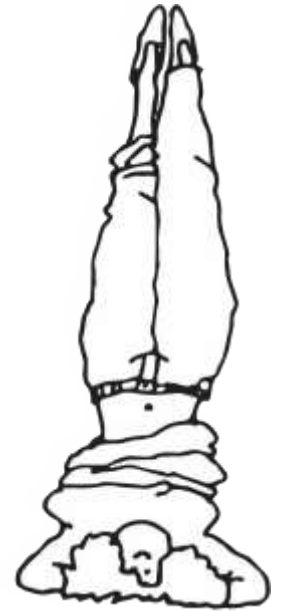


Concept: change agents



Working together

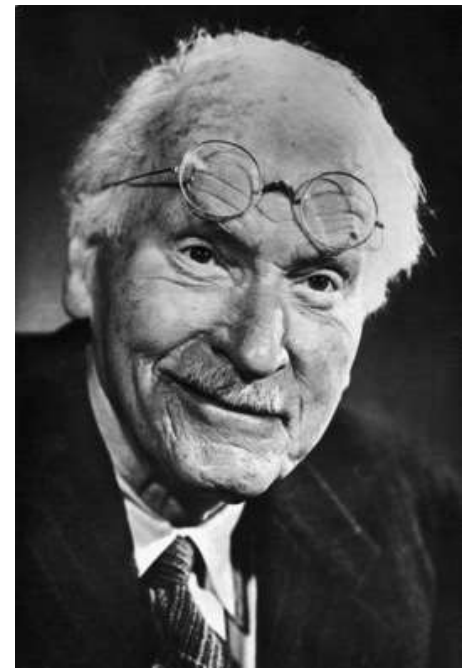
(effective and creative)



SYNERGY

$$1 + 1 = 3$$

And this is where Jungian Type fits in...



- Tailored guidance
- Discover your Type
- Discover 15 other Types
- Strengthen yourself
- Empower others

by

- Think strategic
- Plan strategic
- Act strategic

Cognitive Functions

		Sensing		iNtuition	
Extraversion	ISTJ	ISFJ	INFJ	INTJ	
	Si Te Fi Ne	Si Fe Ti Ne	Ni Fe Ti Se	Ni Te Fi Se	
	ISTP	ISFP	INFP	INTP	
Ti Se Ni Fe	Fi Se Ni Te	Fi Ne Si Te	Ti Ne Si Fe		
Introversion	ESTP	ESFP	ENFP	ENTP	
	Se Ti Fe Ni	Se Fi Te Ni	Ne Fi Te Si	Ne Ti Fe Si	
	ESTJ	ESFJ	ENFJ	ENTJ	
Te Si Ne Fi	Fe Si Ne Ti	Fe Ni Se Ti	Te Ni Se Fi		

Fi = introverted Feeling

Ti = introverted Thinking

Ni = introverted iNtuition

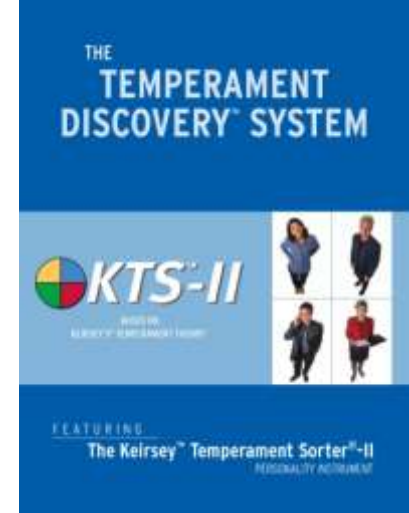
Fe = **extraverted Feeling**

Te = extraverted Thinking

Ne = **extraverted iNtuition**

And this is where Temperament fits in...

