

## TOOL DESCRIPTION

# Evolving Perspectives



**To start a change initiative, key people should have a holistic view of the context and the organization. A short value transition process can help achieve this.**

The sponsors or drivers of a change initiative often jump into the topic without exploring the greater context of the issue being addressed. This method can be used to examine various aspects of an organization and its context through 3 different lens: the past, the present and assumptions about the future.

In a dialogue-style workshop, group members share their views on defined aspects such as markets, technology, people, organization, culture and competition.

- What did the situation look like 3-5 years ago?
- How could the situation be described right now?
- What does the group assume the situation might look like in 3-5 years?

By using this tool, you increase the awareness for holistic developments when examining value transitions that occur in defined areas from the past to the present and from the present to potential stages in the future.

### Duration

90–120 min





### Participants

groups of 4–20 people each

### Facilitation

pinboard, template

# Evolving Perspectives | Process

<b>Introduction</b> 10–15 min 	<b>Individual work</b> 15–20 min 	<b>Group dialogue</b> 30–45 min 	<b>Finding key challenges</b> 20–45 min 
<ul style="list-style-type: none"><li>• The group agrees on relevant aspects they would like to examine.</li><li>• It is helpful to look at least 5-6 aspects including external and internal (e.g., markets, competitors, technology, people, culture, organization).</li></ul>	<ul style="list-style-type: none"><li>• Participants make personal notes on each aspect regarding the past and present stages.</li><li>• After doing this, each person reflects on their personal view of what the future could look like.</li></ul>	<ul style="list-style-type: none"><li>• Based on these individual notes, people share their views in a facilitated dialogue about the past, present and future for each aspect.</li><li>• The facilitator takes notes on key findings on a big poster (see template). No long discussions are held to find a common agreement.</li><li>• The dialogue ends when a common view of the whole picture has been achieved.</li></ul>	<ul style="list-style-type: none"><li>• Next, the group tries to identify the key challenges they see in their picture.</li><li>• The facilitator asks the following question: If you look at the developments that have occurred from the past to the present and your assumptions about the future, what are the main challenges we need to be aware of? What are the hot topics that we need to pay attention to?</li><li>• This group work could be done by using the OPERA tool (see Tool Description) or just by collecting 4-5 individual challenges on post-it notes and then grouping the results to achieve a common view.</li></ul>

# Evolving Perspectives | Template

Perspectives like...	3–5 years ago	Today	3–5 years in the future
TECHNOLOGY	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>
MARKET	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>
COMPETITORS	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>
ORGANIZATION	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>
PEOPLE	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>
CULTURE	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>	<ul style="list-style-type: none"><li>• xxx</li><li>• xxx</li><li>• xxx</li></ul>