

Training for school board trainers

Processes of **Diagnosis**

1.08

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7 Processes of change

Processes of Diagnosis

Future-design Processes

Psycho-social Processes

Information Processes

Learning Processes

Implementation Processes

Managing of Change Processes



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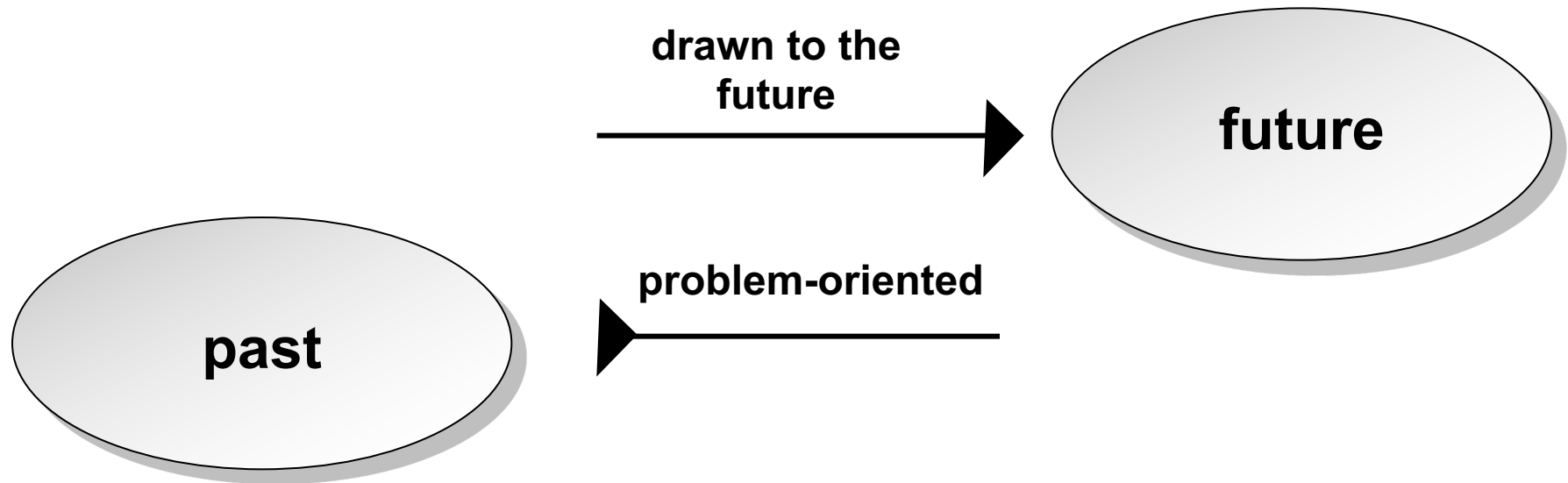


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Qualities of change processes

**problem-driven
Changemanagement**

**Future-oriented change
management**



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From data collection to diagnosis

- **data collection**

- Describe objectively, if possible without evaluations/interpretations
- Potential: What are we proud of?
- Problem inventory: Where does the shoe pinch?

- **organizational analysis**

- systematize data
- In-depth individual investigations
- Drawing up and testing hypotheses

- **organizational diagnosis**

- See/recognize system pattern
 - cycles of action
 - development stage
- Expose the underlying thought patterns

