what the caterpillar calls the end, the rest of the world calls a

fittest or fitting ?

the holon's question

HOW TO MANAGE
CHANGING A SYSTEM?

stimulate awareness

ask for help

catalyse and energise

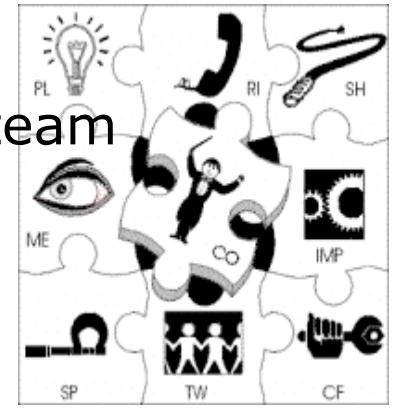
be daring and creative

It's hard to start,

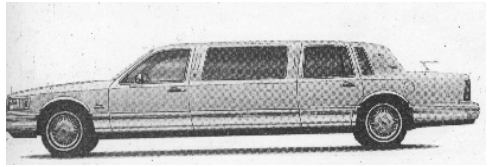
so 1st you need to keep up the flow

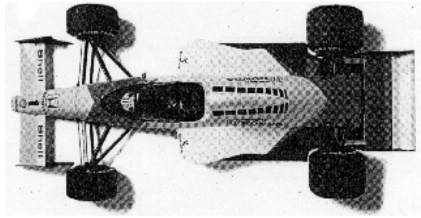
feel responsible and be responsive

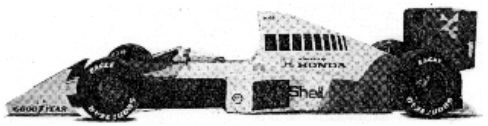
build a team

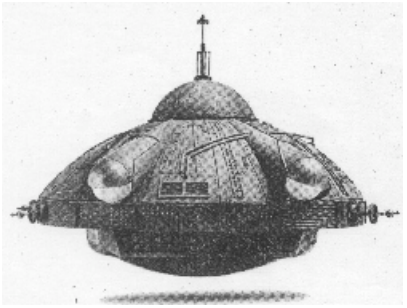


feel safe and trustworthy





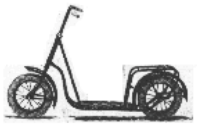




In the eyes of ...

Mechanic

?



And they are all right...

