



REPORT

Business Think Tank - Survival tips for unexpected change

Cross organizational exchange on learnings 2017/2018

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The Synthetron approach – winning insights by sharing arguments and ideas

- Based on a highly focused moderation (view page 6) the **Synthetron way of debating combines mutual sharing of arguments and ideas** like in an on-site world café but **with a virtual setting**. By logging into the Synthetron platform every participant is placed randomly into a big circle. This allows to connect every participant's activity in real-time with the activity of four other participants, two to his/her right and two to his/her left side.
- Besides his/her own answer, at the very beginning of the sharing experiment a participant gets on his/her screen only those answers, posted by the participants he/she is connected with. **Ongoing mutual scoring to show agreement, disagreement or irrelevance adds to answers a certain weight**. A pre-defined threshold defines propagation of answers according to their weight to other participants. Hence answers with strong support get evolutionary shared within the whole set of all participants.
- To help concentrating on content (not to be dispersed by personal relations) Synthetron is a format in writing. While being invited as part of a certain peer group, this **approach guarantees for each participant total anonymity**.
- At the end of a pre-defined time slot, the **Synthetron database shows all messages of all participants**, each with a **time stamp** and its **individual score (= reach within the whole group)**.
- Following the time line allows to analyze content question by question.
- Looking deeper into the content of each supported message allows the **Synthetron experts to create clusters of content of sameness for a group of messages**. Combined with the reach of each message within the whole group, the **sum of reach defines the size of a content cluster**.
- All content clusters manually structured from representing the status-quo to representing the future and ordered from a general to a specific level create the **Synthetron storyline**, thus **revealing strongly resonating arguments to derive insights from the group**.
- On the level of **language used** by the participants all supported messages are ordered by direction (enabling, critical, blocking) and by intention (functional – head, cultural – heart, instrumental – hands). The outcome helps **to better understand the context of blocking and critical arguments**.

General Statistics

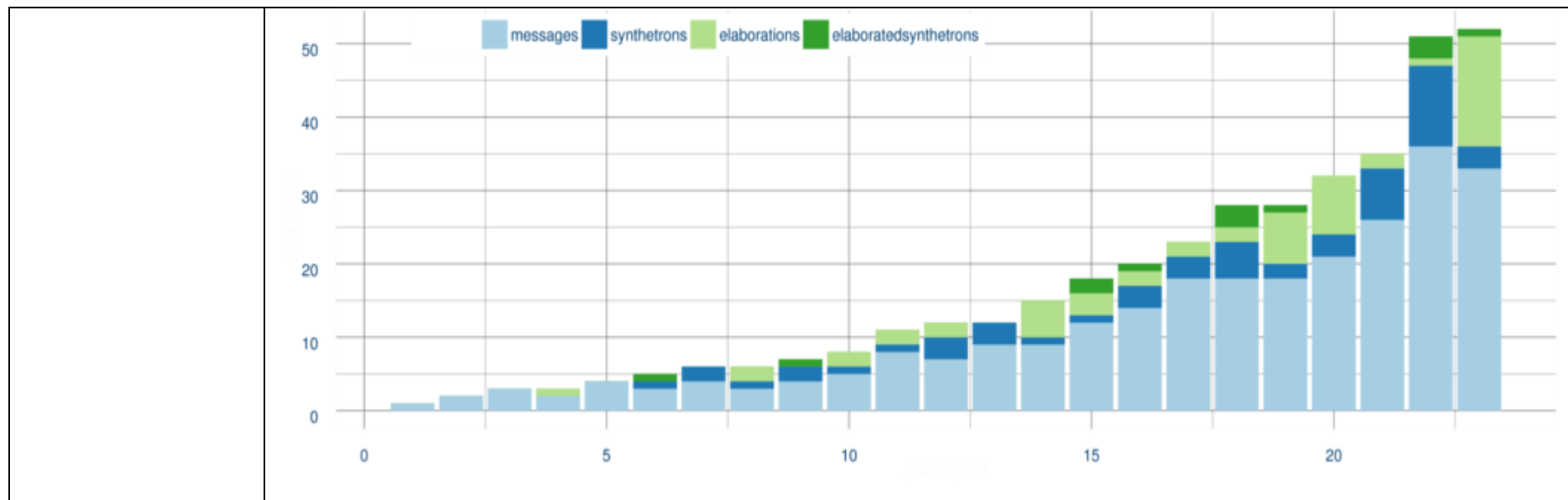
Overview

	Session 21.11.2017	Synthetron- Benchmark		Session 21.11.2017	Synthetron- Benchmark
# of active participants on average ¹	23		# of "synthetrons" (2)	66	
Total # of messages	260		Level of consensus	25%	16%
# of messages per participant	11,3	14	# of "bipotrons" (3)	41	
# of reactions on other messages	69		Level of dissent	16%	20%

¹ scored and/or sent messages (2) messages on which a significant of the group rallied (3) messages on which a significant of the group disagreed

Activity Level

As usual, a number of participants **mostly listened** and scored messages from other participants whilst other were very **engaged and pro-active** sharing their ideas and opinions.



