ActeeChange game
Spelen met Veranderkundig Leiderschap

HR Leadership Academy, finale sessie
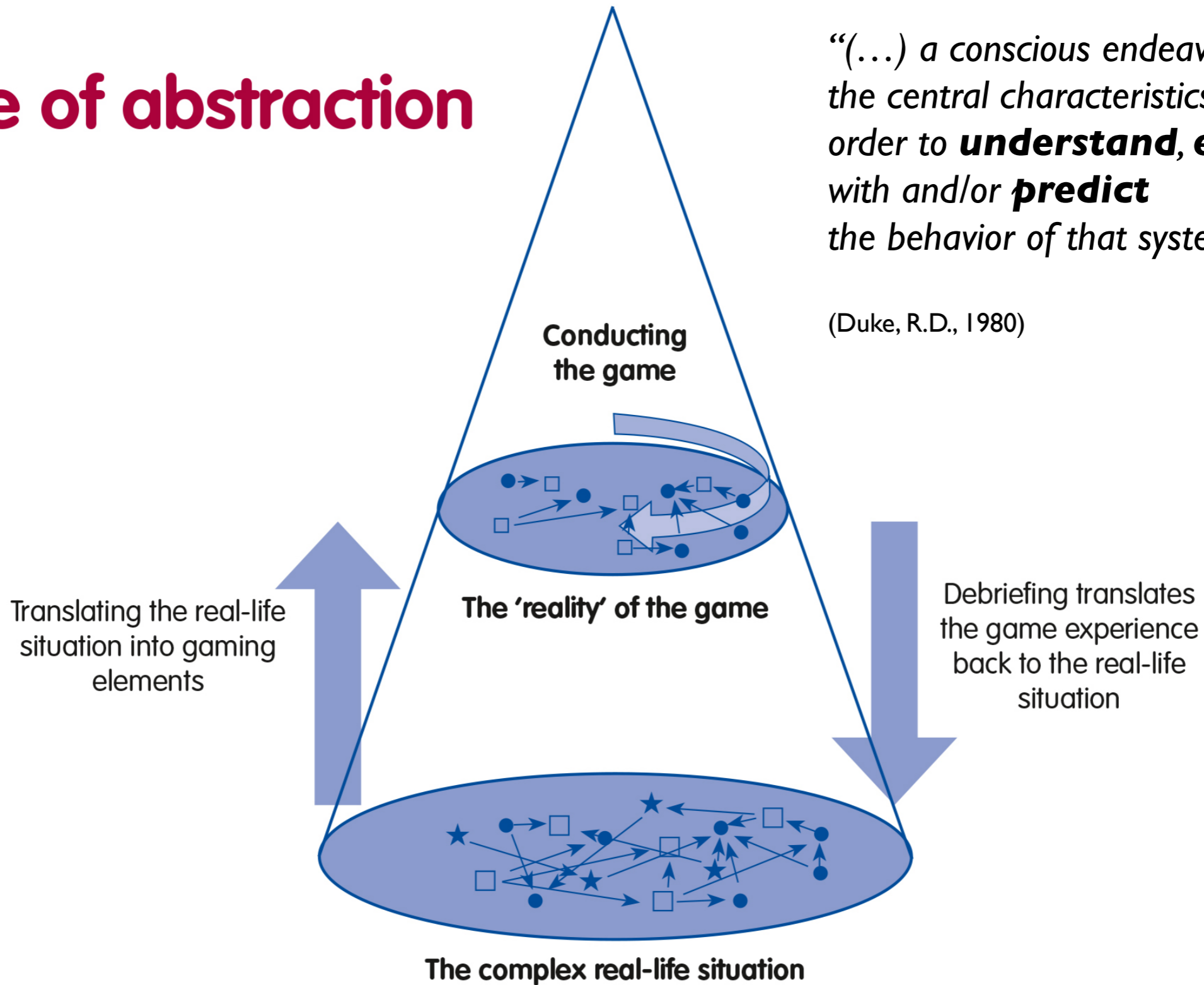
Dirk Jan Bolderheij MSc.

Utrecht, 26 juni 2024

Programma in het kort

✓ **Briefing**

✓ **Gameplay, ronde 1 + interim debriefing**

✓ **Walking dinner (± 17.30 uur)**

✓ **Gameplay, ronde 2 en 3 + nabespreking**

✓ **Optioneel: speloefening veranderkwadranten**

✓ **Uitreiking certificaten (± 19.20 uur)**

Wat is je belangrijkste vuistregel waar het gaat om veranderkundig leiderschap, al dan niet bijgebleven uit voorgaande sessies?

Maak een korte aantekening voor jezelf.

