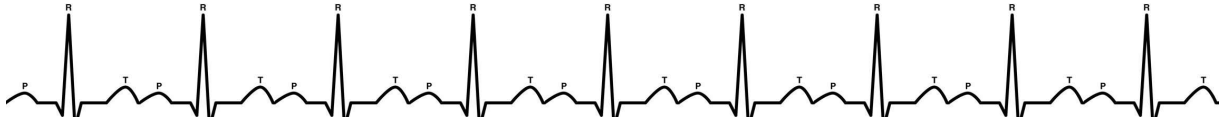


Innovation platform Rhythmics of Organizational change (I-RO)



White paper nr. 1

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1. What means Rhythmics of organizational change?

The rhythmics of organizational change involves the movement of change in organizations in which a PhD research in 2006 by dr mr Truus Poels is discussed. The model of organizational rhythmics for changes which Poels developed is characterized by rhythmic themes which support organizations to get grip on their organizational change rhythm. Within this model there are five recurring themes:

1. Rhythm - emphasis
2. Rhythm - intonation
3. Rhythm - pace
4. Frequency - period
5. Frequency – repetition.

In the research a process of change in six organizations was evaluated. The study showed that rhythmics can be (diagnostically) visualized. In addition, during an organizational change, the realization of the rhythmic themes can be followed and mapped in rhythmic schedules.

2. Themes of Rhythmics of organizational change

Rhythmics of organizational change has two general themes: rhythm and frequency. The themes are determined by the meaning of these rhythmics themes with regard to organizational change for the people experiencing the change process.

Rhythm can be divided into three separate subjects, namely emphasis, intonation and the pace of changes.

Rhythm - emphasis presents the emphasis/pressure, the rest/disorder and/or pressure/relaxation, such as important events that take place and developments and entanglements that can occur in an organizational change.

Rhythm - intonation provides information about the moments that mark the beginning of something. Rhythm – intonation shows for example the beginning of the contacts between various players in a transition, the start of a project-organization or the first meeting of a working-group. These are the moments that management must demonstrate the goals, create commitment and support the upcoming organisational change. Accents in the implementation of the change are important. It attracts attention and keeps the employees alert.

Rhythm – pace is often determined by the desired result and not by the absorption of the changes by the employees. It often creates communication problems which operate independently among of the other parties and hampers the success of the implementation of the organizational change.

Frequency can be divided into two separate subjects namely period(icity) and the repetition of changes. Frequency - period is often determined by external factors. Companies know their own market cycle, with the business cycle synchronicity. Organizational changes for them are a continuous phenomenon. Frequency – period is about the period in which a phenomenon takes place, or the course of events during a certain period.

Frequency - repetition often characterizes itself by the fact that history repeats itself. The effect of a change doesn't often penetrate to the heart of the organization and makes repetition necessary. Frequency – repetition gives the number of meetings, of contacts of briefings, etc.

The descriptions of previous organizational changes in combination with the significance experience of the employees and the rhythmic themes are the basics for this model and show

change patterns and cyclicity. The combination of all elements contribute to a successful conduct and outcome of an organizational change, and taking into account the meaning that people give to the process of organizational change.

In 2008 several organizations and universities in the Netherlands started a project to use the model of rhythmicity of organizational change and find answers on the question “do particular types of organizations manage rhythmicity better than others?”. In the project organizations e.d. Shell, IBM, ING, Ordina, RIVM, AerCap and several universities (Amsterdam, Utrecht, Nijmegen) participate.

3. About the Innovation Platform Rhythmicity of organizational change (I-RO)

The Innovation Platform Rhythmicity of organizational change (I-RO) is founded in October 2008. In March 2009, the members of the I-RO gathered for the first time. The members of this platform are:

- CIO's and Directors HR of companies like IBM, Shell, Air Cap Aviation Solutions, RIVM, ING and TNO
- Professors of the University of Amsterdam (from the Faculty of Economic Science and Econometrics), Utrecht and Nijmegen
- TNO (is an independent research organisation whose expertise and research contribute to the competitiveness of companies and organisations, to the economy and to the quality of society as a whole)
- Management consultants from Ordina

4. Objective of the I-RO

The Innovation Platform Rhythm of organizational change (I-RO) develops practical and useful rhythmic instruments so that organizational changes can be implemented more effectively. There for the thesis of Poels and the experience of the I-RO members are used to develop these instruments. This way a win-win situation is created for the fact that the participating members so they can learn from each other experience and rely on the most recent scientific insights.

Diagnosis of organization rhythms does not mean that the model of rhythm regards an organizational change as a process with a clear start and end. The most important part is that with the instruments that will be developed by the I-RO a picture (a diagnosis) can be made of the rhythmicity of organizational changes. This picture will make typical rhythmic patterns of organizational change for that company visible. A rhythm of organizational change which matches the rhythm of the organization can lead to more commitment in the attitude of the people.

5. Program of the I-RO for 2009 and 2010


On the 27th of October the next I-RO meeting will take place. In this meeting the results of the first meeting will be discussed. In the first meeting, in March this year, everyone has been asked to mirror the rhythmic themes on their own organisations. Next step that is going to be taken in the meeting of October is, to see if we can trace trends in the rhythms of the processes and rhythms of changes in the different companies of the I-RO members.

In the last quarter of 2009 I-RO will develop the first concepts of the rhythmic measuring instruments, so that in March 2010 a pilot will start to get some first results.

6. Contact information


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
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
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