Summary

On November 21st, **23 participants** - from various background and countries - took part in a **45 minute online written debate** organized by Synthetron. The topic was **dealing with unexpected change, a generic subject** deliberately selected so that everyone would have some experience to share. With **260 messages in total** the discussion was lively, and generated a wide **level of consensus (25%)**.

Everyone recognized that the **business world today involves many disruptions**, and that any **rigid agenda is likely to be blown off in course by events**. Despite this, most participants (**60%**) **felt they had achieved useful progress in 2017**, and thus would enter 2018 with a fair level of optimism.

Many of the tips proposed indicated a **positive and pragmatic attitude**.

- For most participants **culture is the white elephant** in the room, a relevant issue but not easily to be addressed. Often participants acknowledge that **people naturally resist change**, hence it is hard to deliver.
- Everyone agrees that **it all starts with having a clear goal**. To prepare the ground well, it helps to **build a coalition with ambassadors and senior management**. In addition, **mobilising and leveraging one's own team** through open and regular communication is indispensable.
- In order to manage the unexpected, the participants recommend to **include contingency plans, to have an open mind in order to adapt more easily**, both by learning from mistakes and by keeping in mind that there are always fewer resources than expected.
- Finally, success requires to **stay healthy and positive** and, perhaps most of all, seeking out **available help**, however less usual via **internal social media**.

Attitudes to reflect when starting to ease change processes in 2018:

Topics	From	To
Project agenda	Launching in	Preparing the ground
Planning	Detailed and complete	Contingent and adaptable
Execution	Flying solo	Enlisting help
Attitude	Analyzing, demanding and complaining	Coping and acting

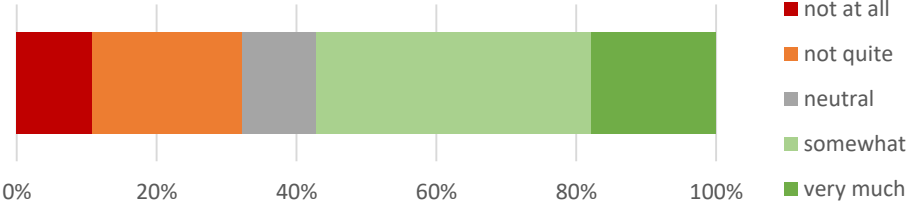
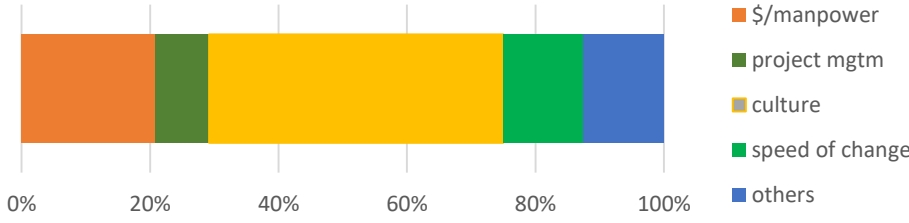
Questions posted by the moderator

1. Looking back at change plans in your environment and their implementation for 2017... How satisfied are you with what happened? What went well / what attitude contributed most to a success?
2. Probably all of us had projects planned in 2017 that did not materialize. What do you think was the most important cause (gap or lack of) for this in your context?
3. Putting yourself into the “change game” – in which way have you learned to deal with the limits of your own energy? What is your personal “survival tip”?
4. You are probably in the midst of setting goals for 2018. What specifically helps you to be confident to realize your ambitions for the next year? Please give us details - starting with #2018

During the debate , the moderator posted the following “hypothesis” - all relating to the theme of the discussion- , to test their pertinence in the opinion of the group of participants:

- a. #well: having implemented agile methods
- b. #attitude: regularly asking colleagues and team members for feedback
- c. #attitude: I increased the usage of my social network substantially
- d. We don't leverage our company social network enough.
- e. I decided to spend time on my hobbies regularly.
- f. #2018: the motivation and engagement of my team
- g. #2018: the strong market focus of all activities on my agenda

