Discovering Desire toolkit

Unlocking organizational potential by addressing readiness for change through creativity techniques

70% *of change initiatives fail to achieve their objectives*

This project argues that the error is not caused by the mismatch between an organizational culture and proposed strategy (Kerber & Buono, 2005), but is rooted in setting ill-fitting goals for the planned changes. Dutch consultancy firm Peak4 helps companies implement planned change. Inspired by the statistic and Peak4's need for standardization, this project was set up. This project aims to:

... explore how creativity techniques can be used to increase the impact of the Peak4 programs by analyzing the client's needs, values and expectations with a more standardized approach.

A bold approach to building a deep connection from the start of the Peak4 process

Defining a problem and goals that are fitting to the requires a deep understanding on the case. This requires an appropriate level of trust and only works without resistance from involved parties. To remove this resistance, the readiness for change should be targeted. Creativity techniques can be used to target this readiness for change, acquire insights into the situation, and explore different perspectives within the client's organization in a fun and connecting way (De Bono, 1993).

Implementing a creative approach to the Peak4 sales phase of the process allows Peak4 to make a bold and innovative move. It emphasizes their focus on true connections and initiates an iterative approach from the start of the process.


Spark confidence and excitement towards change

Introduce a standardized and iterative process

Build a basis of mutual understanding

The toolkit

For the Peak4 consultant, the Discovering Desire toolkit offers a sales interaction that allows them to co-create a clear project brief with a potential client in a challenging but supportive way, while making the client feel inspired and empowered to change through tasting what a Peak4 partnership could be like.