- Seeing other types
- Understanding their needs
- Plan strategic
- Like to play



And this is where we also fit in culture and change

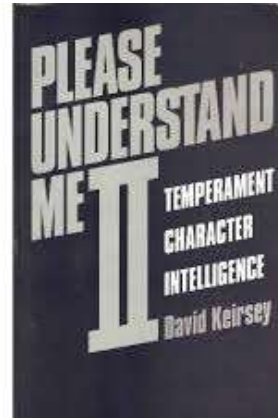
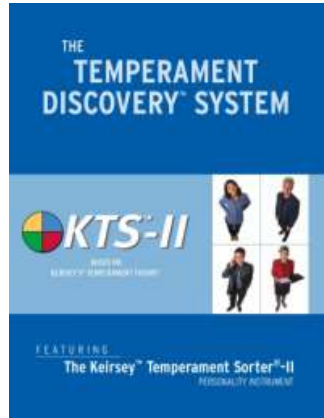


OCAI
Organizational **Culture**
Assessment Instrument



Colours of
change agents

Multiple perspectives



Person

Team

Organization and

Change

looking at the same reality

Model of competing values

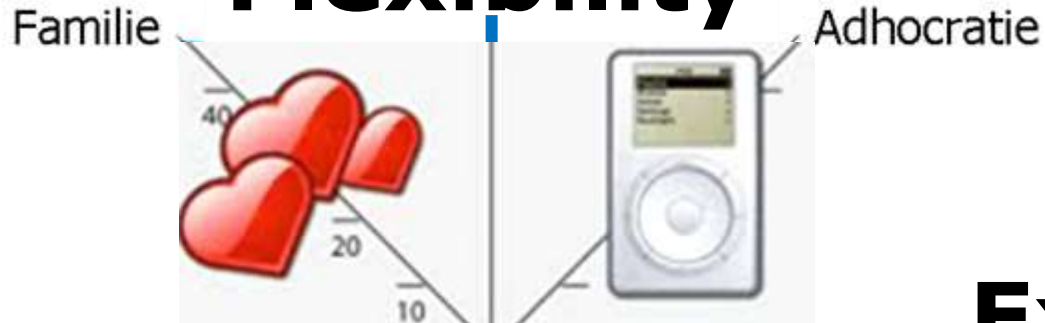
Model made by Quinn en Cameron

- Differentiated focus/view from values
- Made two-dimensional visual
- With help of a matrix;
 - Orientation: internal vs external
 - Control vs flexibility
- Combined with Handy & Harrison's culture model