Results of the polls

<p>Nearly 60% of all participants are satisfied with how change happened in their environment.</p> <p>32% are not happy with what was achieved in their organisation</p>	<p style="text-align: center;">How satisfied are you with change implementation in your environment?</p>  <table border="1"> <caption>Satisfaction with change implementation</caption> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>not at all</td> <td>10%</td> </tr> <tr> <td>not quite</td> <td>20%</td> </tr> <tr> <td>neutral</td> <td>10%</td> </tr> <tr> <td>somewhat</td> <td>50%</td> </tr> <tr> <td>very much</td> <td>10%</td> </tr> </tbody> </table>	Satisfaction Level	Percentage	not at all	10%	not quite	20%	neutral	10%	somewhat	50%	very much	10%
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<p>When it comes to describe main hurdles to change nearly half of the participants put culture first.</p> <p>Less than half of this support goes to (inadequate) resources such as money or manpower.</p>	<p style="text-align: center;">What have been main hurdles in change process?</p>  <table border="1"> <caption>Main hurdles in change process</caption> <thead> <tr> <th>Hurdle</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>\$/manpower</td> <td>20%</td> </tr> <tr> <td>project mgmt</td> <td>5%</td> </tr> <tr> <td>culture</td> <td>45%</td> </tr> <tr> <td>speed of change</td> <td>15%</td> </tr> <tr> <td>others</td> <td>15%</td> </tr> </tbody> </table>	Hurdle	Percentage	\$/manpower	20%	project mgmt	5%	culture	45%	speed of change	15%	others	15%
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Most supported messages per question as evolutionary selected by the group

Q1 – What went well, where had been challenges?

- *The ability to deal with **Change must be part of the corporate culture**. This is quite a challenge.*
- *If **senior management** does not **champion the change**, it's very difficult*

Q2 – Cause for not achieving goals?

- *people are **afraid of changes when they have to use new systems** and when they are not involved properly...*

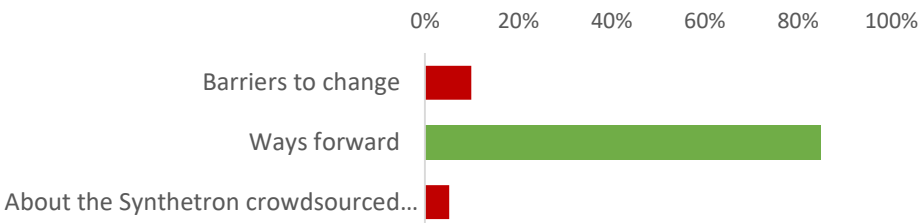
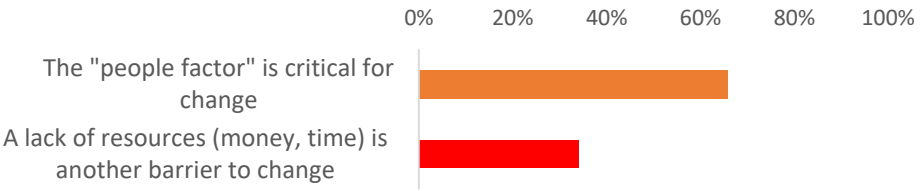
Q3 – Your personal survival tip?


- **Asking the group for help very openly.** Very often the response is surprisingly positive
- listen **listen listen**. to all that matter. People that talk to your customers. listen and act

Q4 – How to realize ambitions next year?

- *#2018 **power amongst the Team members***
- *#2018: and we are **doing smaller team workshops** to come up with improvements as a group and **reflect on us as a group**. We are **alotting time to this** and it **will save us time in the end**.*
- ***Keep it simple** - take on a couple of significant changes that will make an impact*

Key themes discussed by the group, based on a detailed analysis of all most supported messages posted by the participants – Overview and details

<p>Overall story:</p> <p>While mentioning some barriers to change, mostly the participants mostly put forward ideas on how to best enable.</p>	<p style="text-align: center;">Generic Topics (based on sum of reach %)</p>  <table border="1"> <thead> <tr> <th>Topic</th> <th>Reach %</th> </tr> </thead> <tbody> <tr> <td>Barriers to change</td> <td>10%</td> </tr> <tr> <td>Ways forward</td> <td>80%</td> </tr> <tr> <td>About the Synthetron crowdsourced...</td> <td>10%</td> </tr> </tbody> </table>	Topic	Reach %	Barriers to change	10%	Ways forward	80%	About the Synthetron crowdsourced...	10%
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<p>Barriers:</p> <p>As already indicated by the second poll, the people factor (behaviours & culture) represents the main hurdle</p>	<p style="text-align: center;">Topics under "Barriers" (based on sum of reach %)</p>  <table border="1"> <thead> <tr> <th>Topic</th> <th>Reach %</th> </tr> </thead> <tbody> <tr> <td>The "people factor" is critical for change</td> <td>65%</td> </tr> <tr> <td>A lack of resources (money, time) is another barrier to change</td> <td>25%</td> </tr> </tbody> </table>	Topic	Reach %	The "people factor" is critical for change	65%	A lack of resources (money, time) is another barrier to change	25%		
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<p>Relevant messages with strong support</p>	<p>"People factor":</p> <ul style="list-style-type: none"> • <i>people are afraid of changes when they have to use new systems and when they are not involved properly...</i> • <i>Ryhtm of changes is highly depending from people</i> <p>Lack of resources:</p> <ul style="list-style-type: none"> • <i>lack of money and too ambitious goals were also a problem, we underestimated time and resources needed</i> • <i>#I did we often underestimate the work effort and time for a change, therefore we don't put the necessary resources</i> • <i>Planned people had less time and less energy than expected.</i> 								

