



Integrated
Consulting
Group

Change That Works











12 Principles for Effective
Transformation –
Reflection Questions

ATTENTION!

Change
That Works

INSIDE

12 Principles for Effective Transformation

Create emotional change energy 	Work from the very beginning „inside“ and „outside the skin“ 	Make the new tangible 	Give meaning 
Support people to cope with the transition 	Foster a sense of community 	Initiate a movement with positive energy 	Remove ballast and barriers 
Consciously create stable elements 	Lead consistently 	Operate in learning loops 	Build on existing resources 

Charge the change with positive energy and create momentum



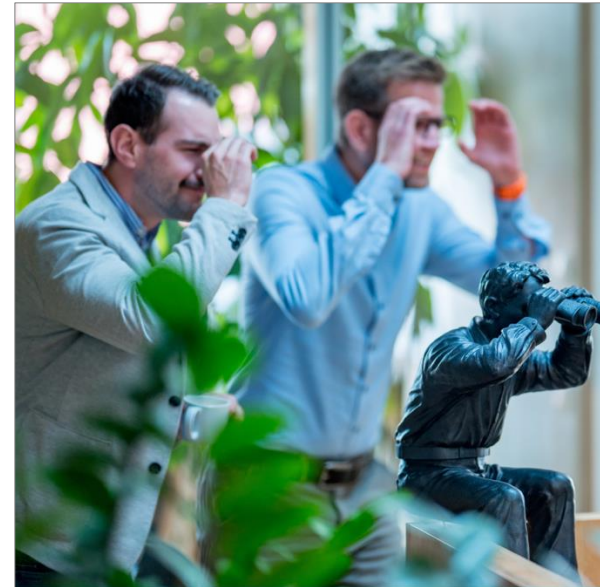
Create emotional
change energy



On a scale of 1-10:
How well have you managed to
create emotional engagement?

Is there a clear vision of the
future? How could it be made
even more appealing and
tangible?

Does your change story clearly
communicate the "why"?
Where could it be
sharpened further?



Create
meaning



Is the opportunity within the
change clear to everyone? Test
this in a conversation.

Is it clear what the vision for the
future means in everyday life?
Can you describe it for yourself?

How do those involved
recognize the personal benefit
of the change?

Charge the change with positive energy and create momentum



Foster a sense of community



How can you contribute to psychological safety in meetings?

Where do people meet – and with whom do they share hopes and concerns?

How can you ensure everyone has a social home that provides support?



Initiate a movement with positive energy



Who are the fast followers? Are they sufficiently involved?

What can be learned from movements like "Fridays for Future"?

Where is the new already visible – and how can it be highlighted?

Move quickly into action and achieve early wins



Make the new
tangible



Which quick wins could
make the change tangible?

Which initiatives are suitable
for pilot projects or
rapid results?

Which success stories can
already be shared, and
in what format?



Operate in
learning loops



What have you learned
about the organization
from the process so far?

Were the last activities in the
process well evaluated?
Is there still a chance to do so?

Is your approach flexible and
short-cycled enough?
How could it be adjusted?

Move quickly into action and achieve early wins



Remove ballast
and barriers



Which unnecessary tasks,
rules, or processes are
blocking change?

Do management control
systems encourage or hinder
the desired behavior, and why?

Which "unwritten rules"
of the culture should
be kept in mind?



Build on
existing resources



Which past successes and
people are worth appreciating,
and how can this be done?

What is your organization's
greatest strength? How can it be
used even more effectively?

Which areas in your
organization have already
arrived in the new world?
How could you leverage these?

Leverage leadership intentionally to bring employees along effectively



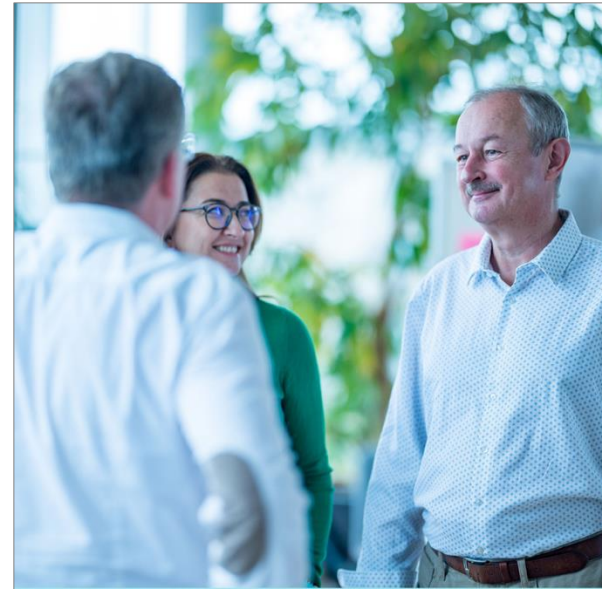
From the beginning,
work "inside and
outside the skin"



How can you ensure
a dialogue about the
emotions of those involved?

Are all stakeholders already
engaged? What would good
involvement look like?

How could you use
workshops, sounding boards,
or pulse checks?



Support people
to cope with
the transition



Who is struggling to let go?
How can you support them?

Where are those affected
by the change on the
change curve?

What fears and questions
exist? Where can they be
discussed openly?

Leverage leadership intentionally to bring employees along effectively



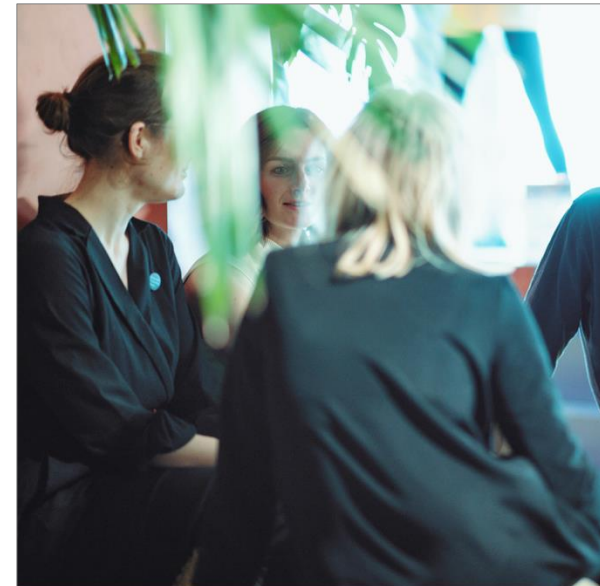
Consciously create
stable elements



Can you summarize in two
sentences what changes and
what remains the same?

What percentage of
communication focuses on what
stays the same, and how much
on what changes?

What doesn't necessarily
need to change and
could be kept?



Lead
consistently



Have you managed
to act as a role model
in recent weeks?

How often do you actively
talk about the change?
Is it enough?

How much time do you
dedicate to the change?
Are there enough breaks?