This is a story about four people named Everybody, Somebody, Anybody, Nobody.

There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it.

Somebody got angry about that because it was Everybody's job.

Everybody thought Anybody could do it, but Nobody realised that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done...

HOW TO MANAGE
CHANGING A SYSTEM?

stimulate awareness

ask for help

catalyse and energise

It's hard to start,

be daring and creative

so **1**st you need to keep up the flow

build a team

feel responsible and be responsive

feel safe and trustworthy

HOW TO MANAGE CHANGING A SYSTEM?

team-worker

implementor

specialist

resource-investigator

2nd you need roles in order to help organising the change process

evaluator
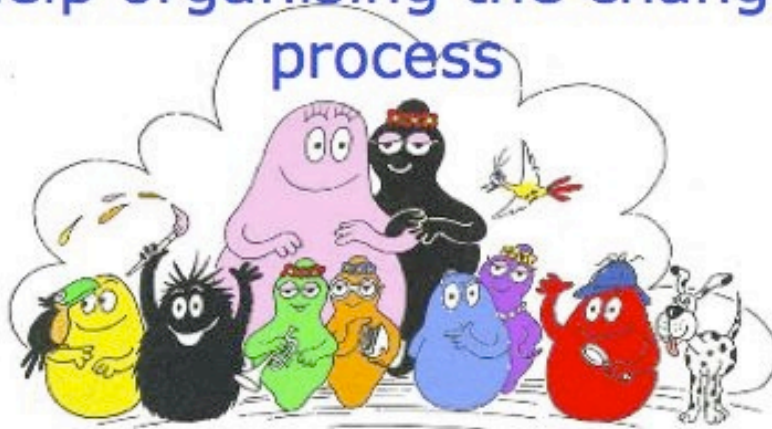
finisher

shaper

co-ordinator

plant
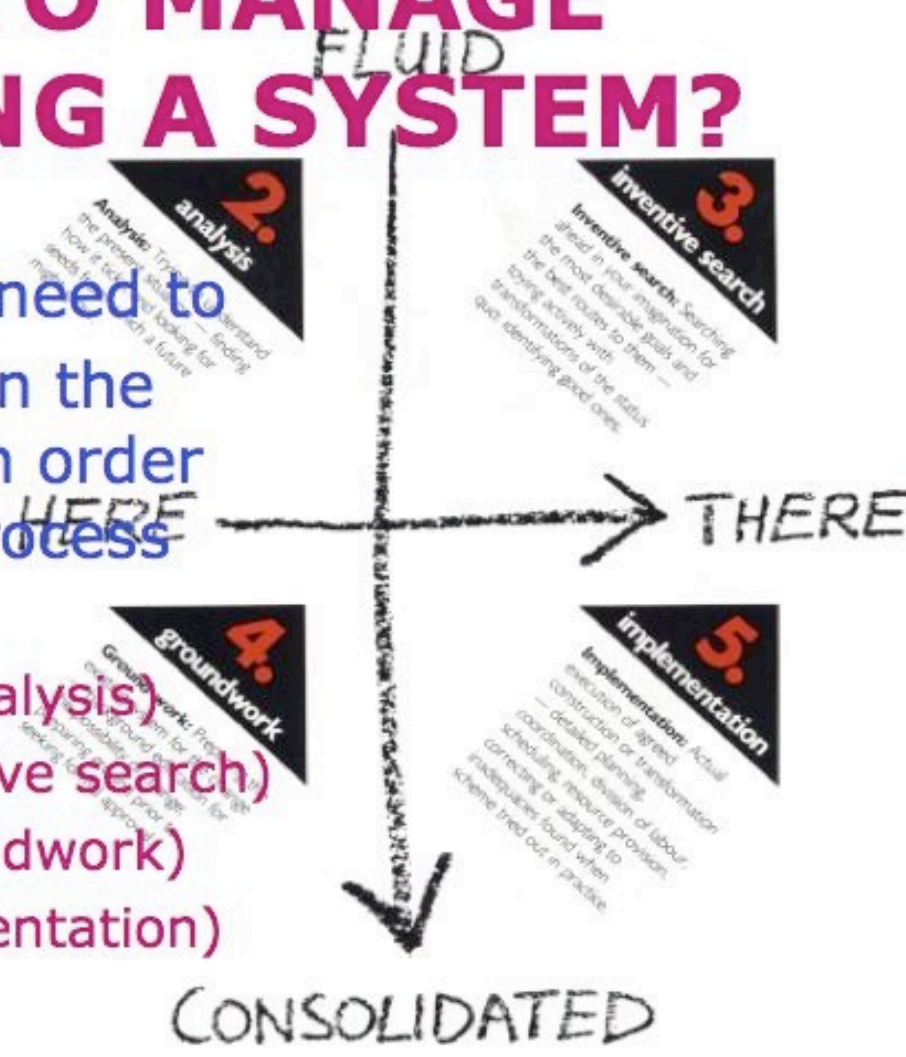
Belbin team-roles

http://www.creasynth.nl/ThenineBelbinteamroles.htm

HOW TO MANAGE CHANGING A SYSTEM?

...and **3**rd you need to apply 4 stages in the change process in order to stream the process

FLUID

HERE

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analysis **2.**
Analysis: Trying to understand the present situation and how it took shape — finding out what it needs or is looking for, matching it with a future

inventive search **3.**
Inventive search: Searching ahead in your imagination for the most desirable goals and the best routes to them — forging actively with transformations of the status quo, identifying good ones.

groundwork **4.**
Groundwork: Preparing the ground for change — possibility planning, seeking to get change approved prior...

implementation **5.**
Implementation: Actual execution of agreed construction or transformation — detailed planning, coordination, division of labour, scheduling, resource provision, correcting or adapting to modifications found when scheme tried out in practice

1: Everybody (Analysis)
2: Somebody (Inventive search)
3: Anybody (Groundwork)
4: Nobody (Implementation)

CONSOLIDATED

2. analysis

Analysis: Trying to understand the present situation — finding how it ticks, and looking for seeds from which a future might grow.