<p>Way forward:</p> <p>The topics coming up under “way forward” – can be used as a recipe to efficiently enable change in 2018.</p> <ul style="list-style-type: none"> • Setting clear priorities and explaining the why of change • Identifying and addressing cultural aspects. • Listening to people, communicating openly especially within one’s team, combined with learning from mistakes, • Align / managing stakeholders and more specifically enlisting support from senior management (though without too much relying on it). <p>Finally, one should pay attention to a business life where work and individual aspects of one’s life are balanced.</p>	<p style="text-align: center;">Topics under "Way forward" (based on sum of reach %)</p>  <table border="1"> <thead> <tr> <th>Topic</th> <th>Reach %</th> </tr> </thead> <tbody> <tr> <td>Claryfy priorities and focus on them</td> <td>~9%</td> </tr> <tr> <td>Explain the "why" behind change</td> <td>~6%</td> </tr> <tr> <td>Address culture a) embedd change into the corporate culture</td> <td>~9%</td> </tr> <tr> <td>b) take existing culture into account</td> <td>~2%</td> </tr> <tr> <td>... c) reflect silo thinking</td> <td>~4%</td> </tr> <tr> <td>Listen and communicate openly</td> <td>~8%</td> </tr> <tr> <td>Learn from mistakes</td> <td>~9%</td> </tr> <tr> <td>Celebrate successes and have fun</td> <td>~6%</td> </tr> <tr> <td>Leverage teams</td> <td>~18%</td> </tr> <tr> <td>Manage the stakeholders and leverage ambassadors</td> <td>~10%</td> </tr> <tr> <td>Enlist support from senior management</td> <td>~8%</td> </tr> <tr> <td>...</td> <td>0%</td> </tr> <tr> <td>... whilst keeping in mind this might not suffice</td> <td>~3%</td> </tr> <tr> <td>Pay attention to one's own work/life balance</td> <td>~9%</td> </tr> </tbody> </table>	Topic	Reach %	Claryfy priorities and focus on them	~9%	Explain the "why" behind change	~6%	Address culture a) embedd change into the corporate culture	~9%	b) take existing culture into account	~2%	... c) reflect silo thinking	~4%	Listen and communicate openly	~8%	Learn from mistakes	~9%	Celebrate successes and have fun	~6%	Leverage teams	~18%	Manage the stakeholders and leverage ambassadors	~10%	Enlist support from senior management	~8%	...	0%	... whilst keeping in mind this might not suffice	~3%	Pay attention to one's own work/life balance	~9%
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<p>Messages with strong support</p>	<p>Priorities:</p> <ul style="list-style-type: none"> • <i>Keep it simple</i> - take on a couple of significant changes that will make an impact • make sure that you review your priorities from time to time • #2018 clear vision <p>The "why" behind change:</p> <ul style="list-style-type: none"> • <i>Change is always going out of comfort zone, for me it goes more about explaining the why</i> Elaborates on: I think we need to come to a new mindset, where changes and adaptations are normal. Then it will be easier for people and teams to cope with changes. • #mytakeaway Understanding the broader picture <p>Embed change into the corporate culture:</p> <ul style="list-style-type: none"> • The ability to deal with Change must be part of the corporate culture. This is quite a challenge. • I think we need to come to a new mindset, where changes and adaptations are normal. Then it will be easier for people and teams to cope with changes. • #better: Change must be regarded as a regular process not as a single Event. <p>Existing culture:</p> <ul style="list-style-type: none"> • #better Elaborate the current culture and define what has to be changed for the future • #better measure the culture of the organization <p>Silo thinking:</p> <ul style="list-style-type: none"> • <i>too often people are thinking in silo, making it difficult</i> <p>Listen and communicate:</p> <ul style="list-style-type: none"> • <i>listen listen listen. to all that matter. People that talk to your customers. listen and act</i> • #mytakeaway is what we all want similar things, and open communication is crucial to have a great collaboration • #mytakeaway comm unicate communicate, communicate <p>Learn from mistakes:</p> <ul style="list-style-type: none"> • #attitude: constant learning • #well: learning from mistakes
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Celebrate:

- Yes! **so important!** *Elaborates on: Celebrate all small successes*

Teams:

- #2018 **power amongst the Team members**
- #2018: and we are **doing smaller team workshops** to come up with improvements as a group and **reflect on us as a group**. We are **alotting time to this** and it **will save us time in the end**.
Elaborates on: #2018: the motivation and engagement of my team
- #mytakeaway: **take care of the team** and myself and my family
- #2018: the **motivation and engagement of my team**

Stakeholders and ambassadors:

- *people are afraid of changes when they have to use new systems and **when they are not involved properly...***
- #well: I managed to **turn the change to a new opportunity, by talking to others, outside the workgroup**. *Elaborates on: A few people are pulling the carriage into the carriage. A lot are trying to conserve the past.*
- **Valorize change ambassadors at all levels, do not just rely on senior management** *Elaborates on: #better - find champions for the project - ideally senior management, but also throughout the organization*





Senior management:




- *If **senior management** does not **champion the change**, it's very difficult* *Elaborates on: The ability to deal with Change must be part of the corporate culture. This is quite a challenge.*
- #attitude - **management needs to support failure**. Otherwise people are afraid to change.
- #attitude - having **change supported by senior management**
- **Valorize change ambassadors at all levels, do not just rely on senior management** *Elaborates on: #better - find champions for the project - ideally senior management, but also throughout the organization*

Work/life:

- **Pay attention to one's own work/life balance**
- Take the time to reflect, **make pitstops**
- #mytakeaway: **take care of the team and myself and my family**
- **don't take it too personal...otherwise you lose it**

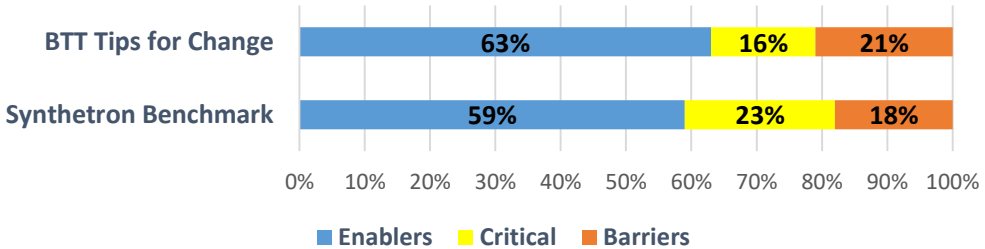
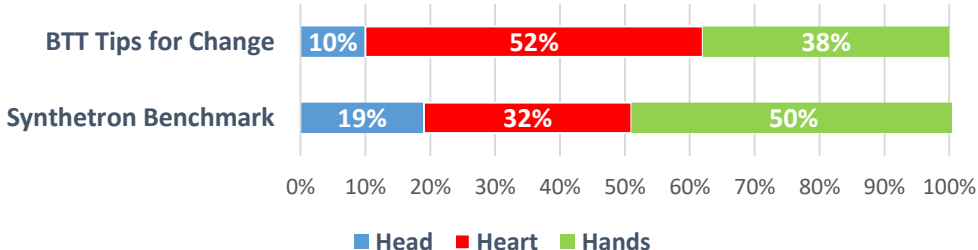
Participant's positions on the "tested hypotheses"

<p>The concept of a strong team approach got overall support.</p>	<p>I ask regularly my team members for feedback</p> <p>■ disagree ■ tend to disagree ■ not useful ■ tend to agree ■ agree</p>  <p>The motivation and engagement of my team gives me confidence</p> 
<p>While market focus sets guidelines, agile methods seem to have gained support in most of the work areas of all the participants.</p>	<p>Strong market focus gives me confidence</p>  <p>We have implemented agile methods</p> 

<p>Participants are relying on (internal) social media to reinforce change.</p>	<p style="text-align: center;">Missing to leverage social media</p> <p style="text-align: center;"> ■ disagree ■ tend to disagree ■ not useful ■ tend to agree ■ agree </p>  <p style="text-align: center;">I have increased use of social media</p> 
<p>A good work/ life balance is also part of the picture</p>	<p style="text-align: center;">I decided to spent more time on my hobbies</p> 

Change Force Analysis

Synthetron’s 3Hs/EBC empirical model and benchmark is based on a detailed analysis and clustering of 10.000+ anonymised verbatim statements posted by 9000+ participants in the course of **150+ Synthetron sessions** addressing more than **50 change and/ or strategic transformation programmes** (across different stages: conception/planning, roll out, debrief/ feedback, ...). Clients involved were multinationals, country-based firms and a few public sector institutions (central or regional government).