Cone of abstraction

Conducting the game

The 'reality' of the game

Translating the real-life situation into gaming elements

Debriefing translates the game experience back to the real-life situation
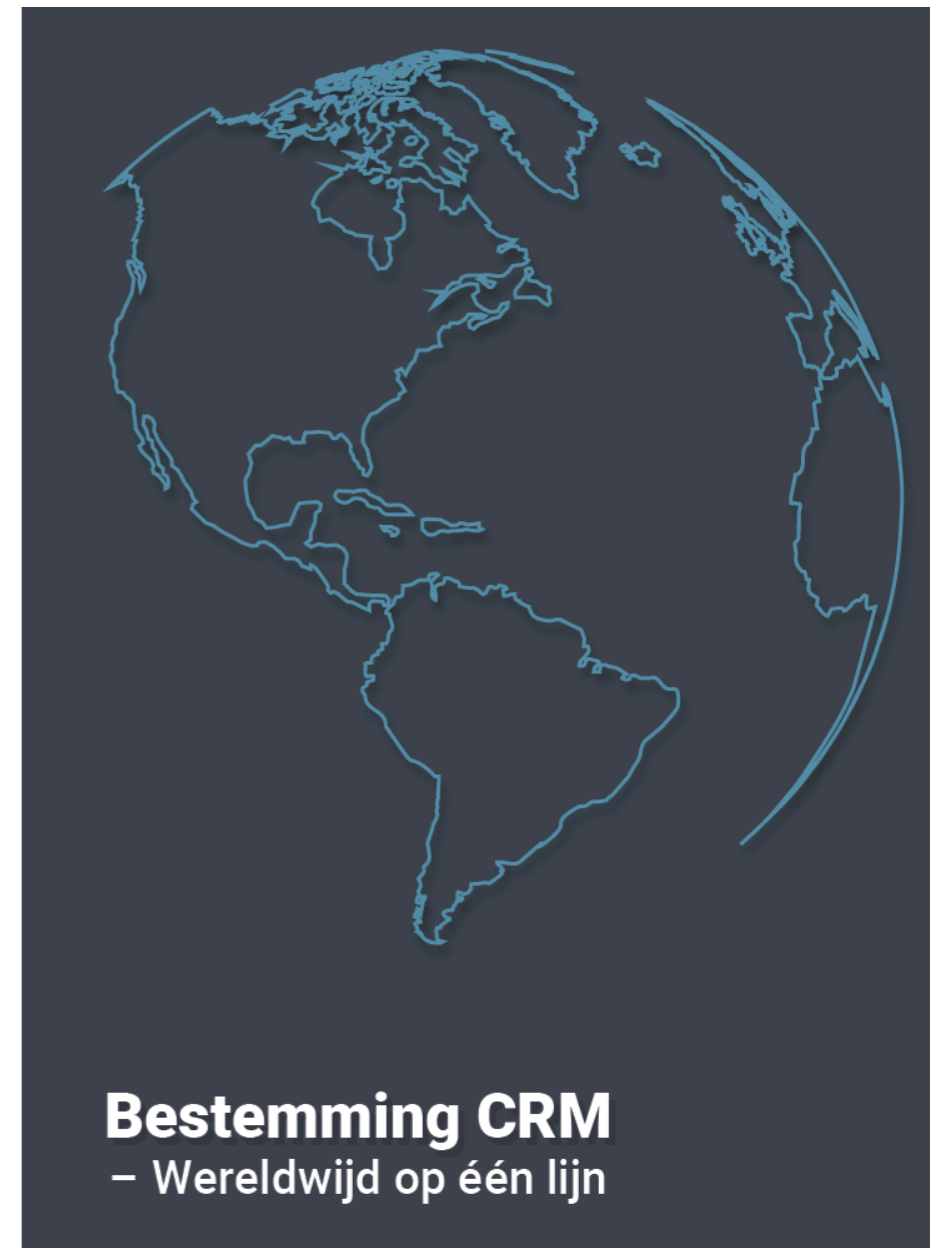
The complex real-life situation

