

Three dimensions of change



Think about the quality of institutional relationships is a key strategic factor, because the quality of perceptions defines many attitudes and decisions in different stakeholders. The quality of links affects the living conditions of the activity of a company or organization. In this framework, we have designed a model of change based on a systemic approach of the transparency, the competitiveness and the growth integrating three dimensions of development. This model of change (applied both to companies and organizations) is based on the following equation:

$$\text{OUTCOMES} + \text{INTEGRATION} + \text{IMAGE}$$

This formula represents the three dimensions of development. In this way, an organization can grow (achieve the expected results), keeping in mind the context without affecting the external relations or force the corporate culture to reach the levels of desired results.

In recent decades, changes in the context widened the gap of instability and unpredictability in the decisions landscape. The competitiveness is related to corporate ability to respond the social, political, economic; technological challenges that influences in the daily life of a business.

Precisely, the "unethical", "corruption", "financial maneuvers" (among other events) are symptoms, not the causes of a corporate structure who tries to keep by the force certain conditions for their benefit exclusive. The symptoms are visible aspects of a structure that can't sustain its competitiveness in another way, can't hold the dynamics of interaction and force the context to accommodate their movements to their poor management capabilities.

The model of responsible competitiveness

Hold the image of the future, in the present instability, provides resources to generate development opportunities while expand growth alternatives. The fear of the future appears when the purpose of a human group has been emptied of meaning. When we confuse "the future" with the calendar, we run wild without direction. The present is distorted because we have separated our liability (personal, group, collective) of participation in everyday life. This alignment transforms us (many times) into functional elements to structural dysfunctional system in which we participate.

Therefore, recover the future is fundamental to sustain growth beyond financial parameters. Transform to compete in this context means preparing for "living in motion." It is a challenge because it invests the logic of "balance" which is the classical view of organizational design. The extrapolation of the concept of "break even" to a "cultural equilibrium" generates a cognitive lethargy with emotional and behavioral consequences too risky in front the context changes.

We sustain the development of corporate change in three dimensions of responsibility:

- **ECONOMIC RESPONSIBILITY:** relates to the ability of an organization to create development alternatives based on a collective purpose. It is the responsibility of the OUTCOMES and

sustainability of the project. This refers to compliance of corporate goals and performance in business management.

- CULTURAL RESPONSIBILITY: relates to the ability to create opportunities for personal development within an institutional framework or social integration. It is the responsibility of INTEGRATION through conditions of development for those involved in the project or those working in the organization.
- POLITICAL RESPONSIBILITY: relates to the ability to create favorable conditions for social integration and development for the common welfare in society in which an organization operates. It is the responsibility of the IMAGE and social political impact of the activities or project development.

Design the change

The model is materialized in a management board. The core of the board is the "purpose" of change which provides the framework of the transformation process. This "concept" is displayed in specific goals in each of the axes (OUTCOME + CULTURAL + IMAGE) with intervention programs that contain the action groups. The process can be organized in five steps:

1. DEFINITION OF STRATEGIC CHANGE: the design of the concept which defines the meaning of the process and establishes an important image of the transformation. It is the ideological base that makes the sense of the new structure.
2. DEFINITION OF THE GOALS OF IMPLEMENTATION: the realization of the strategic concept into operational objectives in three lines of action:
 - a. OUTCOMES FACTORS: they are objectives of business or activity that must be developed to support operationally, this direction of change.

- b. INTEGRATION FACTORS: they are objectives of culture and identity, which are needed to support the participation and motivation of people in the process.
 - c. IMAGE FACTORS: they are objectives of political projection, which are needed to maintain a strategic leadership in the context.
3. DEFINITION OF EXECUTIVE PROGRAMS: the frame that contains the specific actions of intervention. The number of programs depends on the magnitude and complexity of the unit and the complexity of the process to develop. There is no a predetermined number of programs. The important thing is to consider each program as a container for actions homogeneous in terms of their objectives, scope and areas of intervention.
 4. DESIGN OF ACTIONS: they are specific interventions with specific goals and impact indicators that can maintain and manage the change process (in the three areas: business, cultural and political) according to the objectives.
 5. EVALUATION: the articulation of the results of management indicators in the decisions of continuous improvement.

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