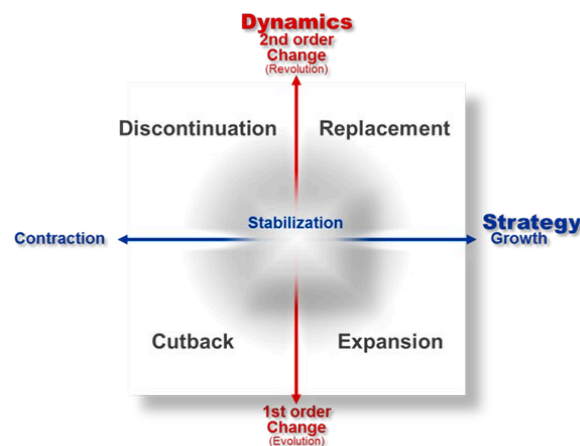
Change portfolio

The change portfolio serves as visualization of changes. It enables the positioning of individual scenarios as well as to control completeness of the scenario planning.

Use the model for

- Getting an overview of the change measures and
- Resolving malfunctions and dependencies between the measures.

The two dimensions describe change dynamics and change strategy. The crossover of the two axes represents the 'absolute zero point' of change.



- **Change dynamics**

From the center ('absolute zero point') are expanding the first order changes downwards and second order changes upwards.

First order changes are continuous improvements, which produce small changes in small steps. These are modifications, which increase the efficacy and efficiency („doing the right thing right“) as well as to realize other improvements. Depending upon the strategy these are cutback or expansion activities. These evolutionary developments create large, sustainable changes over a long period of time, e.g. the change of the communication behavior by the Internet (society).

Changes of the second order are drastic changes, which arise suddenly. These changes replace the existing conditions, by discontinuing something, and replacing it with a copied idea or a radical, sometimes unrealistic innovation. Depending upon strategy this can be discontinuation or replacement of existing conditions. Within a short time, this revolutionary disruption creates large changes with high risk, e.g. the development of the MP3-Formats in the 80s/90s and the associated changes in the music consumer behavior.

- **Change strategy**

At the 'absolute zero point' stabilization strategies are located. To the left extend contraction and to the right growth strategies.

Stabilization strategies pursue the goal to maintain the current conditions and to work against any change. Stabilization is predominantly used in crises, e.g. if respected Thai king Bhumipol Adulyadej sends messages for the stabilization of the political situation to the people.

Contraction strategies pursue the strategy „less is more“. Depending on change dynamics, it is cutback or even discontinuation of existing conditions. It involves for example product range, worldwide production locations or personnel, e.g. the concentration of the traditional vehicle business of Mercedes since the 90s.

Growth strategies pursue expansion strategies. Depending upon change dynamics it can be expansion or even replacement. This might involve market shares, revenue, site extensions, globalization, or even purchase of additional enterprises, e.g. the different Apple IPODs, which created a market share from over 92% in the USA 2010.