3. inventive search

Inventive search: Searching ahead to your imagination for the most desirable goals and the best routes to them — looking actively for transformations of the status quo: identifying good ones.
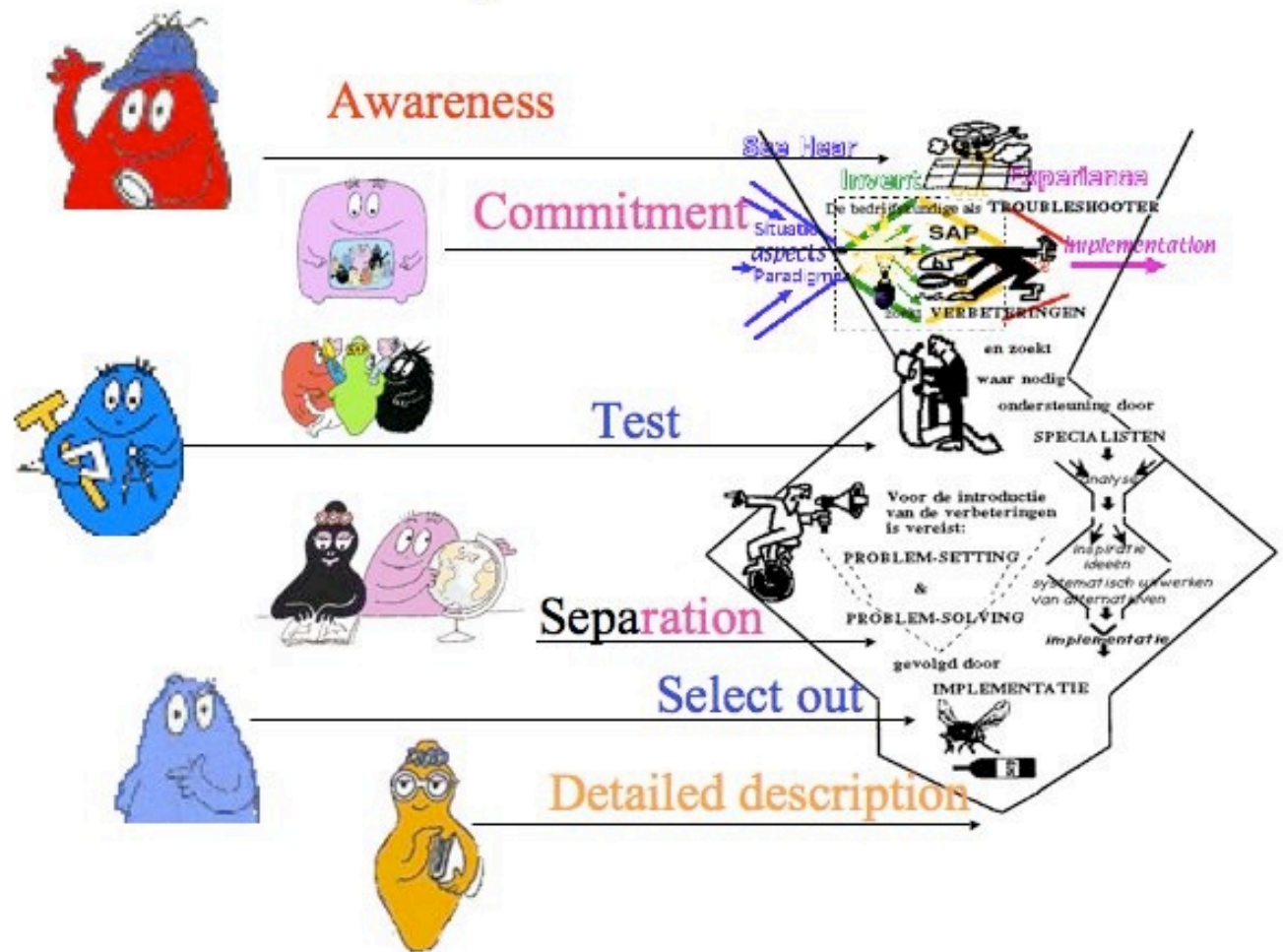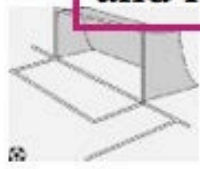
HERE ——

——> THERE

4. groundwork

Ground work: Preparing the ground for the change — background education for the possibility of change; preparing ground prior to seeking formal approval.

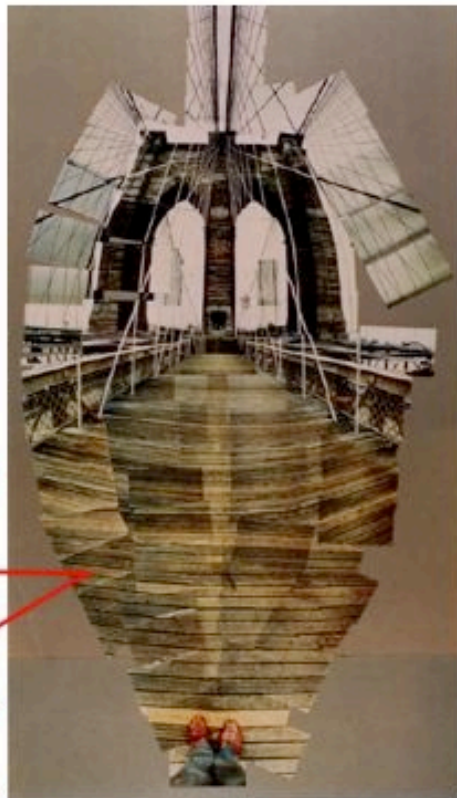**5.** implementation

Implementation: Actual execution of agreed construction or transformation — detailed planning, scheduling, division of labour, specification, resource provision; correcting or adapting to unforeseen factors when scheme tried out in practice.