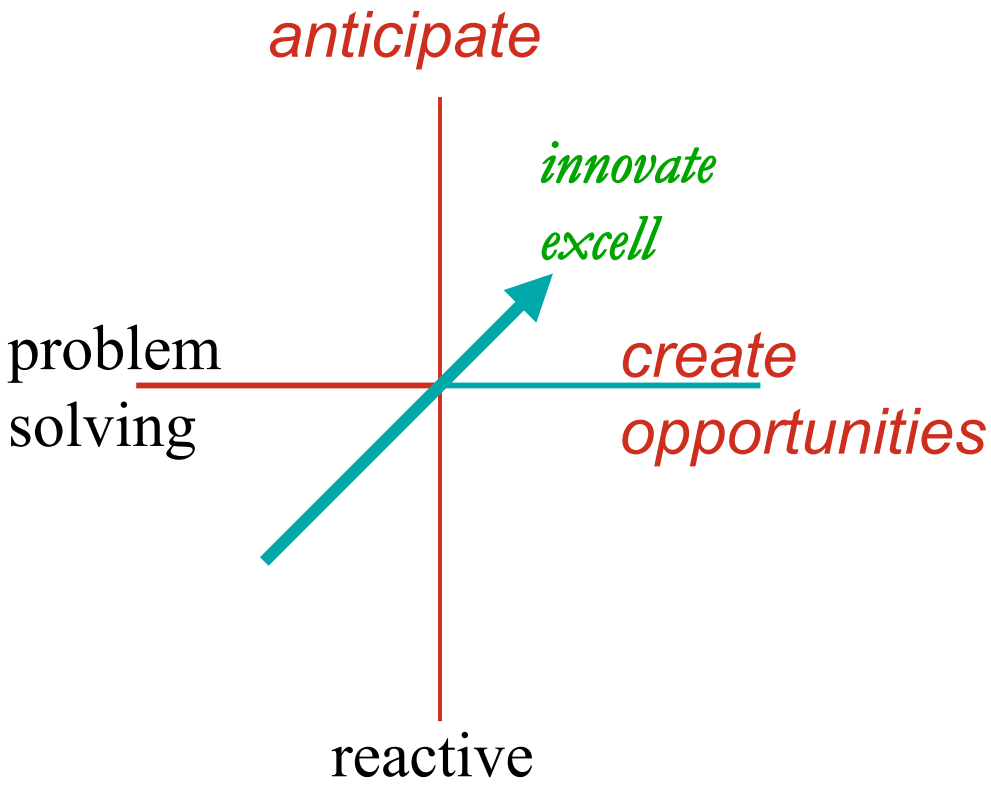
Remembering a different future

"The impact of what we do and think is very limited by what we do *not* notice.

And because we don't notice that we don't notice, there is very little we can do to achieve a change,

until we realize that exactly the fact *that we don't notice* determines our actions and thoughts.

R.D. Laing



reframing

Different perspectives

reactief

Add the numers in the column below ,
Do not use a pencil only write down the sum

1000
40
1000
30
1000
20
1000
10

---

131 tennis players
How many matches to play
to have 1 winner ?

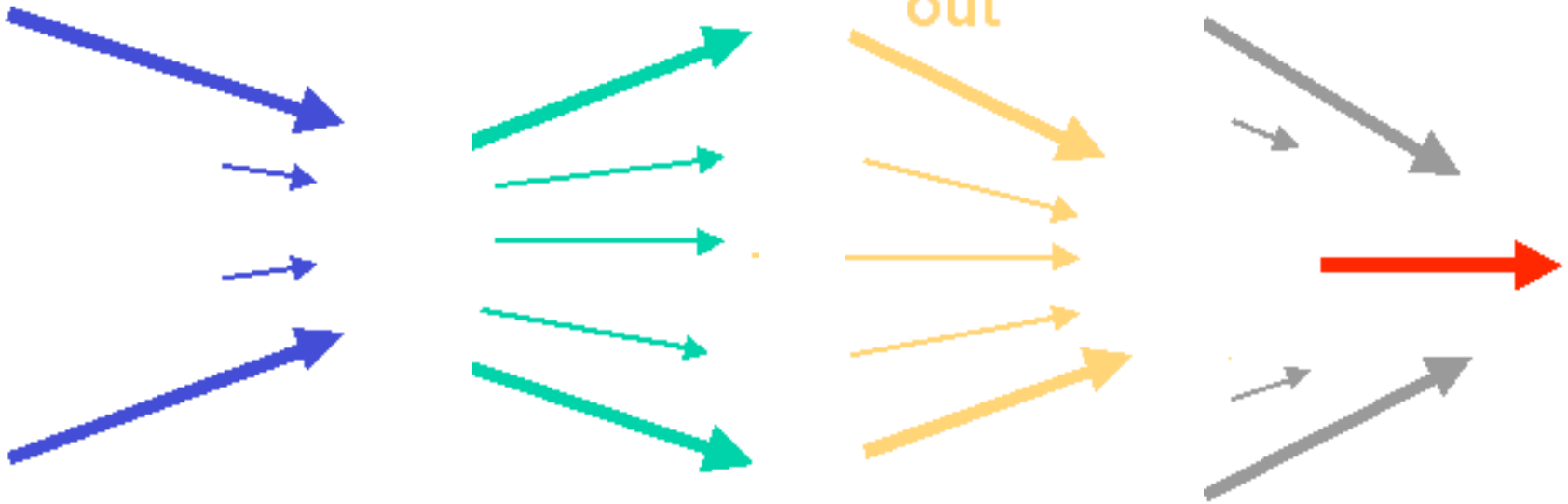
Creative process ...

See, Hear

Invent

Try out

Experience



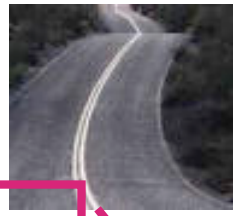
What's the pig ?

