

# Drawing your Way through Change Management: Implementing Visual Interventions for Acceleration

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## Abstract

Change is a continuous process and bringing change is never easy. When bringing a change, which could be on the principle of Lewin's Change Model, it is important for the change management personnel of the company to make sure that the change sought is well communicated, accepted by all the stake holders to put together their Head, Heart and Hands into it, implemented effectively and in the shortest span of time. The challenge is whether only verbal communication will suffice and the teams will be able to create a visual of the scenario or if the teams are provided a visual process like visual facilitation which helps in creation of the visual expected. This study explores implanting such visual interventions as feedback loops of Vickery's Model of Information Transfer to create a 'Triple Glow' of the information for the acceleration of the change. Outcome of the interventions has been positive and could be added at any stage of the process even if the resources are minimal.

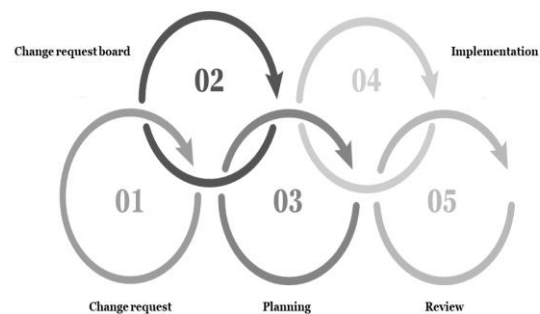
**Keywords**— Change Management, Visuals, Information Transfer, Lewin's Change Model

## I. INTRODUCTION

Change Management broadly consists of goals, processes or technologies of an organization which are under any kind of transition, transformation or change as such. The aim of bringing a change in an organization by any kinds of means and methods is with the sole purpose of making a tangible and visible difference for betterment on continuous basis in well-orchestrated way as said by Zorn et. Al. [1]. In this paper, we use the term visual works to designate all the graphic means used to represent transitions, changes or transformations of the organizations.

Change leaders and management team make strategies ensuring involvement of the employees at every step of the problem being addressed by means of visual management. Necessity to introduce visual management of the change process is with the sole purpose of enhancing the potential of the dynamic process.

However, this introduction of visual management is done on episodic basis as per the need of the change process [2] (Fig. 1).



*Fig. 1 Change Management Process*

## II. BRINGING CHANGE THROUGH VISUAL MANAGEMENT

Every organization keeps on exploring its growth potentials whether through market places locally or globally. Different possibilities are explored for this purpose whether through introduction of new products or services.

Employees' participation at every such stage of the change could be ensured if the communication and information transfer makes use of text and visuals both. The purpose of figures and symbols in the information is to make it more accurate and easy to understand. Visual management is here defined in a broad sense including images (photos, paintings, videos etc.) and models (built environment and people); how people act and consider visuals is different for the everyone across the culture.

Various new tools like Design Thinking, Theory U, Story Boarding, etc. have good amount of visual component to increase people interest in the process as linguistic component may not be sufficient [3]. The reason for introduction of the visual component is for the better understanding of the change process and communication between employees and change leaders. The visual component in these processes is usually hand drawn which increases the participants involvement many folds. Due to active participation attendees are able to understand the future scenario, shared goal. Being dynamic in nature with minimal resource dependence attendees are able to create a big picture which is visible to everyone and co-create in nature [4].

A scale of any organization in today's environment is mostly global and requires adoption by employees across various cultures. Visuals (symbols and figures) are mostly universal in nature and can easily permeate through cultural barriers. Hence, probability of adoption of a change by co-workers can be increased with visual management [5].

As explained how visuals can be an effective tool of communication in explaining and bringing the desired change. In following paragraphs it will be discussed how visual works (interventions) can be incorporated to effectively implement the change management study. Also, it will be discussed how coworkers could be prepared for active participation through visual co-creation.

### III.LEWIN'S CHANGE MODEL

Kurt Lewin in the year 1947 introduced Lewin's Change Model which has three phases for any change to be introduced. The first phase of the model is "unfreezing" the current process; analyze what kind of improvements can be made for the effective change. Once established, coworkers go through the process of transition which is known as "changing". Feedback loops are put into action so that "changing" process is fine-tuned and acceptable by the coworkers. Analysis of this fine-tuned process on acceptance take us to the stage of "refreezing" where process can be put into action [6] (Fig 2).



**Fig. 2 Lewin's Change Model**

However, neither all changes can be incorporated in a single instance nor all changes worked out can be perfect in nature. Hence, Lewin's model suggests a timeline while introducing a change which has to be incremental and tangible. This is because all the coworkers will show complexity in learning and applying the developed process.

Another iterative process PDCA (Plan, Do, Check, Act) which is in practice tries to address the rigidity through different stages of its approach which are as follows:

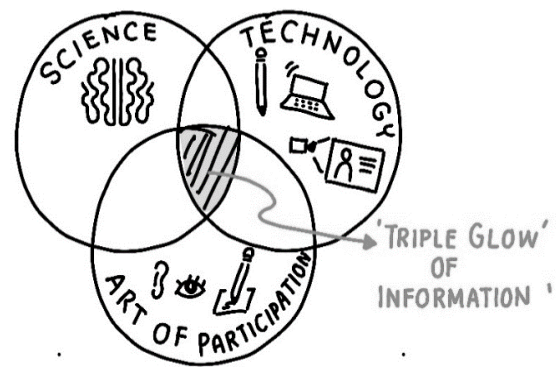
- **Plan:** This is the first step of the process where the problem is analyzed and how to implement the change is planned
- **Do:** This is the step where we bring the change in action
- **Check:** In this step we can take the feedback from the participants and bring changes in the course of action
- **Act:** Revised step is put into practice for testing and implementation.

