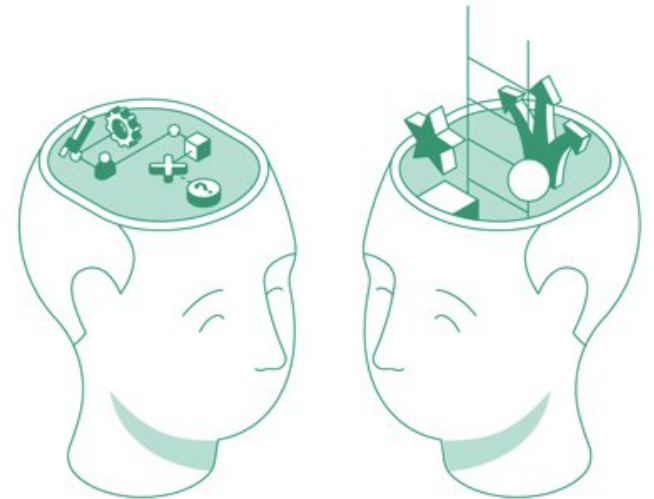


HI-TECH.
HI-
TOUCH.

Welcome to HI-TECH – HI-TOUCH

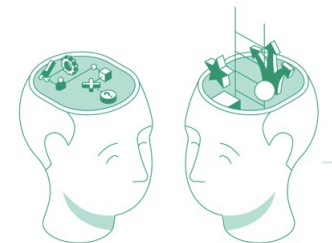


THE ARCHITECTURE OF UNDERSTANDING

“

**The quality of the dialogue
shapes
the quality of the future**

”

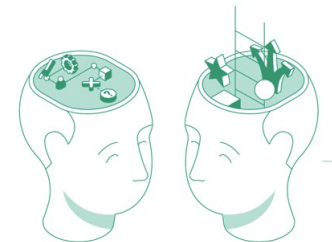


“

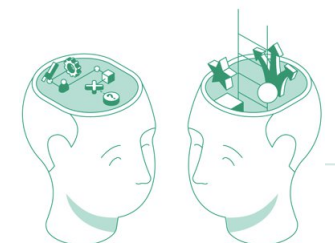
**The quality of the dialogue
shapes
the quality of the future**

”

**Jan De Winter, Pellenberg, October
2026**



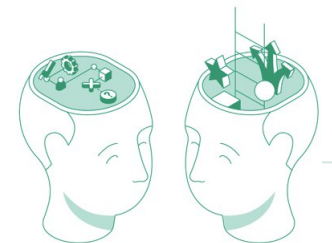
- 13:30 – 13:40 Welcome Frans
- 13:40 – 14:25 Appreciative Inquiry Dialogue Jan
- 14:25 – 14:45 The organisational model: responsibilities & commitments Hans
- 14:45 – 15:15 Break 1
- 15:15 – 16:10 From organisational model to IT system Monique & Hans
- 16:10 – 16:35 Break 2
- 16:35 – 17:30 Transforming social systems Jan & Lou
- 17:35 – 18:15 Panel discussion all
- 18:15 – 19:45 Reception



HI-TECH.
HI-TOUCH.

Practical announcements

- Live streaming
- YADM - DEMO modeling tool
- WIFI



HI-TECH Practical announcements

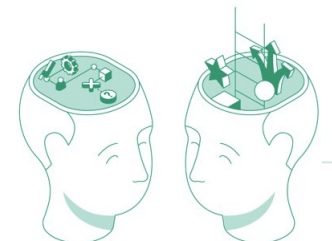
HI-TOUCH.

- Live streaming
- YADM - DEMO modeling tool
- WIFI
- MeetingWizard
 - QR-code
 - Test question
 - When to use it
- Questions
- Breaks

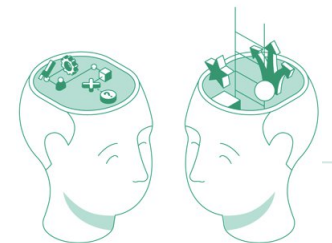
5C9610927E 



<https://ams.meetingwizard.nl>

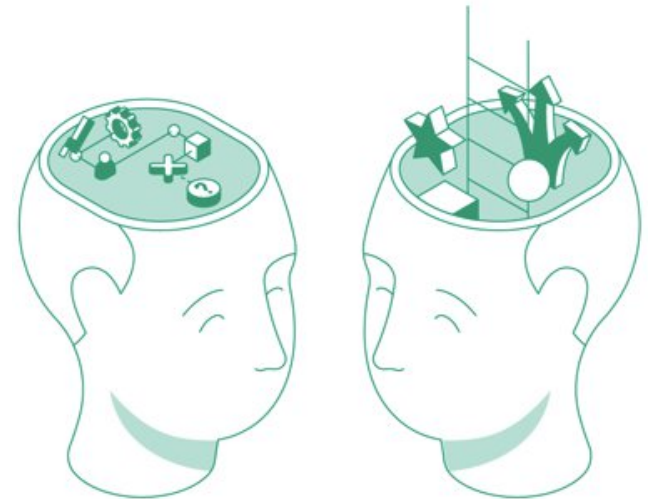


- Live streaming
- YADM - DEMO modeling tool
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HI-TECH.
HI-
TOUCH.

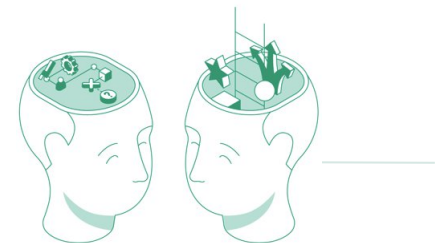
Experience the dialogue



Some thoughts on dialogic methods

- Qualitative dialogue... of course, how difficult can it be
- Maybe, it is not that easy...
 - The knowledge is around the table, but is not put on the table
 - Employee groups always talk within their group, never between groups
 - Discussions wander off topic; time passes by
 - Evaluation of the workshop is great, but the result is poor
 - Too many people in the room make decision-making difficult
- **‘He travels the fastest who travels alone’** (Kipling, 1890)

but where is ‘He’ heading to ?



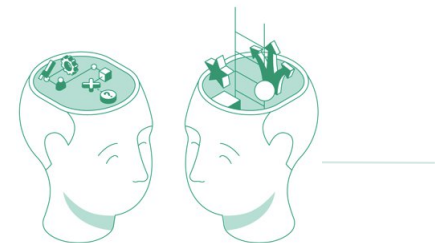


DISCOVERY

Remember a situation (professional or private) that counts as your **best change experience ever**.

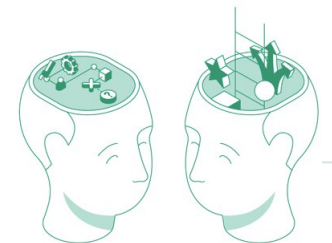
In this situation, a company, organisation, department, or cycling club wants to change how it operates.

It is not that important what the change exactly is. What matters is that you were involved in the change and that you experienced it as a very successful transformation.

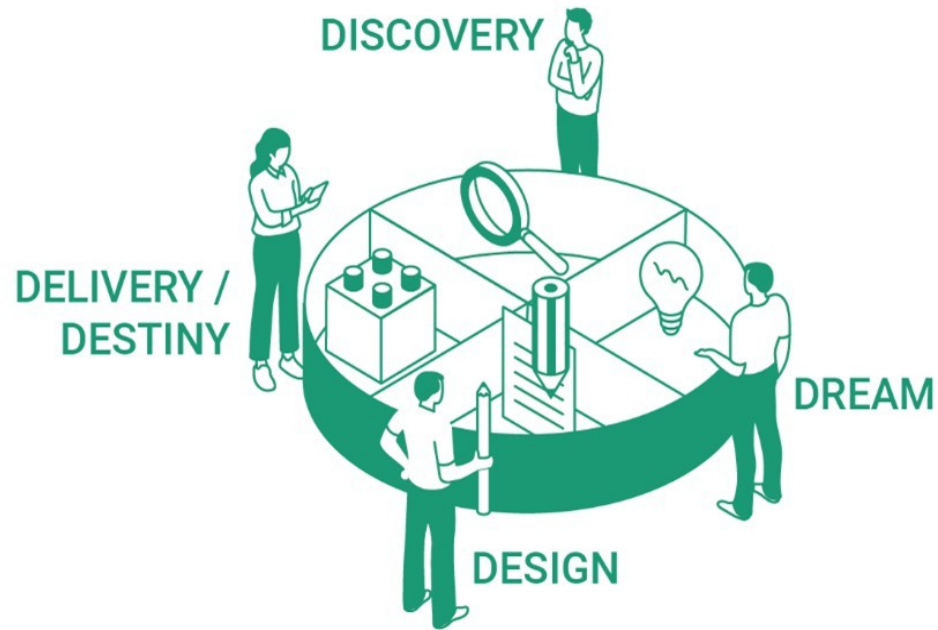


Discover...