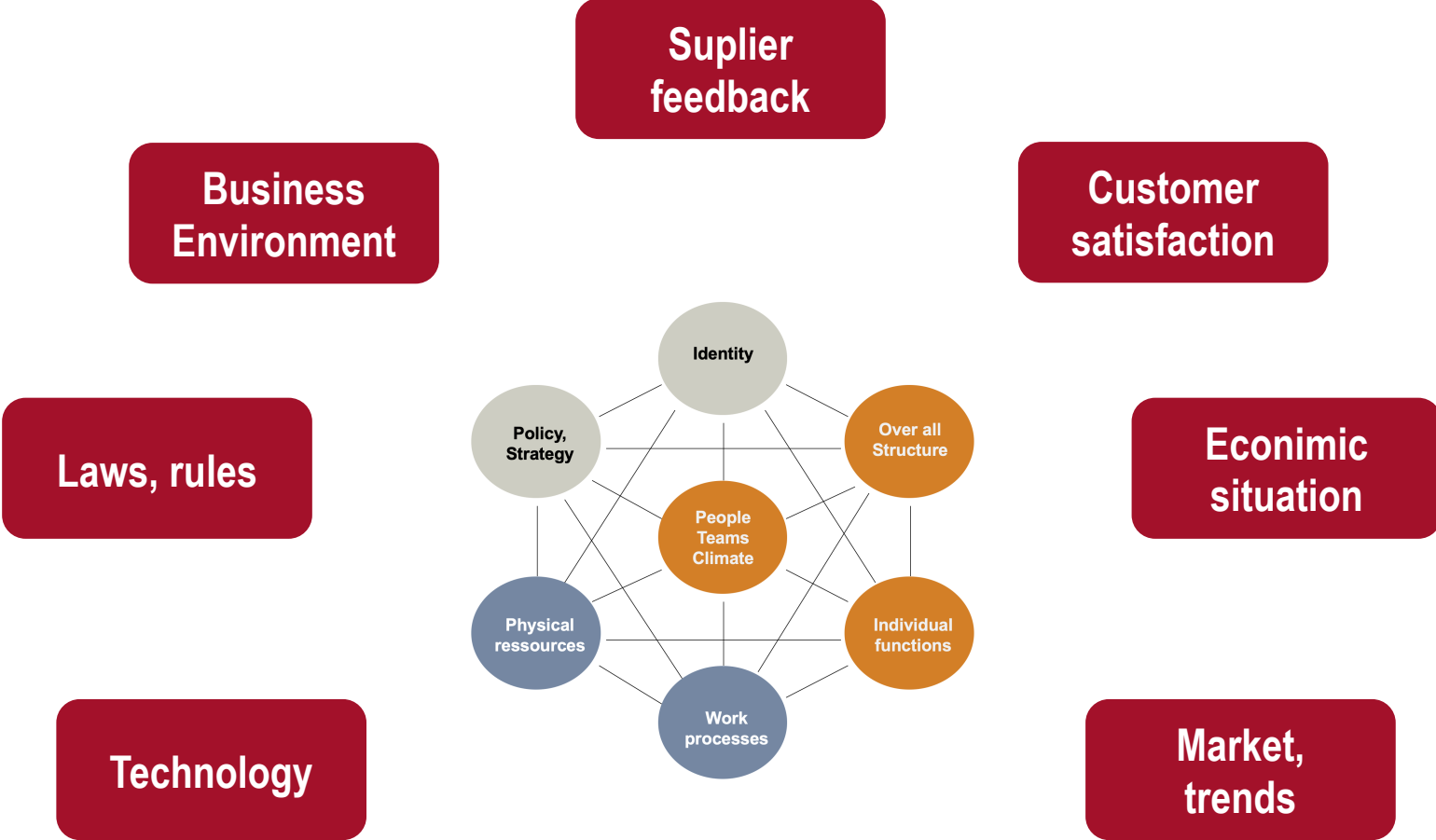


diagnostic processes

- Getting an overview of the whole organization as a living system:
 - 7 essential elements (inside and outside)
 - seams
 - stakeholders
- Diagnoses are already interventions, because people learn to see their reality differently and then partly act differently.
- As far as possible, self-diagnosis by those affected
- Iterative, i.e. alternating between diagnosis and clarification of the future
- Rational as well as creative, imaginative, artistic methods



Elements of an Organizational Diagnosis



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Relationship between diagnosis and target design

Danger too long, too intensive diagnosis:

- Discrepancy to target state becomes too large
- Increasing self-depreciation, pressure
- i.e. minimal self-esteem must be present
- (Safety under one foot!)

