

Interventions for change

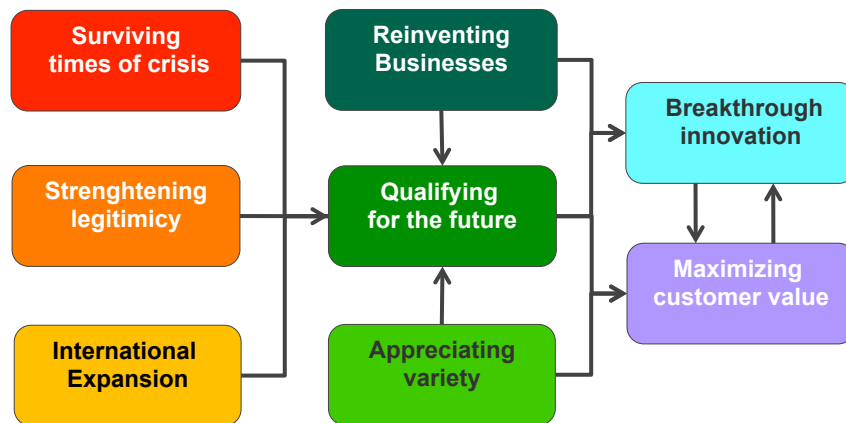


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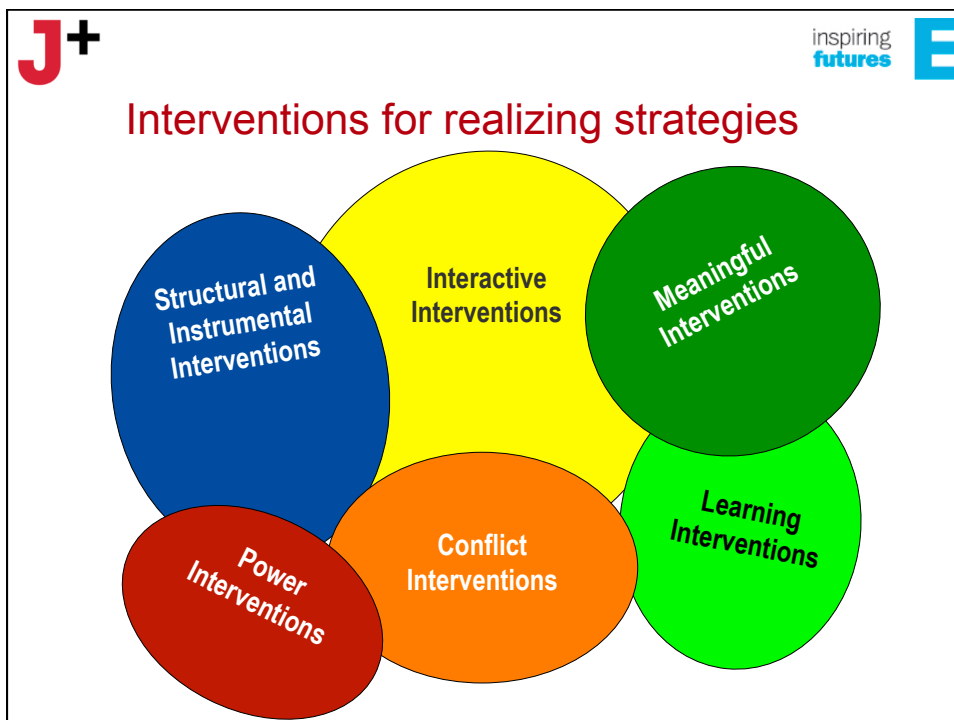
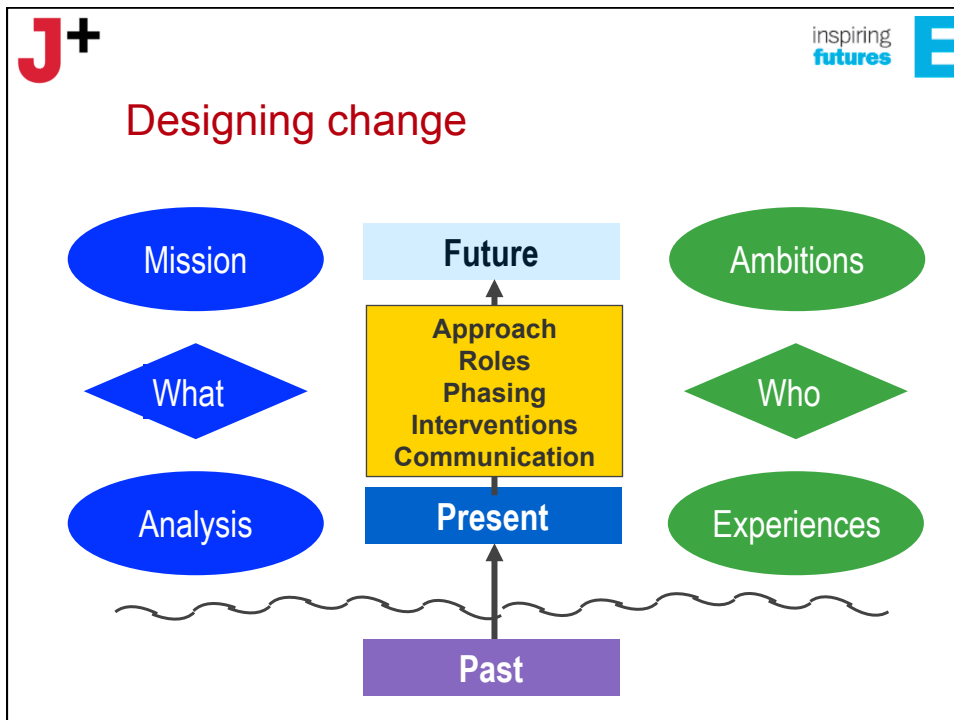
- Trajectories for changing
- Change Strategies
- Designing change
- Interventions for realizing strategies
- Interactions and tensions
- Depth of Interventions
- Choosing Interventions

