



Alles neu

macht

EUGEN  
PRINZ  
SCHULTE

Persil

DAS  
VIE

# Lasting Change

*“If there were an answer to how to handle change, we would have found it long ago, and there wouldn’t be a billion-dollar industry devoted to its pursuit. But there are approximations, and they are getting pretty damn good.”*

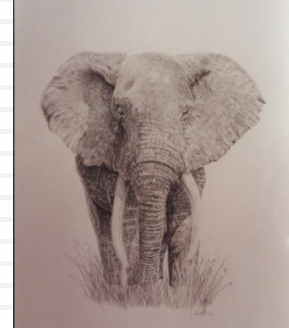
Fullan (2008). The six secrets of change, viii-ix.





... und beim Anrichten noch einige Tropfen

**MAGGI<sup>s</sup> Würze**



# Understanding Change

- Understanding our Boss, and our Leaders
- Understanding our Organization, our Frustrations
- Understanding our Passion

Gehe hin zur Ameise, du Fauler; siehe ihre Weise an und lerne!  
Sprüche 6:6



Innovationsforschung - das Orakel  
von Delphi oder wie kommt man zu  
fundierten Prädiktoren?



# 7 Things We All Wish We Could Tell the Boss

- Im
- Hi
- 
- Hi
- 
- Hi
- 
- Th
- ne



## PROBLEM SOLVING

Have you got a problem?

Do what you can where you are with what you've got. (Theodore Roosevelt)



