

Up next:

Ronald Meijers

Leadd Advisory owner, Aaff co-owner, TIAS professor and Van Spaendonck chair

Leading Change: Dispelling Myths and Activating the Four Switches of Effective Transformation



Leading Change

Dynatos Accelerate

Dispelling 4 myths & activating 4 switches

Ronald Meijers

September 23, 2025



What is Change Management?

And: what is it not.....4 Myths



Leading Change Model van Kotter



Management or Change Management?

What type of problem are we dealing with?

Complex

'Unknown Unknowns': instructive patterns...can emerge, cause & effect can only be deduced in retrospect; HUMAC (see next slide)

Probe-sense-respond

Emergent practice

Complicated

'Known Unknowns': a range of options, the cause & effect relationship requires expertise (supported by AI)

Sense-analyze-respond

Good practice

Chaotic

'Confusion': act immediately to stop the bleeding; no 'knowledge-based' response possible

Act-sense-respond

Novel practice

Clear

'Known Knowns': a stable situation, the cause & effect relationship is predictable

Sense-categorize-respond

Best practice

Wicked or Tame?

Where are we?

Selecting the right problem solving method depends on an adequate reading of the context

How to handle complexity?

Complex problems demand leadership; complicated problems demand 'subject matter expertise'

Complex Challenges



HUMAN CENTERED



UNKNOWN UNKNOWNNS



MULTIDIMENSIONAL



ADAPTIVE



CONFLICTING

...make it critical for Leaders to:

UNDERSTAND HUMAN NEEDS

BUILD A MORAL COMPASS

TRAIN INTEGRATIVE THINKING

INVEST IN SELF-ADJUSTMENT

EXCEL AT DIALOGUE

Convictions & conventions about Change Management?



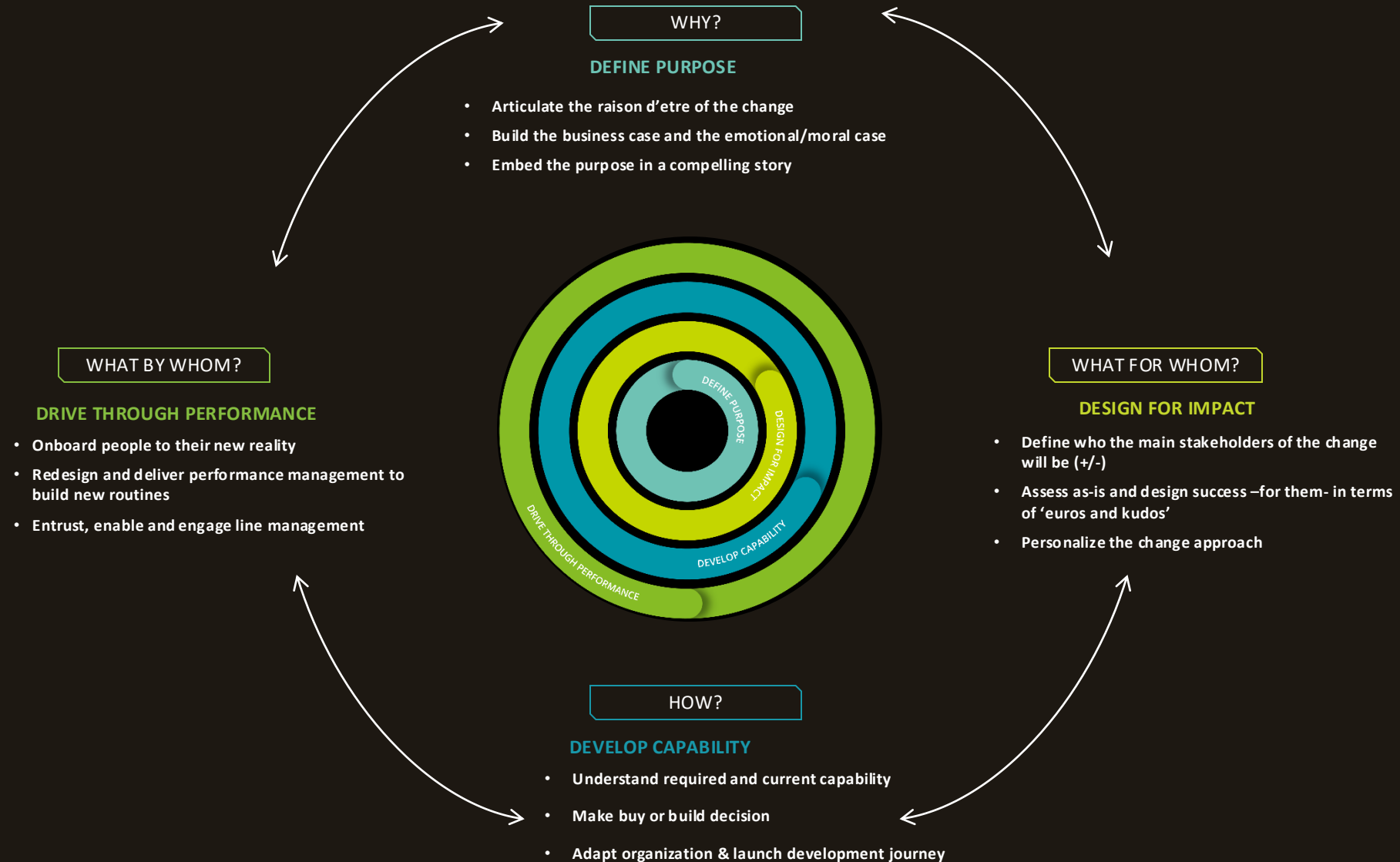
Please have a 5 minute dialogue with your neighbor:

What are your beliefs about Change & Change Management?