FLUID

Analysis and Shite

Awareness

Commitment

Test

Separation

Select out

Detailed description

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Look for goals and routes

Serendipity

inventive search

Inventive search. Searching ahead to find inspiration for the most desirable goals and the best routes to them — toying actively with transformation of the status quo, identifying good uses

Use techniques for divergence

Provoke yourself

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analysis **2.**
Analysis: Trying to understand the present situation — finding how it works, and looking for seeds from which a future might grow.

inventive search **3.**
Inventive search: Searching afresh in your imagination for the most desirable goals and the best routes to them — looking actively with transformations of the status quo, identifying good ones.

HERE

THERE

groundwork **4.**
Ground work: Preparing the evolving system for the change — background education for the possibility of change, preparing ground prior to seeking formal approval.

implementation **5.**
Implementation: Actual execution of agreed construction or transformation — detailed planning, specification, division of labour, scheduling, resource provision, correcting or adapting to inadequacies found when scheme tried out in practice.

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Part 4: groundwork

Backing ideas

Timing Ripeness

Being

Uncertainty and trust

Doing

New ideas and change can be very **THREATENING** for the current paradigm of (members of) an organisation...

... and new ideas are very **VULNERABLE**. So they need care, protection and 'substance'.
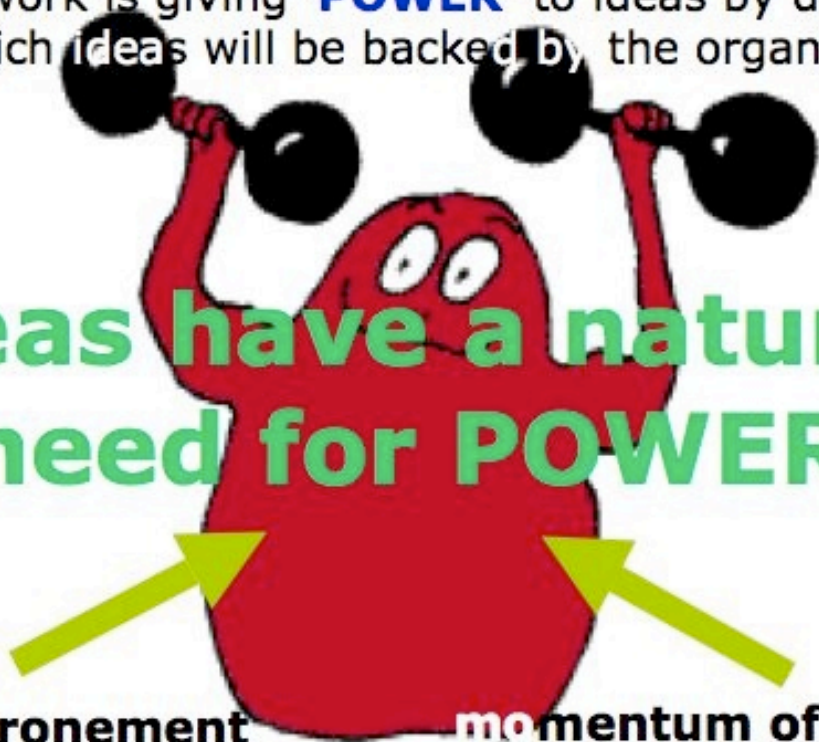They need good **groundwork**!

Backing ideas

Groundwork is giving '**POWER**' to ideas by determining which ideas will be backed by the organisation

