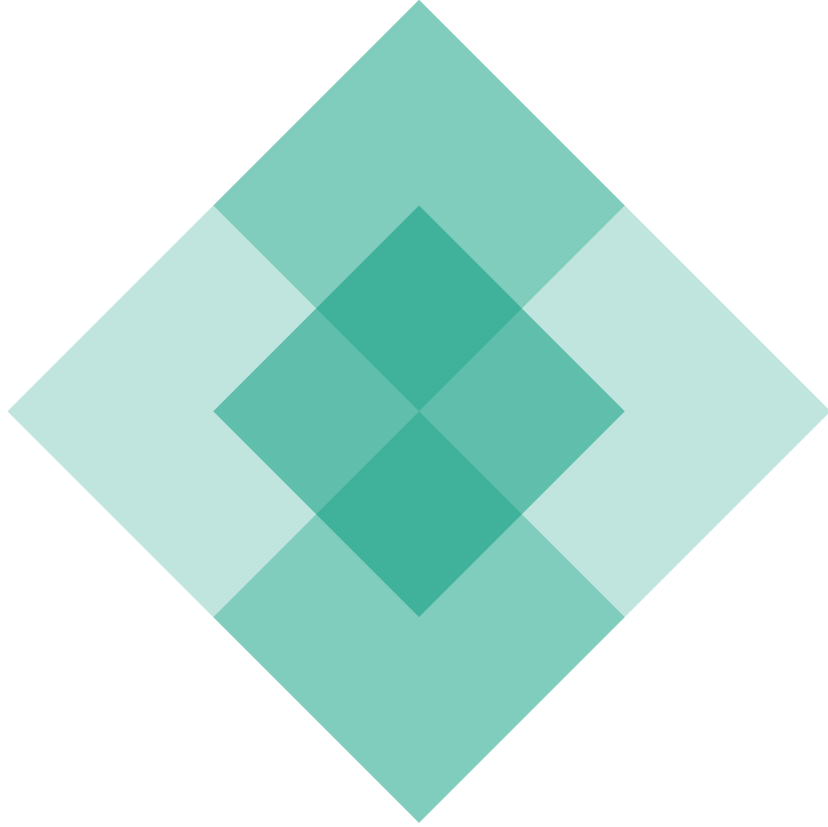




Change Quadrants





It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change.

CLARENCE DARROW

What's it all about?

The change quadrants model (ten Have et al., 2003) is a framework for helping you to take account of the culture of your business during a change process. The idea behind the model is that your approach to a particular change or initiative will depend on the nature of your organisation, whether it is warm or cold and whether the change is warm or cold.

A cold organisation is one that has a command and control approach, systems, procedures and structures which drive the direction of the organisation to ensure it achieves its goals. A warm organisation operates on the basis of shared values; it is reliant on a shared commitment to the direction of the business.

A cold change is based on a clearly identifiable situation or crisis such as a drop in revenue, downturn in customers or audiences, or near insolvency. A warm change, however, is generally internally driven by personal and professional ambitions and aspirations.

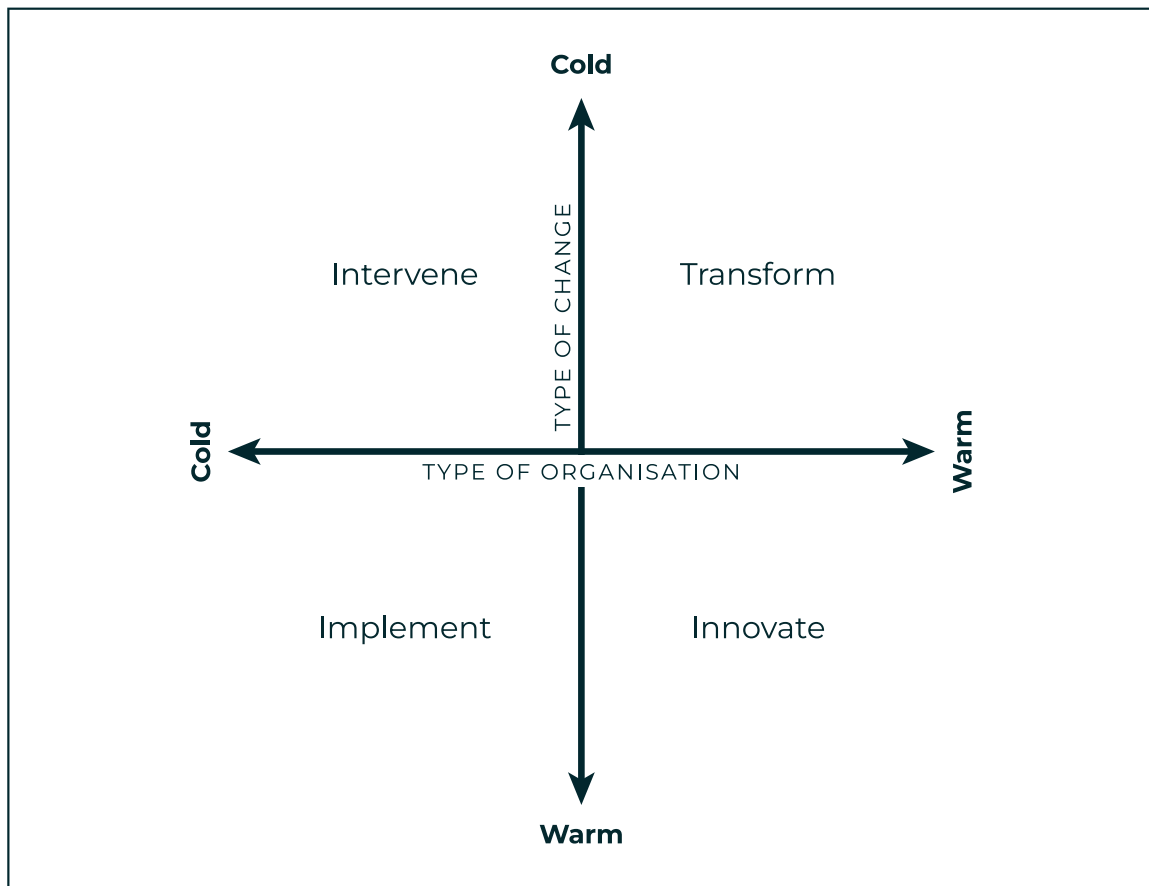
What's it for?