# Challenging Times for Organizations

**Süddeutsche Zeitung**  
Deutschlands große Tageszeitung

**Abendzeitung**

**Frankfurter Allgemeine**  
ZEITUNG FÜR DEUTSCHLAND

**Münchner Merkur**  
HEIMATZEITUNGEN

**die tageszeitung**

**DIE WELT**



**Handelsblatt**  
WIRTSCHAFTS- UND FINANZZEITUNG

**FINANCIAL TIMES**  
DEUTSCHLAND

**Frankfurter Rundschau**

**Bayerische Staatszeitung**  
und Bayerischer Staatsanzeiger

**DIE ZEIT**

**Bild**

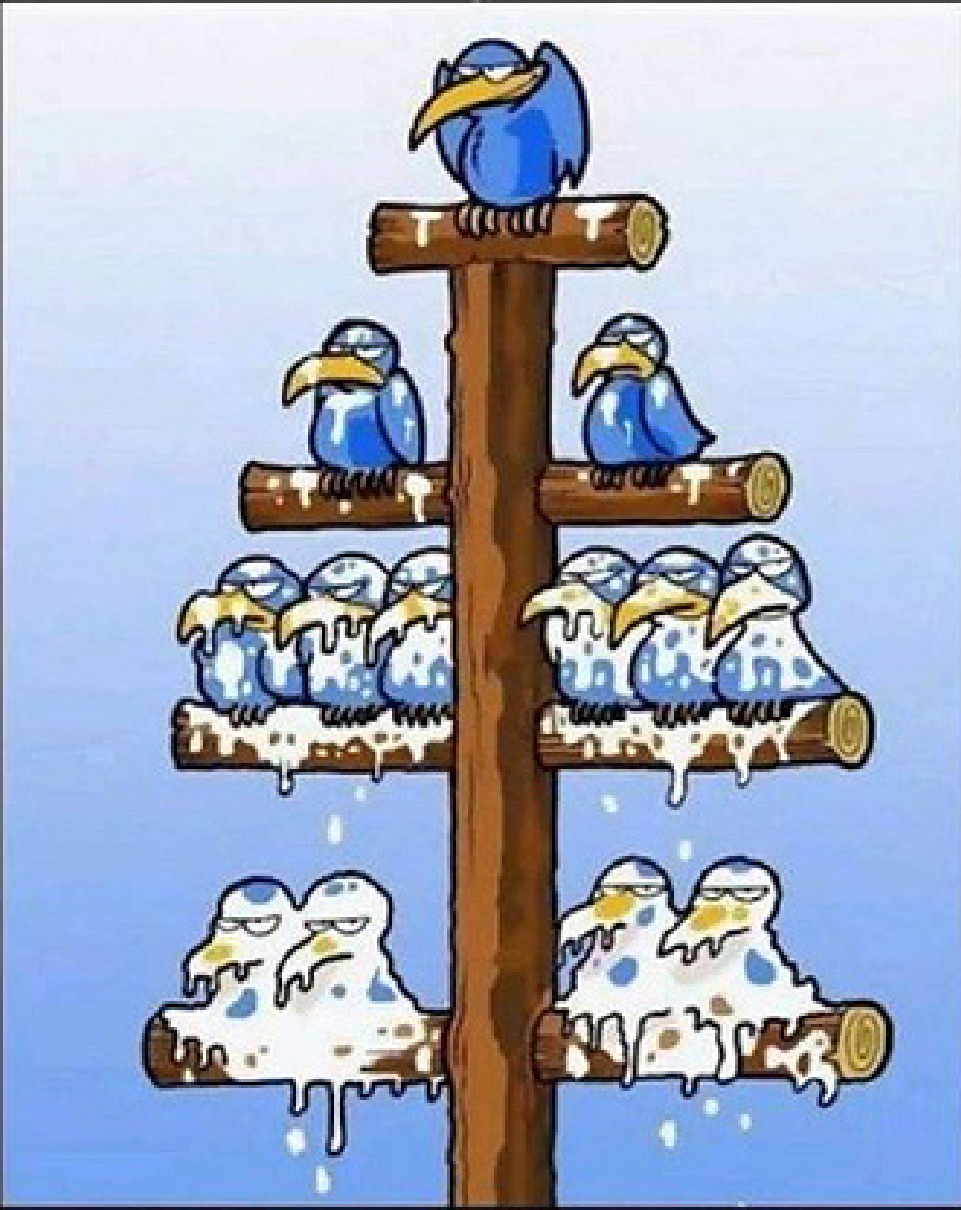


# Organizations and Frustrations

□ ... “we have too many company wide projects going on at the same time. It's under construction

- Even a simplest project. We don't have any time to plan, to execute, to follow-up, to learn. This usage challenge of time, limited time, amounts to a huge amount of projects – we are overloaded, and under resourced ..., nothing is done properly.
- I think when shit has happened, it's human nature to deny it, at least at first... Still some basic issues and trust-gap with middle-managers and CEO is a great challenge.

When top level guys look down  
they see only shit.



When bottom level guys look up  
they see only assholes.

Home / Lead  
**7 Th  
Tell**

By Dave Logan  
I've visited dozen  
the top is clueless  
time managing at  
the Emperor Has  
conversations with  
one, and boost th



# Passion

- **Nurture Passion.** The quickest way to kill creativity is to put people in roles that don't excite their imagination. This begins at an early age. Kids who are encouraged to follow their passion develop better discipline, deeper knowledge, and are more persevering and more resilient in the face of setbacks. Look for small ways to give employees, at every level, the opportunity and encouragement to follow their interests and express their unique talents.

IBM

# Views from Passionate People

- “Also management’s willingness to listen and take notice is sometimes the hardest. The best environmental place to really change, is to listen to what each employee means and what they will do themselves to make change happen.”
- ... “to be heard, you have to belong to an elite group. Otherwise your ideas do not even exist. Some people are stronger than others and put down those that are weaker. Almost like in kinder garden, I'm afraid.”
  - Interviews with Directors of Creative Organizations



“MANAGING CREATIVE TALENTS IS A VERY DELICATE AFFAIR ... YOU HAVE TO BE ABLE TO CRITICIZE AND DISAGREE, WITHOUT BEING DISAGREEABLE”



# Research on Innovation

Innovationsforschung - das Orakel von Delphi  
oder wie kommt man zu fundierten Prädiktoren?

# The Foundation Model for Predictors

## Does Psychological Safety Hinder Performance?

Psychological safety does not operate at the expense of employee accountability; the most effective organizations achieve high levels of both, as this matrix shows.

LEADERSHIP

|                      |      | Accountability for Meeting Demanding Goals   |  |
|----------------------|------|--|--|
|                      |      | LOW  | HIGH   |
| Psychological Safety | HIGH | <b>Comfort zone</b><br>Employees really enjoy working with one another but don't feel particularly challenged. Nor do they work very hard. Some family businesses and small consultancies fall into this quadrant.   | <b>Learning zone</b><br>Here the focus is on collaboration and learning in the service of high-performance outcomes. The hospitals described in this article fall into this quadrant.  |
|                      | LOW  | <b>Apathy zone</b><br>Employees tend to be apathetic and spend their time jockeying for position. Typical organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions but the preferred modus operandi is to curry favor rather than to share ideas. | <b>Anxiety zone</b><br>Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant. |

ORGANIZATION





# *Predictor 1: Leadership*

**“To be able to lead others, a man must be willing to go forward alone.”**

**Harry Truman**



**LEADERSHIP**

*The leader always sets the trail for others to follow.*



# Stand-alone Innovations: Standardized Patients



- “My first formal presentation of the standardized patient as an assessment tool for clinical clerks on neurology was at the American Academy of Neurology’s national meeting in the early ‘60’s.
- It was put as the last paper on the last day and a source of laughter for the audience.”

