

Facilitator's guidelines and auxiliary questions for the different dimensions of change



Underlying the Change Game's underlying idea is that we can influence change together, and no one makes a change alone. The attitude towards change and shared understanding of it also influence the direction and outcome of the change. The Change Game develops individuals' and group's understanding of the factors that influence change and thereby also develops capacity for change.

Start the game by reviewing the ground rules for a constructive discussion:

- Listen to the others – do not interrupt or start additional discussions.
- Relate what you say to what the others have said and use everyday language.
- Tell about your own experience.
- Be present and respect the others and the confidentiality of the discussion.
- Work on the emerging conflicts boldly and look for what remains hidden.

Supporting questions for the facilitator for the different dimensions of change:

The nature of change: What kind of change is concerned? Are the problems and situations associated with the change primarily clear, complicated, complex or chaotic? See *Cynefin framework* below.

Time: How urgently is the change needed? When will the change begin? When will it end or be complete?

Actors: Who are the key parties in making the change? And who does the change concern?

Emotion: What kind of emotions does the change bring up? Excitement, joy, relief, worries, griefs, fears, questions... Something else?

Motivation: What motivates and inspires to make the change? And what prevents it and flattens its success?

Direction: How do we know the direction of change? What is the destination? Who or what shows the direction? What is our direction and point of view for approaching the change?

Impacts: What are the impacts of the change? If the change takes place, who or which parties will be the losers and who, on the other hand, will be the winners? In other words, who will benefit and who will lose something?

Methods: What kind of methods are needed for the change to succeed? Do old structures need to be demolished or is it necessary to build gradually on the old foundation?

→ **Cynefin framework:** One commonly used method of parsing complex problems is the framework developed by **David Snowden**, dividing problems into four different contexts. Different circumstances require different operating and problem-solving models. Many of our problems are still **simple**. They are predictable and clear by nature. The problems can be identified and taken apart. Such a situation could be described as a straight road toward the chosen destination. Problems can be reacted to and addressed with ease.

Other problems are **complicated**, requiring expert analysis to identify the different options. Such problems can be identified and analysed, after which they can be addressed. Solving complicated problems is like a labyrinth, requiring analysis to find the correct route.

Nowadays, problems are increasingly **complex**, meaning that the associated causal relationships are not visible or predictable. Solving complex problems is like a jungle, with navigation through it being a continuous path of trial and error. In this kind of situation, problems are addressed by trial. Only after that can the problems be identified and reacted to.

In the worst case, the complexity of the surrounding problems leads to a world that is perceived as **chaotic**. Such a world blazes like a forest fire. Perceiving causal relationships is difficult. In order to cope in this kind of world, it is necessary to focus on putting out fires and reacting. In a chaotic world, problems are solved through action by identifying and responding to them.

At the end of the game: questions to support the summary discussion

- How do you feel now, after the game? Do you share an understanding, direction and means to achieve the change or is there still something that you should discuss together?
- Which dimension of change did you agree on the most? Which dimension was the most disagreeable in your thoughts and the way you put them into words?
- Thinking about your change, did you learn something new about how the other players' think about it?
- And did you learn something new about what you think yourself?
- In order to achieve the desired change, how should you now proceed?
- What is each of you prepared to do for the change?
- Can you summarise and crystallise the outcome of your game together?