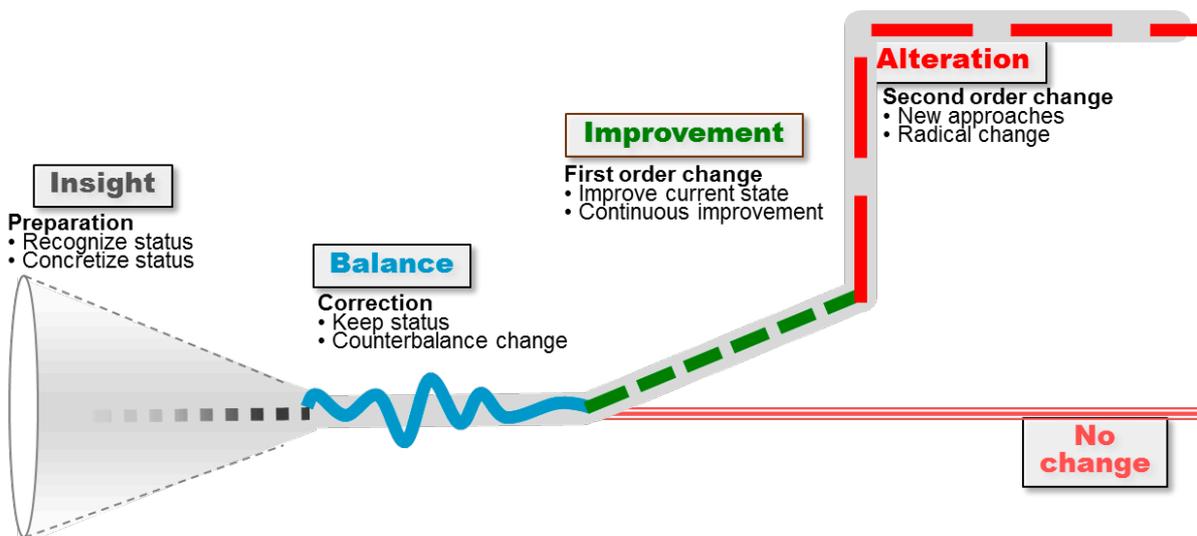


Change dynamics

Change dynamics describe the types of change that arise during a certain period of time. The absolute size of change is perceived differently by everybody. Therefore in change dynamics emphasis is lying on gradual differences. The four ideal dynamic ranges go from the determination of the baseline, over maintaining the current condition, continuous improvement, up to the radical change. Conscious handling of change dynamics facilitates in change management (e.g. Kaizen, Business Process Reengineering) and systems engineering (e.g. networked thinking, complexity management) to identify the degree of change for all participants, in order to derive effective procedures.

Change dynamics is divided into four stages: insight, balance, improvement and alteration.



- **Insight**
 In the first stage, the insight, the current condition is made aware and described. Thus it defines the basis for further action, stabilization or change. The description of the starting point creates the basis, the baseline, for all change activities.
- **Balance**
 In the second stage, the balance, the current condition is preserved, as changes are suppressed by purposeful correction. This requires the decision to maintain the determined baseline. In case of deviations, then it will be readjusted.. Example is the thermostat that keeps the desired room temperature.
- **Improvement**
 In the third stage, the improvement or the change of first order, first small changes take place. These can lead as continuous improvements over a long period to large changes, which can be positive or negative. The basic conditions and functions are mostly maintained. Improvements result from the avoidance of problems and the optimization of existing practice. Example is maintenance of airplanes and software programs.
- **Alteration**
 In the last stage of change dynamics, the alteration or the change of second order, radical changes take place, in which activities are eliminated. With this alteration, actions, deliverables or organizations are omitted. This means that they are no longer done or sometimes replaced by alternative, innovative solutions. With this, alteration leads to the dissolution of existing systems, in which all related parts completely disappear or will be used for new systems. Example is the change in the area of mobility - from the horse stable to the gas station.