» Barrows, H.S. (1996). Problem-Based Learning in Medicine and Beyond: A brief Overview.

hospitals, this surgeon recognized that implementing the technology would require the team to adopt a very different style. "The ability of the surgeon to allow himself to become a partner, not a dictator, is critical," he said.

# Case 1: A Learning Leader



Team members, who were picked by the surgeon based on their experience working together, responded enthusiastically to his approach. One noted that the "hierarchy [has] changed," creating a "free and open environment with input from everybody." Said another: "I'm so excited about [the new procedure]. It has been a model, not just for this hospital but for cardiac surgery. It is about what a group of people can do." He explained that the team got better because "the surgeon said, 'Hey, you guys have got to make this thing work.' That's a great motivator."

# Change Managers Resist Change

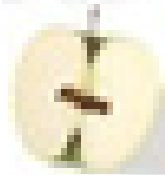
Jenny Holzer (\* 29. Juli 1950 in Gallipolis, Ohio) ist eine amerikanische Konzeptkünstlerin. Sie hat die Ohio University, die Rhode Island School of Design und das "Independent Study Program" am Whitney Museum of American Art betreut. Holzer war ursprünglich eine abstrakte Künstlerin, hauptsächlich mit Malerei und Drucken beschäftigt. Nachdem sie 1977 nach New York City gezogen ist, hat sie angefangen mit Text als Kunst zu arbeiten. Der Mittelpunkt von Jenny Holzers Arbeit ist die Realisierung von Ideen im öffentlichen Raum. Straßenplakate sind ihr bevorzugtes Medium, wobei sie für ihre Arbeiten auch andere Medien benutzt, wie LED-Leuchtbänder, Sitzbänke, Aufkleber, T-Shirts und das WWW. In Deutschland wählte sie erstmals Anfang der 1990er Jahre in Nordhorn einen Garten als Medium zur Schaffung eines "Public Memorials" gegen Krieg und Nationalismus. Diese im Rahmen des internationalen Landschaftskunst Projekts Kunstwegen Realisierungen. Im Juni 2005 entschied sich das Stadtparlament von Wiesbaden mit den Stimmen von CDU, FDP und Republikanern, ein von Holzer entworfenes Mahmal für die Opfer des Holocaust zu realisieren nicht aufzustellen. Arbeiten Truism (seit 1970) [1] ist wahrscheinlich ihre bekannteste Arbeit. Jenny Holzer hat eine Serie von statements und Aphorismen ("Truism") zusammengestellt und diese auf verschiedene Arten veröffentlicht: Aufgeklebt auf Straßenschildern, in Telefonzellen, 1982 sogar auf einer der LED-Leuchtbänke des Times Squares oder 1988 auf einem weißer V12-Rennwagen für Le Mans inflammatory Essays (1978-79), wo sie Texte von Trotsky, Hitler, Mao, Lenin und Emma Goldman verwendete. Living Series (frühe 1980er) Survival Series (1983-1985) mit militanteren Aphorismen. Under a Rock Moment Child Text, ein Stück Mutter schafft für die 1990 Venice Biennale. Phases Change Beliefs (1985) [2], erstellt für die internet art gallery at web [3]. Black and White Schwarzer Garten (erlaubt 1992-1994) in Herdringen Niedersachsen erst im Rahmen des Stadtungsprojekts "Kunstwegen" für Paula Modersohn-Becker (2005) im Paula Modersohn-Becker Museum, Bremen (Bearbeiten) Literatur Jenny Holzer, Silke Waldmann: Jenny Holzer. Stuttgart 1997, ISBN 388329158 Jenny Holzer, Jenny Holzer, Naoum Abou Elouadi: Berlin. Ostfildern 2001 ISBN 3708158547 Jenny Holzer, Naomi Smolik: Kunst heute, Nr.9, Jenny Holzer. Köln 2002 ISBN 3462022970 Udo Weisbacher: "Heldentat im Tulpenfeld. Schwarzer Garten in Herdringen." in: Udo Weisbacher in: Garten. Profile alternativer Gartenprojekte. Göttingen 2003. (Bund Berlin Boston 2005 ISBN 370815854X Rainer Stamm (Hg.), Jenny Holzer, "Für Paula Modersohn-Becker", Kunstsammlungen Göttingerstraße, Bremen 2005, ISBN 3880467791 . Jenny holzer the work of jenny holzer has been shown world Ralph Uetzboeyer: TEXTPORTRAIT: ns such as the guggenheim museum (new york), the american pavilion at the venice biennale (venice, italy), the institute of contemporary art london (london, england) or the centre pompidou (paris, france) however, the main focus of jenny holzer has been on the investigation of means to disseminate her ideas within public space, since the late seventies, she has

