## 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



Design for Interaction

Inform the client on its responsibilities as a leader of change

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

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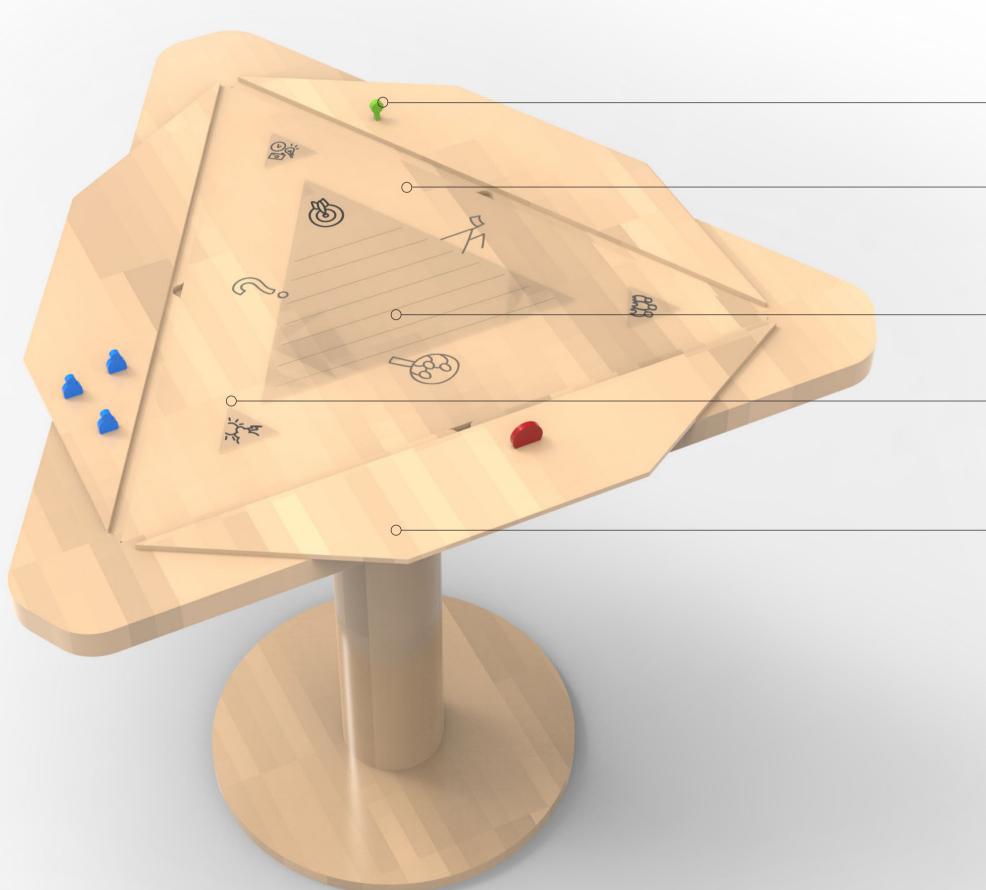
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## The Intake Session

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.



All partakers of the Intake Session have their own token and role. A clear division of roles helps users to focus on the dialogue.

The 'base-tile' can be lifted from the table to turn over and start the second phase. The base-tile represents the information needed to establish a thorough understanding of the 'Problem as Goven'. Other tiles can be found in the compartment under the base-tile.

The 'central-tile' forces the users to phrase the purpose of the creative session.

The 'do-not-forget-tiles' remind the facilitator of the Intake Session of the intake elements: Composing a diverse and balanced resource group, possible barriers and successfactors and practicalities that have to be arranged, for example documentation of the creative session.

The side of the table have to be folded inwards to start the third phase. Only the purpose of the creative session remains visible. All users evaluate their contribution to the purpose during the preparations, executions and aftercare of the creative session. The client becomes aware of its responsibilities during this exercise.

After a wrap-up and division of tasks, a picture of the notes on the tabletop can be made to document the Intake Session.