Model of competing values

**Divergent
Flexibility**



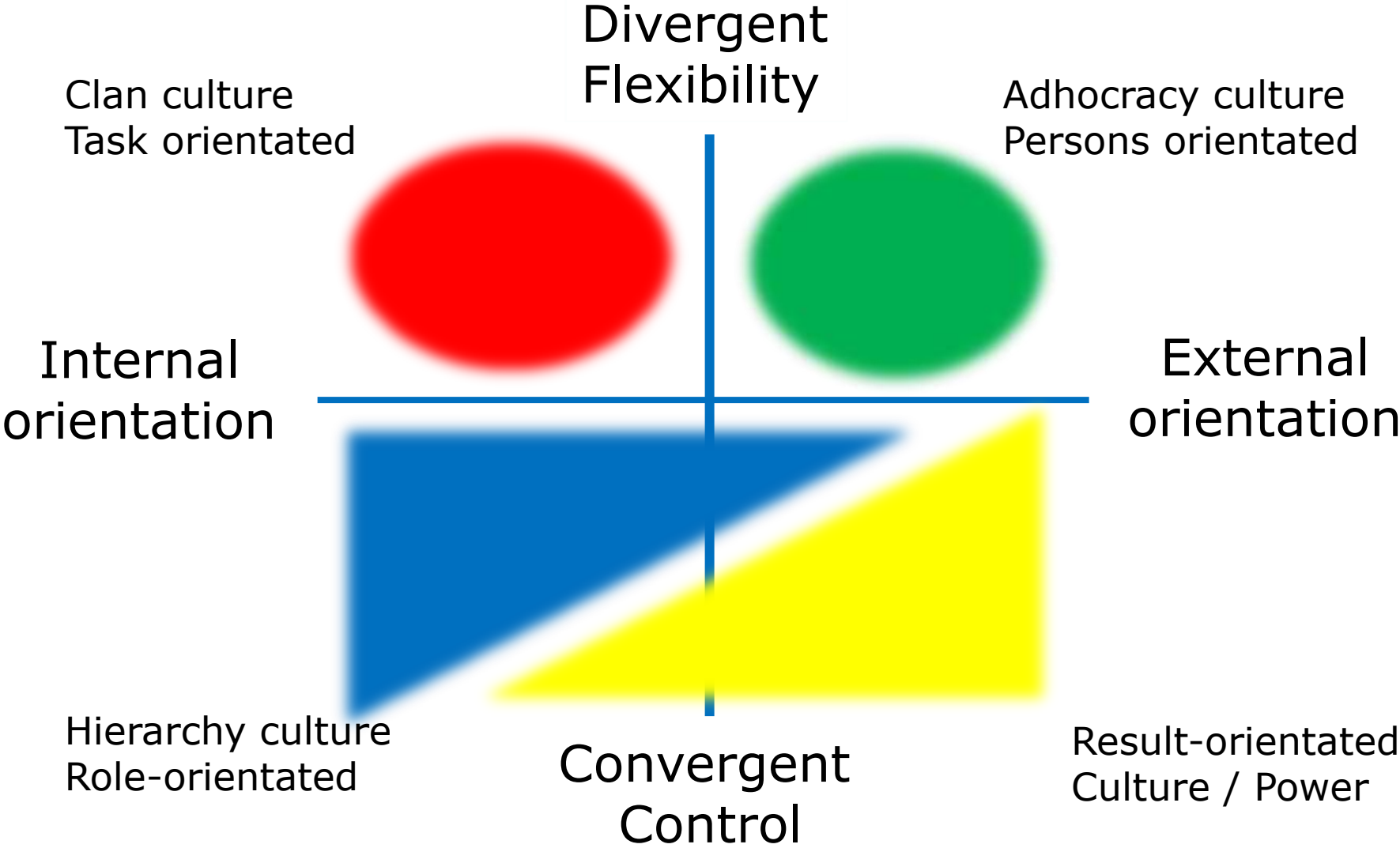
**External
orientation**

Hierarchie

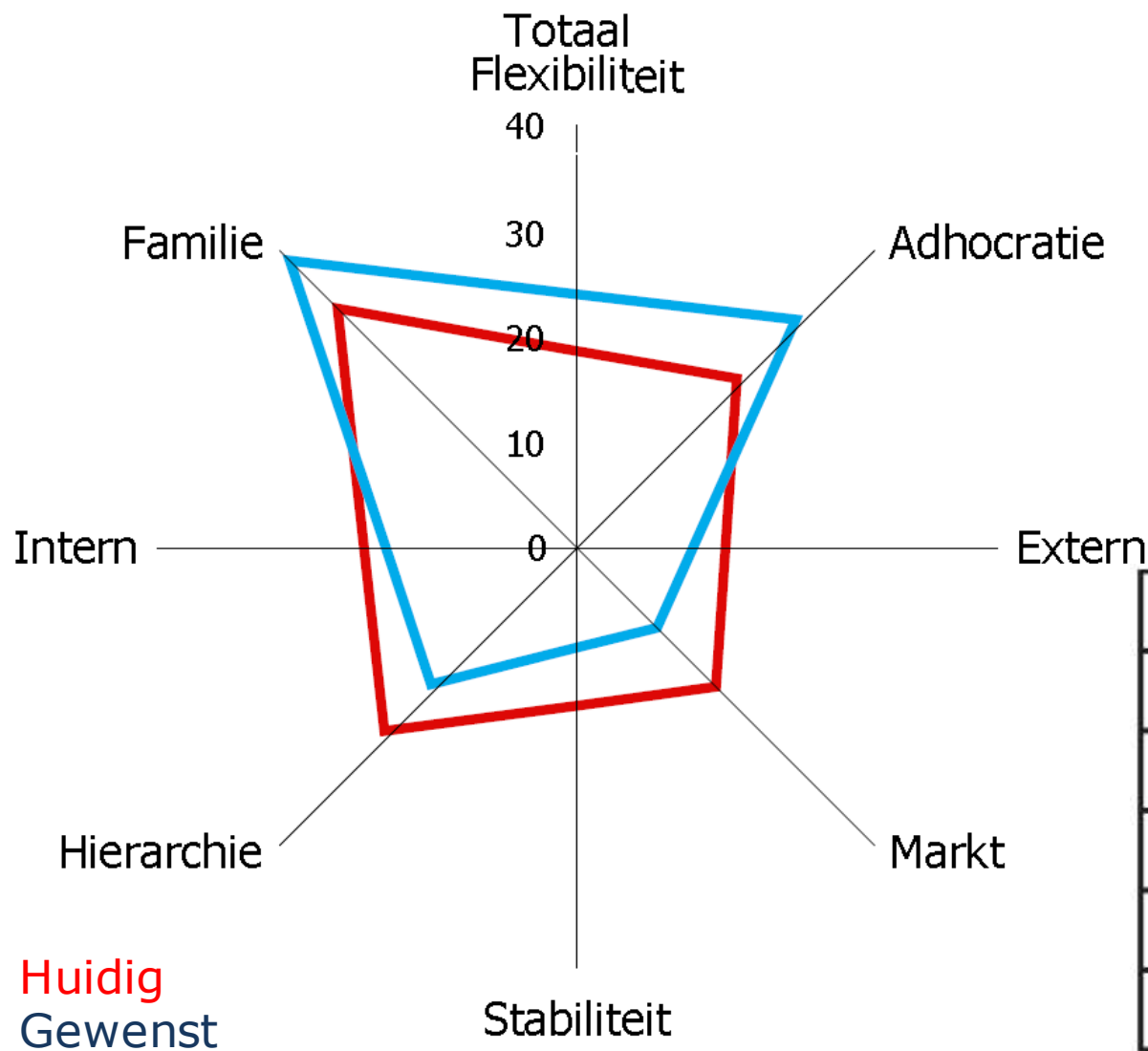
Markt

**Convergent
Control**

Model of competing values



Zorgcultuur Nederland



	huidig	gewenst
Familie	32,10	38,65
Adhocratie	22,45	30,49
Markt	19,69	11,59
Hiërarchie	25,76	19,72
Totaal	100	100