- “Change Managers (e.g. Deans, Directors, Chairs) are part of the problem, because they developed a plan, went through a learning process, and become defensive when someone questions the plan. Which is a natural reflex.”
- “Moreover, leaders want to be in control, so they defend anything which seems to lead away from the plan.”
  - Ardon (2011). Moving Moments. PhD Thesis.





# THE **SIX** SECRETS OF CHANGE



What the Best Leaders Do to Help Their  
Organizations **Survive** and **Thrive**

**MICHAEL FULLAN**

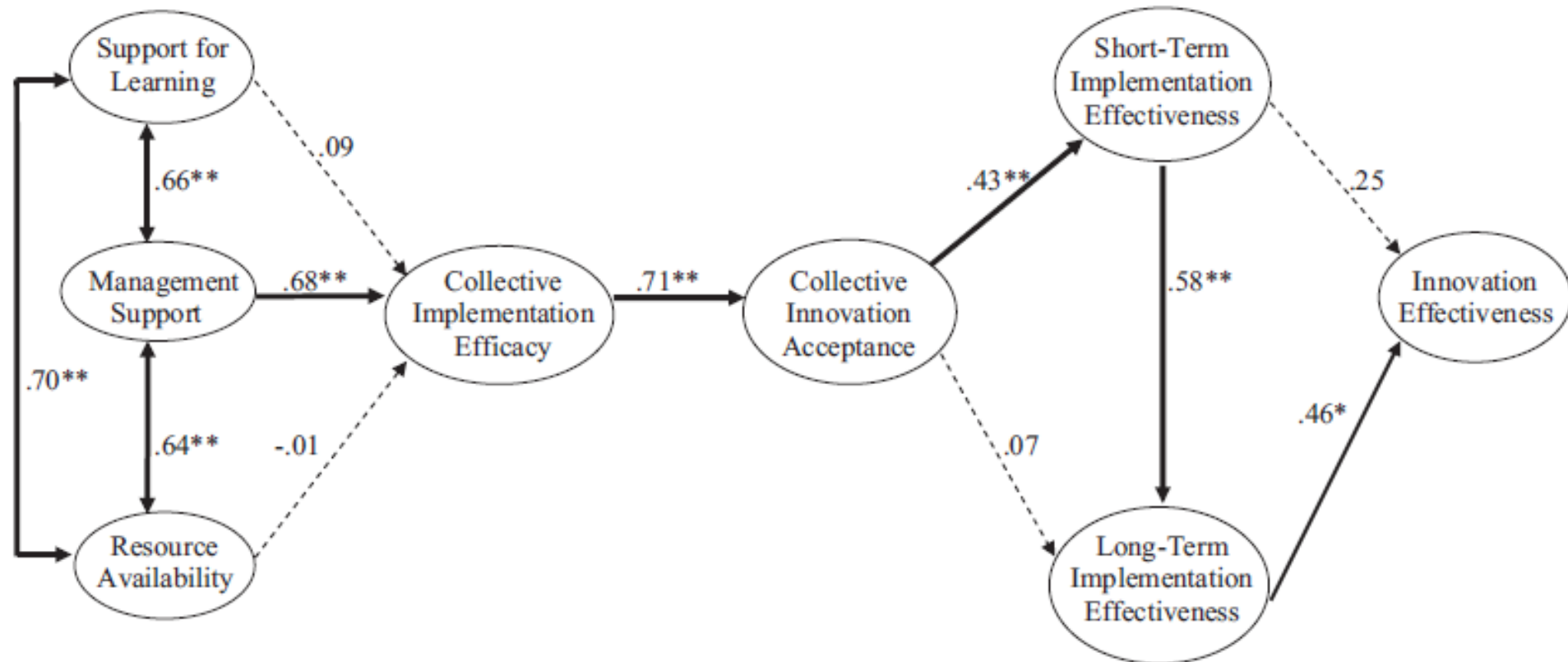
*Author of **Leading in a Culture of Change***