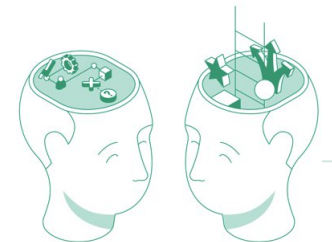
- We want you to tell this story to your partners in the threesome. Use the following structure to tell this story.
 - S = Situation – What is the organisation? What is the change about?
 - T = Task – What was your role in this situation?
 - A = Action – What did you or the organisation do to get the change done?
 - R = Result – What was the outcome of these actions?
 - S = Success – Why was it a success?
- There are three roles. Each person switches roles 2 times.
 - Storyteller: tells his/her story
 - Active listener: helps the storyteller by actively listening
 - Reporter: writes down (name storyteller – name story – reasons for success)
- Every five minutes, we switch roles
- At the end we use Meetingwizard to capture
 - Name of the storyteller / name of the story / two, max three reasons for success
 - One word describing your personal impression after this first experience



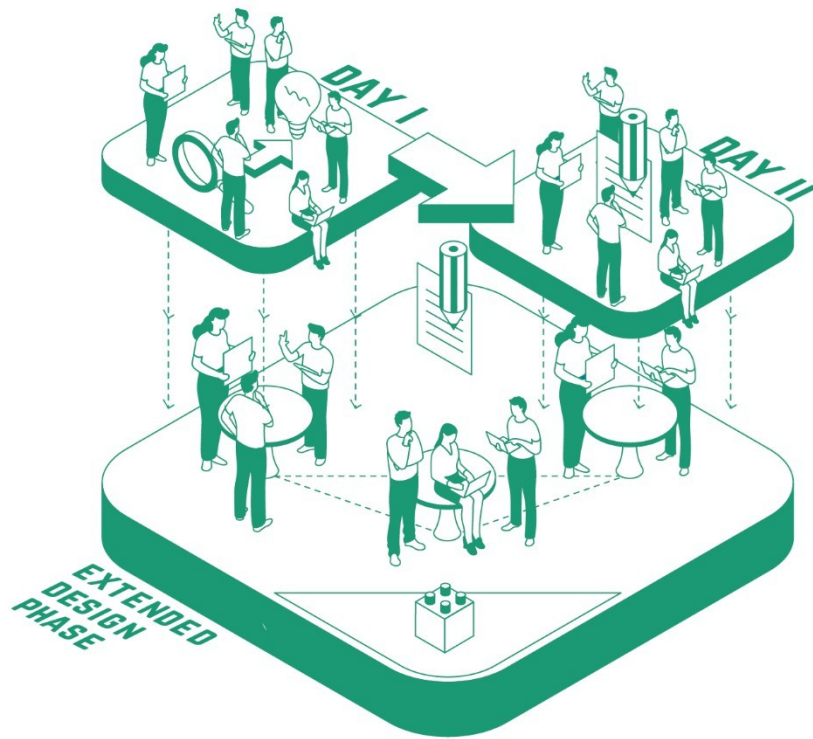
Appreciative Inquiry - Discovery



- Deliberate choices in tone
 - Positive approach
 - Intimate setting
 - Dialogic involvement
- Deliberate choices in the scope
 - What you give attention to, will grow
 - Focus on the solution
- Deliberate choices on participants
 - The whole system in the room
 - Design who talks to whom



Appreciative Inquiry – Design (from ‘what’ to ‘how’)

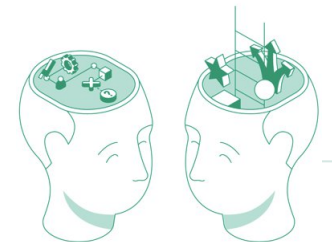


Basics = generic system design

- Iterative process
- Requires specialists and generalists
- Requires meetings to dive deep
- Requires meetings to oversee the whole system

Different design domains

- Business (products & services)
- Organisation (processes, structures, policies, behaviour, capabilities, ...)
- Information (business data, organisation information)
- Infrastructure (roads, rails, vessels,...)



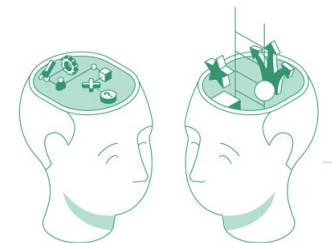
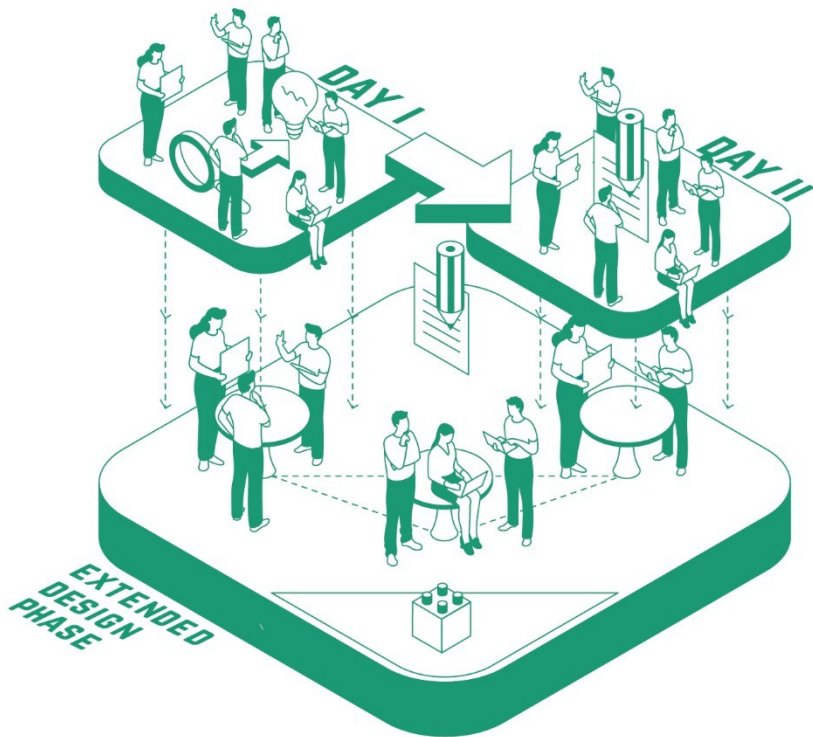
Appreciative Inquiry – Design (from ‘what’ to ‘how’)

How to improve the documentation?

- High complexity → Reduction of complexity
- Clear language → Avoid interpretation

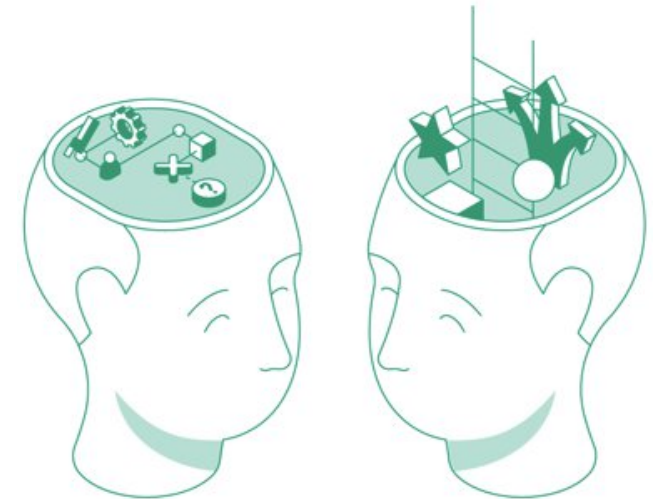
What do we need to document first?

- Translate the vision into business logic
- Who are our customers and our suppliers?
- What commitments do we make to external parties?
- What responsibilities do we need to take internally?



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Design responsibilities & commitments

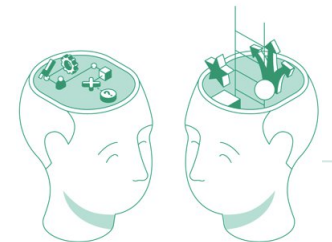


Design Business & Organisation – question 1

What products and services do we exchange with the environment?

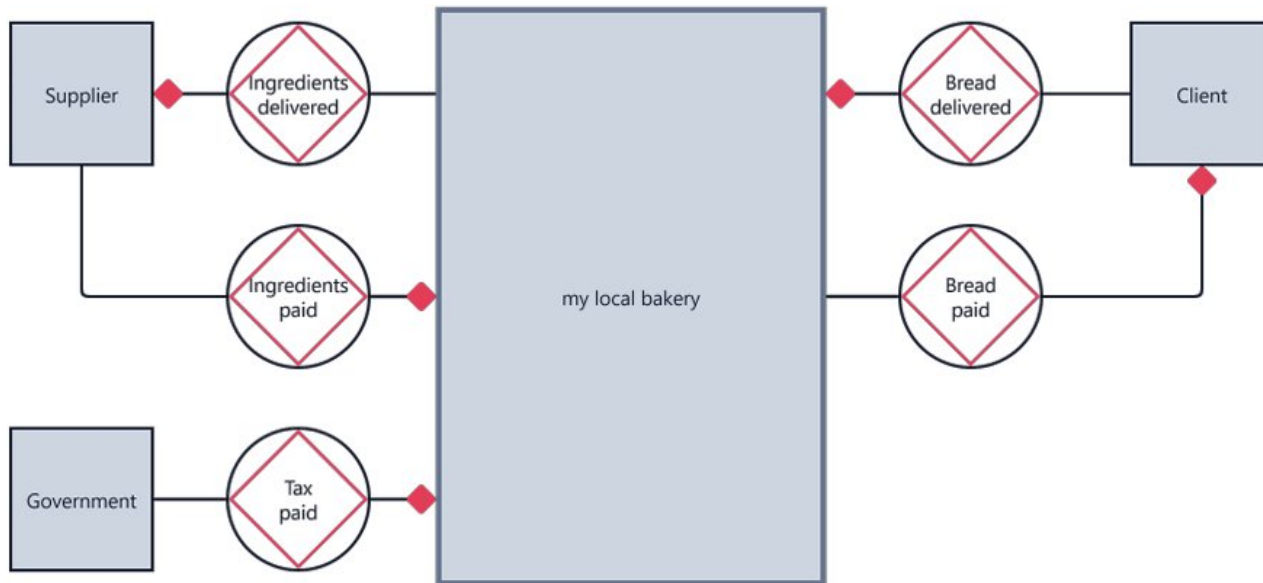


- Who are my contacts in the environment
 - Clients (business & private)
 - Suppliers (flour, yeast, milk, water, sugar, fruit, electricity, bread bags, accountant...)
 - Government (FAVV, Fod Finance, Fod Economy, ONSS, ...)
- What commitments do I have with these external parties?
 - Deliver and buy products & services
 - Receive payments, pay invoices
 - Declare facts, request permissions
 - Be audited on food safety

