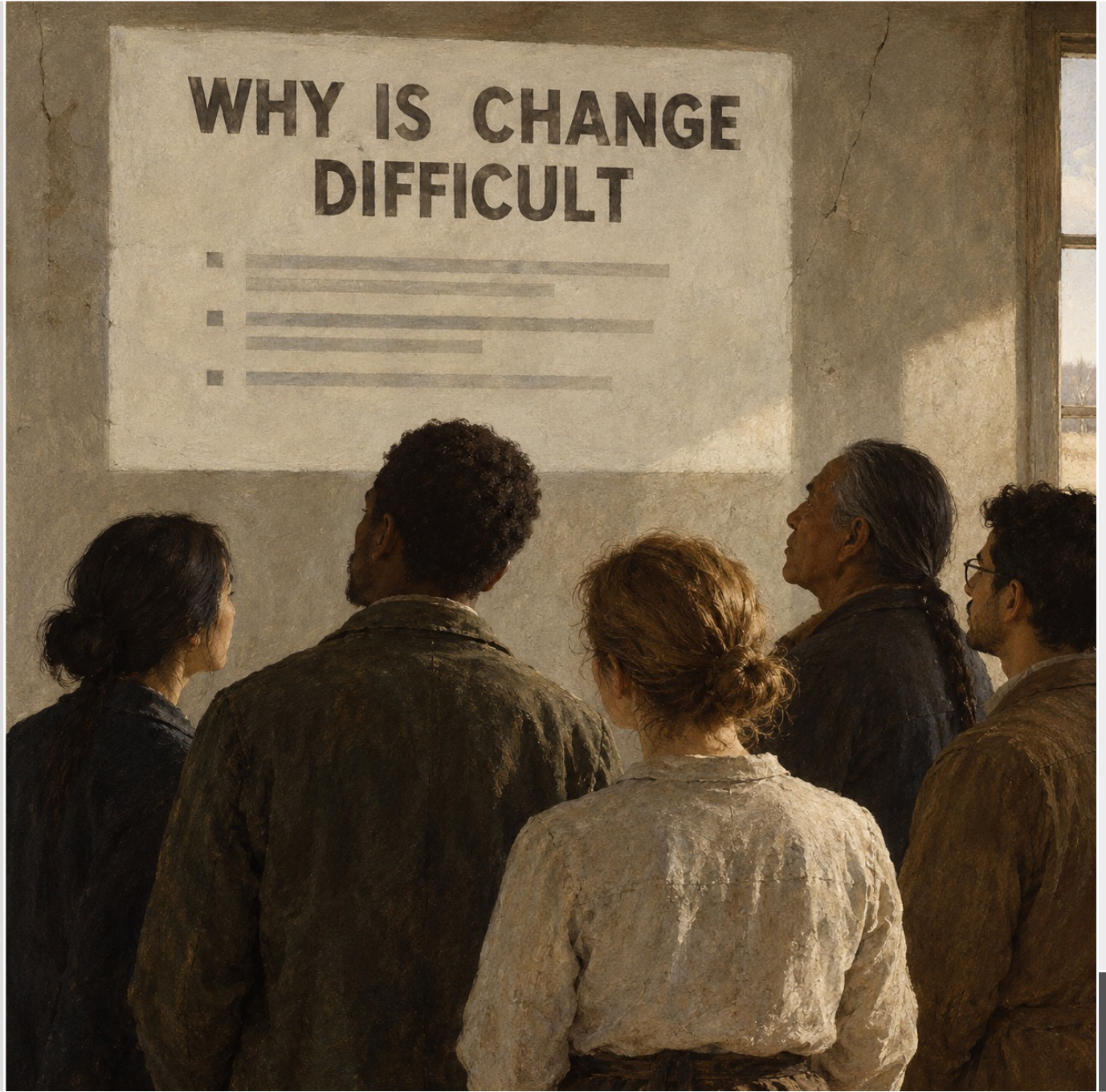
WHY IS CHANGE DIFFICULT



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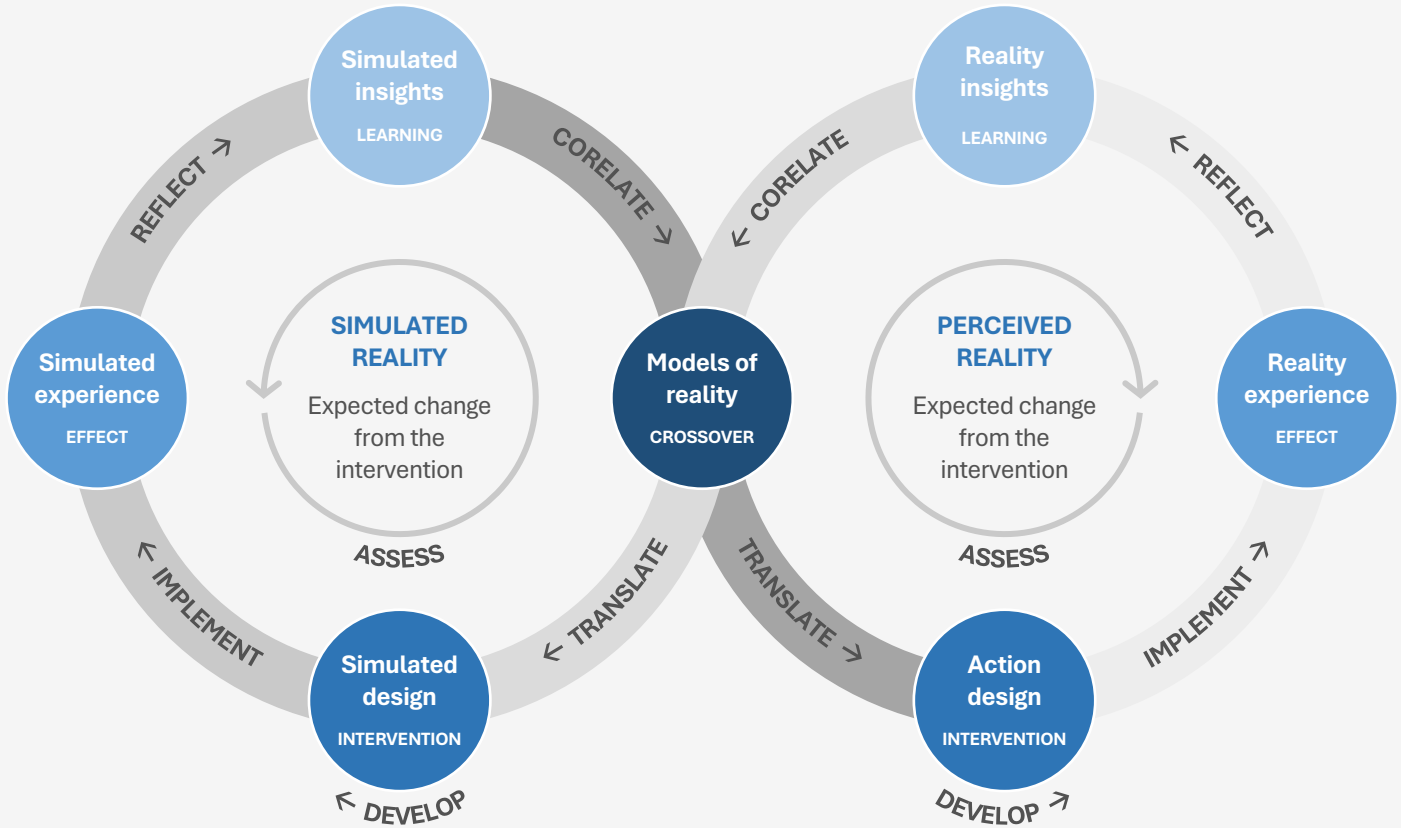
LEMNISCATE OF REALITY

LEMNISCATE OF REALITY IS AT THE CORE OF THE APPROACH TO LEARNING FOR CHANGE

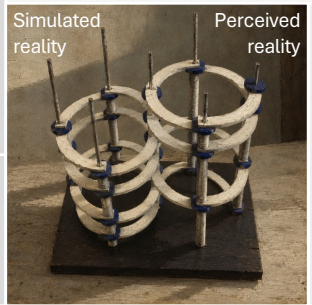


In everything that we do, an experience of what we perceive as reality is always preceded by a simulation of reality – over and over again.

Ivo Wenzler



For more information on the lemniscate of reality, see presentation: **Serious gaming methodology.**



GETTING TO AND BENEFITING FROM CHANGE IS OFTEN DIFFICULT



If you don't like change, you are going to like irrelevance even less.