<p>With respect to Change levers, the participants’ attitude is more aligned with the Synthetron benchmark: Barriers are slightly more present. At the same time participants are more confident they can deal with the unexpected (fewer “critical” factors then in our benchmark, indicating of a lower feeling of urgency).</p>	<h3>Comparative Importance of Change Levers (% of sum of supporting votes)</h3>  <table border="1"> <thead> <tr> <th>Category</th> <th>Enablers</th> <th>Critical</th> <th>Barriers</th> </tr> </thead> <tbody> <tr> <td>BTT Tips for Change</td> <td>63%</td> <td>16%</td> <td>21%</td> </tr> <tr> <td>Synthetron Benchmark</td> <td>59%</td> <td>23%</td> <td>18%</td> </tr> </tbody> </table>	Category	Enablers	Critical	Barriers	BTT Tips for Change	63%	16%	21%	Synthetron Benchmark	59%	23%	18%
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Synthetron Benchmark	59%	23%	18%										
<p>Compared to our benchmark, participants put forward that cultural aspects (Heart) are key to successfully adapt a change initiative to evolving external circumstances. Business rationale (head) and operational aspects (hands) are to some extent less relevant.</p>	<h3>Comparative Importance of Change Drivers (% of sum of supporting votes)</h3>  <table border="1"> <thead> <tr> <th>Category</th> <th>Head</th> <th>Heart</th> <th>Hands</th> </tr> </thead> <tbody> <tr> <td>BTT Tips for Change</td> <td>10%</td> <td>52%</td> <td>38%</td> </tr> <tr> <td>Synthetron Benchmark</td> <td>19%</td> <td>32%</td> <td>50%</td> </tr> </tbody> </table>	Category	Head	Heart	Hands	BTT Tips for Change	10%	52%	38%	Synthetron Benchmark	19%	32%	50%
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<p>The most pressing issues (“critical”) are almost exclusively associated with attitudes and behaviours (Heart).</p>	<p>Critical arguments:</p> <ul style="list-style-type: none"> <i>The ability to deal with Change must be part of the corporate culture. This is quite a challenge.</i> 												

<p>Hurdles are mostly associated with operational and cultural dimensions.</p>	<ul style="list-style-type: none"> • <i>listen listen listen. to all that matter. People that talk to your customers. listen and act</i> • <i>#mytakeaway is what we all want similar things, and open communication is crucial to have a great collaboration</i> • <i>I think we need to come to a new mindset, where changes and adaptations are normal. Then it will be easier for people and teams to cope with changes.</i> • <i>#mytakeaway comm unicate communicate, communicate</i> <p>Blocking elements:</p> <ul style="list-style-type: none"> • <i>Making change plans is always easy. But operationalizing it shows some obstacles.</i> • <i>people are afraid of changes when they have to use new systems and when they are not involved properly...</i> • <i>many Projects for same responsible people</i> • <i>If senior management does not champion the change, it's very difficult</i> • <i>too often people are thinking in silo, making it difficult</i>
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Storyline in details

Moderator questions

X	Looking back at change plans in your environment and their implementation for 2017... How satisfied are you with what happened?	Q.1
X	Looking back at your own experience this year with change. What worked really well? Please start your sentence with #well	Q.1.1
X	What type of behaviors or attitudes contributed most to this success? Please start with #attitude	Q.1.2
X	What did not work? What was the reason it did not work? What did you learn from this and what can you share in terms of “not to do’s”? Please start with #not	Q.1.3
X	Probably all of us had projects planned in 2017 that did not materialize. What do you think was the most important cause (gap or lack of) for this in your context?	Q2
X	Many mention culture to be a major stumbling block in 2017. Let’s share more precisely from your experience how to better deal with this. Please start with #better	Q.2.1
X	The second issue which was indicated most is \$/manpower. Let’s share from your experience how did you succumbent that hurdle. Please start with #I did	Q.2.2
X	Putting yourself into the “change game” – in which way have you learned to deal with the limits of your own energy? What is your personal “survival tip”?	Q.3
X	... often change requires additional personal investment, sometimes even beyond work-life-balance; if you did invest in yourselves share what you felt that really helped and that you can recommend others.	Q.3
X	You are probably in the midst of setting goals for 2018. What specifically helps you to be confident to realize your ambitions for the next year? Please give us details - starting with #2018	Q.4
X	As closure - think about the exchange we just had. What personal take-away on managing change and volatility better in 2018 can you share? Start your sentence with #mytakeaway	Q.4.1