Roles of a manager

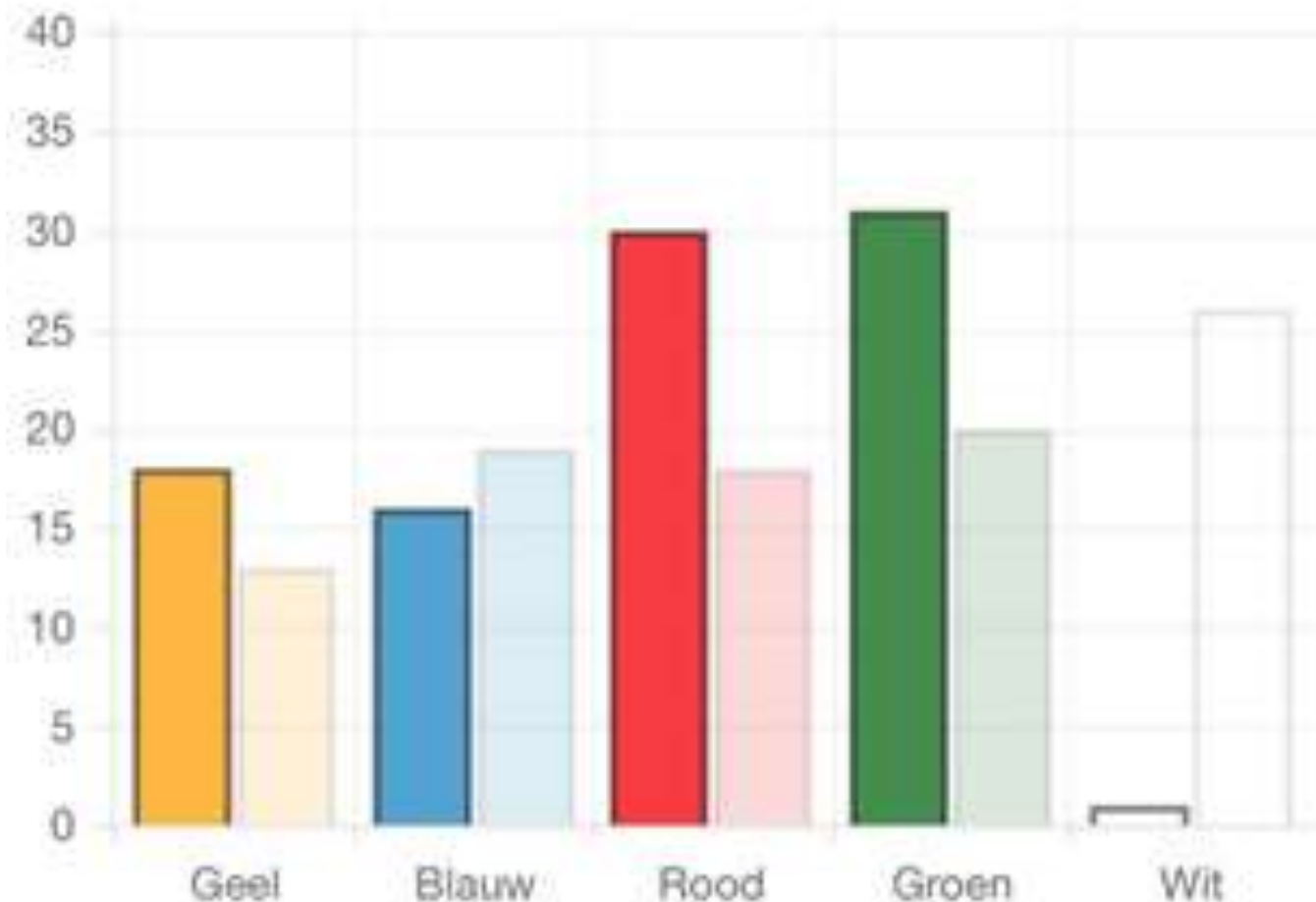


Ways of thinking about change

Something changes when you . . .	
Yellow print	Bring the interests of the most important players together by means of a process of negotiation enabling consensus or a win-win solution
Blue print	Formulate clear goals and results, then design rationally a systematic approach and then implement the approach according to plan
Red print	Motivate and stimulate people to perform best they can, contracting and rewarding desired behavior with the help of HRM-systems