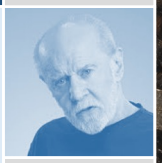
Eric Shinseki



Organizational change is often accompanied by a range of structural, behavioral, individual, and systemic challenges that emerge while envisioning the desired change, enabling its implementation, and ultimately sustaining it.

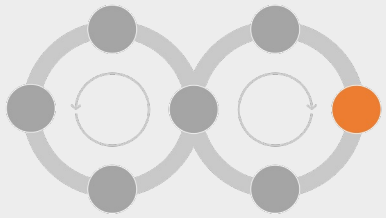
For more information on challenges of business resilience, see presentation: **Drivers of resilience and sustainability.**

ELEMENTS OF AN ORGANIZATION ARE CHANGING AT DIFFERENT SPEEDS



Have you ever noticed. Anybody going slower than you is an idiot. And anyone going faster is a maniac.

George Carlin





Within an organization, strategy can change rapidly, followed by technology, processes, competencies, and practices, each adapting at a progressively slower pace – culminating in culture, which is the slowest to change.

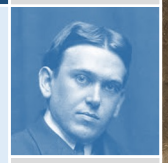
Recognizing the limits to change

- How can we identify and understand the rate at which different elements within an organization are capable of changing?

Managing change by addressing the slippage

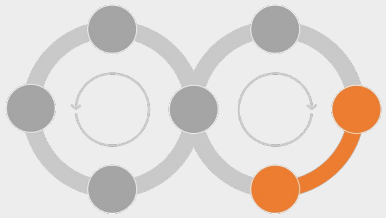
- How can we ensure that slower-moving elements do not hinder the progress of faster ones, and that fast-changing parts do not disrupt the slower ones?

WE MOSTLY PLAN FOR ‘EGAP’ BUT ‘NEGAP’ IS USUALLY THE NORM



For every complex problem, there is a solution that is simple, neat and wrong.

Henry L. Mencken





The best plans don’t always get implemented – it's often the ones that look best on paper. Unforeseen events are frequently ignored, resulting in delays, budget overruns, and missed benefits. This is a form of inverted Darwinism: survival of the un-fittest.

Redefining the rules of the game

- How can we avoid the intentional inflation of benefits and underestimation of costs just to secure approval and funding?

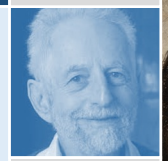
Building the capabilities to plan for uncertainty

- How can we promote decision-making based on a rational evaluation of gains, losses, and probabilities – rather than on wishful thinking?

EGAP = Everything is Going According to the Plan

NEGAP = Nothing is Ever Going According to the Plan

CHANGE IMPLIES MANY DIVERSE AND CONFLICTING INTERESTS



I don't understand you. You don't understand me. What else do we have in common?

Ashleigh Brilliant



Change affects stakeholders in different ways, and their expectations and interests are often misaligned – or even in conflict. These differing interests typically stem from uncertainty about whether their values, beliefs, and needs will be met, and whether the future state will truly be better than the current one.

Creating a win–win situation for all

- How can we align stakeholder expectations and minimize both real and perceived conflicts of interest?

Minimizing the valley of despair

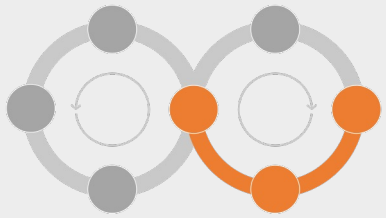
- How can we engage all stakeholders productively, lower resistance to change, and inspire commitment to action?

CHANGE REQUIRES SYMBIOTIC AND NOT PREDATORY RELATIONSHIPS

Life is relationships; the rest is just details.

Gary Smalley





Although ‘mutation’ and ‘natural selection’ play important roles, the evolution of organizations extends beyond mere adaptation to their environments. In fact, organizations actively shape the environment through the networks of relationships they form. Much like in nature, their primary evolutionary path is the creation of new organizational forms through lasting symbiotic partnerships.

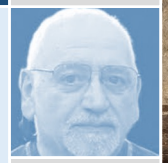
Delivering success through collaboration

- How can organizations build, sustain, and benefit from both internal and external change networks and stakeholder alliances?

