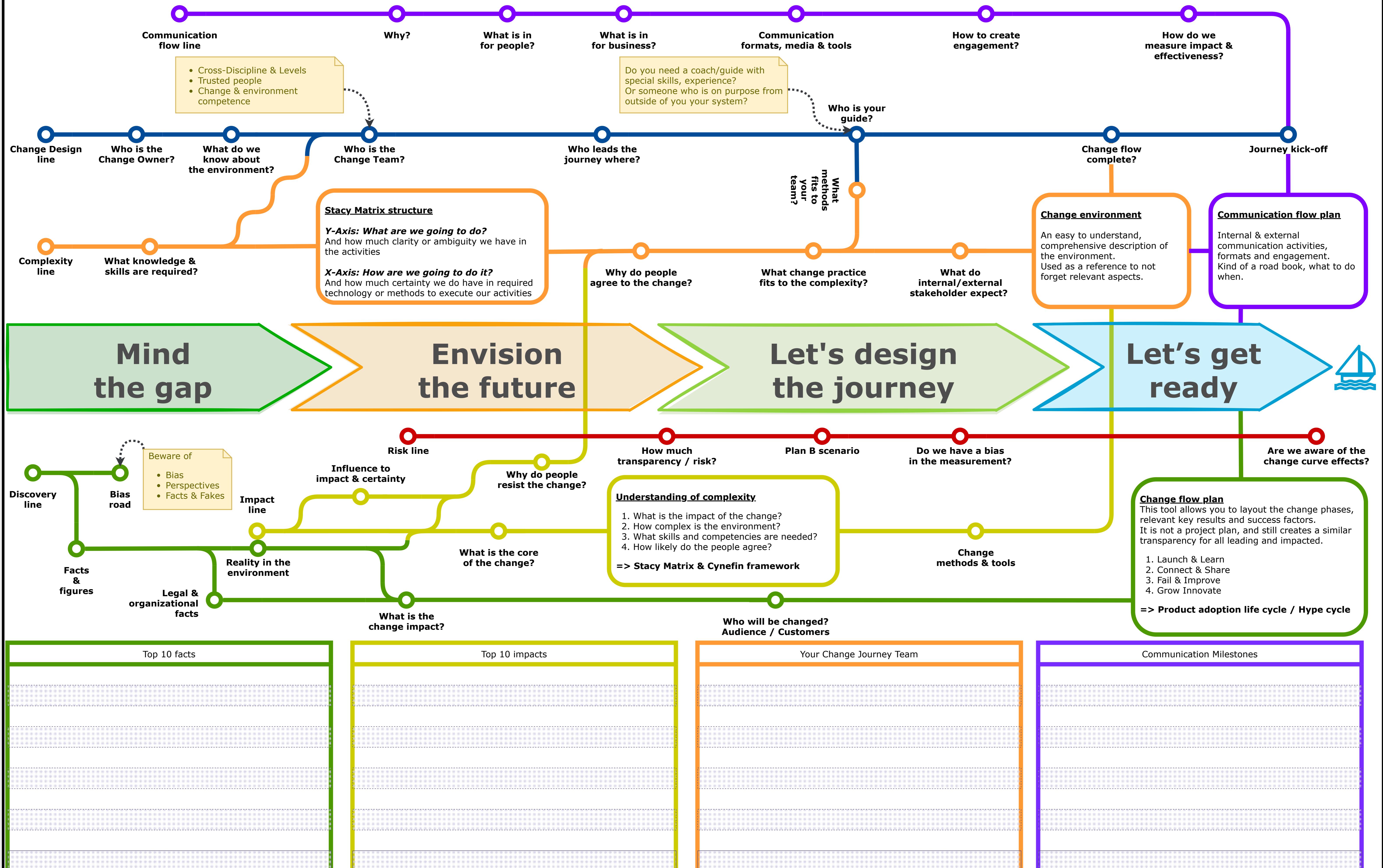


Change Design Canvas

Change Journey for

Design by

Date / Version



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<p>Understanding of complexity.</p> <ol style="list-style-type: none"> 1. Brainstorm and answer the complexity questions 2. Place the answers on the Stacy matrix in the fitting area 3. Clusters of answers guide you what methods or techniques are important <p>Stacy Matrix structure</p> <p>Y-Axis: What are we going to do? And how much clarity or ambiguity we have in the activities</p> <p>X-Axis: How are we going to do it? And how much certainty we do have in required technology or methods to execute our activities</p> <p>Change flow plan Your change flow intends to bring topics from chaos to simple. As more complex topics are, as more experiments and fast feedback loops are effective to find the right approach. For complicated topics an incremental improvement is used often.</p> <p>Communication flow plan Your communication intents to guide the travelers. You can use the matrix to foresee the upcoming next steps</p>	<p>The Stacy Matrix is a spiral diagram divided into four quadrants: Chaos (top-right), Complicated (bottom-right), Simple (bottom-left), and Far from Certainty (top-left). The spiral path starts in the Chaos quadrant and moves clockwise through the Complicated quadrant, then down into the Simple quadrant, and finally left into the Far from Certainty quadrant. Various business concepts are placed along the spiral, such as 'Emergent practice' in Chaos, 'Innovation' in Complicated, 'Is your culture based on learning & innovation?' in Simple, and 'Experiments & Learning' in Far from Certainty.</p> <p>Far from Alignment</p> <p>Close to Alignment</p> <p>Far from Certainty</p> <p>Close to Certainty</p> <p>Concept & annotation based on Timothy Timur Tiryaki, based on Stacy Matrix from Ralph Stacy</p>	<p>Integrated Culture: The Framework</p> <p>On the basis of decades of experience analyzing organizations, executives, and employees, we developed a rigorous, comprehensive model to identify the key attributes of both group culture and individual leadership styles. Eight characteristics emerge when we map cultures along two dimensions: how people interact (independence to interdependence) and their response to change (flexibility to stability). The relative salience of these eight styles differs across organizations, though nearly all are strongly characterized by results and caring.</p> <p>The spatial relationships are important. Proximate styles, such as safety and order, or learning and enjoyment, will coexist more easily than styles that are far apart on the chart, such as authority and purpose, or safety and learning. Achieving a culture of authority often means gaining the advantages (and living with the disadvantages) of that culture but missing out on the advantages (and avoiding the disadvantages) of a culture of purpose.</p> <p>The HBR Integrated Culture Framework is a 2D grid with axes: INDEPENDENCE (vertical) and INTERDEPENDENCE (horizontal). The vertical axis has arrows pointing up (FLEXIBILITY) and down (STABILITY). The horizontal axis has arrows pointing left (How people interact) and right (How people respond to change). Eight points are plotted: Learning (top-left, orange), Purpose (top-right, green), Caring (right, blue), Order (far-right, dark blue), Safety (bottom-right, purple), Authority (bottom-left, red), Results (left, pink), and Enjoyment (top-left, orange).</p> <p>FLEXIBILITY</p> <p>INDEPENDENCE</p> <p>INTERDEPENDENCE</p> <p>STABILITY</p> <p>© HBR</p>	

