


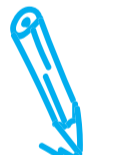
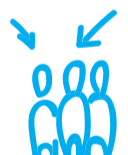


# Enhancing Change in Creative Sessions at LEF Future Center

Change can be defined as deliberate activities that move an organisation from its present state to a desired future state (Harigopal, 2016). A form of facilitating change is to organise a creative session, which is a group process of applied creativity with the ultimate goal to create a product. The product is the desired future state of a creative session and does not have to be tangible. Most importantly, the product has to be further developed or implemented after the creative session in order to achieve a successful process of change.

LEF Future Center facilitates breakthroughs by organising creative sessions for the Dutch Public Works and Water Management (Rijkswaterstaat). LEF is the context of the research and the aim is to enhance change in their creative sessions. The scope of the research is set on creative sessions of which the problem owner desires an outcome that requires implementation into the associated organisation.

## OPPORTUNITIES FOR CHANGE

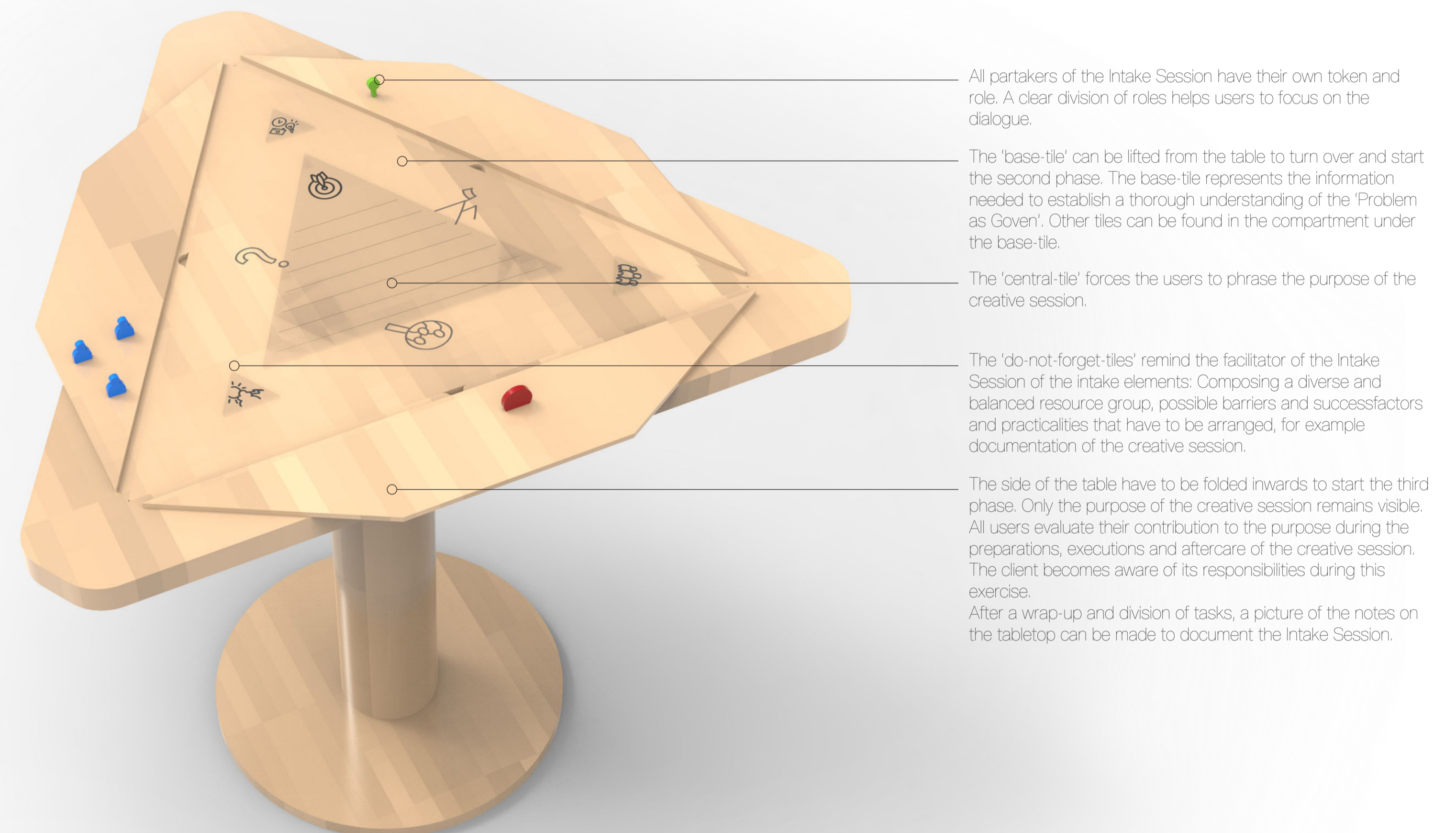
Research revealed five opportunities for change. These opportunities are a results from a comparison between organisational change management (Stouten et al., 2018), iCPS and observations at LEF

-  Establish thorough understanding of the 'Problem as Given'
-  Define and phrase the purpose of the creative session
-  Compose a diverse and balanced resource group
-  Ensure documentation of the creative session
-  Inform the client on its responsibilities as a leader of change

## The Intake Session

The design incorporates all opportunities for change. The **Intake Session** is a combination of context specific table and clear instructions, which supports all partakers to fulfil the meeting in three phases.

The first phase is introductory. The second phase critically identifies the purpose and reason of the LEF-session. Hereby the users give shape to the LEF-session together. The tangible aspects of the table, remind the partakers of all intake elements. During the third phase of the Intake Session, all partakers will evaluate what is in their power to reach the goal of the session and wrap-up with a picture of all that has been written on the writable tabletop.



Stouten, J., Rousseau, D. M., & De Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals*, 12(2), 752-788.

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**Enhancing Change in Creative Sessions at LEF Future Center**  
July 4th, 2019  
Design for Interaction

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