Direction Synthetron text, individual ideas bolded		Topic context
	Barriers to change	
	The "people factor" is critical for change	
agree	people are afraid of changes when they have to use new systems and when they are not involved properly...	Q.2
agree	many Projects for same responsible people	Q.2
agree	Ryhtm of changes is highly depending from people	Q.1
agree	I'm satisfied with the intense and indepth plans we have set up, however, to reach to last person in the change plan, is more tough than I thought.	Q.1
agree	#not asume that everyone will follow new guidelines.....	Q.1.3
	A lack of resources (money, time) is another barrier to change	
bipolar	lack of money and too ambitious goals were also a problem, we underestimated time and resources needed	Q.1
bipolar	lack of money and too ambitious goals were also a problem, we underestimated time and resources needed	Q.1
agree	#I did we often underestimate the work effort and time for a change, therefore we don't put the necessary resources	Q.2.2
agree	Planned people had less time and less energy than expected.	Q.1.3
	Way forward	
	Claryfying priorities and focusing on them	
agree	Keep it simple - take on a couple of significant changes that will make an impact	Q.4
agree	Making change plans is always easy. But operationalizing it shows some obstacles.	Q.1
agree	make sure that you review your priorities from time to time	Q.3
agree	I'm satisfied with the intense and indepth plans we have set up , however, to reach to last person in the change plan, is more tough than I thought.	Q.1
agree	I agree! Elaborates on: make sure that you review your priorities from time to time	Q.3
	Explaining the "why" behind change	
agree	Change is always going out of confort zone, for me it goes more about explaining the why	
agree	Elaborates on: I think we need to come to a new mindset, where changes and adaptations are normal. Then it will be easier for people and teams to cope with changes.	Q.1.1
agree	#mytakeaway Understanding the broader picture	Q.4.1

agree	#2018 clear vision	Q.4
agree	When elaborating small short cycles, we still need to keep a high level view on what is happening globally	Q.1
	Addressing culture a) embedd change into the corporate culture	
agree	The ability to deal with Change must be part of the corporate culture. This is quite a challenge.	Q.1
agree	I think we need to come to a new mindset, where changes and adaptations are normal. Then it will be easier for people and teams to cope with changes.	Q.1
agree	I think we need to come to a new mindset, where changes and adaptations are normal. Then it will be easier for people and teams to cope with changes.	Q.1
agree	agilty is easy to communicate and difficult to do	Q.1
agree	#better: Change must be regarded as a regular process not as a single Event.	Q.2.1
	b) take existing culture into account	
agree	#better Elaborate the current culture and define what has to be changed for the future	Q.2.1
bipolar	#better measure the culture of the organization	Q.2.1
	... c) reflect silo thinking	
agree	t oo often people are thinking in silo, making it difficult	Q.2
agree	The culture is often reflected in peoples unwillingness to take on new ideas. "not invented here" and "we do as always"	Q.2
	Listen and communicate openly	
agree	listen listen listen. to all that matter. People that talk to your customers. listen and act	Q.3
agree	#mytakeaway is what we all want similar things, and open communication is crucial to have a great collaboration	Q.4.1
agree	#mytakeaway comm unicate communicate, communicate	Q.4.1
	Learn from mistakes	
agree	I'm always learning. That gives me confidence that I'm keeping up with change. There is no stand-still.	Q.1.1
agree	#attitude: constant learning	Q1.2
agree	sure, learn form mistakes, reflect on them <i>Elaborates on:</i> #attitude don't be afraid to try and fail	Q1.2
agree	#well: learning from mistakes	Q.1.1
	Celebrate successes and have fun	
agree	Yes! so important! <i>Elaborates on:</i> Celebrate all small successes	Q.3
agree	#2018 creativity rocks	Q.4