PDCA when taken into visual context allows the group to visualize a problem e.g. a journey from Point A to Point B can be drawn as a path.

There could be speed breakers on that path indicating the ups and downs which could be encountered during the journey. And if this path is being drawn co creatively by the coworkers, opinions of all and probable solutions to those speed breakers can be incorporated to make the journey comfortable and acceptable.

#### IV. VICKERY'S MODEL OF INFORMATION TRANSFER

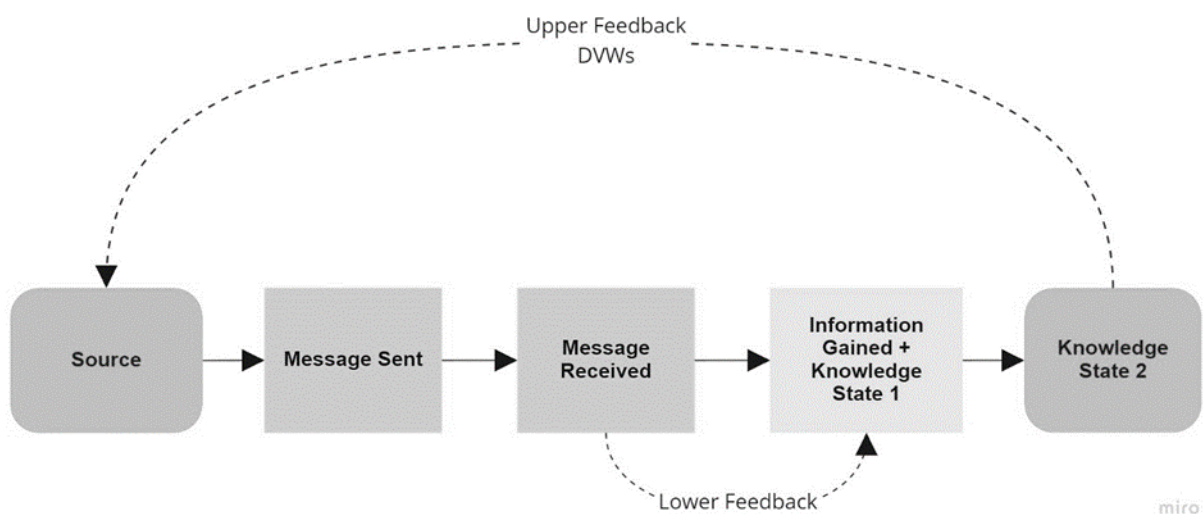
Last two years of pandemic Covid 19 totally changed the medium of information transfer. If we look from the context of Vickery's Model of Information Transfer where one component is the mind and its science which says that if we use both sides of our brain i.e. one with verbal repository and the other one with visual repository, information becomes easy to process. Ease of processing of information is appreciated by every individual involved. Another component of the model is technology whose application took new direction overnight in this scenario. Work From Home (WFH), Online Learning became new buzz words, technology played the pivotal role in continuity of the communication. The biggest change was in the third component where interpersonal exchange of dialogue moved from physical world to virtual world [7]. Change leaders became visual leaders and made sure that the 'Triple Glow' of information transfer doesn't diminish. Visual Interventions (Works) played important role in enhancing the luminescence of information transfer (Fig. 3).



**Fig. 3 Venn Diagram of 'Triple Glow' of Information Work**

Visual Interventions (Works) like Miro, Mural and JamBoard etc. were put in practice in the most innovative way ensuring virtual participation of attendees during the information exchange. In no short time, authors and receivers adapted to the new virtual world where information transfer transcended to new heights as physical barriers were no more in place. Everyone had more time for processing of the information as no one had to get ready and physically move from one place to another for information exchange.

Vickery's Model states that if information is only in verbal form, interpretation of that can vary from person to person even though an established process is used for this purpose. One need to work out the modalities to remove the interpretation variations, this is the point where visual interventions play the critical role of accelerator in information transfer.



**Fig. 4 Vickery's Model of Information Transfer**

In case of information transfer, the most important component is to understand who the receivers are and how author can modulate it so that there are no disparities felt by anyone. Author can also explore the upper loop of Vickery's Model of Information Transfer where visual intervention can be incorporated supplementing the text for enhancing the flow of the information. These interventions can be collaborative in nature for more active participation of the receivers e.g. incorporation of a quiz or a survey, or asking for putting a sticky note from the participant to let every voice in change management (Fig. 4).

In view of the above, a visual intervention (work) even if it can make a very tangible difference in dissemination of the information, it must be encouraged and incorporated in the feedback loops. Science, technology and art of participation must be considered during such interventions.

New Visual Interventions being introduced for this impact in knowledge/information transfer are visual storytelling, graphic recording or live scribing, story boarding, design thinking or generative scribing. These interventions are interactive in nature and enhance attendees recall and retention of the information being put forward.

Though these are interventions ask for breaking the mold of conventional information transfer and introduction of the catalyst (e.g. graphic recorder) to encourage attendees to be more participative and responsive. Also some of these visual interventions (works) explore visual spatial intelligence and bodily-kinesthetic intelligence which are dormant in linguistic and logical mathematical intelligence.

## V. CONCLUSIONS

Each model of information transfer has scope for interventions which could be visual in nature for removing the disparities in information. A new set of such visual interventions have evolved rapidly with technology and new working environment giving opportunity to explore critical thinking and creativity traits of all the individuals involved in the change. As with any change,

these interventions will take time to become a habit but must be explored in good earnest. In future scope of the study, designing the right environment for acceleration of these interventions must be explored. Ultimate goal of designing of these interventions should be to create open mind, open will and open heart to let the change happen [8].

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