Green print	Create settings for learning by using Organization Development interventions, allowing people to become more aware and more competent on their job
White print	Understand what underlying patterns drive and block an organization's evolution, focusing interventions to create space for people's energy

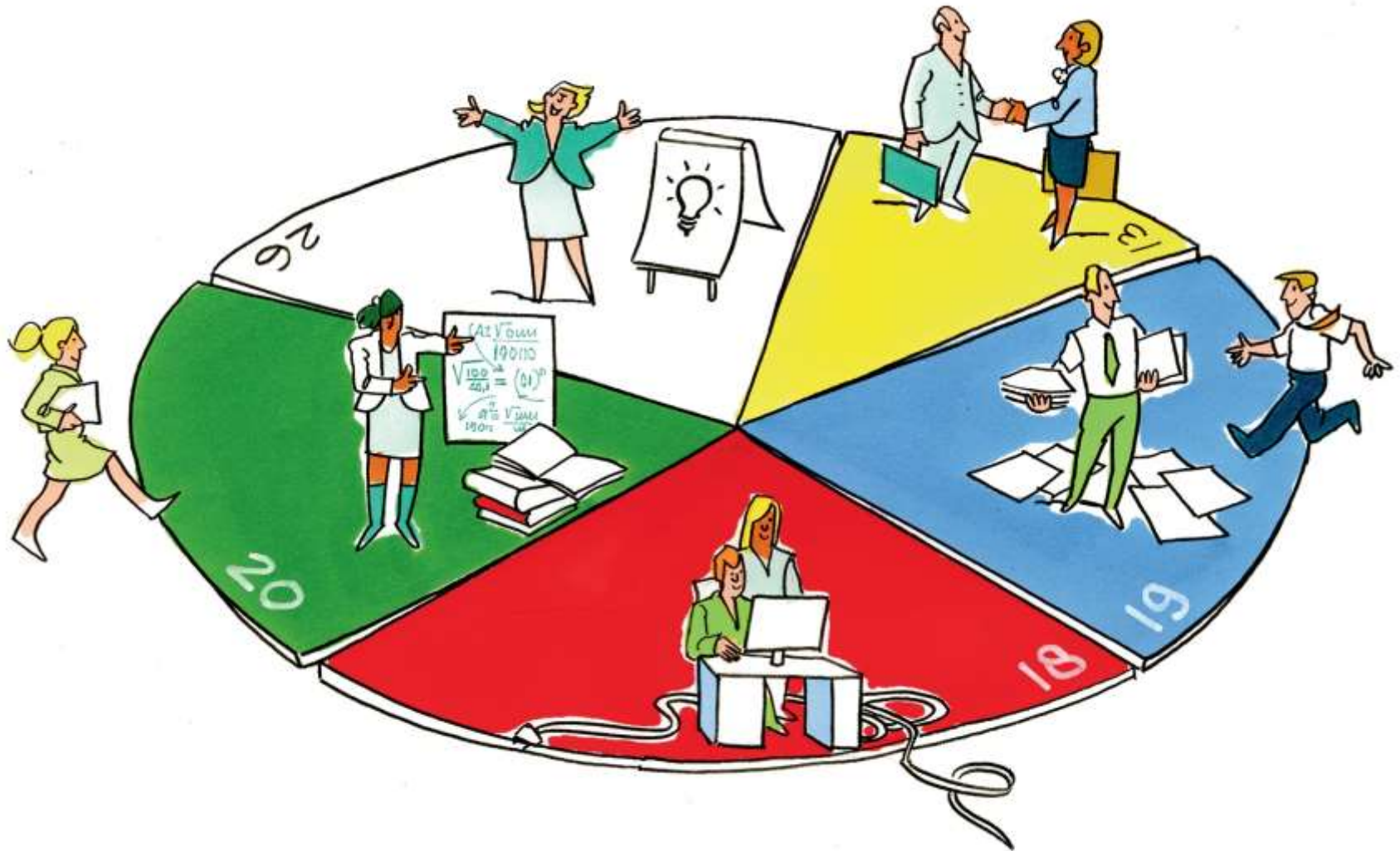
-
- Change is in the eye of the beholder
 - Each viewpoint has its ++ en --, ideals and pitfalls