CONSOLIDATED

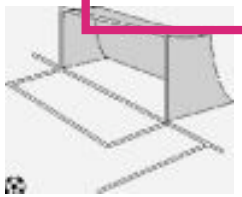
Here →

→ THERE

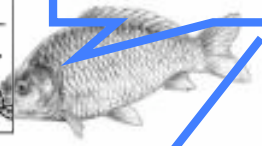
FLUID



Look for goals and routes



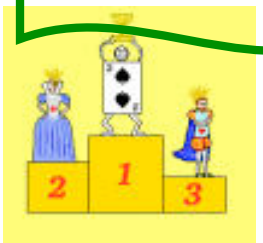
Serendipity



Inventive search

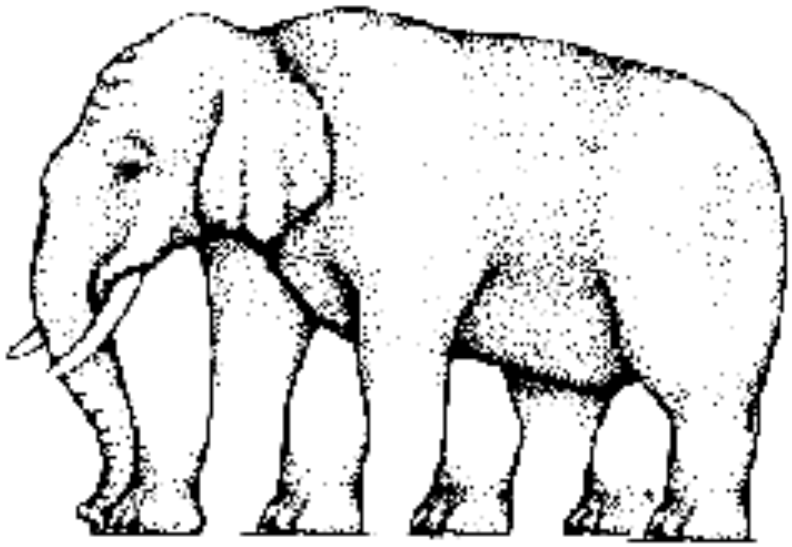
Inventive search

Provoke yourself

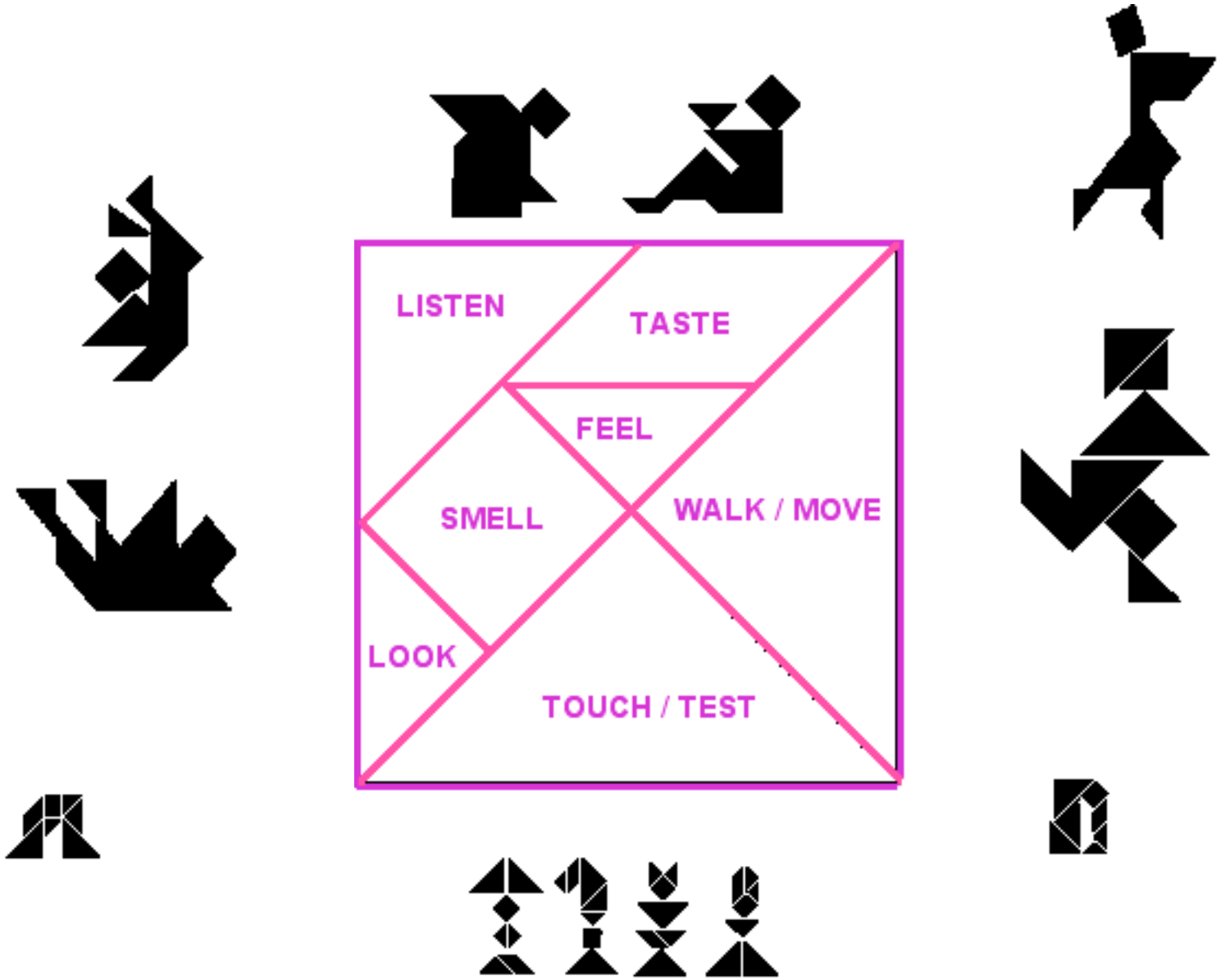


Use techniques for divergence

- Actively listen . . . always confirm your understanding of a person's idea: “do you mean ....?”



This will ensure that the idea is more clearly understood by listener and speaker alike, and the person who's speaking can built upon the idea throughout the interaction.


LISTEN
TASTE
FEEL
SMELL
WALK / MOVE
LOOK
TOUCH / TEST

Avoid idea killers

New ideas

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!

All ideas are recognized and acknowledged . . . a two-way flow of communication is essential.

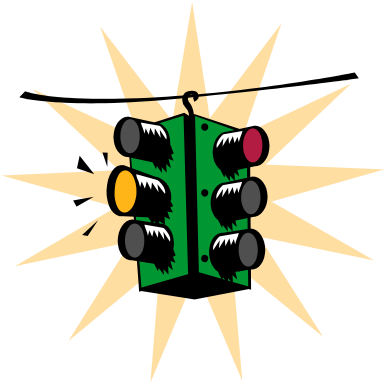
Ideas have a natural need for POWER

Ideas must have a place to go and once they get there, people should know if they'll be used, discussed further or rejected, and why.

Don’t throw away any ideas !