*Predictor 2: Reform  
Requires True  
Understanding*

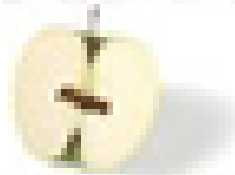
*“You can borrow or  
steal a technique, but  
never a philosophy or  
culture.*

*...that’s why Toyota  
doesn’t mind sharing  
its practices.”*

# Organizations & Innovation



# THE SIX SECRETS OF CHANGE



What the Best Leaders Do to Help Their  
Organizations **Survive** and **Thrive**

MICHAEL FULLAN

*Author of Leading as a Culture of Change*

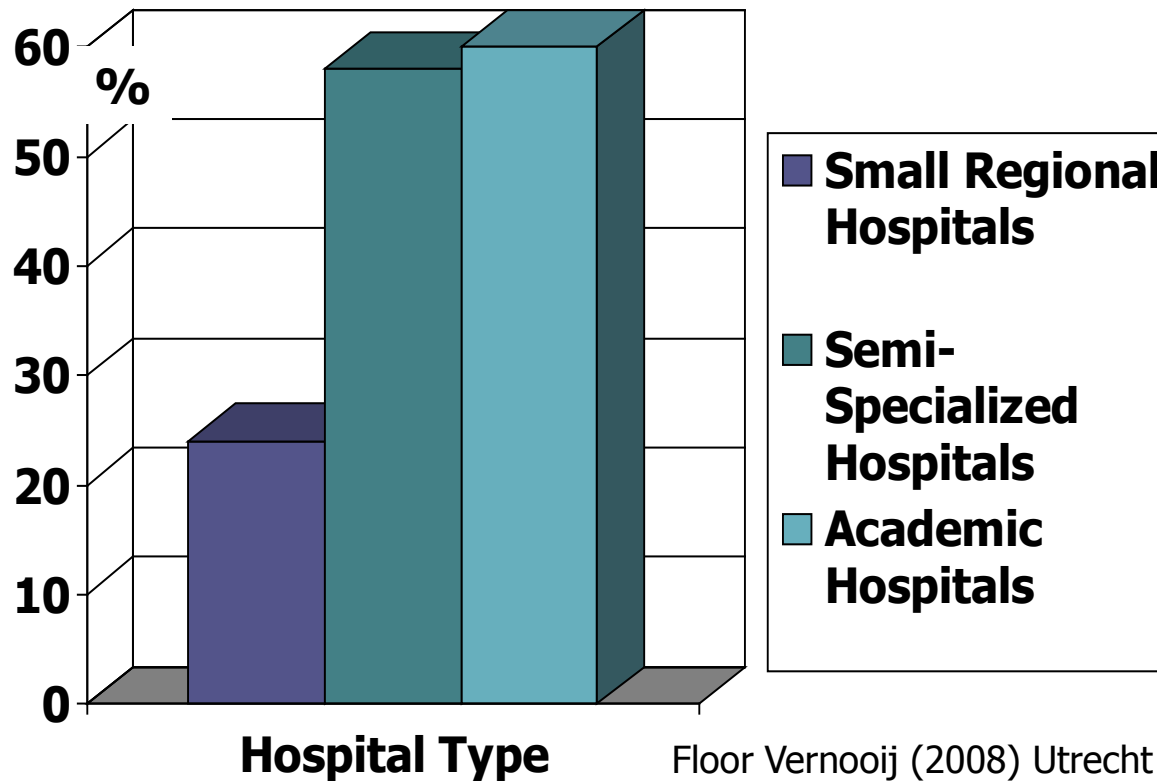
## *Predictor 3: Culture Drives Innovation*

*“Effective cultures  
embrace  
transparency and the  
use of data as a core  
part of their work.”*