To fit Peak4's experimental nature, the Discovering Desire blueprint was designed. This highlights all important stages and goals essential to make the right impact. Incorporating all stages ensures the consultant to address all five readiness for change beliefs. With the Discovering Desire toolkit blueprint, all Peak4 consultants can put their own twist to their client's session.
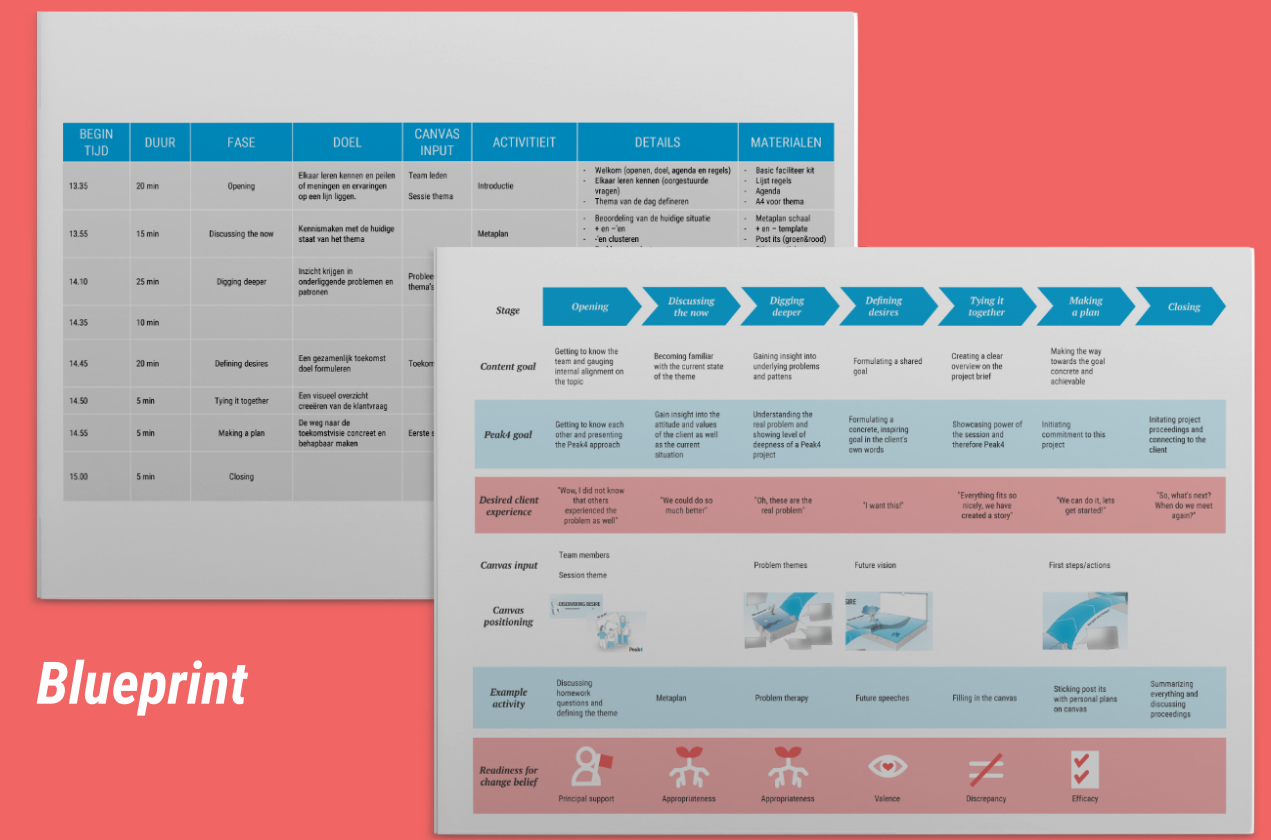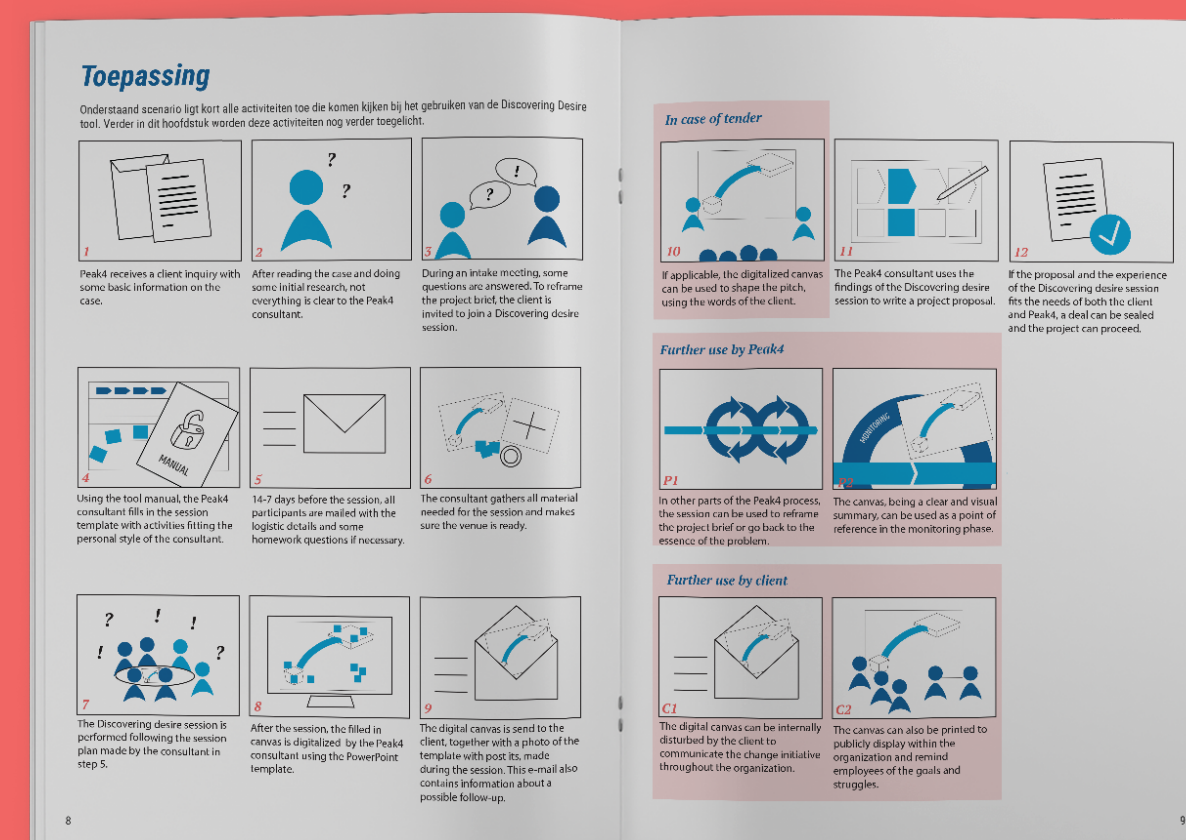
Templates
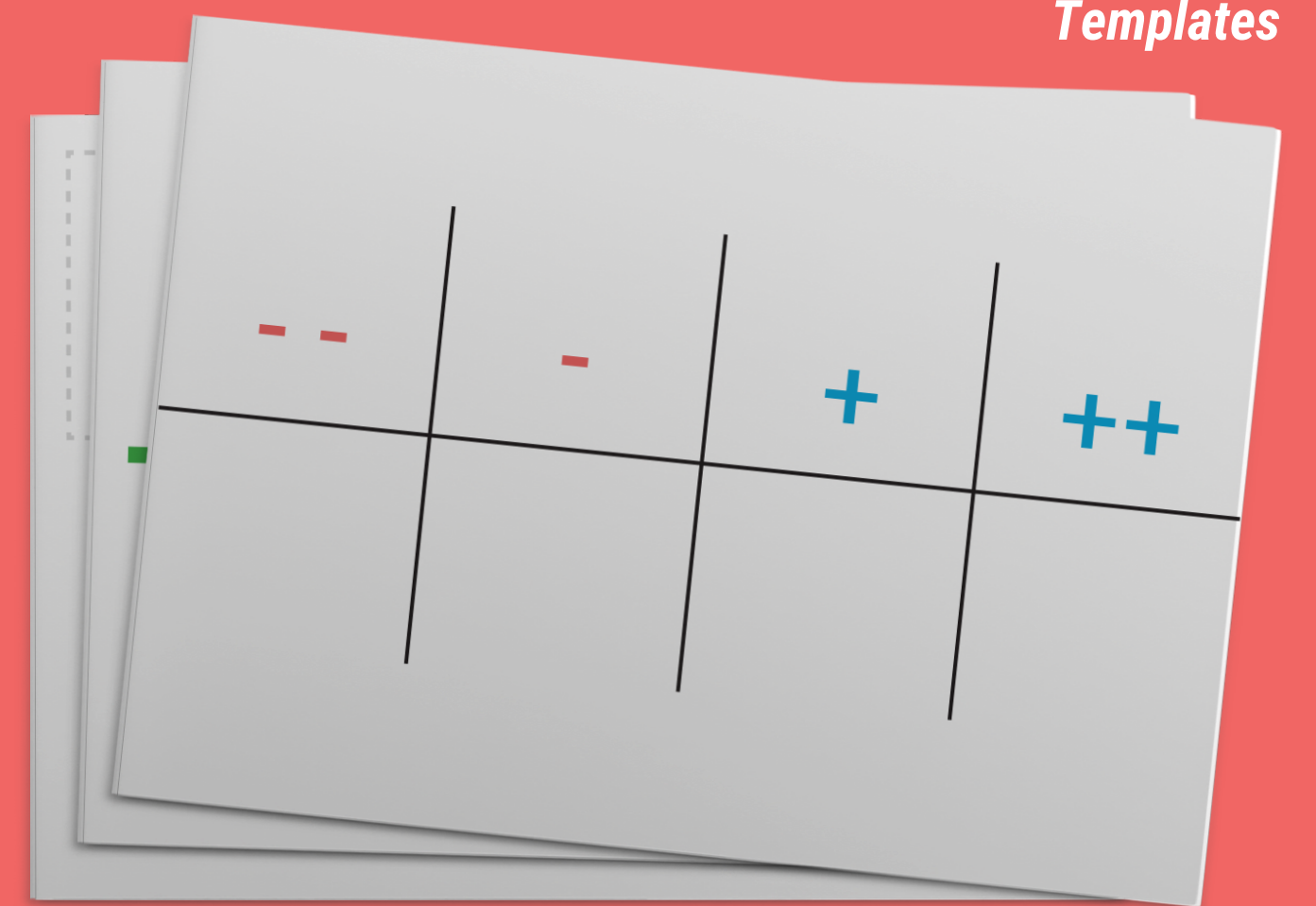
Canvas
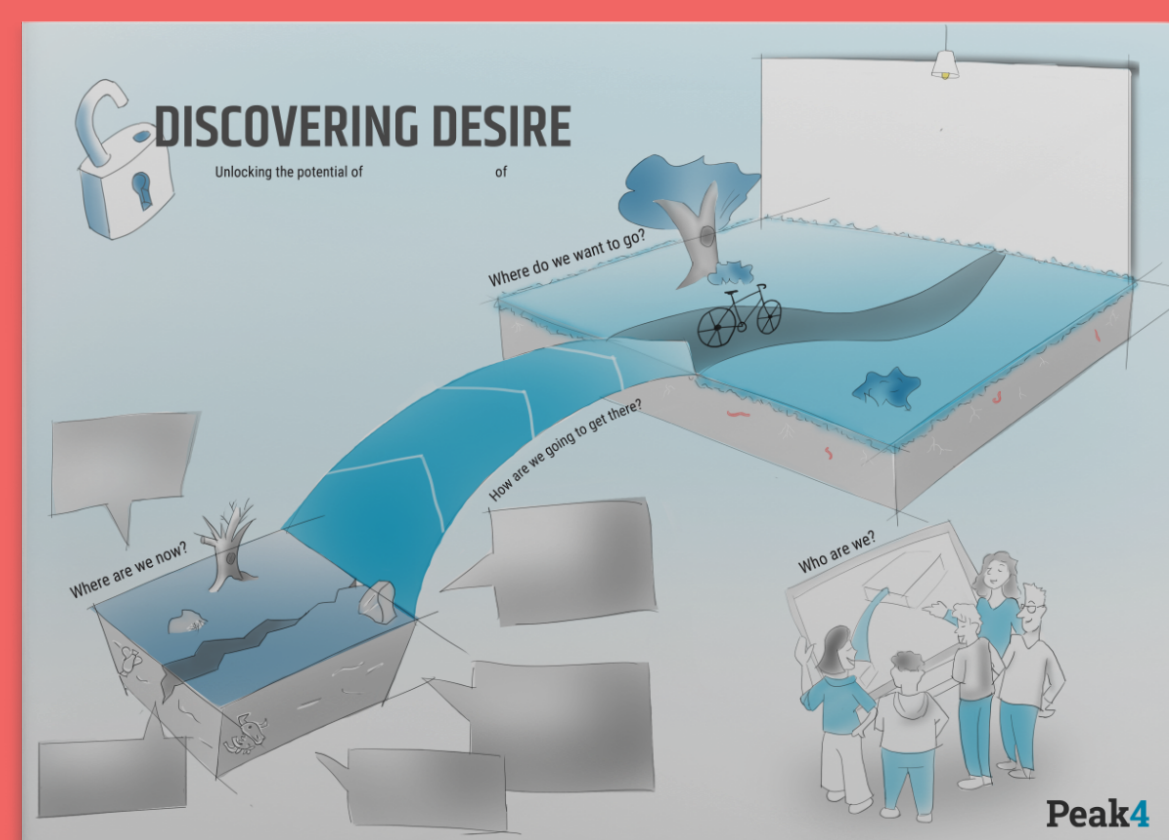
Facilitator manual

Blueprint

Lieke Schneijdenberg
Unlocking organizational potential by addressing readiness for change through creativity techniques
13-07-2022
Msc. Strategic Product Design

Committee

Prof. Dr. H.M.J.J. Snelders (Dirk)
Ir. K.G. Heijne (Katrina)
J. Moolenaar (Jan)

Company   Peak4

TUDelft

Faculty of Industrial Design Engineering

Delft University of Technology