Trajectories for change

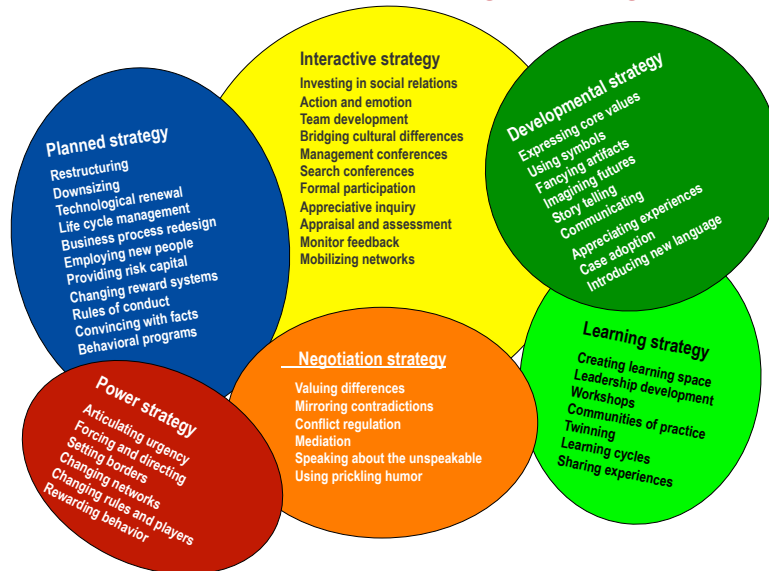


Change strategies

Power Strategy	Planned Strategy	Negotiating Strategy	Step-by-step Strategy	Learning strategy	Interactive Strategy
Forcing	Pushing	Exchanging	Developing	Learning	Discovering
Steered by top Goal oriented Position power Input controllers Linear process Pressure Tell & Sell	Initiated by top Solution oriented Expert power Input consultants Linear process Persuasion Convincing	Multiple actors Result oriented Position power Different coalitions Iterative process Negotiation Compromising	Transformative Problem oriented Seductive power Input employees Iterative process Participation Guiding	Active & reflective Transition oriented Informal power Input learners Circular process Action learning Coaching	Interactive Future oriented Visioning power Collaboration Cyclic process Mutual learning Dialoguing



