

Newsletter Innovation Platform

Rhythmics of Organizational Change (I-RO)

April 2011

Introduction

The Innovation platform I-RO is a foundation of scientists, consultants, HR-Directors en IT-directors of national and international companies. This foundation examines the effects of rhythmic themes in organisational changes. To measure these effects a rhythmic instrument is developed which is used in pilots at companies like Shell, KLM, ING and TNO.

In this letter we'll inform you about the progress the innovation platform has made, the type of products and instruments we developed and the pilots we organised in 2009 and 2010. You also find some information about our cooperation with universities and Government organisations.

Goals of the innovationplatform

The name "rhythmics of organizational change" refers to the variation of activities in a change process. Organizational changes take place in time and can be described and criticized with five characteristics of rhythmics; namely emphasis, intonation, pace, period, and repetition. More information about these characteristics you'll find in the factsheet and case book on our website.

In 2009 and 2010 we organised four meetings with the members of the platform. Goal of these meetings was to exchange information and experiences about possible effects of the rhythmic themes on the success of organisational changes in different organisations. This information is used not only to write white papers but is also used for further research on these themes. To obtain more information about the effects of the rhythmic themes on the process of organisational changes, a survey is developed by the innovation platform. The purpose of this survey is to find out if rhythmic patterns for organisational changes are recognisable for organisations.



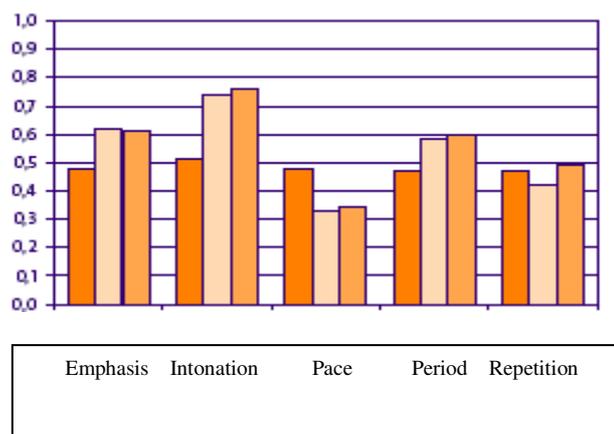
White papers

Based on meetings with the members of the Innovation Platform, four white papers have been published. In the first white paper the objectives and intended outcomes of the Innovation Platform are discussed, as well as the participants. Besides, theorems concerning the five characteristics of rhythmics formed the basis for a challenging discussion among the participants. In white paper 2, a debate concerning pace and intonation resulted in some interesting conclusions like: 'accelerating the change process is possible by involving the employees' and 'change is experienced by employees as an disruption to work'. Next, the results of a prior conducted Quick Scan Organizational Rhythmics in multiple organizations was discussed. In white paper 3, the survey 'small scale organizational change' was elaborated on by using a case at the UWV. In white paper 4, the first results of the survey were discussed as well as a workshop concerning emotions of organizational change. In conclusion, although the white papers all have another foci, organizational rhythmic is the overarching theme and all the white papers can be found at the website.

Survey Small-scale organizational changes

As earlier mentioned a survey (based on the model of organizational rhythmicity) is developed, to examine the effect of the rhythmic characteristics on organizational change processes. In this survey no attention is paid to the content of the change process, solely attention is paid to the rhythmic aspects of the change process compared to the rhythm of change of the organization. The results of the survey of small-scale organizational change are published in a case book (see website). In this book organizations and its advisors could also find some rhythmic interventions usable to adjust rhythmic of organizational changes.

The figure shows the average scores of the nine organizations for the characteristics of rhythmicity. In three colors is shown the characteristics of rhythmicity for the organizations in general, the characteristics of rhythmicity for the first measurement and the characteristics of rhythmicity for the final measurement. The research has shown that rhythmicity of organizational change is important for successful results of organizational change.



(International) Congresses

In June 2010, Joop Kielema and Truus Poels gave a presentation at the ICOH-WOPS in Amsterdam, which is a scientific congress about psychosocial factors and health at work.

Furthermore, on 13 October 2011 Truus Poels gave a presentation and workshop on the HR Directors summit in Prague. During the workshop, the participants were challenged to discuss multiple theorems concerning organizational rhythmicity. Some interesting results were that almost all participants disagree with the theorem that employees get enough time to adjust to new situations and that pressure from the external environment lead to a faster pace of changing.

Lastly, on April 6th 2011 Joop Kielema and Truus Poels gave a presentation at the National E-Learning Congress about social media and the effect to organizational rhythmicity.

Website and activities 2010

A lot of information about the Innovation platform can be found on our website (<http://www.organizationalrhythmicity.com/>). In the near future more information about the innovation platform, her members, the white papers and results of the survey will be published. You also will find some information about the cooperating partners and other research fellows of the innovation platform; like the university of Amsterdam and Utrecht, and international companies. For more information concerning the topic of organizational rhythmicity and the innovation platform send an e-mail to info@organisatieritmiek.nl