*"(…) a conscious endeavor to reproduce the central characteristics of a system in order to **understand**, **experiment** with and/or **predict** the behavior of that system."*
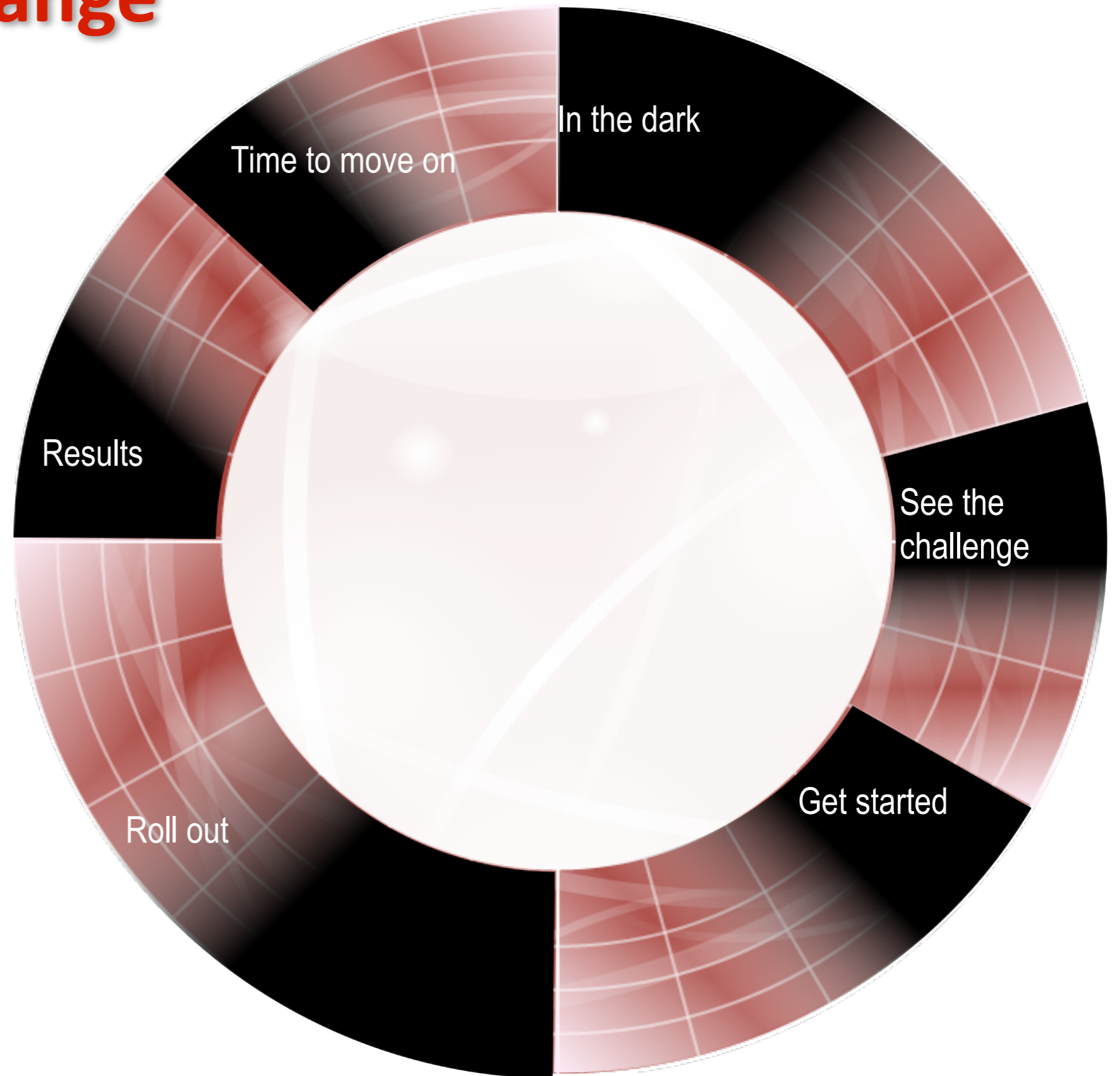
(Duke, R.D., 1980)

Source: Peters & van de Westelaken (2011)

Bestemming CRM

Wereldwijd op één lijn

Bestemming CRM
– Wereldwijd op één lijn

Cycle of Change

Rick Maurer: Beyond the wall of resistance

Weerstand t.o.v. Verandering

Drie niveaus van weerstand

1. Voortkomend uit gebrek aan informatie (feiten, data, ideeën)

- Te weinig informatie
- Bezwaar tegen idee zelf
- Het idee of achterliggende motieven worden niet gecommuniceerd.

"I don't get it…!"

2. Emotionele, fysiologische reactie t.o.v. verandering

- Verlies aan macht, controle, status
- Gezichtsverlies, gebrek aan respect
- Het idee deugt niet
- Angst om geïsoleerd of achtergelaten te worden
- Gevoel om nergens anders meer aan toe te komen (te veel verandering)

"I don't like it…!"

3. Gebaseerd op gebrek aan vertrouwen in de leider

- Voortkomend uit de geschiedenis van de relatie.
- In spanning verkerend met waar je voor staat in (cultureel, etnisch, machtsverschil)
- Significant verschil van mening over (onderliggende) waarden

"I don't like you…!"

Rick Maurer: Beyond the wall of resistance

TIAS

Manage the change

#1 Goal structure
I spend time on actively working with our new overall goal structure. It is important to visualize that in the future we will not only be going for a simple sales target, but that to a much higher degree we will be measuring what kind of clients we visit, the number of customer visits and the quality of visits.

15 hours

#2 The technical side
I invest time in making sure that we have the technical prerequisites for the installation of the system. I make the investments it takes, now, to make sure we get an optimal utilization of the system, when it has been installed.

15 hours

#3 Customer dialogue
I start a workshop program aimed at our customer dialogue. My focus is to kick-start the development of the competences we need for those customer relations that the new system and the strategy will make more visible and urgent.

10 hours

#4 Corporate persona
In a number of ways I aim to strengthen the wanted behavioural changes in the team through discussions on workshops and on our team meetings. I want to create a distinct 'corporate persona': a clear-cut profile of our future sales representative.

20 hours

#5 This is NOT an IT-project
I change the roles in the project and take over as much control with the change as I possibly can from the IT project manager. I design the plan and the roles in a way which makes it clear that this is a sales related project, not an IT-project.

15 hours

#6 Benchmark
As we start to make the changes, I analyse and optimize our work processes. My focus is to secure that we strengthen the sale in the right places and that we can start to benchmark what works in our customer relations.