Interventions for realizing strategies



Interventions

Several perspectives

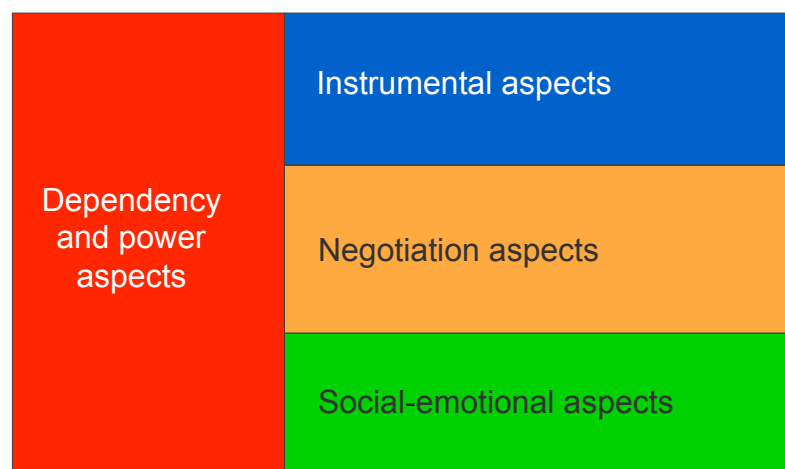
- An intervention to steer the change process in a desired direction
- Specific activities in order to influence how the process is progressing
- Interaction with actors in order to support them in a change and learning process

Interventions

Several levels

- Organizational networks
- Organizations or work systems
- Relationships between groups
- Relationships within groups
- Individual

Interactions and tensions





Interactions and tensions

Instrumental aspect

Each other's products are needed in order to produce
Manner in which the work is divided and co-ordinated
Structure; co-ordination principles, logistics

Consensus  Personal preference



Interactions and tensions

Social-emotional aspect

Instinctive relations
Sympathy and apathy issue
Positive or negative joint identity

'We' feeling  Personal identity



Interactions and tensions

Negotiation aspect

Distribution of scarce goods

Personnel locations, budgets, rooms, equipment

Total benefits  Personal benefits



Interactions and tensions

Power-dependency aspect

Give direction to each other's behaviour

Strengthen position in relation to each other

Status, prestige, consolidate position of power

Mutual dependence  Autonomy

Roles of Consultants

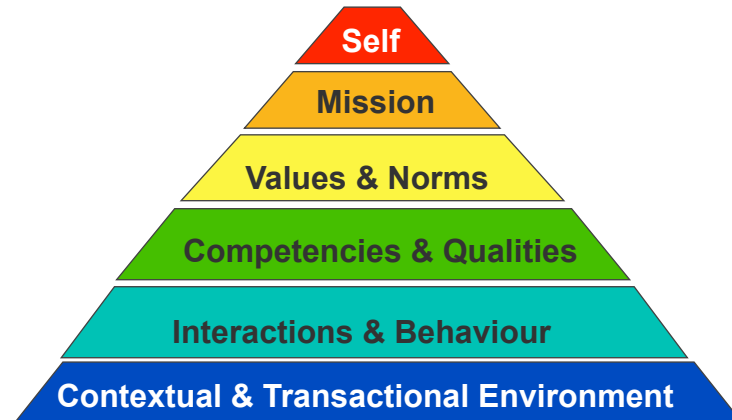
Consultancy roles

- Expertise
- Procedural and planned
- Social-emotional support
- Political negotiating
- Programmatic supportive
- Facilitating and learning

Depth of Interventions: Personal



Depth of Interventions: Organizational



Choosing interventions

- Fitting the situation in the organization
 - Crisis: quick and directive improvement
 - Improvement: development and planned change
 - Transition: planned change and organization development
 - Transformation: interaction and innovation through learning
- Fitting one's own skills and convictions
- Efficient and suited to problem situation
- No 'best' way, determine correct mix oneself