Managing change through co-evolution

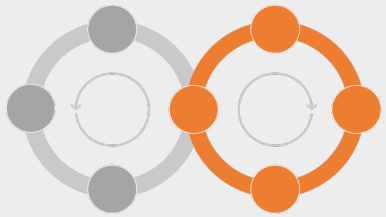
- How can we foster self-organizing, emergent behaviors and a dynamic interplay of competition, cooperation, innovation, and mutual adaptation?

CHANGE IS NOT AN EVENT BUT A CONTINUOUSLY EVOLVING PROCESS



If you are in a bad situation, don't worry, it will change. If you are in a good situation, don’t worry, it will change.

John A. Simone





In many organizations, there is a growing uncertainty about the nature and timing of change – and increasing unpredictability in how people and systems will respond to unforeseen events, challenges, and opportunities. As a result, traditional linear reasoning is becoming less effective.

Squaring the circle of change

- How can we overcome the natural resistance to change – especially when change seems counterintuitive during times of success?

Preventing death from equilibrium

- How can we plan for change with equal attention to speed and adaptability, rather than focusing solely on scale and stability?

THERE ARE SEVERAL COMPETING THEORIES ON HOW TO ACHIEVE CHANGE

The true art of memory is the art of attention.

Samuel Johnson





Organizational change efforts often rely on incentives and threats (behaviorism), empathy and persuasion (humanism), explanations detached from context (cognitivism), or unguided personal experiences (constructivism). However, these approaches frequently fail to reflect the complexity and interconnectedness of real-world change processes.

Shaping reality through expectations

- How can we spark moments of insight, recognizing that large-scale behavioral shifts require fundamental changes in mental models?

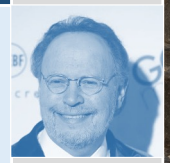
Shaping identity through attention density

- How can we foster the sustained, intentional focus needed to embed those insights and drive lasting change – despite the brain's limited working memory?

CHANGE CREATES PSYCHOLOGICAL AND PHYSIOLOGICAL DISCOMFORT

Change is such hard work.

Billy Crystal





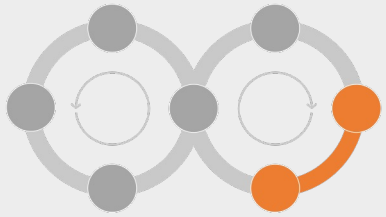
Change activates the prefrontal cortex – the brain's center for conscious thought – and the orbital frontal cortex, which detects mismatches between expectations and reality. When the orbital frontal cortex and fear circuits are triggered, they divert energy away from the prefrontal cortex. This energy drain can overwhelm the system, leading to discomfort, anxiety, fatigue, and frustration.

Understanding and managing the limits to change

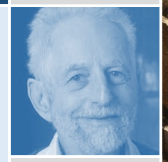
- How can we ensure that those leading change efforts fully understand its impact on all stakeholders – and are equipped to respond appropriately?

Changing and hardwiring new habits with speed

- How can we accelerate the transfer of new behaviors from prefrontal cortex to more efficient basal ganglia, which stores habits and routines?

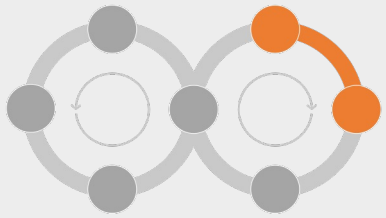


THERE IS A PARADOX WITHIN LEARNING, WE LEARN IN ORDER NOT TO LEARN



It's easier to learn many other things, if you first learn how to learn.

Ashleigh Brilliant





A key outcome of learning is habit – essentially, we learn so we no longer need to consciously relearn. Yet, at its core, learning – whether at the individual or organizational level – is also the capacity to adapt by changing oneself: learning through accommodation.

Unraveling the learning paradox

- How can we determine the right balance and timing between learning to form habits, learning to change habits, and learning to change how we change habits – that is, learning to learn?

Using learning as the most sustainable advantage

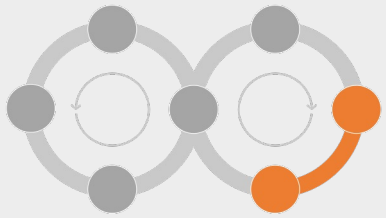
- How can an organization build and sustain the capability to learn – and to act on that learning – faster and more effectively than the competition?

COMMUNICATION AS A MAIN VEHICLE FOR CHANGE IS UNRELIABLE



The greatest problem in communication is the illusion that it has been accomplished.