(and stop it when I raise my hand -☺)

THE 4 SWITCHES OF SUCCESSFUL TRANSFORMATIONS

'PROPELLING THE FLYWHEEL'



Building a Compelling Story

how to instill a unique sense of direction and identity in an organization?

Our Purpose

The fundamental need we fulfill in an idiosyncratic way to make the world a better place



Why do we exist?

Our Vision

The best imaginable future situation in 10 years from now is....



Where are we going?

Our Strategic Imperatives

The required course of action to achieve our purpose and our vision in 3-5 priorities



How are we going to get there?

Our Stakeholder Commitments

The promises we make to our clients, colleagues, shareholders, suppliers/partners and society.



Who do we do it for?

Our Core Values & Beliefs

What we hold dear and how we think the world works



What is non-negotiable for us?

Our Distinctive Capabilities

The unique strengths that distinguish us



What do we excel at?



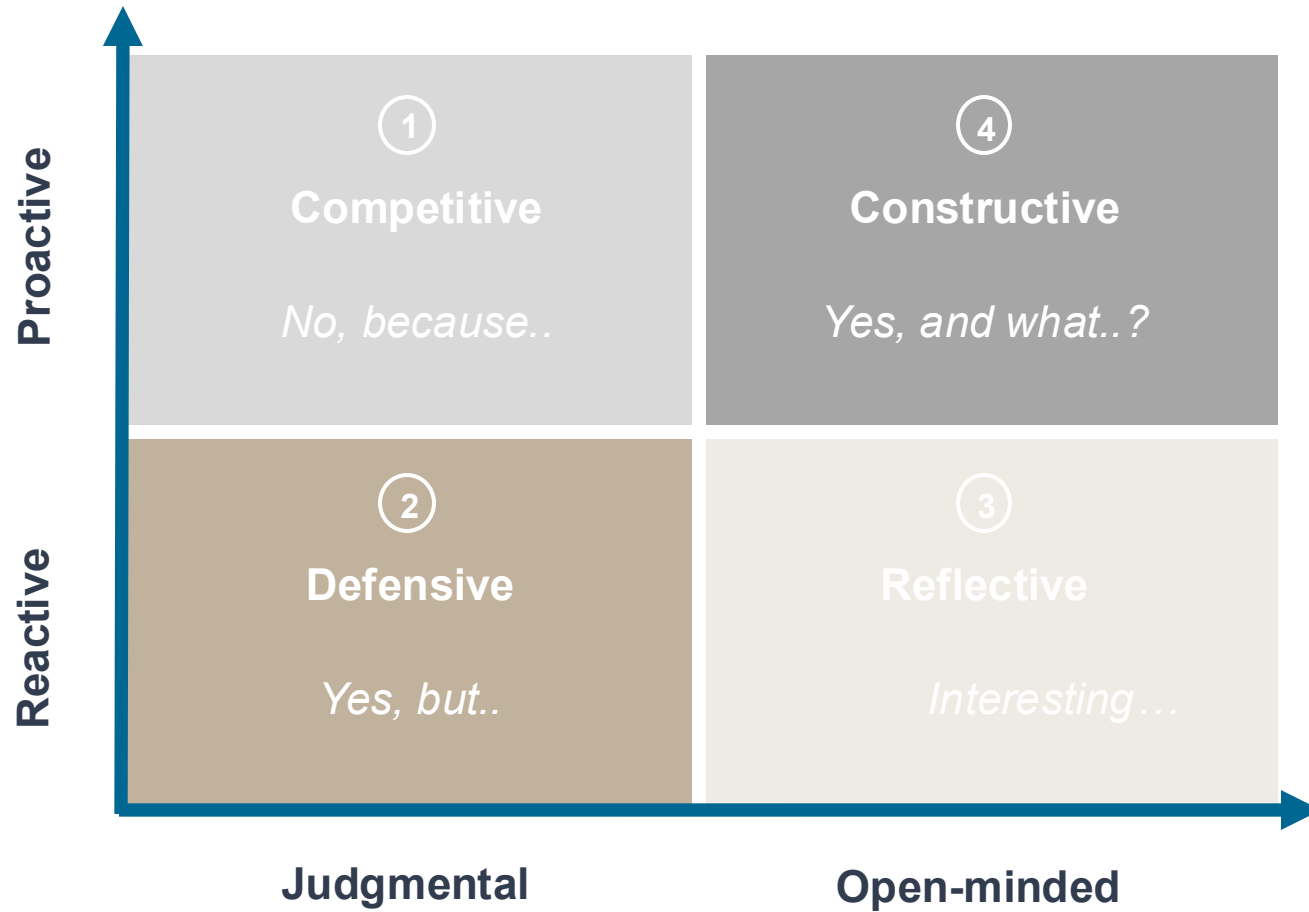
7 Habits of Highly Effective Change Leaders?

- **With not 'for'**
 - 'nobody likes being changed'
- **Embrace complexity**
 - 'it's the system stupid!'
- **Distribute leadership**
 - 'loneliness causes the flop'
- **Focus on behaviors (not results)**
 - 'it ain't what you do it's the way that you do it'
- **Use big & small data**
 - 'beware the McNamara Fallacy!'
- **Mine the conflicts**
 - 'bridge the fracture lines'
- **Humble Inquiry**
 - 'acknowledge interdependence'



Dialogue is 'Condition Zero'

The 4 channels of Human Interaction



Dialogue starts with Channel 4

The Silver Bullet of Leading Change?

Be the one who **LEADS**



Listen

(stop talking!)

Enquire

(stop convincing!)

Acknowledge

(stop criticizing!)

Defer

(stop assuming!)

Select

(stop reacting!)

TIAS

SCHOOL FOR
BUSINESS AND SOCIETY

NEVER STOP ASKING

WWW.TIAS.EDU