15 hours

#7 Data-discipline
I start an information campaign about the subject: Data discipline. I want to draw attention to the fact that we are bound to get harder demands for our handling of data and that we will be depending on each other's discipline when it is there.

10 hours

#8 Know thy customer
I start a data-quality project under the working title: 'Know your customer'. The project consists of a series of workshops where I and selected members of the team map out what it is we would like to know about our customers – and how this should be supported by the new system.

20 hours

#9 Together we are stronger
Together with my team and colleagues from the sister sales companies who are our closest collaborators, I conduct a workshop about the global customers who demand increased coordination and data exchange.

15 hours

#10 Rules of engagement
I establish clear politics and rules for the way we should work systematically with the information in the new system.

15 hours

#11 PhD. computer?
Even though it is a time consuming priority, I choose to have individual conversations with each individual to map out the person's competences for and attitude towards IT work. In these conversations I focus on the new needs and if possible and relevant, I create a plan for raising the person's competence level.

25 hours

#12 Performance interviews
I carry out individual performance interviews with each of the employees. In these interviews we look at their sales results – and on the quality and quantity of their documentation effort. I want them to be able to document how they use our systems to efficiently plan their time.

15 hours

Lead the transition

#13 Now or never
I collect a substantial amount of relevant data about the issues which lie behind the change. On a meeting with all of the employees, I present a status of how we are doing with respect to these issues. Focus in my presentation is to show the possible negative scenarios and the potential consequences - if we are unable to make a change.

20 hours

#14 The dirty dozen
I put my stakes on trying to create a visible support for the change. I focus on getting support from the management (as high and as relevant in the organization as I can). I give these leaders a vital role in the change, where they feel important and hence I start to work on making them visible in as many contexts as possible related to the change.

15 hours

#15 Where are we going?
I invest a lot of resources initiating an involvement process with focus on our direction as a team. I involve as many people as possible. In the process I collect stories from the involved people about what they think the target and the overall ambition should be. Finally I collect all the many perspectives in one common story or expression.

20 hours

#16 A big splash
I create a big happening – grandiose and colourful. The happening is a surprise where everybody has to participate in activities which both directly and symbolically have a link to the change. Focus is to communicate that the change is 'for them' – and the ground is prepared for a day people will remember.

15 hours

#17 The breakaways
I map the alterations in roles and responsibilities that the change will potentially have, and communicate them to the team. I motivate those employees from the team who seem enthusiastic about the change - to take some chances and test the opportunities that the change will bring. Good results are rewarded with recognition or other bonuses.

15 hours

#18 Step by step
I develop an overview of all the things we have already completed and on a short meeting with the employees I present and explain the results and their effect. I make sure to have additional subsidiary goals planned that I can present to the team and follow up on at a later stage.

10 hours

#19 Not as we used to do…
I get ready for a definitive clash with some of the old work behaviour, which I know some in the team are still using. Partly by making a clear shift in the parameters the employees are being measured on. And partly by clamping down on the old ways, when I see them.

10 hours

#20 We build a new world
I initiate activities to look at our fundamental values and our general behaviour in the team. I try to create a common picture of the expectations we should have to each other, what direction we should be moving in by now, what new challenges and opportunities lie ahead of us – and what kind of attitudes and profiles we need in order to succeed further.

20 hours

#21 Stop it!
Whenever I meet or sense resistance I show very clearly that this kind of attitude and behaviour is not tolerated – and that I expect it to stop immediately. I want to show that I am not afraid to use my power.

10 hours

#22 I coach
I make sure to take care of the employees' individual development by coaching each of them to be able to solve their new tasks on their own. It is important to me that they are helped to take responsibility for their own learning and that I don't have to instruct them all the time.

25 hours

#23 Something will be lost
In meetings and other settings where the change is on the agenda I publicly recognise that the change does represent a loss to many employees – and that it is understandable if this affects them emotionally.

10 hours

#24 I want to understand…
In the coming time I try through my actions to prove my credibility. In as many situations as possible I try to illustrate my interest in understanding the perspectives of the employees – and my willingness to learn and develop myself.

15 hours

Actee.

Dashboard　　Profiel　　FAQ　　Help en ondersteuning

Dirk Jan Bolderheij

INFO

Ik vertrou Mou niet!

Ik wil het niet!

Ik snap het niet!