Hubert H. Humphrey





Research shows that the more communication there is, the harder it becomes for communication to succeed. When a message can be interpreted in multiple ways, it is often understood in the most damaging way. And inevitably, someone will believe they understand your message better than you do.

Going beyond the language

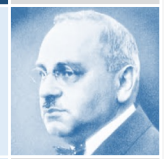
- How can we ensure that both internal and external communication is clear, relevant, timely, measurable, and – most importantly – actionable?

Communicating by walking the talk

- How can we drive and sustain change not just through traditional communication methods, but by aligning structures, processes, and stakeholder behavior with the message?

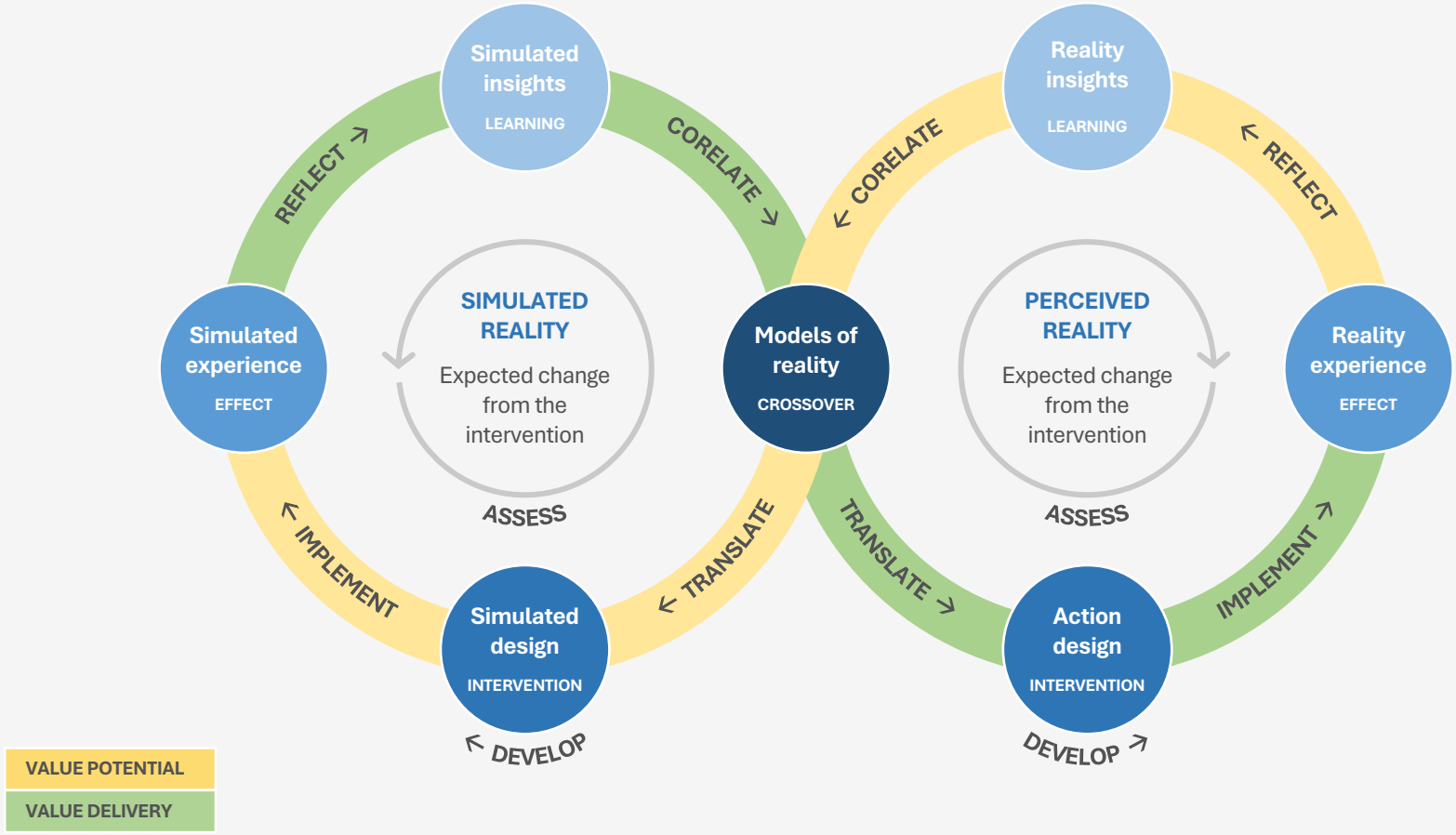
LEMNISCATE OF REALITY

CHANGE IMPLIES MOVING FROM VALUE POTENTIAL TO VALUE DELIVERY

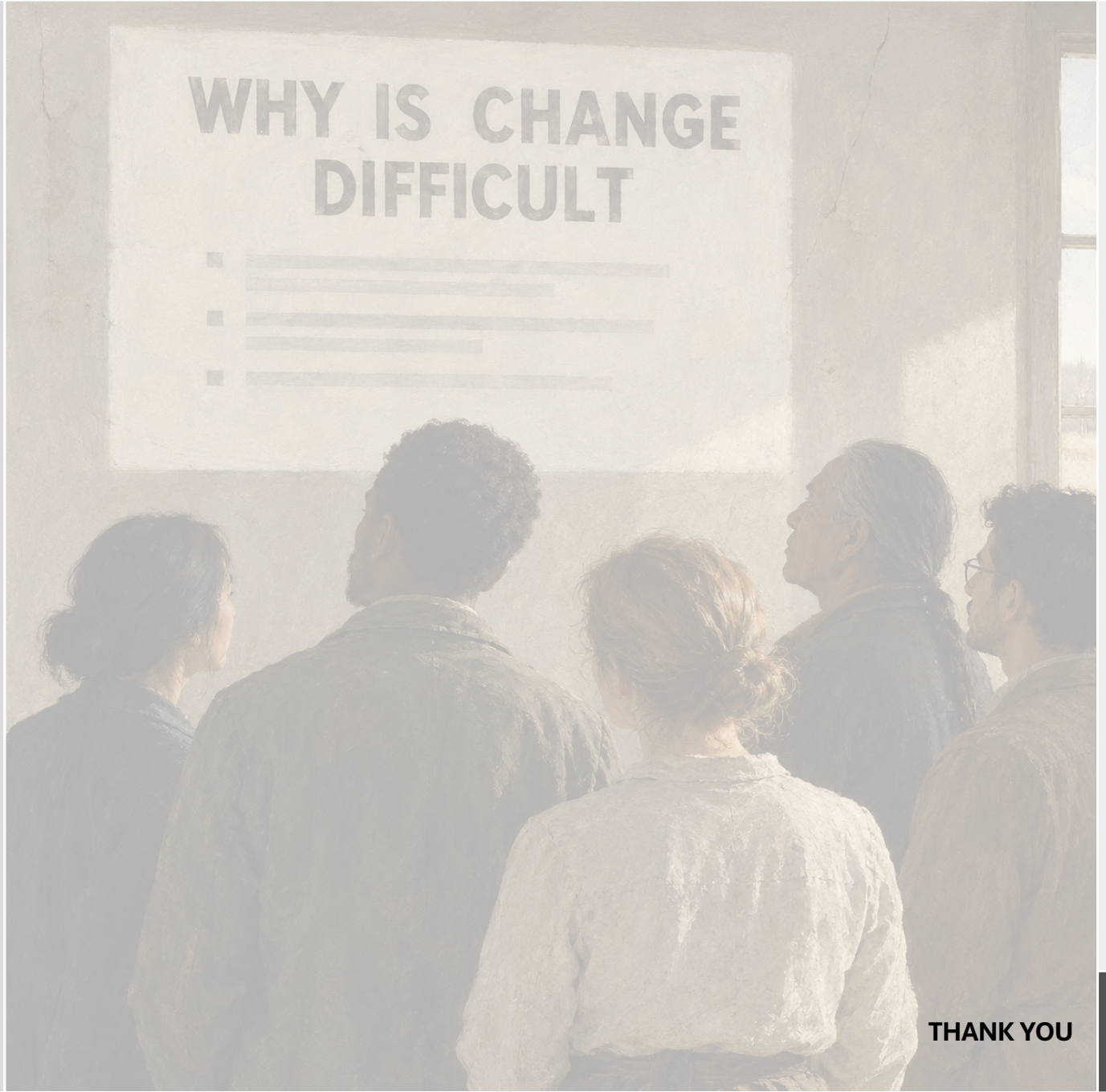


Trust only movement. Life happens at the level of events, not of words.

Alfred Adler



WHY IS CHANGE DIFFICULT



THANK YOU

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