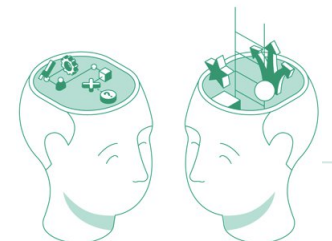


Design Business & Organisation – question 1

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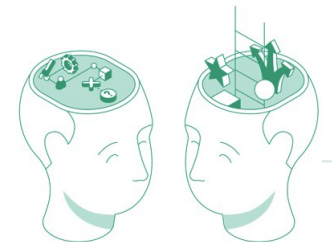
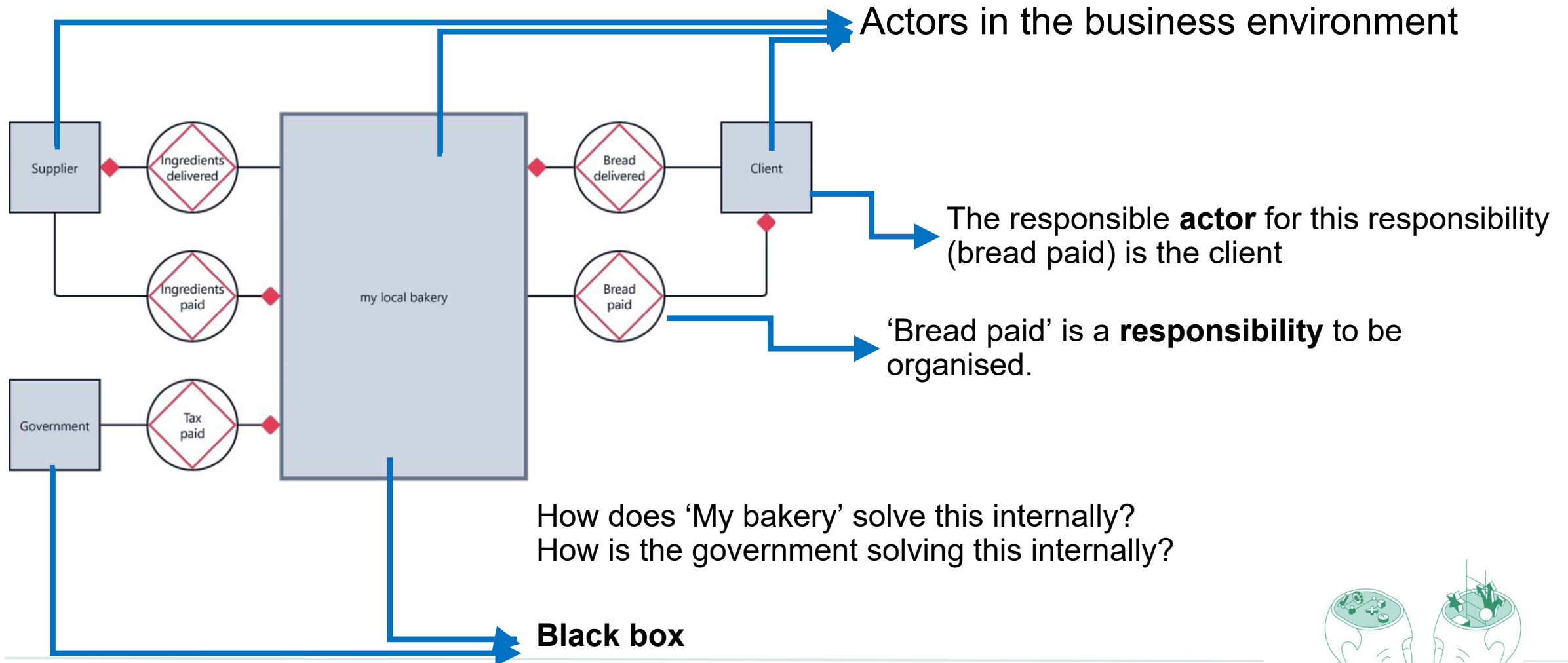


- Who are my contacts in the environment
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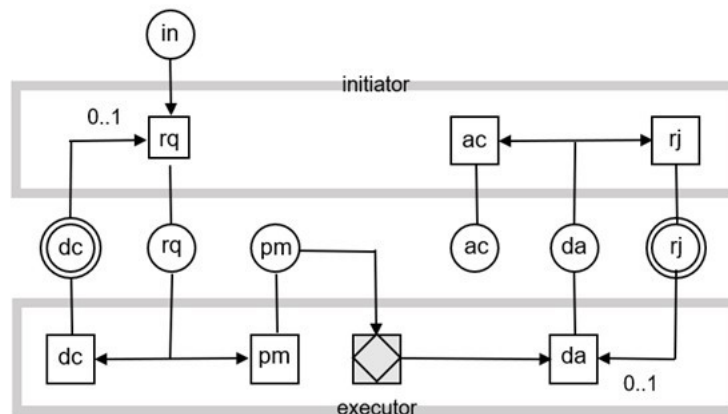
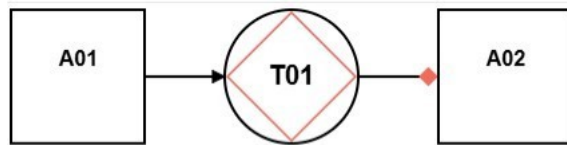


Design Business & Organisation – question 1

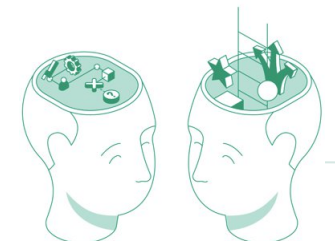
What products and services do we exchange with the environment?



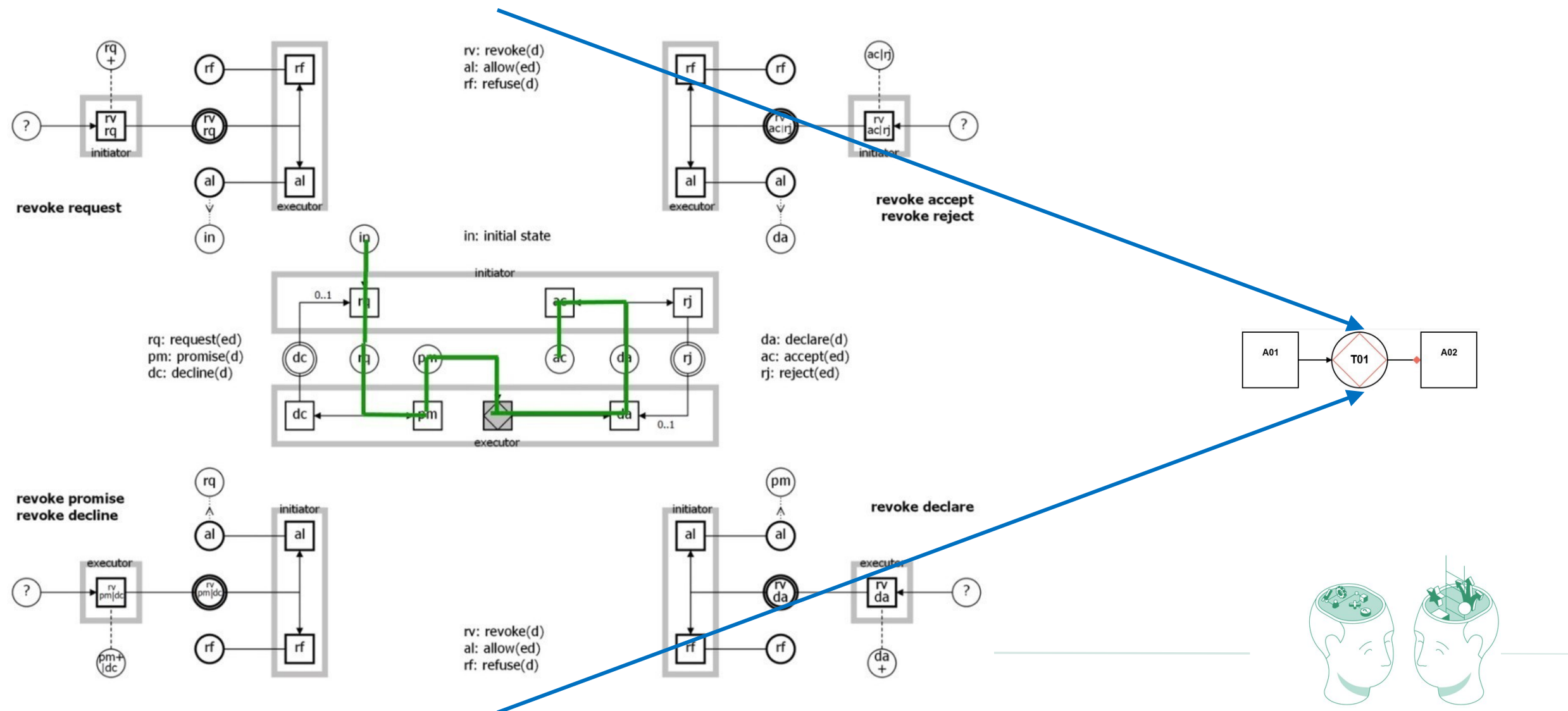
What is a transaction & why is it an interesting concept?



- A **transaction** is a **responsibility to be organised**
- We committed our enterprise to deliver new products & services for a type of client. To make this happen, we must execute certain activities and tasks, and organise ourselves to do so.
- We know (from scientific research) that a **transaction follows a pattern**. We know the possible outcomes of a transaction.
- To keep discussions intellectually manageable, we only draw the transaction, not all outcomes.

