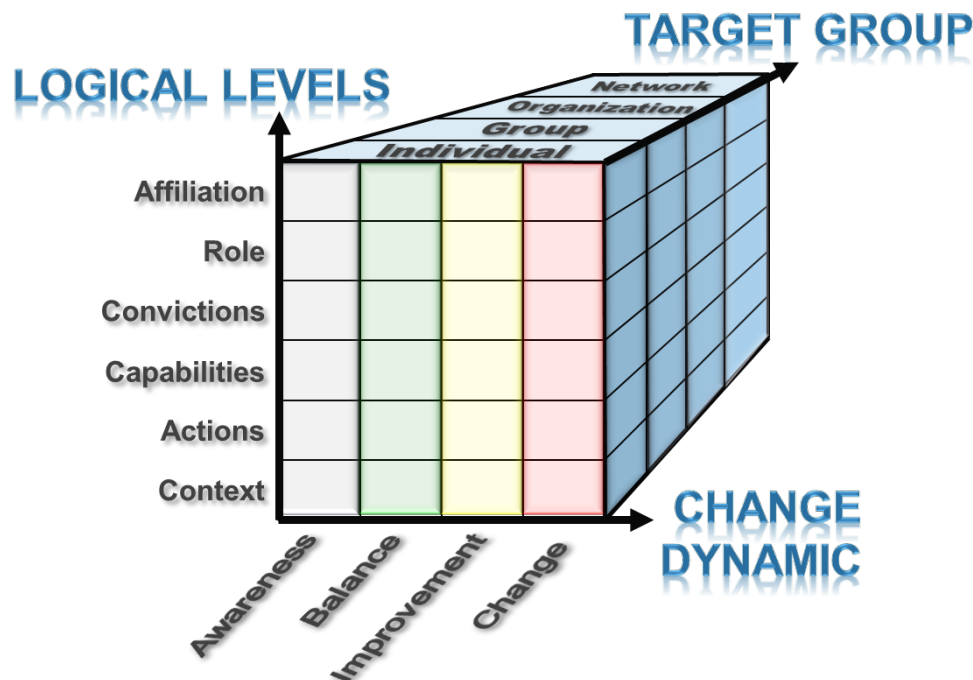


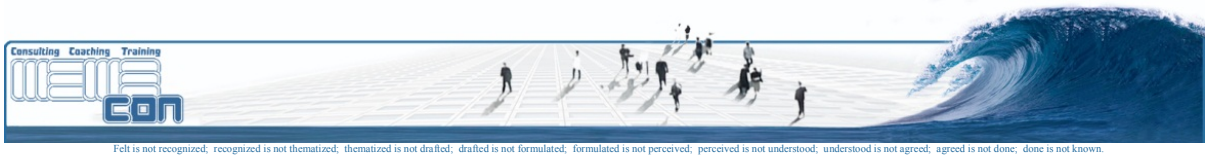
## Business change model

The Business change model facilitates navigation in the area of change management. It has three dimensions: change dynamics, target group and organization levels. Each dimension is divided into individual elements that concretize the respective dimensions. This results in a three-dimensional cube that consists of 96 single cubes, which are defined by the respective dimensions. Example is the cube on the bottom left that is formed by context, realization and individual. The model defines application fields for methods and abilities as well as for examination and indexing of situation analysis and measures. Thus for example all existing abilities concerning group control that should be improved can be found in the intersection of the third logical levels, the second layer of target group and the third block of change dynamics.

The Business change model is defined by three dimensions: Logical levels, change dynamics and target group.



- Logical levels**  
 were originally defined by Robert Dilts. They consist of context (e.g. interest groups, geographical and temporal conditions), actions (e.g. visible behavior and acts), capabilities (e.g. technical, methodical, social and system-oriented skills), convictions (e.g. vision, mission, and values), roles (described by tasks, authority and responsibility) and affiliation (e.g. religion, hierarchy level, function). The individual levels are building upon each other and should always be kept consistent (e.g. the actions and abilities should always fit the role).
- Change dynamic**  
 describes the intensity of change. This begins with realization of a situation (Awareness), goes over the preservation of the current condition (Balance) and the continuous change of the small steps (Improvement), up to second order changes (Change) that stop doing things or replace them with new approaches. Desired measures and potential outcomes can be derived from targeted change dynamics. Balancing the actual situation creates for example only small, short-term changes for the employees.
- Target group**  
 describes the concerned people of a change measure. This can be single persons (Individual), a small number of people (Group), a large number of people, e.g. a division or a total enterprise (Organization), or a complex structure of several independent



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.

organizations (Network). The complexity of a change activity is determined by the target group. For example for an individual only its interests have to be considered. An organization requires the consideration of the interests of all participants.

The application of the Business change model provides a common framework for planning and execution of any measures.