F
A

24　1

23　　　2

22　　　　3

21　　　　4

20　　　　　5

19　　　　　　6

18　　　　　　7

ActeeChange

Hoofdstuk 1 van 3
Uren te gaan : 85

B

E

C

17

16　　　　　11

15　　　　12

14　　13

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Samenstelling leiderschapsteams

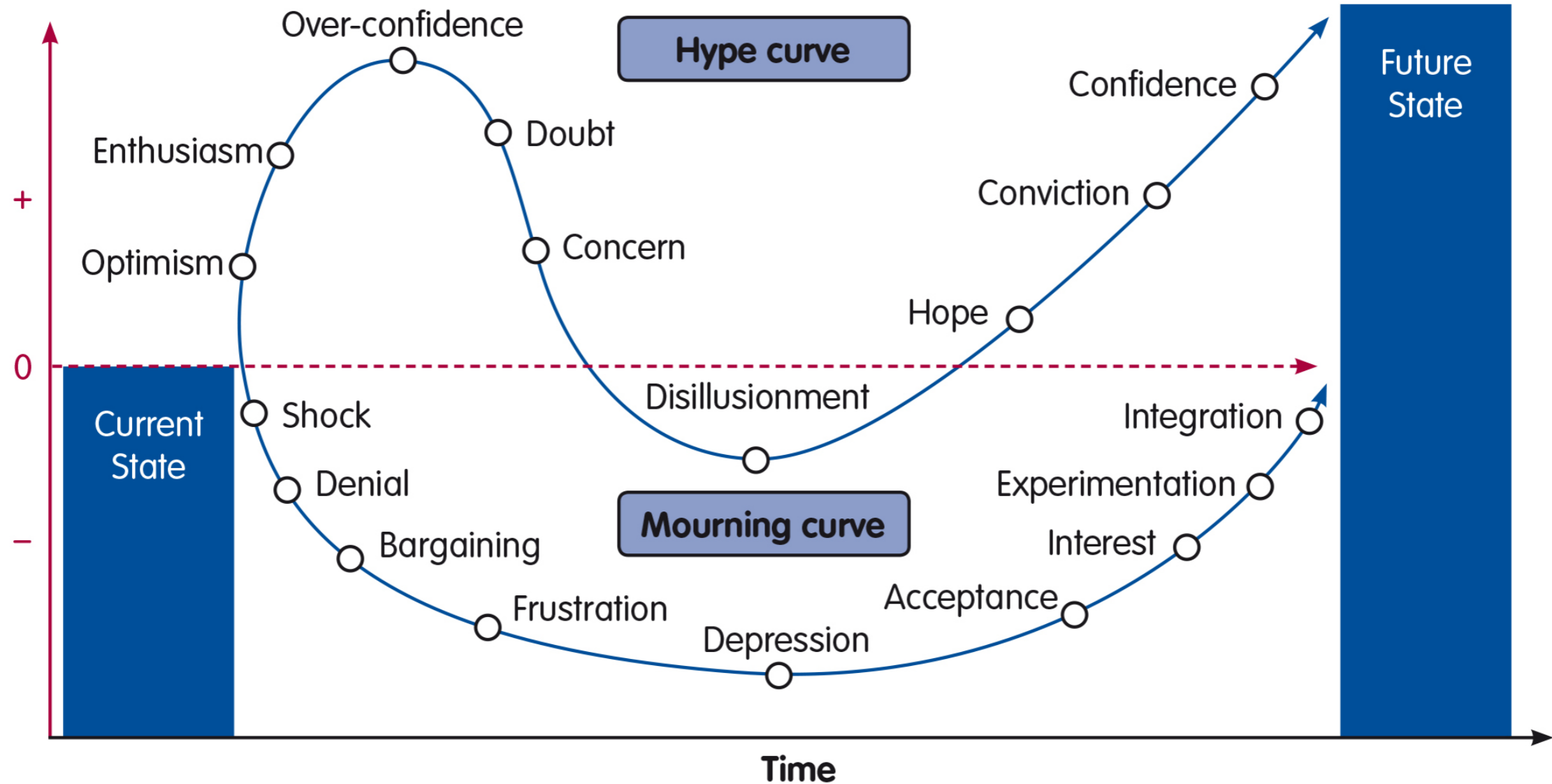| Groep 1 Blauw	Groep 2 Rood	Groep 3 Zilver