Danger of too intensive design work:

- raised dream images
- large short-term campaigns
- Actual situation is tabooed
- collapses like a house of cards

anxiety, fainting

hubris



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S P O T - Analysis

Satisfactions - Strengths

- What's going well?
- What can we count on?
- What satisfies us?
- What gives us energy?
- What are we proud of?
- What are our strengths?

Problem - Weaknesses

- What's difficult?
- Which disturbances hinder us?
- What's wrong with us?
- What's hard for us?
- Where are our vulnerable spots, self-referrals?

Opportunities - Opportunities

- What else are we capable of?
- What are the chances for the future?
- What can we use in our environment?
- What could we expand?

Threats - Dangers

- Where are the dangers and risks lurking in the future? What are the difficulties and traps facing us?
- What can happen to us? What undesirable developments do we fear?



The situation today

Satisfactions - Strengths

What's going well?
What can we count on? What satisfies us?
What gives us energy?
What are we proud of?
What are our strengths?

Problem - Weaknesses

What's difficult?
Which disturbances hinder us?
What's wrong with us?
What's hard for us?
Where are our vulnerable spots, self-referrals?

Needs for Action

What should change?
Where would we have to tackle?
Which specific Issues have special significance?
Which changes could really lead us to a step forward?

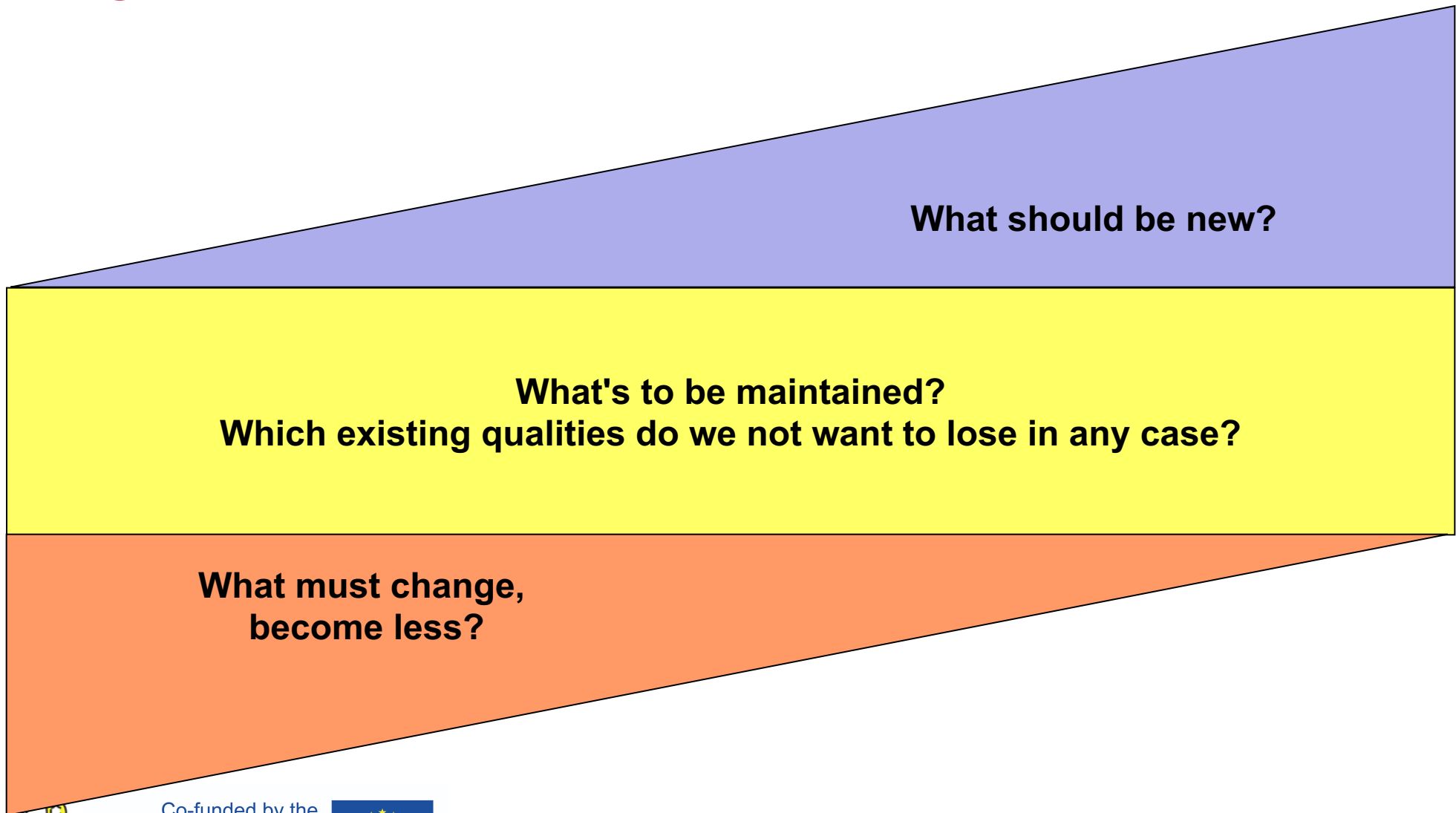


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change balance



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Diagnosis of the situation

Assignment

Function
Competences
Accountability

We as a group

Our values
Our common experience
Our impulses

Me as a person

My values
My inner experience
My impulses

The environment

Feedback, needs, messages, impulses from us



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U procedure (Friedrich Glasl)

What is now?

1. How do processes and work flows function?
Instruments, resources...
2. ... and how are functions, roles and management distributed?
3. According to which implicit/actual values, rules, does this happen?

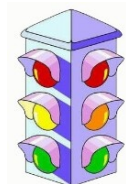
What do we want

7. How can processes be developed in future?
6. ... what does that mean for new functions and roles?
5. What values and guidelines do we want for the future?
4. Is this what we want?

Technical and
instrumental
sub-system

social
sub-system

