

## TOOL DESCRIPTION

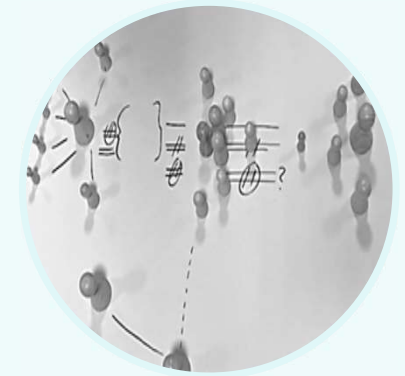
# System Constellation Analysis



**The System Constellation Analysis tool can help to understand system dynamics by showing connections and relationships among stakeholders.**

The tool serves as a guide for visualizing relationships and their respective qualities. It forms the cornerstone for driving progress in a change initiative. By facilitating team formation, strategizing communication efforts and executing targeted interventions, the tool can be used to streamline the change management process.

While many change endeavors flounder not due to flawed strategies, but due to intricate political landscapes, it is imperative right from the outset to understand the dynamics of power structures. A thorough understanding of informal hierarchies encompassing informal leaders, alliances and underlying conflicts—often acknowledged, yet rarely scrutinized systematically—is vital at the beginning and continuation of the transformation journey.








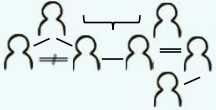


**Duration**  
55 min–1.5 h

**Participants**  
could be done by one person  
(project lead) or the project team

**Facilitation**  
bring 15–20 figures in 4 different  
sizes (e.g., chess figures),  
flipchart paper, markers in 3–4 colors,  
table

# System Constellation Analysis | Process

<b>Determine the system</b> 5 min 	<b>Select figures/ representatives</b> 5–10 min 	<b>Set up the figures</b> 5–10 min 	<b>Check the set-up</b> 5 min 	<b>Draw the relationships</b> 10–15 min 	<b>Evaluation and interpretation</b> 25–40 min 	<b>Define measures</b> 20–35 min 
<p>Set up the scene:</p> <ul style="list-style-type: none"> <li>One piece of flipchart paper is put on the table.</li> <li>Make sure space to move around the table is available, as well as enough distance between individuals and groups.</li> </ul> <p>Determine the system:</p> <ul style="list-style-type: none"> <li>What is the system (e.g., a department, a team, a change process)?</li> <li>The boundary of the system is symbolized by a frame drawn approx. 5–10 cm inside the flipchart margin.</li> </ul>	<p>Who belongs to the system?</p> <p>The figures can represent one single stakeholder, one team or one department.</p> <ul style="list-style-type: none"> <li>The team/lead selects a maximum of 15–20 figures.</li> <li>These differ in size, indicating their power/influence within the system.</li> </ul>	<p>The team/lead arranges the figures on the paper, usually starting with key stakeholders. Then the question is where the other figures should be placed (representing how they relate to each other).</p> <p>If only one person arranges the figures, this should be done in silence to ensure their full concentration and intuition.</p>	<p>When all figures have been arranged, the team/lead is asked to stand up and take a look at the map from all sides and to see if the picture is consistent.</p> <p>If needed add, remove or move figures. This can also mean that they have to be rearranged several times, until the interrelations are deemed correct.</p>	<p>Draw the most important relationships on the paper:</p> <ul style="list-style-type: none"> <li>— good working</li> <li>== friendly relations</li> <li>≠ open conflict</li> <li>⊗ hidden conflict</li> <li>— coalition</li> </ul>  <p>The team/lead is asked to give every figure a voice, put their index finger on the figure and formulate one typical sentence this person or group would say about this change process.</p>	<p>The facilitator and the team/lead examine the picture together, considering:</p> <p>What do you see? Which questions arise? What does the size of the figures tell us? Are they standing too close to one another? Which figures can “see” each other and which cannot? Where do helpful constellations show up? What open or concealed conflicts could endanger the process? Which groups should cooperate more?</p>	<p>Measures can now be planned.</p> <p>Typical intervention areas include:</p> <ul style="list-style-type: none"> <li>Reduce dangers, use allies to change power.</li> <li>Gain insights about the constitution of the steering team and/or core team.</li> <li>Who needs to be included in the communication and when and how?</li> </ul>