Anne	Claudia	Fedor
Frank	Inge	Jacqueline
Sylvie (verlaat)	Kim	Patrick
Soraya	Joes	YvonneT
YvonneV	Ruud	
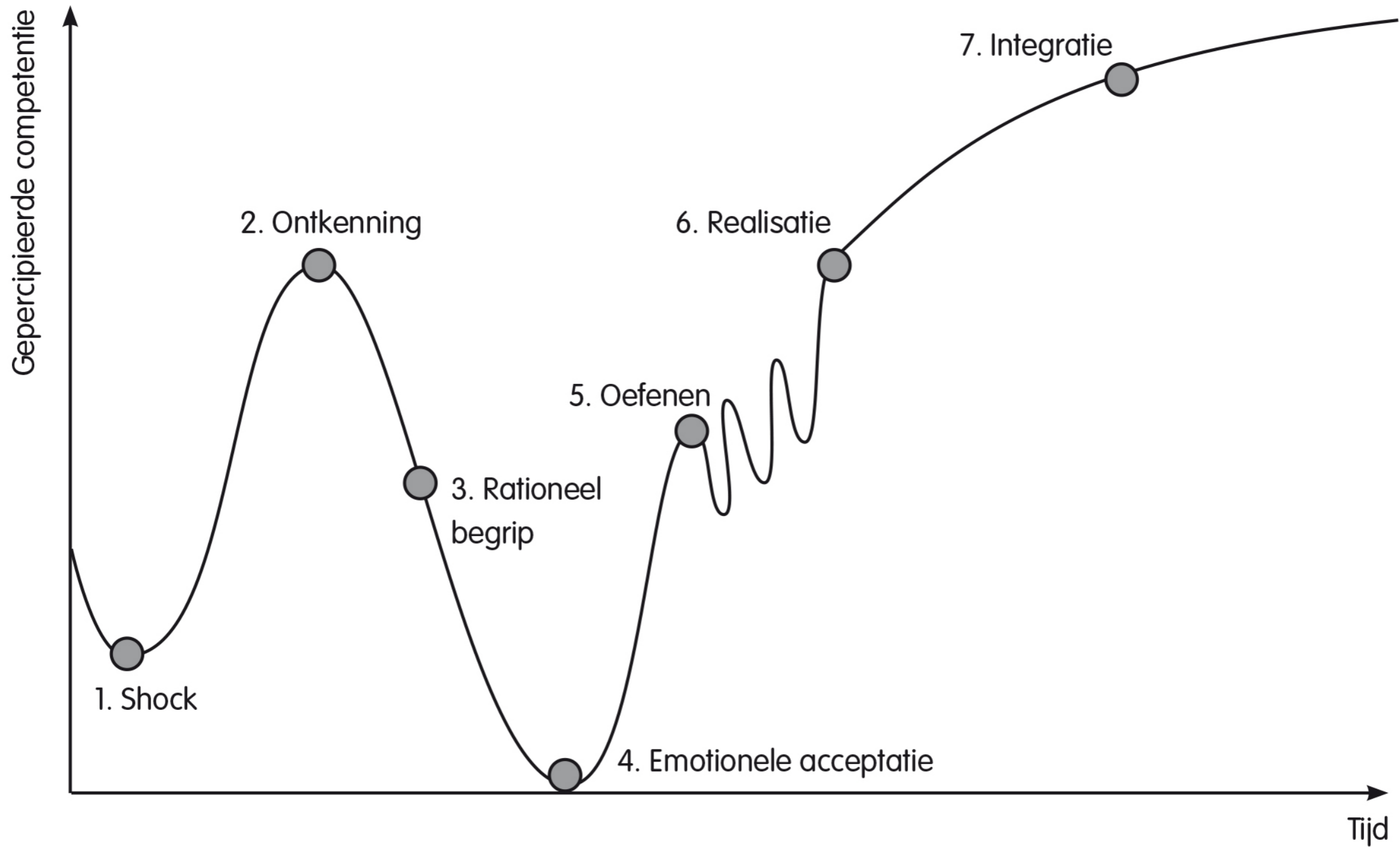
Figuur: De zeven ontwikkelingsfases in het veranderingsproces (gebaseerd op rouwverwerking; Kübler-Ross, 1969)
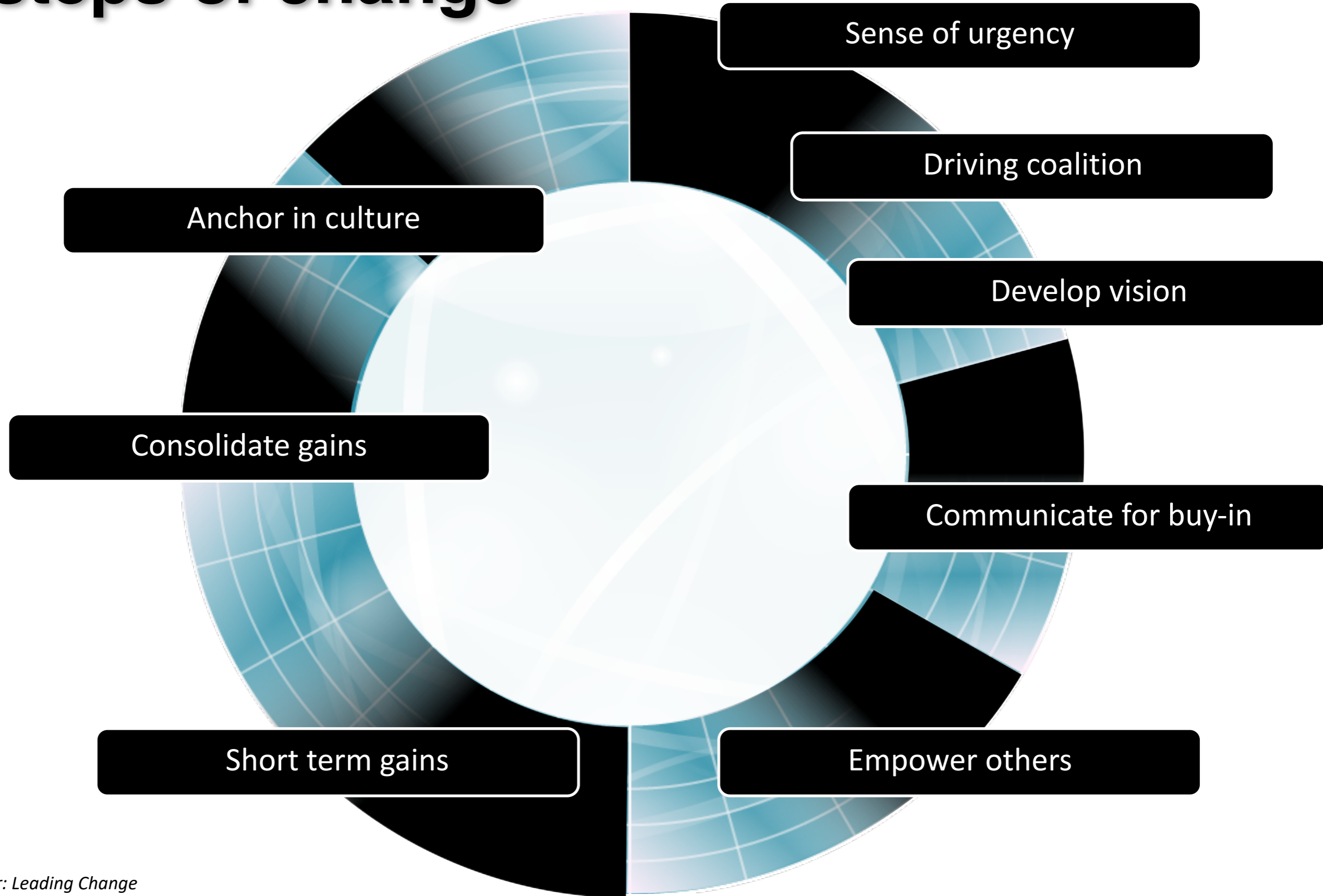
Strategic Change
Psychological Dynamics