Differentiated scores

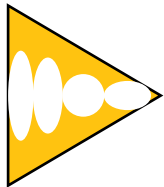


The graph shows how you score the test; in the lighter bars you see the average scores

Average scores

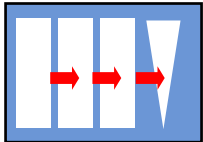


Yellow Print Thinking



Assumptions	Ideals
<p>Something changes when you:</p> <ul style="list-style-type: none"> - search for common interests - compel people to take certain positions - form coalitions - formulate new policies. <p>“Changing = a power game”</p>	<ul style="list-style-type: none"> - Create common interests/win-win situations - To safeguard the feasibility of solutions
	Pitfalls
<p>Route</p> <p>Result: unknown & changing along the way</p> <p>Interventions for example:</p> <ul style="list-style-type: none"> - alliance building - arbitration/mediation - creating/changing top structures - favouring protégés, promoting people to the fringes. <p>Safeguarding progress: policy documents/power balance</p>	<p>Change agent</p> <p>Role: facilitator who guards and uses his own power base</p> <p>Competencies for example:</p> <ul style="list-style-type: none"> - indecency and self-control - sensitive to power relations - knowledge of the sector, strategy issues and structuring issues. <p>Focus: positions and context</p>

Blue Print Thinking



Assumptions	Ideals
<p>Something changes when you:</p> <ul style="list-style-type: none"> - define a clear result beforehand - formulate a step by step action plan - monitor progress and take corrective measures - foster stability and reduce complexity. <p>“Change = a rational process”</p>	<ul style="list-style-type: none"> - Progress can be planned; a better world can be ‘built’ - The ‘best’ solution (tangible aspects of organizations) <hr/> <p>Pitfalls</p> <ul style="list-style-type: none"> - To steamroller about people and their feelings - To ignore irrational and external factors
Route	Change agent
<p>Result: delineated and guaranteed in advance</p> <p>Interventions for example:</p> <ul style="list-style-type: none"> - project management - meeting procedures - time management - strategic analysis. <p>Safeguarding progress: monitoring, benchmarking, ISO systems</p>	<p>Role: expert who formulates and implements plans if mandated to do so</p> <p>Competencies for example:</p> <ul style="list-style-type: none"> - analytical skills - planning and control - expertise crucial to the project content - presentation skills. <p>Focus: expertise and results</p>