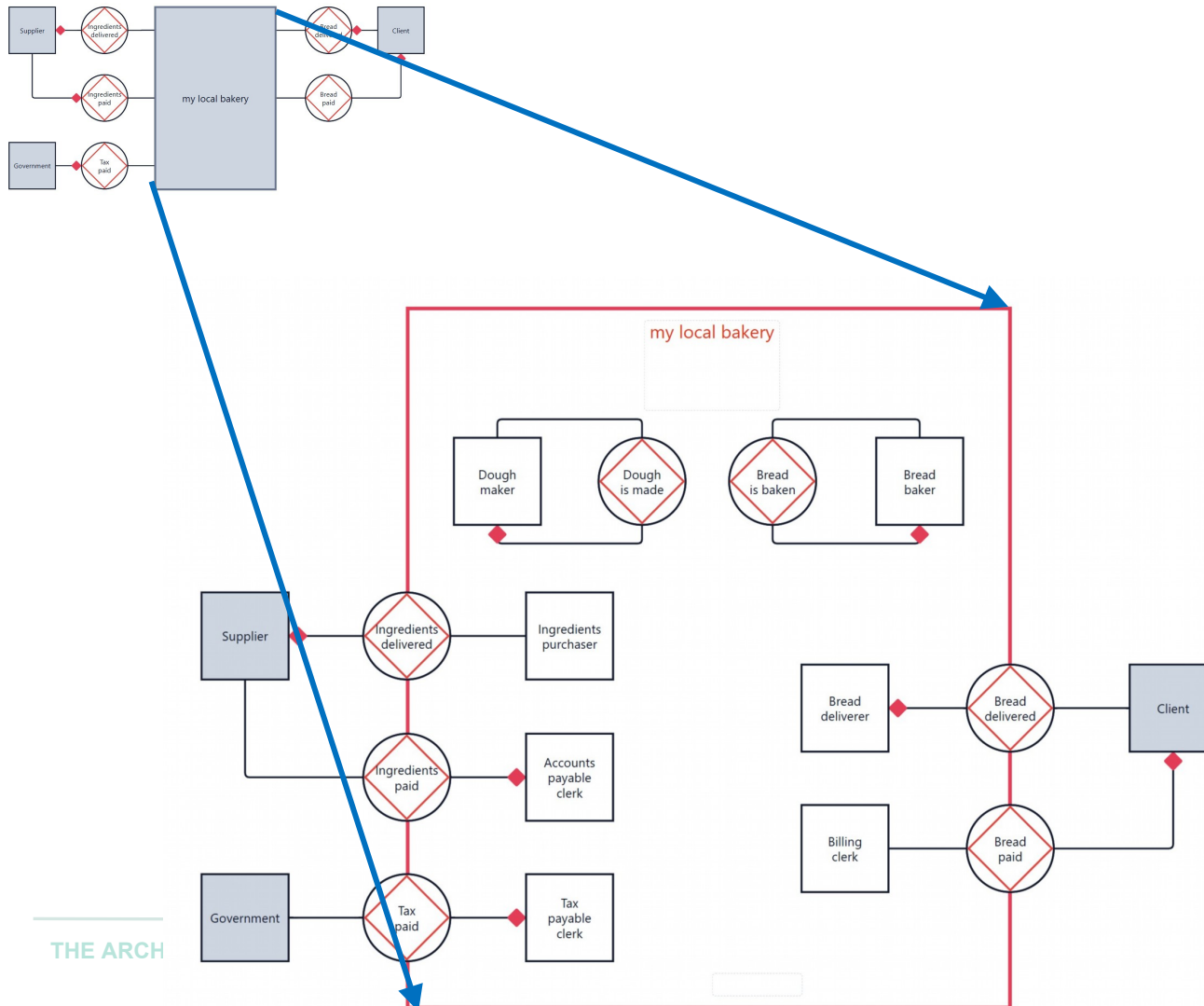


What is a transaction & why is it an interesting concept?

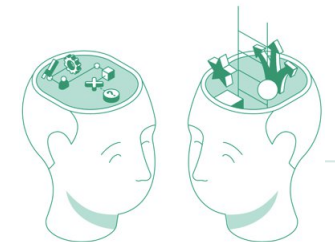


Design Business & Organisation – question 2

What responsibilities do we have to organise internally to meet our commitments to clients and suppliers?

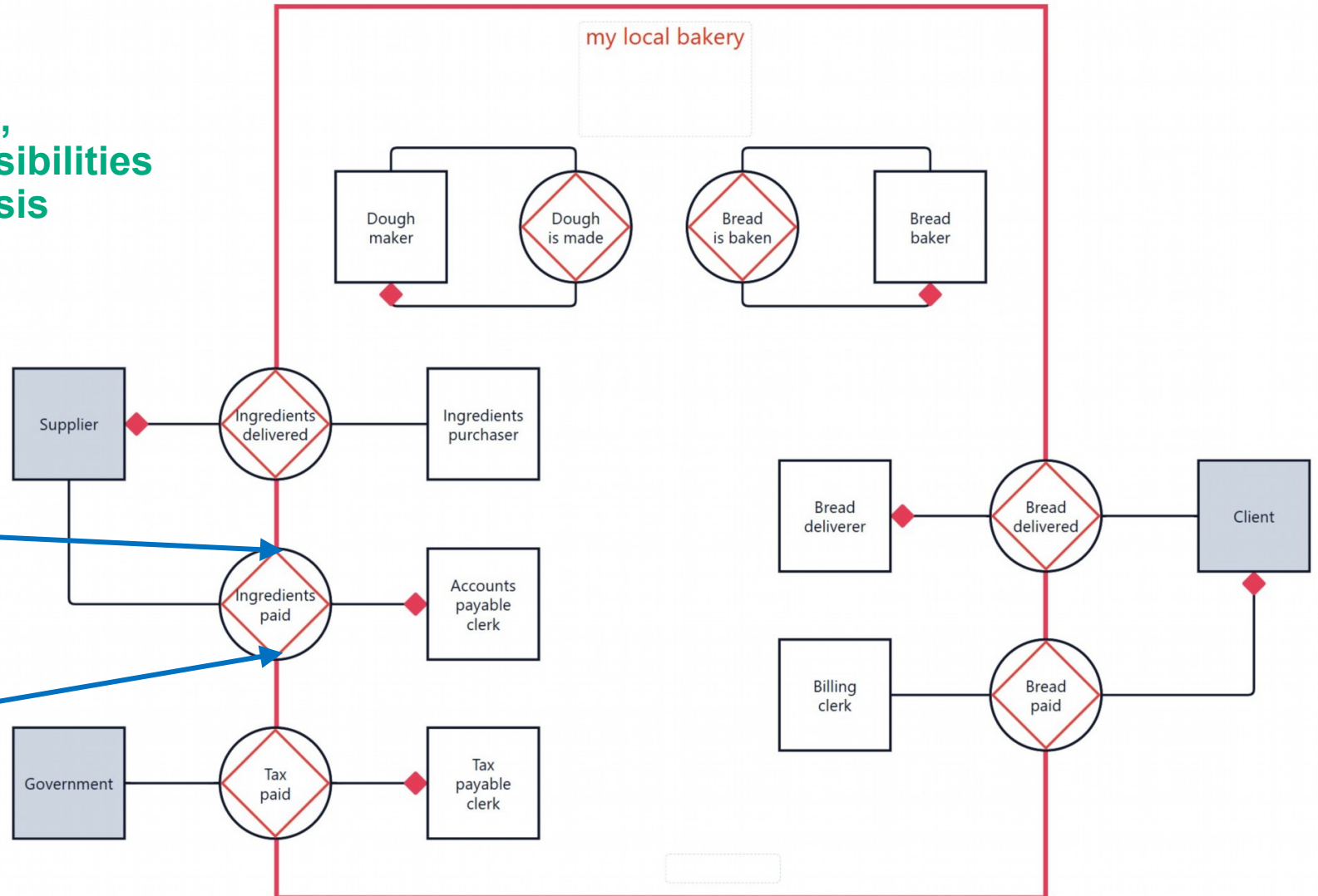
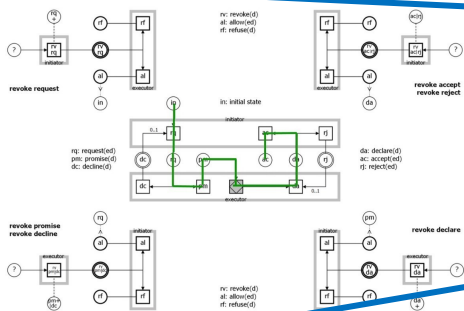


- We start with the analyse of the enterprise in the environment
- We change the black- into a white box
- We define with the business owners what responsibilities need to be organised
 - Buy ingredients
 - Make dough
 - Bake dough
 - Deliver bread
 - Send invoices and check payments
 - Receive payments, pay invoices
 - Receive goods and pay invoices from suppliers
 - Pay taxes