Elements of the change portfolio

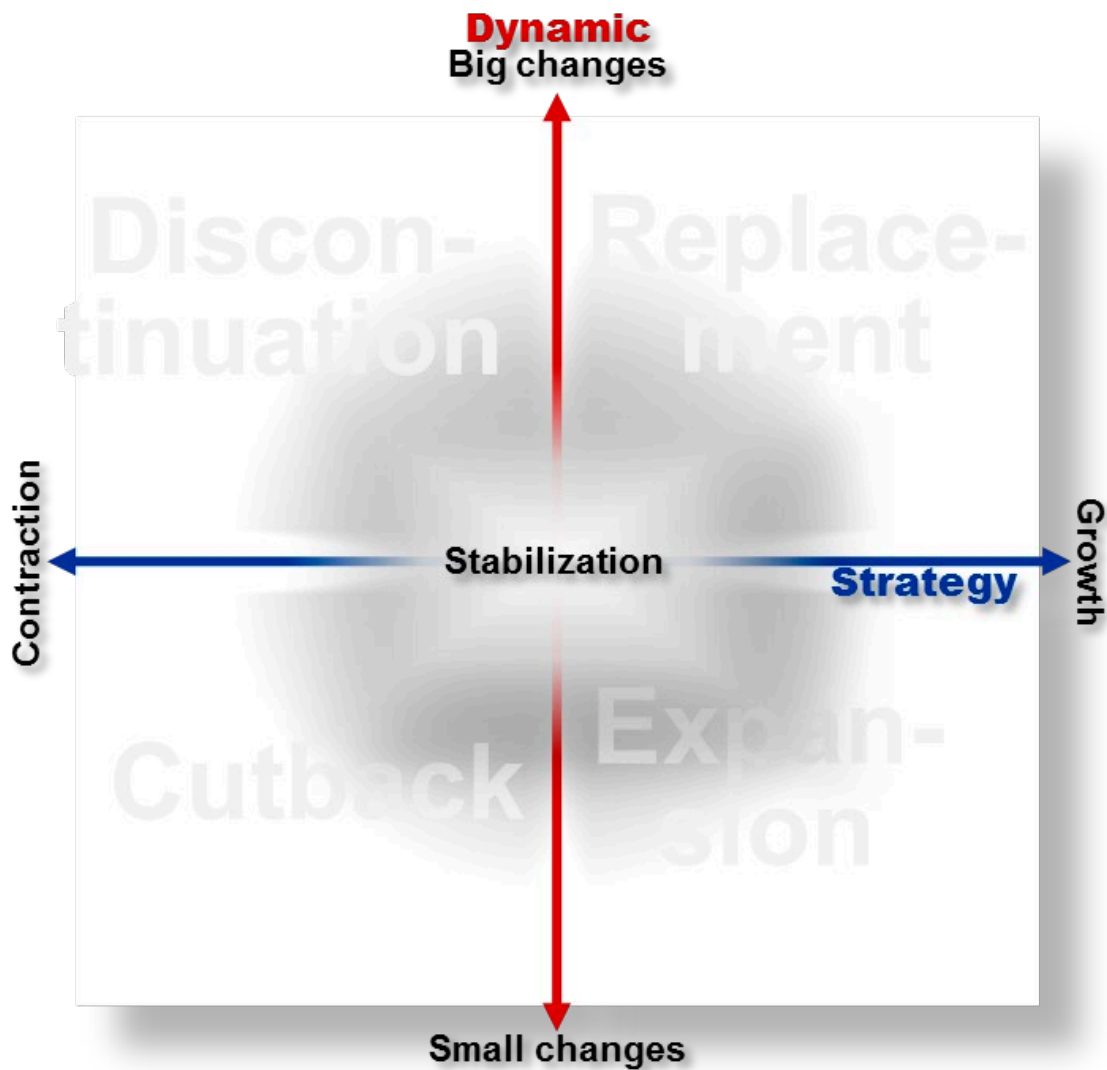
Describe the current activities (projects, tasks) or scenarios and evaluate the strategic direction and the degree of change.

<p>1) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>
<p>2) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>
<p>3) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>
<p>4) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>
<p>5) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>
<p>6) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>
<p>7) Activities:</p>	<p>Strategy</p> <p><input type="checkbox"/> Contraction</p> <p><input type="checkbox"/> Stabilization</p> <p><input type="checkbox"/> Growth</p> <p>Dynamic</p> <p><input type="checkbox"/> Small changes</p> <p><input type="checkbox"/> Big changes</p>

For more space please use additional sheets.

Change portfolio

Get an overview by putting the number of the activity into the respective sector of the following diagram.



Check the portfolio concerning discrepancies that could result from the overview of the change measures. For example, align the contraction measures with a growth strategy. Or, influence big indirectly small change activities?

You can describe in the following table measures that appear in this portfolio.



Felt is not recognized; recognized is not thematized; thematized is not drafted; drafted is not formulated; formulated is not perceived; perceived is not understood; understood is not agreed; agreed is not done; done is not known.

Measures

Derive specific measures from the change dynamic. Specify a title and describe the measures spontaneously.

Title: Description:	<input type="checkbox"/> Quick-win <input type="checkbox"/> Project <input type="checkbox"/> Major project
	<input type="checkbox"/> Strategic <input type="checkbox"/> Large benefits <input type="checkbox"/> Improvement
Title: Description:	<input type="checkbox"/> Quick-win <input type="checkbox"/> Project <input type="checkbox"/> Major project
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	<input type="checkbox"/> Strategic <input type="checkbox"/> Large benefits <input type="checkbox"/> Improvement

Determine the type of measure (Quick-win, project, big project) and the category of benefit (strategic, large benefits, improvement). Make multiple copies of this page and collect ALL measures that come to your mind. Eventually prioritize and start with 5plusminus2 activities. Every idea improves.