

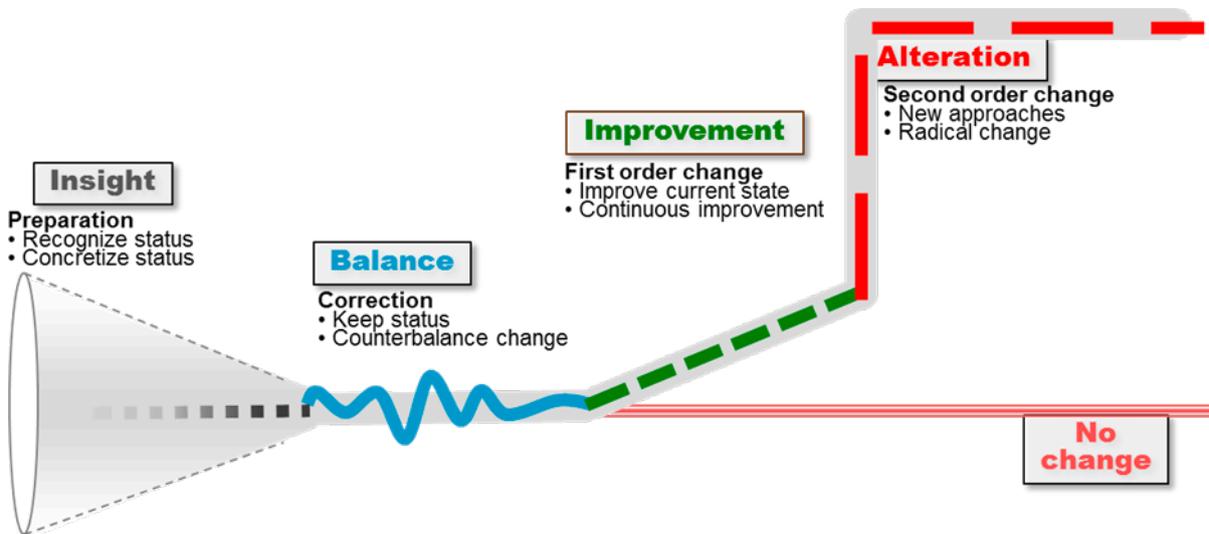
Change dynamics

Change dynamics describe the types of change that arise during a certain period. Everybody perceives the absolute size of change differently. Therefore, in change dynamics emphasis is lying on gradual differences. Crucial are the four ideal dynamic ranges that go from the determination of the baseline, over maintaining the current condition, continuous improvement, up to the radical change.

Use this model for

- Defining the degree of change comprehensible for all participants,
- Realizing effective procedures.

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



- **Insight**
 In the first stage, the insight, the current condition will be 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, by suppressing changes with purposeful correction. This requires the decision to maintain the determined baseline. In case of deviations, 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 over a long period as continuous improvements 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 discontinued. 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 disappear completely or will be used for new systems. Example is the change in the area of mobility - from the horse stable to the gas station.

Change dynamics

Evaluate the change dynamic (CD) of the following aspects.

1. Insight: Assign 1 for an undefined change dynamic.
2. Balance: Assign 2 for keeping the current state.
3. Improvement: Assign 3 for small, foreseeable changes.
4. Alteration: Assign 4 for fundamental, foreseeable changes.

Context - Evaluate the CD of the surrounding field.

Location	
Time frame	
Stakeholder	
	C

Actions - Rate the CD of observable activities and acts.

Behavior	
Habits	
Activities	
	A

Skills - Assess the CD of dexterities, knowledge and experience.

Dexterity	
Knowledge	
Experiences	
	S

Convictions - Estimate the CD of the following mental models.

Values	
Mission	
Vision	
SWOT	
Critical Success Factors	
Strategic Goals	
	C

Role - Position the CD of the role.

Tasks	
Authority	
Responsibility	
	R

Affiliation - Determine the CD of your mental frame works.

Idols	
Culture	
	A

Total

$(C + A + S + C + R + A) / 6$	
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For more space please use additional sheets.

Calculate the average per aspect and as a whole. On the following page you develop measures that can be derived from the results.



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
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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.