cultural
sub-system



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Systemic Organizational Diagnosis

Recognizing patterns, identifying effective forces

1. A look at the big picture
metaphors
2. System description
Gather phenomena
Holistic models as a map
(7 Essential elements,
diagnostic dimensions, TCI triangle ...)
3. Weighing and deepening individual system elements
Identifying key elements and pivots
4. Work out systemic patterns
What happens again and again?
5. Effective forces, investigating networks
Identify dependencies



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The four rooms of change

Identify in each field the 5 most important moods that live in our area today

1
**Room of
security,**
Clarity,
contentment

2
**Room of
irritation,**
ambiguity,
insecurity

4
**Room of
future,**
necessary
next steps

3
**Room of
emotions,**
feelings,
needs

Please enter one by one
each of the rooms and write
down what you think is
important.

Take note of the already written
messages and confirm them
(exclamation mark) or relativize
them (question mark) from your
point of view.



Criteria for service quality

1. empathy to the person

Courtesy and attention to the individual personality

2. clarity of mind

Competence and expertise create solutions and credibility

3. Reliability in the process

to perform punctually and reliably what is promised

4. Speed of a solution offer

Willingness to provide immediate or rapid assistance

5. The organization's appearance

clear responsibilities, defined contact persons, appearance, image



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Delta Diagnosis: Service Quality

1. empathy to the person
Courtesy and attention to the individual personality 0...25...50...75...100%
2. clarity of mind
Competence and expertise create solutions and credibility 0...25...50...75...100%
3. Reliability in the process
to perform punctually and reliably what is promised 0...25...50...75...100%
4. Speed of a solution offer
Willingness to provide immediate or rapid assistance 0...25...50...75...100%
5. The organization's appearance
clear responsibilities, defined contact persons, appearance, image 0...25...50...75...100%



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Delta Diagnosis

	A	Satisfaction in %
1.	a	----- 0...25...50...75...100
2.	a	----- 0...25...50...75...100
3.	a	----- 0...25...50...75...100
4.	a	----- 0...25...50...75...100
5.	A	----- 0...25...50...75...100
6.	A	----- 0...25...50...75...100