Red Print Thinking



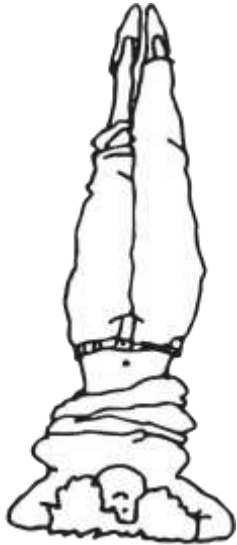
Assumptions	Ideals
<p>Something changes when you:</p> <ul style="list-style-type: none"> - use the right incentives to motivate people - make it comfortable and interesting for people - award and punish people - exercise care and safeguard fairness. <p>“Change = a trading exercise”</p>	<ul style="list-style-type: none"> - The optimal fit between organizational goals and individual goals - A solution that motivates people (soft organizational aspects)
	Pitfalls
<p>Route</p> <p>Result: outlined beforehand but not guaranteed</p> <p>Interventions for example:</p> <ul style="list-style-type: none"> - appraisal and remuneration - management of mobility and diversity - social gatherings - soap box. <p>Safeguarding progress: HRM systems</p>	<p>Change agent</p> <p>Role: systems expert who occasionally makes suggestions with regard to the content</p> <p>Competencies for example:</p> <ul style="list-style-type: none"> - HRM methods - organizing proper communication - working in teams - exercising care. <p>Focus: procedures and atmosphere</p>

Green Print Thinking



Assumptions	Ideals	
<p>Something changes when you:</p> <ul style="list-style-type: none"> - make people aware of their incompetency's - people gain new insights and new skills - create settings for collective learning - change people. <p>“Changing = learning”</p>	<ul style="list-style-type: none"> - Learning organizations: with everybody, about everything, always - A solution that helps people to develop themselves 	
	Pitfalls	
<p>Result: envisaged beforehand, but not guaranteed</p> <p>Interventions for example:</p> <ul style="list-style-type: none"> - training, management development - gaming - coaching/intervision - open systems planning. <p>Safeguarding progress: permanently learning organization</p>	<th data-bbox="1155 829 1881 893">Change agent</th> <p>Role: facilitator who supports people</p> <p>Competencies for example:</p> <ul style="list-style-type: none"> - designing and facilitating learning situations - knowledge of organizational development - feedback skills - empathy and creativity. <p>Focus: setting and communication</p>	Change agent

White Print Thinking



Assumptions	Ideals
<p>Something changes when you:</p> <ul style="list-style-type: none"> - tap people´s own will, desire and strength - remove obstacles to entrepreneurship and optimize conflicts - discern underlying patterns and make meaning - create new heroes and rituals. <p>“Changing = releasing energy”</p>	<ul style="list-style-type: none"> - Spontaneous evolution - Self steering - Taoist “non-action”
	Pitfalls
<p>Route</p> <p>Result: hard to predict (the road = the destination)</p> <p>Interventions for example:</p> <ul style="list-style-type: none"> - self steering teams - open space meeting - personal growth/empowerment - challenge sacredly held ideas and customs. <p>Safeguarding progress: self steering.</p>	<p>Change agent</p> <p>Role: personality who uses his being as instrument</p> <p>Competencies for example:</p> <ul style="list-style-type: none"> - pattern recognition and creation of (new) meaning - challenging the status quo - courage, and ability to deal with insecurity - authenticity and self-awareness. <p>Focus: patterns and persons.</p>