agree	#attitude: positive and willing	Q1.2
agree	make fun, don't take change to seriously	Q.3
agree	Celebrate all small successes	Q.3
	Leverage teams	
agree	#2018 power amongst the Team members	Q.4
	#2018: and we are doing smaller team workshops to come up with improvements as a group and reflect on us as a group . We are alotting time to this and it will save us time in the end .	
agree	Elaborates on: #2018: the motivation and engagement of my team	Q.4
	#mytakeaway - find support and alignment for change when you start ...this will make it much easier as you progress	Q.4.1
agree	Asking the group for help very openly . Very often the response is surprisingly positive	Q.3
agree	#mytakeaway: take care of the team and myself and my family	Q.4.1
agree	#2018: the motivation and engagement of my team	Q.4
	eat well, drink a lot, keep up to good spirit with your peers and colleagues . Mak fun together in stead of too much focus on the bloody change project	Q.3
agree	#well reach change enthusiasm by elaborating together on what the future will be	Q.1.1
	Manage the stakeholders and leverage ambassadors	
	people are afraid of changes when they have to use new systems and when they are not involved properly...	Q.2
agree	#well: I managed to turn the change to a new opportunity, by talking to others, outside the workgroup. Elaborates on: A few people are pulling the carriage into the carriage. A lot are trying to conserve the past.	Q.1.1
	#well make every (HR) manager in the global organisation co-responsible for the success of the change instead of leading the change from the global center only Elaborates on: lack of money and too ambitious goals were also a problem, we underestimated time and resources needed	Q.1.1
agree	Valorize change ambassadors at all levels , do not just rely on senior management Elaborates on: #better - find champions for the project - ideally senior management, but also throughout the organization	Q.2.1
agree	#not think you know what to do without consulting the stakeholders	Q.1.3
	All to often you tend to forget that. Good to have market focus in the daily job! Elaborates on:	
agree	#2018: the strong market focus of all activities on my agenda	Q.4
agree	#well: establishing great external contacts to competent consultants	Q.1.1

agree	#not align with internal stakeholders <i>Elaborates on:</i> Making change plans is always easy. But operationalizing it shows some obstacles.	Q.1.3
	Enlist support from senior management ...	
agree	If senior management does not champion the change , it's very difficult <i>Elaborates on:</i> The ability to deal with Change must be part of the corporate culture. This is quite a challenge.	Q.1
agree	#well make every (HR) manager in the global organisation co-responsible for the success of the change instead of leading the change from the global center only <i>Elaborates on:</i> lack of money and too ambitious goals were also a problem, we underestimated time and resources needed	Q.1.1
agree	#attitude - management needs to support failure. Otherwise people are afraid to change.	Q1.2
agree	#attitude - having change supported by senior management	Q1.2
agree	You can't ask them to do your work for you, but when there is a person blocking progress, sometimes they can give a nudge... <i>Elaborates on:</i> #mytakeaway we sometimes too much rely on the top	Q.4.1
	... whilst keeping in mind this might not suffice	
agree	Valorize change ambassadors at all levels, do not just rely on senior management <i>Elaborates on:</i> #better - find champions for the project - ideally senior management, but also throughout the organization	Q.2.1
agree	not enough support from the top management	Q.2
agree	Believing that all must come from the top is an easy way to not move on <i>Elaborates on:</i> I agree a bit on this, although 'culture' is such a fashion term. What is culture? Do we not often blame 'culture' as an excuse for badly prepared change? <i>Elaborates on:</i> #better measure the culture of the organization	Q.2.2
	Pay attention to one's own work/life balance	
agree	Take the time to reflect, make pitstops	Q.3
agree	#mytakeaway: take care of the team and myself and my family	Q.4.1
agree	don't take it too personal... otherwise you lose it	Q.3
agree	eat well, drink a lot, keep up to good spirit with your peers and colleagues. Mak fun together in stead of too much focus on the bloody change project	Q.3
bipolar	#2018 Business Zen	Q.4
	Other various topics mentioned	
agree	#mytakeaway let' get started, not plan too Long, Change happens	Q.4.1
agree	In public sector most initiatives are postponed	Q.1

agree	Don't spend too much time on social media - it's a time sucker	Q.3
	About the Synthetron crowdsourced debate	
agree	#debate seems to have a homogeneous audience today	Q.4.1
agree	#mytakeaway my fear for all te general clichés has proven me right. But there were ' some ' useful thoughts too! THX!	Q.4.1
agree	#mytakeaway how nice, this Synthetron!	Q.4.1

Keys

Discussion & Messages

Synthetrons	Synthetrons are messages which have been selected, based on the cumulated level of scores they were attributed by participants. The higher the score, the more weight the participants give to them. The classes are defined in the following order (Synthetron Level): <ul style="list-style-type: none">▪ top: > 90% reach▪ high: > 70 %▪ medium: > 40%▪ low :> 15% and▪ bottom: < 15%.
Reach Percentage	The percentage of participants that have scored the message before it fell below the scoring threshold
Bipotrons	Bipotrons are messages which participants scored in opposing ways: agree and disagree.

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For better change management we engage relevant stakeholders in anonymous online moderated conversations, so we can collaboratively identify their wisdom, feedback and solutions.