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Delta Diagnosis

	Excerpts from the Corporate Guidelines	%
1.	We serve ourselves with the strategy of our market-oriented company. We know our customers and their needs and expectations. We maintain a sustainable dialogue with our customers. We treat our customers as partners.	0...25...50...75...100
2.	Our thoughts and actions are oriented towards goals and results We set ourselves ambitious goals. We keep agreed appointments. We make decisions promptly and implement measures in a target-oriented manner...	0...25...50...75...100
3.	We initiate and shape change for our success We continuously review our thinking and actions. We promote innovation and learn from each other. We make our knowledge available to others without reservation.	0...25...50...75...100
4.	We lead according to the situation - by promoting and demanding We trust our employees. We promote the individual skills of our employees through regular feedback processes. We recognise good performance.	0...25...50...75...100
5.	MITEINANDER is the basis of successful work We bring our strengths to the team. We're honest with each other. We take mistakes as an opportunity for improvement.	0...25...50...75...100
6.	Open information and communication create transparency and trust We provide information in good time and actively collect necessary information. We keep our promises bindingly. We seek dialogue.	0...25...50...75...100



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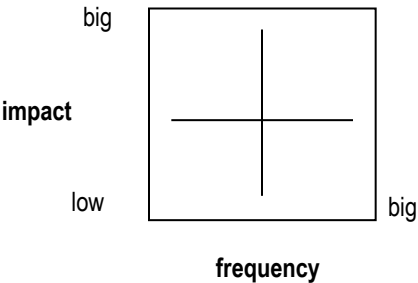


Prevent problems and errors

Which errors/problems have occurred during the last weeks/months?

Type of problem/error	Frequency	Effects
	(1 - 5)	(1 - 5)

error portfolio



Circle a problem

Describe the problem to be solved:

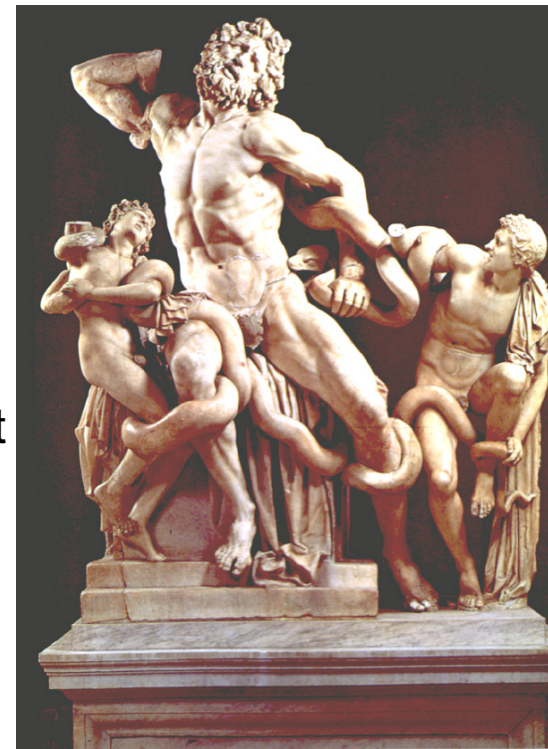
Under what circumstances ...	does this problem occur?	Doesn't the problem arise?



Two human sculptures

Before - After

- Please form groups
 - Determine the sculptor
 - Rapid exchange/agreement on a core message in terms of content
 - No or only a few simplest props
 - Spontaneous setting up of the members without a sculptor
 - sculptor corrects and is the last one to come along.
-
- In plenary: "Close your eyes", then line up
 - Stay frozen like a monument
 - Every eye movement already reduces the effect
 - "Eyes open" for up to 60 seconds, then "Close your eyes" resolution, then "eyes open."