Ideas have a natural need for POWER

Ripeness
of the environement

Timing and
momentum of organisation

Groundwork-factors

Systems, management and change

Uncertainty and trust

As change means uncertainty, groundwork involves establishing your own credentials as someone **worth listening to**
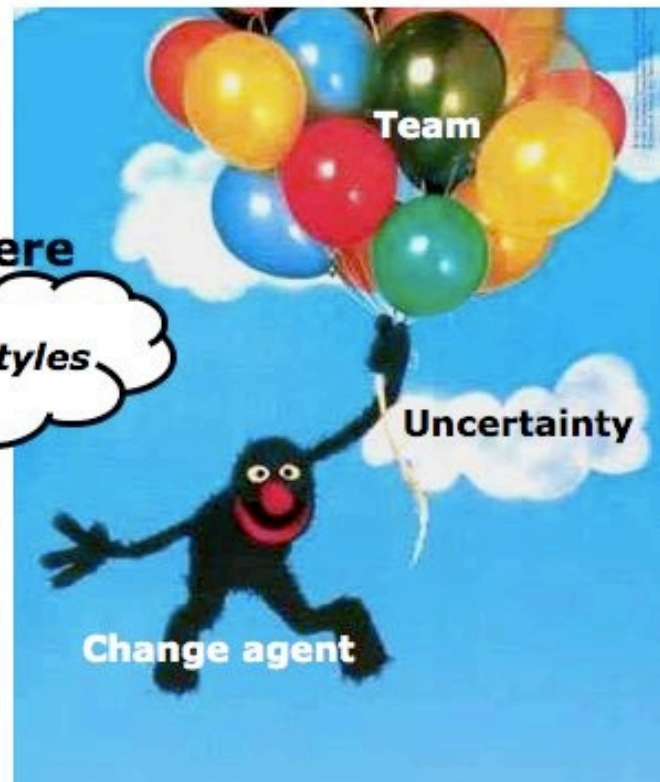
TECHNIEK   *ECONOMIE*

ORGANISATIE   *SOC./PSYCHOLOGISCH*

Groundwork-activities

Assembling a skilled team
> DOING

Maintaining a good atmosphere
> BEING

Coping with responses
> ROLE OF CHANGE AGENT

Many styles

Team

Uncertainty

Change agent

Systems, management and change

CONSOLIDATED

2.
analysis

Analysis: Trying to understand the present situation — finding how it ticks, and looking for seeds from which a future might grow.

3.
inventive search

Inventive search: Searching ahead to your imagination for the most desirable goals and the best routes to them — looking actively with transformations of the status quo, identifying good ones.

HERE ———

——→ THERE

4.
groundwork

Ground work: Preparing the enabling system for the change — background education for the possibility of change, preparing ground prior to seeking formal approval.

5.
implementation

Implementation: Actual execution of agreed construction or transformation — detailed planning, specification, division of labour, scheduling, resource provision, correcting or adapting to inadequacies found when scheme tried out in practice.

FLUID

Part 5: Implementation

When something has to be done, everybody needs to do his job to succeed.

Although everybody has his own personal goal, the main goal must be the one that gives 'flow'.
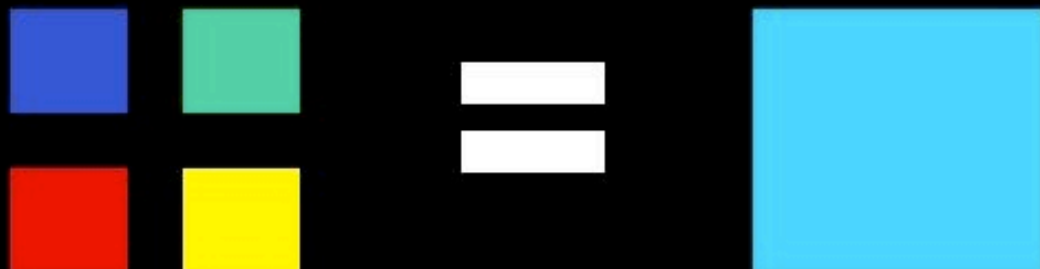
This was a story about four people named Everybody, Somebody, Anybody, Nobody.

There was an important job to be done, *nobody* wanted that *somebody* kept up the flow. So *everybody* picked up his Belbin role.

Everybody was aware so *nobody* was uncommitted. After the test, separation and selection, *everybody* knew the detailed description.

Anybody said to *somebody* that it was necessary to provoke *everybody*. So *nobody* forgot to use the techniques to work for divergence. After this *everybody* found the routes to the goals.

Somebody thought it was threatening for the current paradigm. But after the groundwork *everybody* agreed. Ideas have a natural need for power, *everybody* should realize.

It ended up that *everybody* was happy with the result of managing changing a system. *Nobody* was disappointed. And *anybody* could see that *everybody* did a great job.