# Individual Competence & Hospital Performance: Treatment of Ovarian Cancer

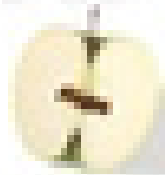
Rate of Success



Floor Vernooij (2008) Utrecht University

| Industry Feature   | Contribution to Implementation Failure   | Key Principle for Implementation Success  |
|--|--|---|
| <p>Nature of work</p> <ul style="list-style-type: none"> <li>● High uncertainty</li> <li>● Risk of customer fatality</li> <li>● Clinician discretion important</li> </ul>  | <ul style="list-style-type: none"> <li>● Workforce aversion to the experimentation required for successful implementation</li> </ul>   | <ul style="list-style-type: none"> <li>● Create opportunities for nonthreatening workforce experimentation and adaptation of innovation</li> </ul>  |
| <p>Workforce</p> <ul style="list-style-type: none"> <li>● Interprofessional interactions governed by an established hierarchy</li> <li>● Strong professional identification; weak organizational identification</li> </ul> | <ul style="list-style-type: none"> <li>● Workforce aversion to the collaborative learning required for mastering increasingly interdisciplinary innovations</li> <li>● Little workforce interest in participating in organizational improvement efforts</li> </ul> | <ul style="list-style-type: none"> <li>● Frame implementation as a learning challenge</li> <li>● Increase the attractiveness of the perceived organizational identity and construed external image to generate interest in organizational citizenship behavior</li> </ul> |
| <p>Leader-workforce relations</p> <ul style="list-style-type: none"> <li>● Prevalence of transactional exchanges</li> <li>● Perceived conflict of goals between leaders and workforce</li> </ul>                           | <ul style="list-style-type: none"> <li>● Leaders and workforce unable to place collective goal (innovation implementation) above self-interest</li> </ul>  | <ul style="list-style-type: none"> <li>● Incorporate transformational leadership processes for innovation implementation</li> </ul>   |

# THE SIX SECRETS OF CHANGE



What the Best Leaders Do to Help Their  
Organizations **Survive** and **Thrive**

MICHAEL FULLAN

*Author of Learning as a Culture of Change*

## *Predictor 4: Learning is the Work*

*“There is far too much  
going to workshops,  
taking short courses, and  
the like, and far too little  
learning while doing the  
work.”*

Cole (2004). *Professional Development: A Great Way  
to avoid Change.*

# Assessment of Innovation Capacity

## Block 1: Supportive Learning Environment

|   |   |   |  |
|---|---|---|--|
| <h3>Psychological Safety</h3> <ul style="list-style-type: none"><li>• It is easy to speak what is in your mind</li><li>• If you make a mistake it is held against you</li><li>• ...</li></ul> | <h3>Appreciation of Differences</h3> <ul style="list-style-type: none"><li>• Differences in opinion are welcome in this unit</li><li>• People are open to alternate ways of working</li><li>• ...</li></ul> | <h3>Openness to New Ideas</h3> <ul style="list-style-type: none"><li>• People value new ideas</li><li>• People resist untried ideas</li></ul> | <h3>Time for Reflection</h3> <ul style="list-style-type: none"><li>• Schedule pressure gets into the way of doing a good job</li><li>• People are too busy to develop new things</li><li>• ...</li></ul> |
|---|---|---|--|



# Predictors

Carole Bland (2000).  
*Academic Medicine*

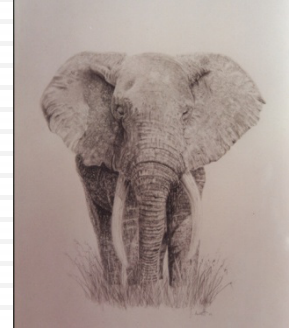
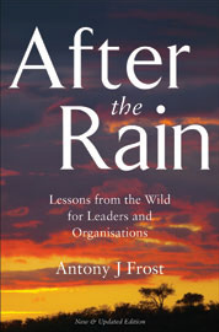


Leadership the



Processes &  
es

Processes Data for  
asurement



# The Oracle's Take-Away

“... Real communication, in the broadest context, essentially boils down to caring. When lion roars at night I more or less switch off with the thought, ‘Oh there he goes again!’ and with that very thought I stop listening although I might hear the sound.”

“...Too often we focus on communicating with those like ourselves.”

“... I would like you to close your eyes and try to imagine one ant alone in this world. It is easy to visualize one elephant or one rhino, one eagle, even one lion, but really try to imagine one ant. Is it possible? How would one ant survive, live, gather food? How? How? An ant's best chance of survival is as part of the collective, and the community.”





THANKS!!