Thinking about change in terms of organisational culture encourages you to take account of the kind of organisation you are running. In doing so you can look at the types of change initiative that are most likely to be effective. You can also use it as a mechanism following a change project to understand what worked and why or, conversely, why you encountered some of the challenges you did.

Based on your assessment of the temperature of your organisation and the change, there are four possible strategies:

1. Intervene: change systems to respond to a clear, identifiable problem or issue

2. Transform: change direction of commitment in response to an identifiable issue
3. Innovate: change focus of commitment in response to a possible opportunity
4. Implement: change systems and procedures in response to a possible opportunity



Using the tool

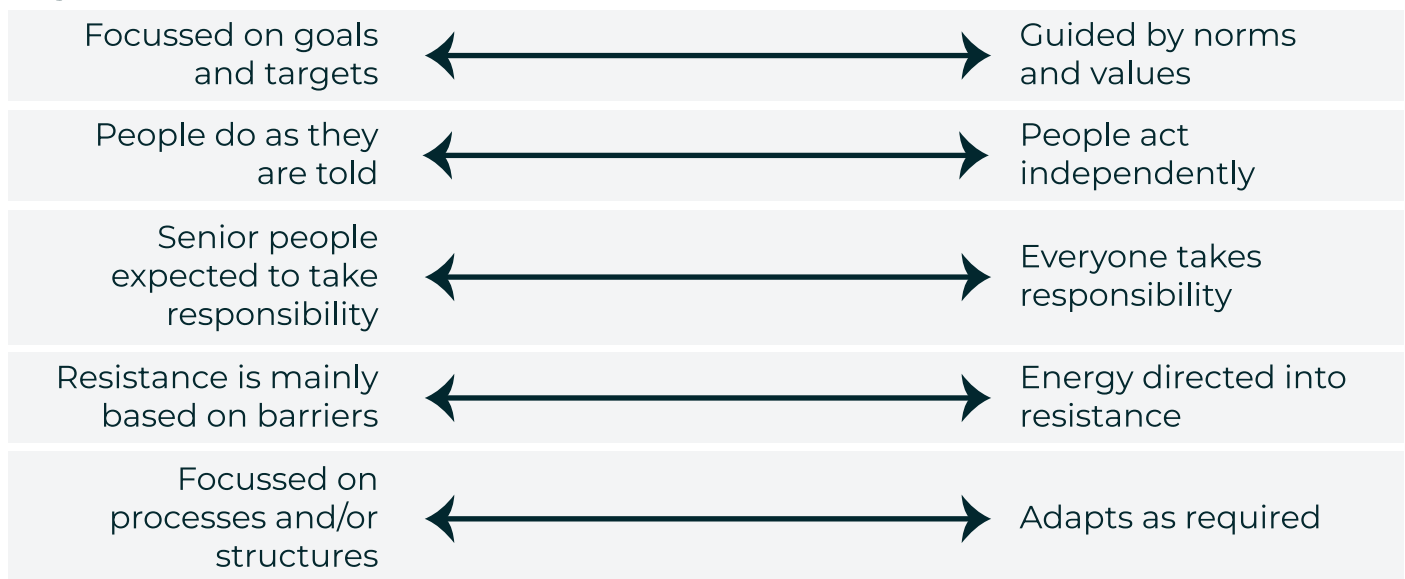
To consider your business in relation to the change quadrants, complete the following steps:

1. Consider the scales over the page and mark on the line (as honestly as possible) where you would place your organisation and the change you are considering
2. If your scores are mainly to the right, you are considering a warm change and a warm organisational culture. If your scores are mainly to the left, it will be a cold change and a cold culture
3. If your scores are on different sides for change and organisation, you are thinking about a change that may not sit comfortably with the way your organisation works. It might be worth rethinking your change strategy

Change



Organisation



In the light of the above, consider which form of change strategy you are adopting and how it will be implemented.

What's Next?

Think about a change initiative you have experienced. Would you say it was a warm or cold change? How well did it work for the business? What did it feel like for you? Looking back what would you do differently?

Quick tips

- A cold change is easier to plan and communicate than a warm one
- Many organisations believe they are warmer than they actually are. Be honest in your assessment of how your organisation works
- You might want to consider the possibility of warming up or cooling down, depending on the nature of the change
- The warm and cold metaphors are not value judgements: they are a mechanism for thinking about change in relation to your organisation. They both have a value and will depend in part on the wider

References

ten Have, S., ten Have, W., Stevens, F., & van der Elst, M. (2003). Key Management Models. London: Prentice Hall.



Alchemy was founded to help people navigate change.
We are passionate about organisational learning and
supporting people to understand change in action.



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I ought to go from here?
That depends a good deal on
WHERE
you want to get to.

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