Design Business & Organisation

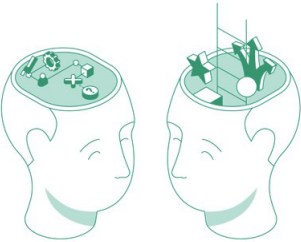
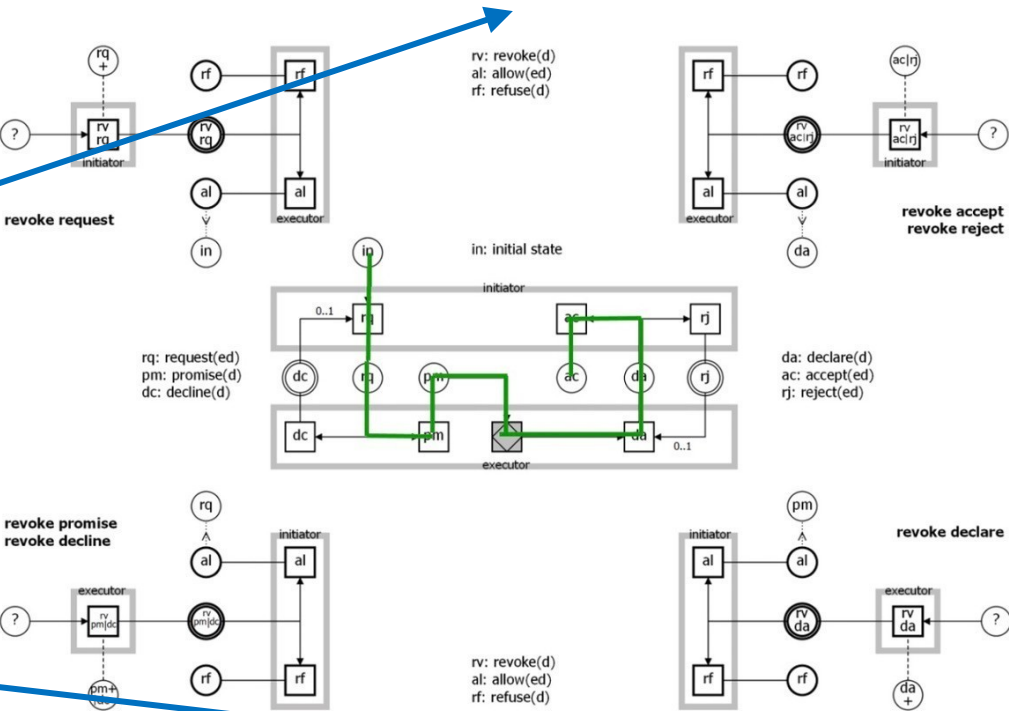
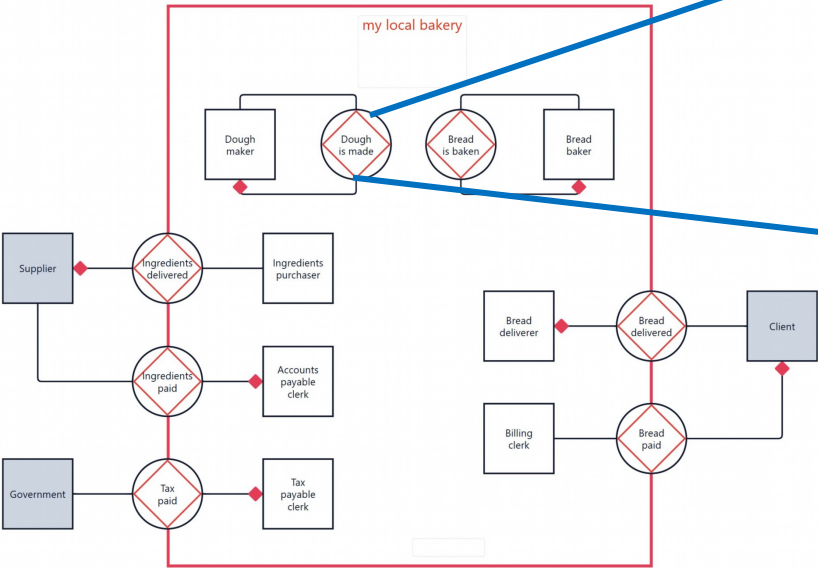
The organisation model is a concise, comprehensible overview of responsibilities that will be used in the further analysis towards IT and Organisation



From organisation model to information modeling

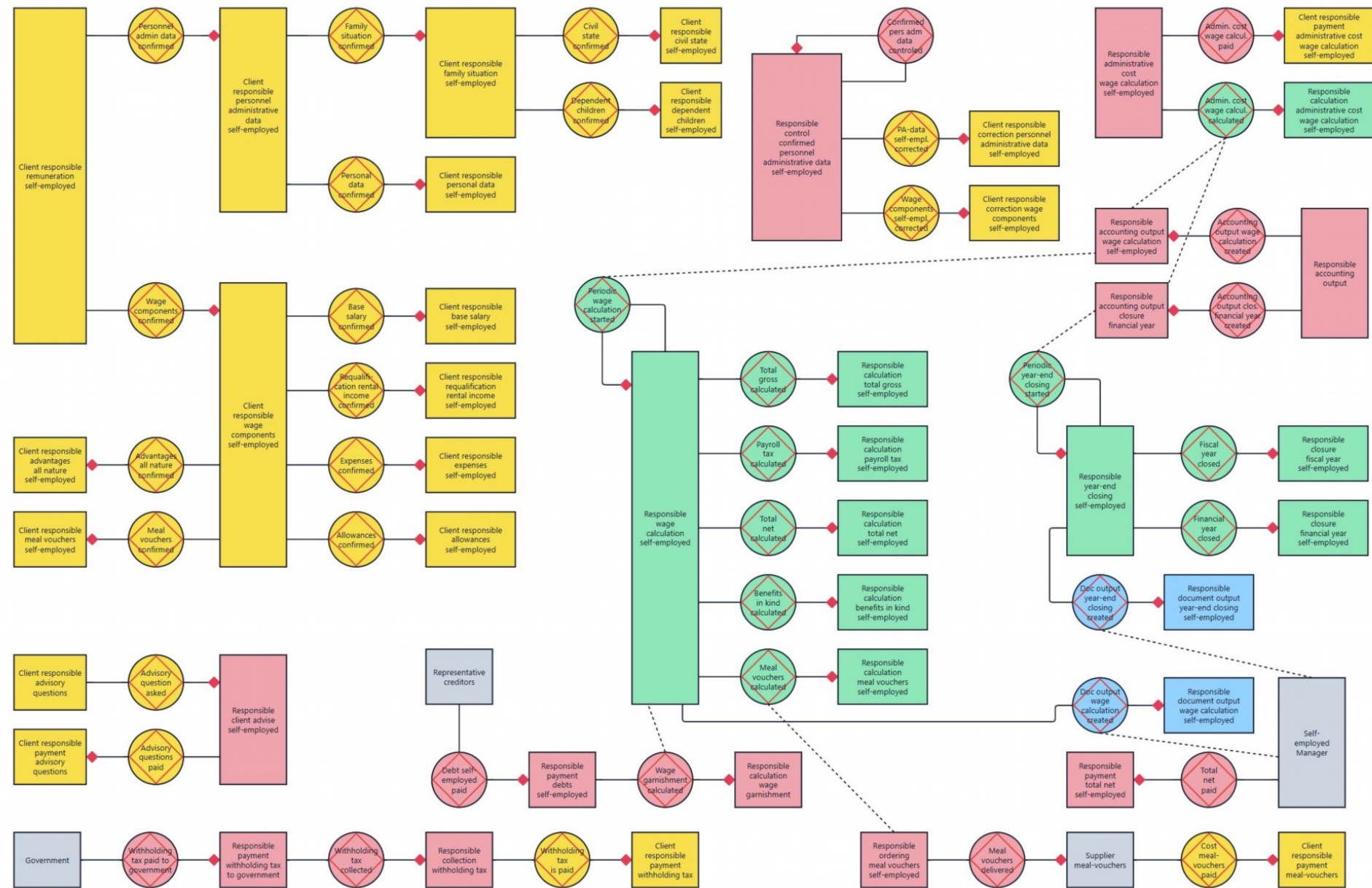
The organisation model structures the discussion between functional analyst and business owner.

For every transaction there is structured list of questions to start with.



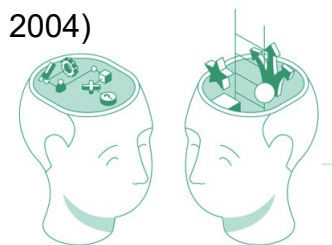
Other organisation models

Wage calculation self-employed



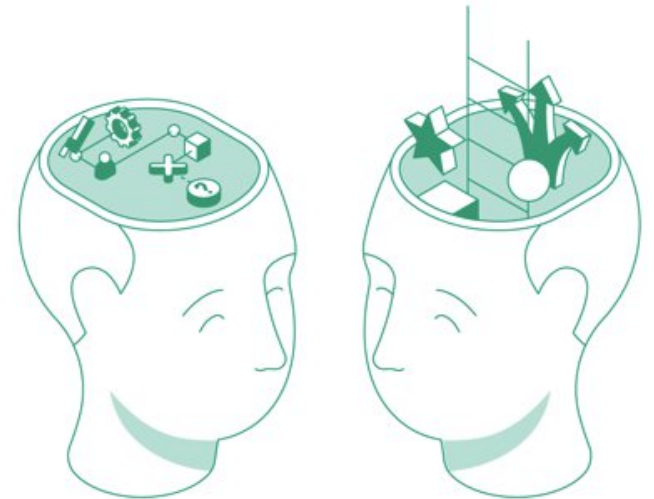
Summary part one

- Dialogic methodologies can help to improve our dialogue
 - A positive environment allows creative thinking.
 - Intimacy allows all persons to participate in the dialogue.
 - Creating a clear structure in the build-up (discover – dream – design) helps the participants in their reflection process.
 - Modeling obliges the participants to reach a shared understanding.
 - Using a modeling language improves the consistency of the output of the dialogue.
- The organisation model serves as a starting point for next-level design
 - Using DEMO and MERODE will allow us to define the information architecture of future IT-systems.
 - The organisation model serves as a starting point for the organisational design.
- **‘If you want to go fast, go alone. If you want to go far, go together’** (Bill Hull, 2004)
but always take some time to reflect before you get started...



