

# CHANGE CONDITIONS

**1) Finding drivers of change**  
The task is to constantly monitor the situation for identifying threatening drivers of change.

## ECONOMY

- Resources
- Market situation
- Services
- Corporate legal forms
- Corporate relationships
- Factors of production
- Processes
- Economic order

## CHANGE SIGNALS



## CULTURE

- Attitude
- Act
- History
- Space
- Identity
- Experience
- Language

## ORGANIZATION

- Structure
- Governance
- Strategy
- Roles
- Relationships
- Expectations

## TECHNOLOGY

- Technique
- Devices
- Tools
- IT
- Procedures

**2) Assessing areas of change**  
Changes must be identified in the three core areas.

## FIELDS



### Self-image

- Context
- Actions
- Capabilities
- Convictions
- Roles
- Affiliation

### Business Model

- Deliverables Concept
- Earning Model
- Value Creation
- Organization
- Partner
- Customers
- Resources
- Communication and
- Coordination

### Strategy

- Vision
- Mission
- Critical Success Factors
- Value disciplines
- SWOT
- Strategic Direction
- Strategic Goals and
- Strategic Core

**3) Determine the change ability**  
Is the organization able to implement the changes?

## CAPABILITIES

### TECHNICAL

### METHODICAL

### SOCIETAL

### SYSTEMIC

**4) Assess change readiness**  
Are those involved ready to embrace change?

## READINESS

Evaluations

### State of Information

### Exchange State of Information

#### Assumptions

- Estimations
- Rumors
- Opinions

#### Certainties

- Figures
- Data
- Facts

### Form

Formal reinforcers encourage participation through organizational stimuli:

- Governance
- Structure
- Leadership
- Promotion

**Commitment arises from intrinsic motivation, which is stimulated by formal, content-related and personal stimuli or emerges unconsciously from within.**

### Form

### Content

### Commitment

### Person

### Content

Content amplifiers attract with:

- Attractiveness
- Diversity
- Status
- Challenge

### Person

These amplifiers target personal motivations:

- Self-esteem
- Satisfaction
- Fairness
- Self-efficacy

## CHANGE

**5) Execute change measures**  
Assess the change dynamics and implement appropriate activities.

### Insight

- Preparation
- Recognize meme
- Concretize meme

### Balance

- Correction
- Keep meme
- Counterbalance change

### Improvement

- First order change
- Improve current meme
- Continuous improvement

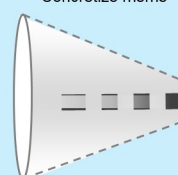
### Alteration

- Second order change
- New approaches
- Radical change

**Radical change makes you fit for the future.  
Let go of what's familiar!**

**Improvements make things better.  
Always improve the system!**

**There's no room for change in unfamiliar territory.  
Accomplish the baseline!**



**No Change**

**Maintaining the current state requires minor adjustments.  
Adjust any deviations!**