Engagement

Over-confidence

Hype curve

Confidence

Future State

Enthusiasm

Doubt

Conviction

+

Optimism

Concern

Hope

0

Disillusionment

Integration

Current State

Shock

Experimentation

Denial

Mourning curve

Interest

−

Bargaining

Acceptance

Frustration

Depression

Time

Bron: Center for Strategy & Leadership (2012)

TIAS

8 steps of change

- Sense of urgency
- Driving coalition
- Develop vision
- Communicate for buy-in
- Empower others
- Short term gains
- Consolidate gains
- Anchor in culture

John Kotter: Leading Change

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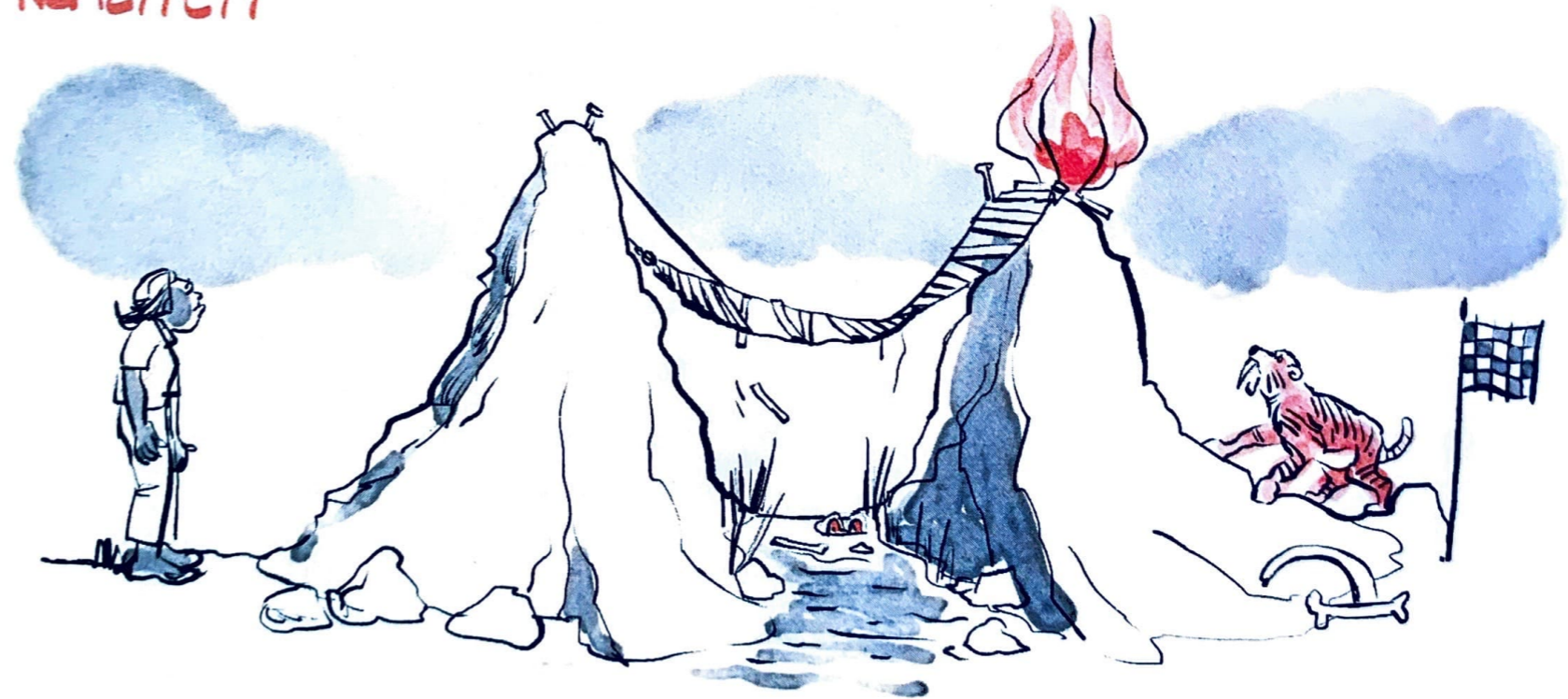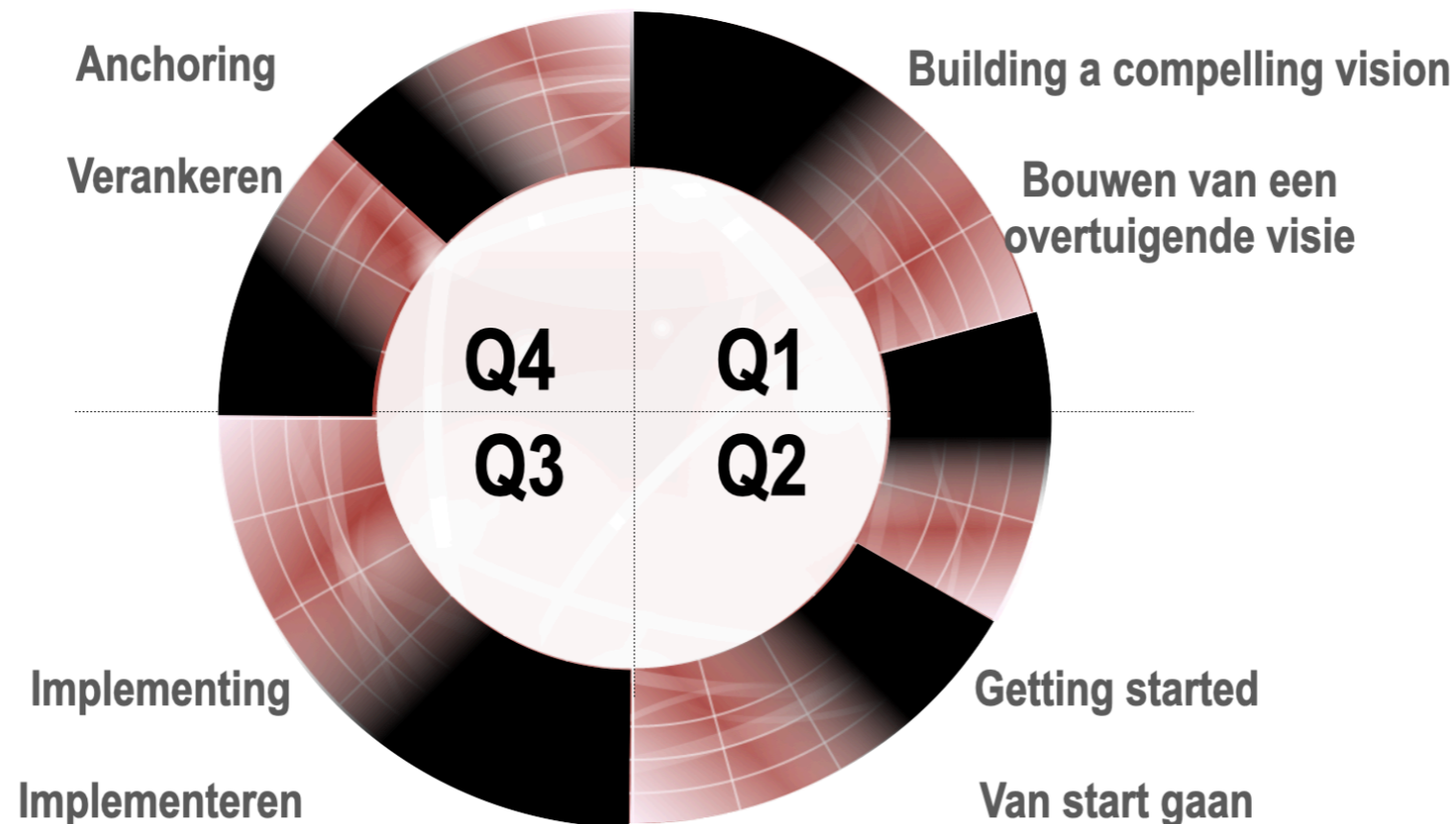# Gameplay - ronde 2 en 3

Vernooij et al., 2024, 138-141: Optimism bias & Planning fallacy

Afsluitende speloefening Change Quadrants

In welk kwadrant zou je bij hoogste voorkeur willen worden ingezet in een veranderproject?

Game over

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NEVER STOP ASKING

TIAS

SCHOOL FOR
BUSINESS AND SOCIETY

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