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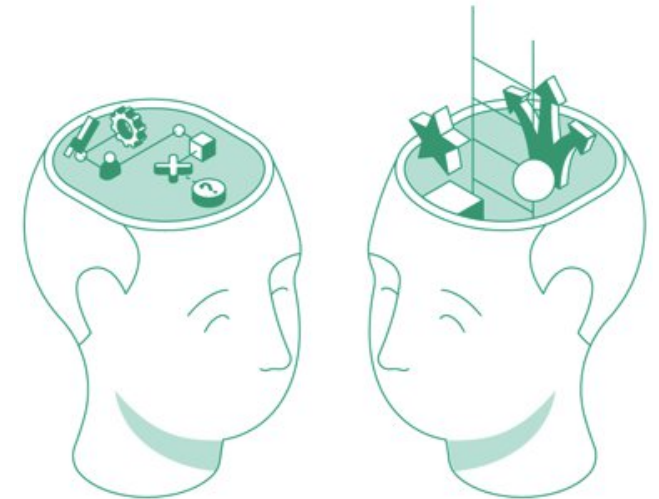
Break



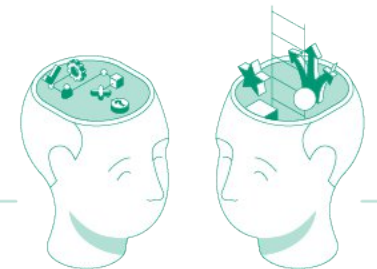
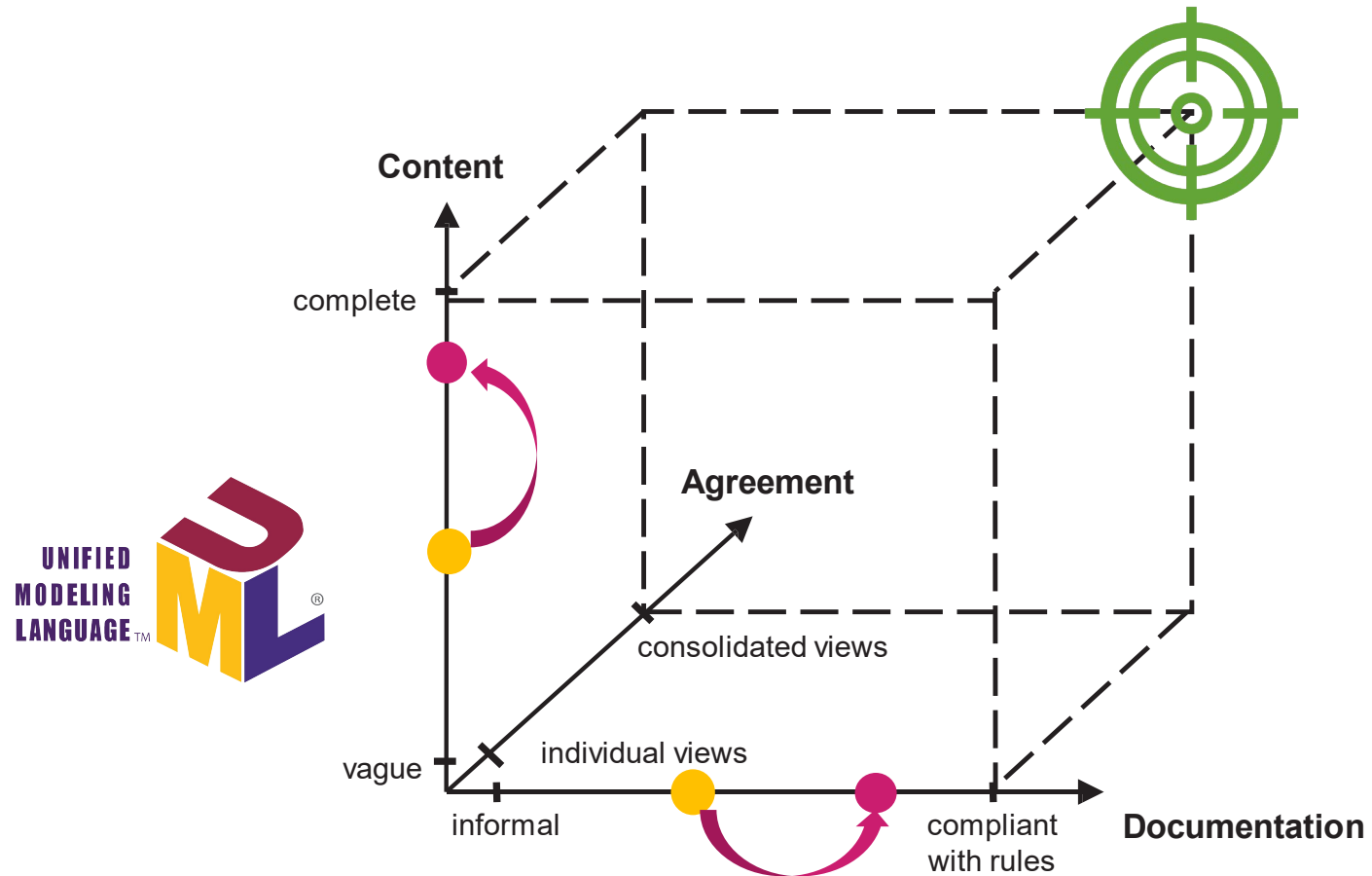
THE ARCHITECTURE OF UNDERSTANDING

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HI-
TOUCH.

From organisation model to IT system using MERODE

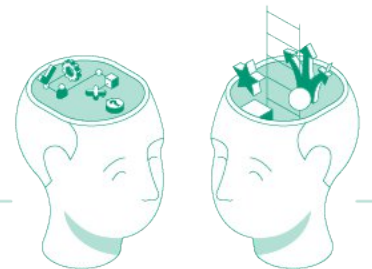


The three dimensions of requirements engineering

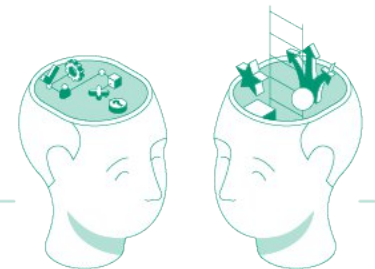
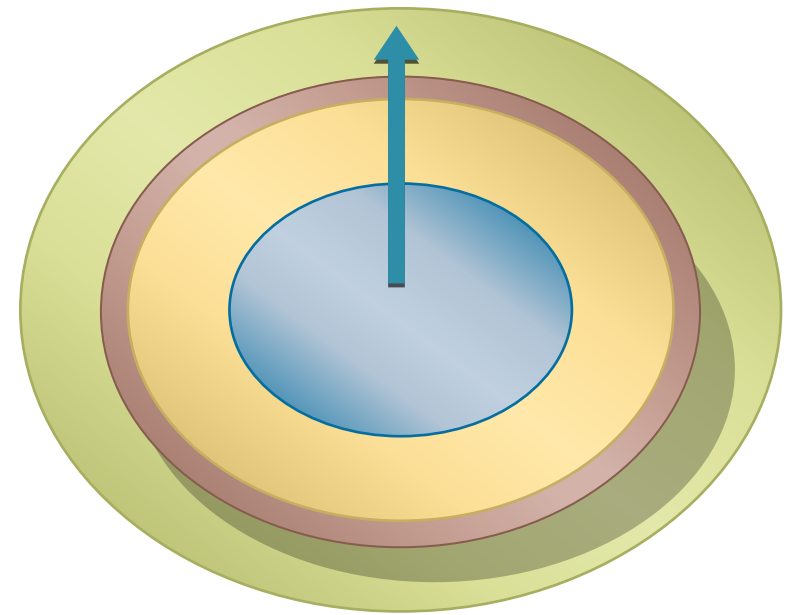
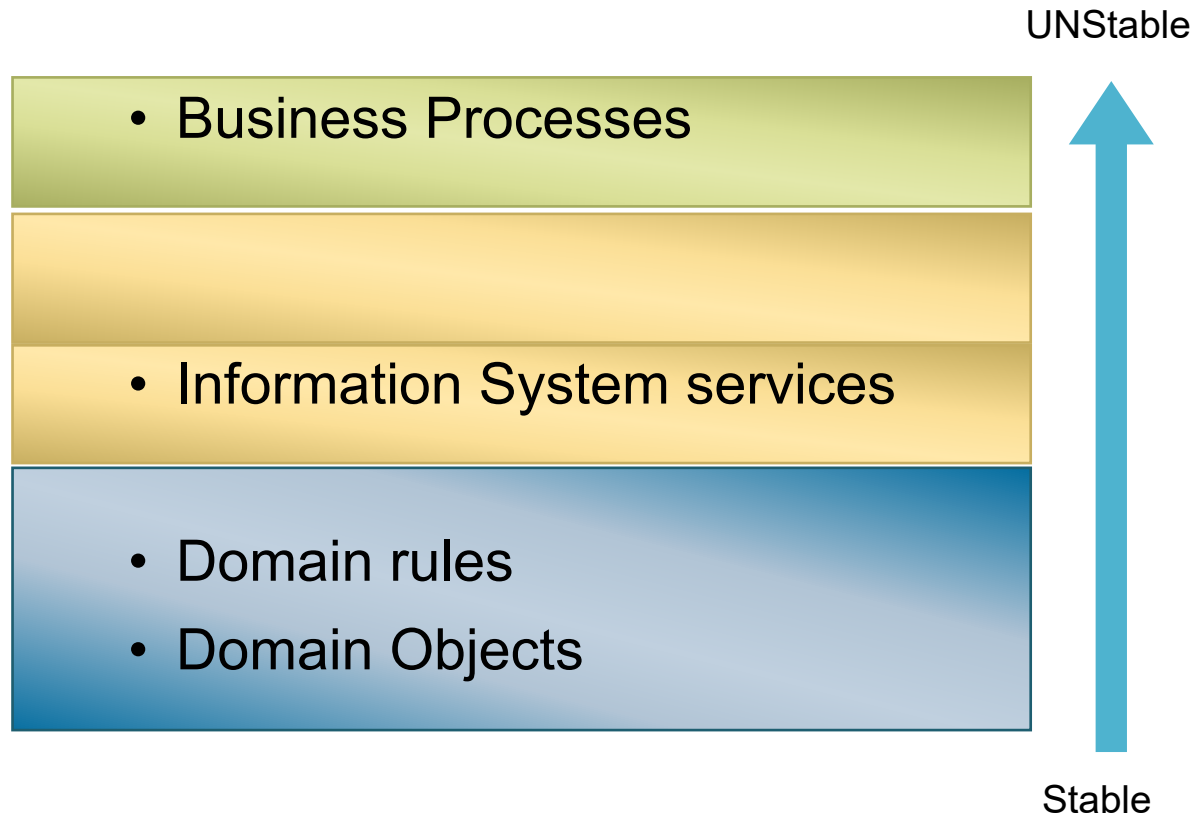