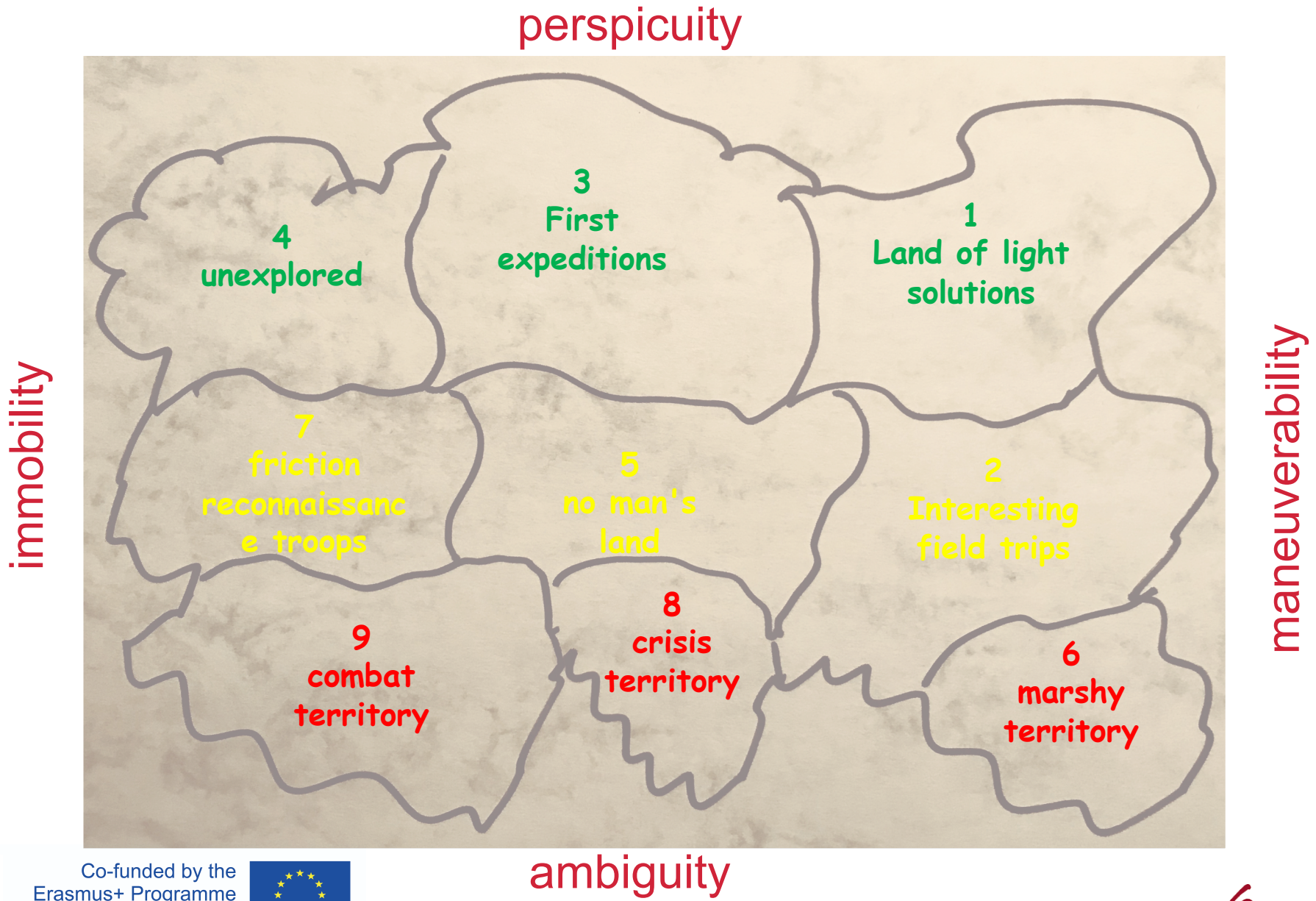
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Energetic Map



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What's your story?

Please sit together in the table groups
for 15 minutes and
select 2-3 concrete situations,

as **positive examples** and as **negative examples**.

of cooperation in the past that can be considered.

The situations are then to be told in the plenum.
A red one and a green one in exchange



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Looking ahead - How to continue

1

Why

are we going to do this?
(goal)

2

What for

does a process serve?
(benefit)

3

What

is the subject?
(content)

How

shall we proceed?
(milestones, steps)



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