Avoid yes or no [mu] 無

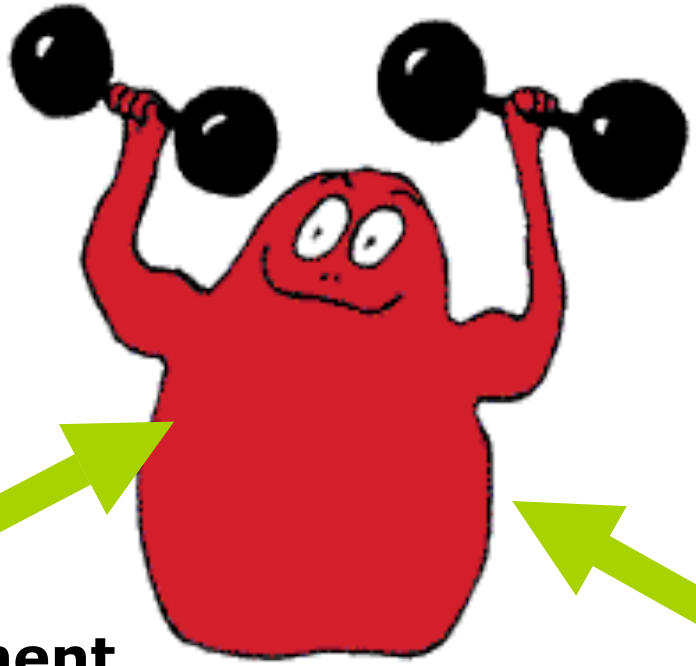
Pool them



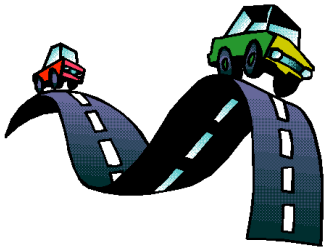
letting go
insight
courage
click
know-how
commitment

Backing ideas

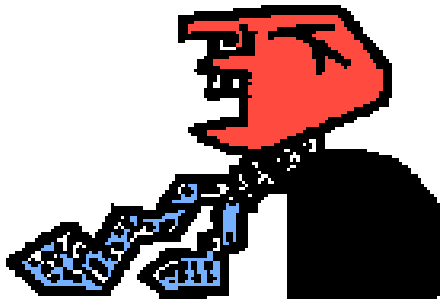
Groundwork is giving '**POWER**' to ideas



Ripeness
of the environment



Timing and
momentum of organisation



- Don’t be ridiculous
- We’ve already tried that.
- It will cost too much.
- We’re not responsible ..
- That’s too big a change.
- We don’t have the time.
- That makes ... Redundant or obsolete.
- Not our problem.
- We’ve never tried that before.
- Let’s be realistic.
- Why change? Things are going well.
- You’re years ahead of your time.
- It’s not in the budget.
- If it’s such a good idea, why hasn’t it been done before?
- Management will never fall for that.
- The supplier will never do that.
- The customer will not accept it.
- Since when are *YOU* the expert ?!
- It’s not in line with policy.
- We keep it in mind / We’ll get to that in future.

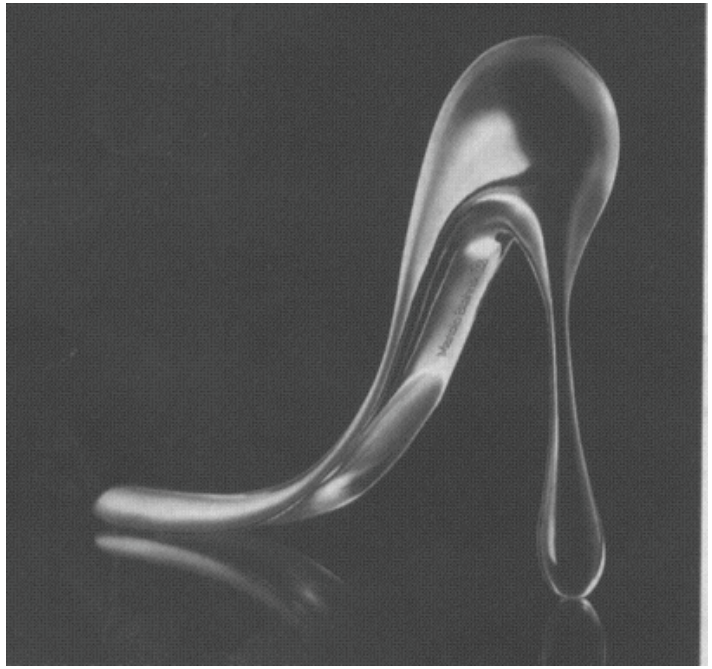
Replace "Our customers would never accept that!"

with

"Say more about how it would help our customers."

Help people bring their ideas to life.

Killer phrases stop ideas dead in their tracks.



10 (?!) guidelines

* How can I avoid idea killers ?