Key concept behind MERODE

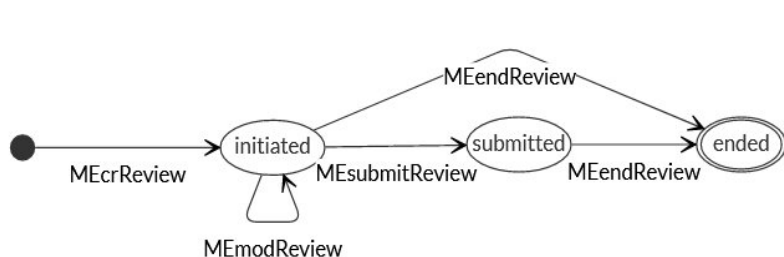
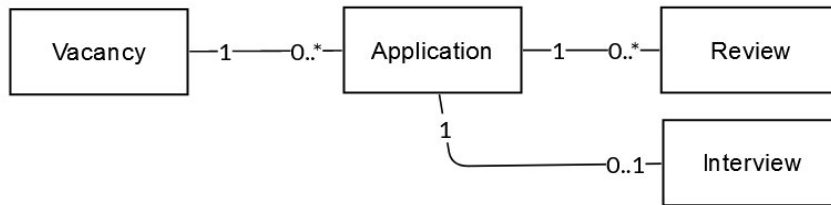
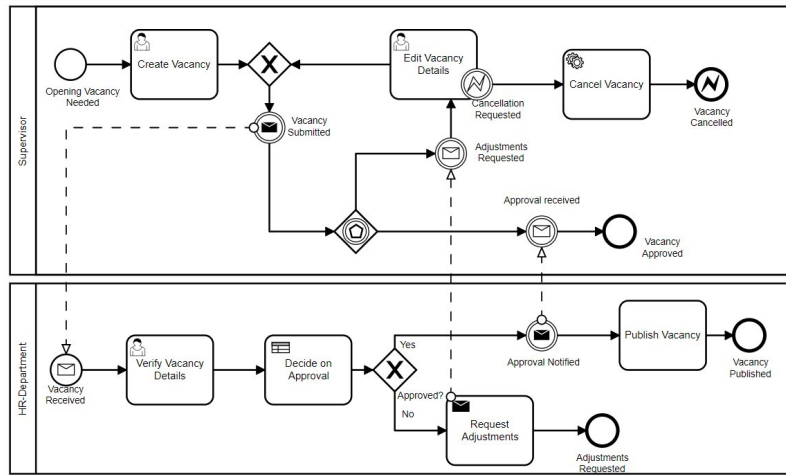
- Layers
- Existence Dependency



1. MERODE Layers



1. MERODE Layers



- **Business Process Layer**

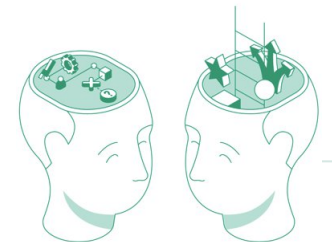
- BPMN

- **Information System Service Layer**

- (Agile) User Stories, Use Case

- **Domain Layer**

- Class Diagram (Business Objects & their relations)
- Business Events (units of behaviour)
- State Charts (Business Rules)



DEMO Models

DEMO Models

- Cooperation model (CM)



- Fact model (FM)

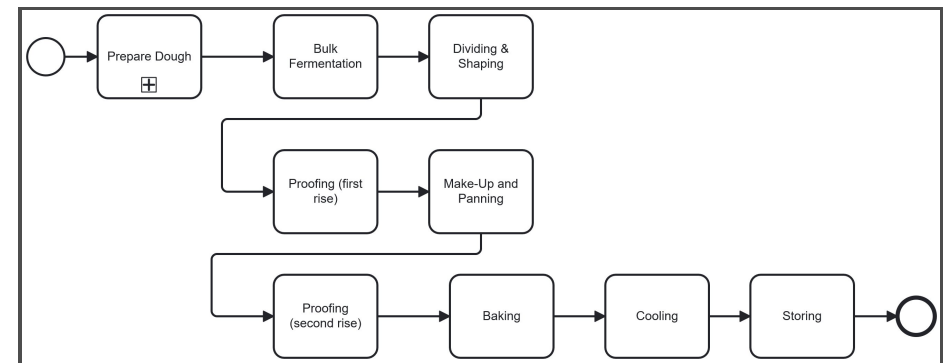
Product
Type

Recipe

Customer

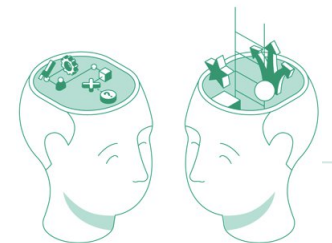
Ingredient

- Process model (PM)



- Action model (AM)

- Loyal Customer = Customer who ...



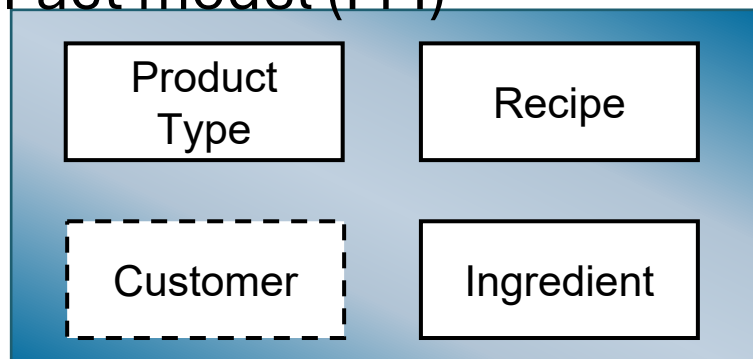
DEMO Models versus Layers

DEMO Models

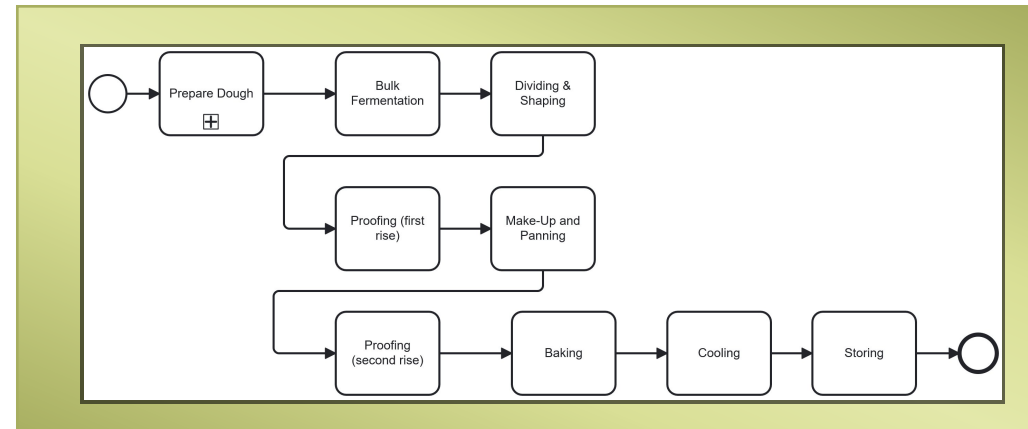
- Cooperation model (CM)



- Fact model (FM)

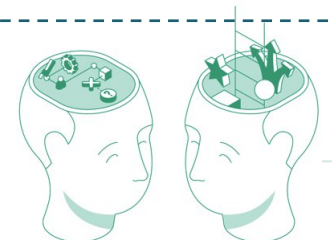


- Process model (PM)



- Action model (AM)

- **Loyal** Customer = Customer who ...

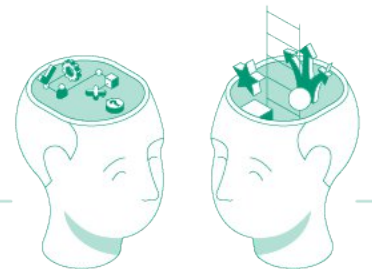


Key concept behind MERODE

1. Layers
2. **Existence Dependency**

Applies to the class diagram in the Domain Layer:

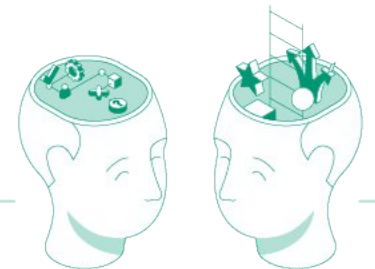
From UML CD to an “Existence Dependency Graph”



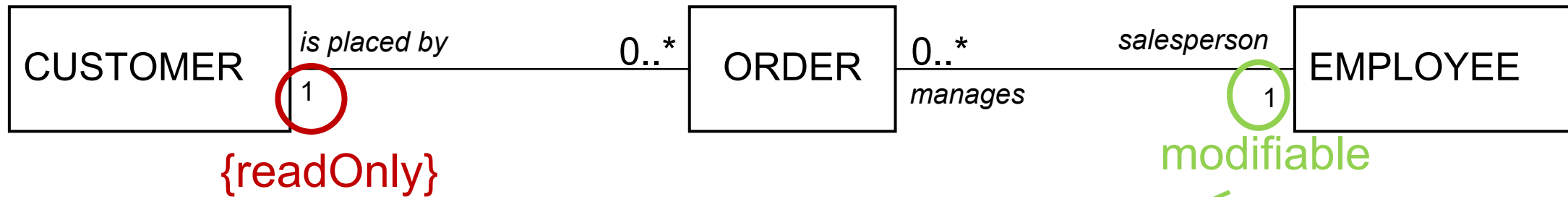
2. Existence Dependency

WHY?