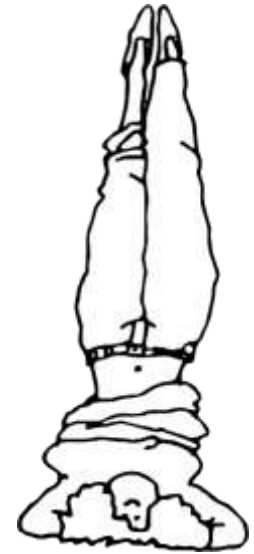
The five colours at a glance

	Yellow-print 	Blue-print 	Red-print 	Green-print 	White-print 
Something changes when you	bring common interests together	think first and then act according to a plan	stimulate people in the right way	create settings for collective learning	create space for spontaneous evolution
in a/an	power game	rational process	exchange exercise	learning process	dynamic process
and create	a feasible solution, a win-win situation	the best solution, a brave new world	a motivating solution, the best 'fit'	a solution that people develop themselves	a solution that releases energy
The result is...	forming coalitions, changing topstructures	project management strategic analysis	assessment & reward, social gatherings	training and coaching, open systems planning	open space meetings self-steering teams
by a/an...	facilitator who uses his own power base	expert in the field	HRM expert	facilitator who supports people	someone who uses his being as instrument patterns and meanings
aimed at...	positions and context	knowledge and results	procedures and working climate	the setting and communication	
Result is...	partly unknown and shifting	described and guaranteed	outlined but not guaranteed	envisaged but not guaranteed	unpredictable
Safeguarded by...	decision documents and power balances	benchmarking and iso systems	HRM systems	a learning organisation	self-management
The pit-falls lie in...	dreaming and lose-lose	ignoring external and irrational aspects	ignoring power and smothering brilliance	excluding no-one and lack of action	superficial understanding and laissez faire

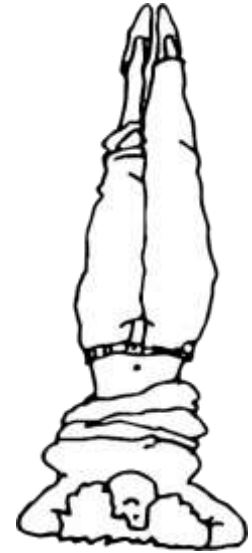
Working with colours



Case 1



Case 2



	Level in the organization		
Dominant Color	Individual	Group	Organization
Yellow	<ul style="list-style-type: none"> - Personal Commitment Statement - Outplacement - Protégé constructions 	<ul style="list-style-type: none"> - Confrontation meetings - Third-party strategy - Top structuring 	<ul style="list-style-type: none"> - Improving quality of work life - Forming strategic alliances - Negotiations on labor conditions
Blue	<ul style="list-style-type: none"> - Management by Objectives - Hygienic working - Working with a day planner 	<ul style="list-style-type: none"> - Working in projects - Archiving - Decision making 	<ul style="list-style-type: none"> - Strategy analysis - Business process redesign - Auditing
Red	<ul style="list-style-type: none"> - Career development - Recruitment and selection - Job enlargement/Job enrichment 	<ul style="list-style-type: none"> - Social activities - Team roles - Management by speech 	<ul style="list-style-type: none"> - Reward systems - Managing mobility and diversity - Triple ladder

	Level in the organization		
Dominant Color	Individual	Group	Organization
Green	<ul style="list-style-type: none"> - Coaching - Intensive clinic - Feedback/Mirroring 	<ul style="list-style-type: none"> - Teambuilding - Gaming - Intervision 	<ul style="list-style-type: none"> - Open systems planning - Parallel learning structures - Quality circles
White	<ul style="list-style-type: none"> - T-Group - Personal growth - Networking 	<ul style="list-style-type: none"> - Self-steering teams - Open space meetings - Making mental models explicit 	<ul style="list-style-type: none"> - Search conferences - Rituals and mystique - Deconstructing "sacred cows"

Coloured key succes factors

	What kind of (process-)results will you persuit?
Yellow	<ul style="list-style-type: none">- Support is available- The keyfigures are behind the decision- Hard appointments, a good 'deal'
Blue	<ul style="list-style-type: none">- The output is achieved- The plan is followed- It is clear
Red	<ul style="list-style-type: none">- People feel rewarded and taken seriously- We can offer people a perspective- Good cooperation
Green	<ul style="list-style-type: none">- People ask for feedback- The doors and windows are open- People want to learn and reflect
White	<ul style="list-style-type: none">- People organize themselves across department walls- There is energy- Things have a different meaning than before

Every colour has it's own change agent

Yellow print	Director of the process who encloses his power
Blue print	Expert projectmanager who takes care of formulating and implementation, but mandated.
Red print	Coaching manager, HR- or communications-expert who suggests solutions
Green print	Process supervisor who supports people
White print	A pattern indicator who puts himself (or herself) on the line

Contact



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