1. **precise semantics**
2. removes ambiguities during modelling process
3. naturally integrates behavioural aspects
4. eases the transformation of specifications to code.



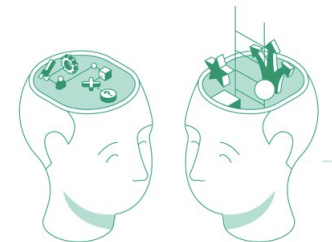
2. Existence Dependency



Identical Representation
Identical meaning ??

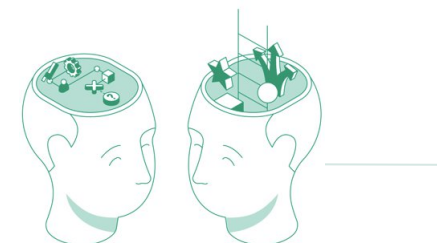
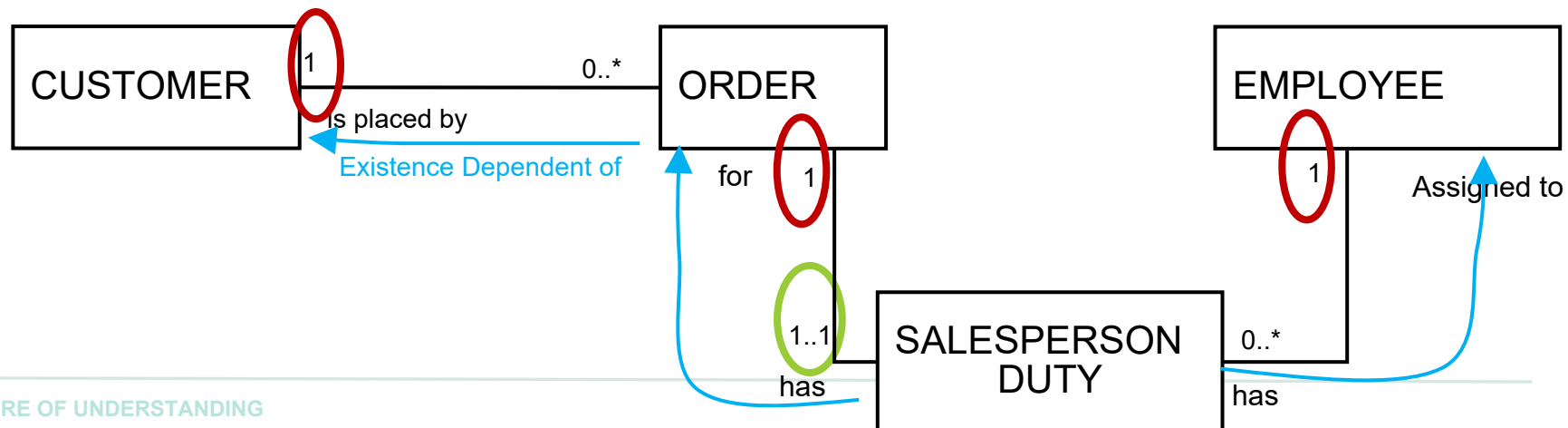
UML Class diagrams are rarely adorned with explicit values for 'isReadOnly'

In the EDG, each association always has one end that is a {readOnly}.



No vagueness

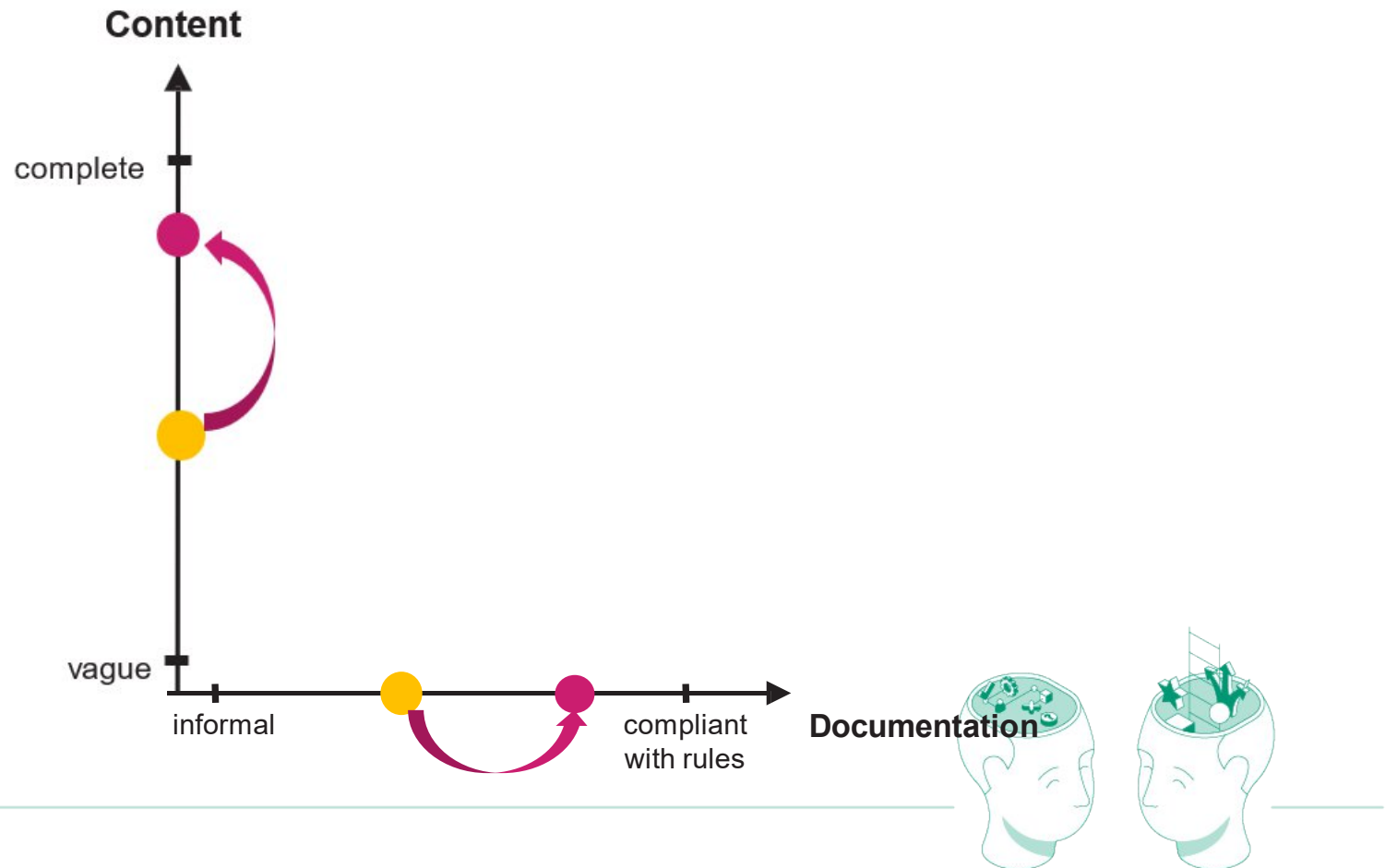
More precise & complete semantics by means of systematic reification



2. Existence Dependency

WHY?

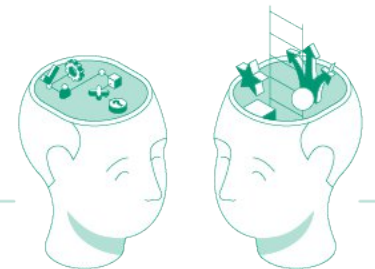
1. precise semantics



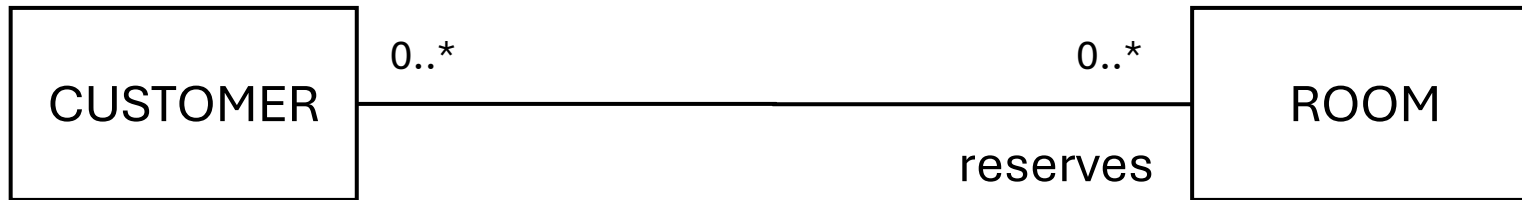
2. Existence Dependency

WHY?

1. precise semantics
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2. Resolves modelling ambiguity: Association, AssociationClass, or Class ?

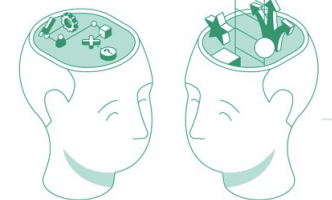


Where do we keep the reservation date ?

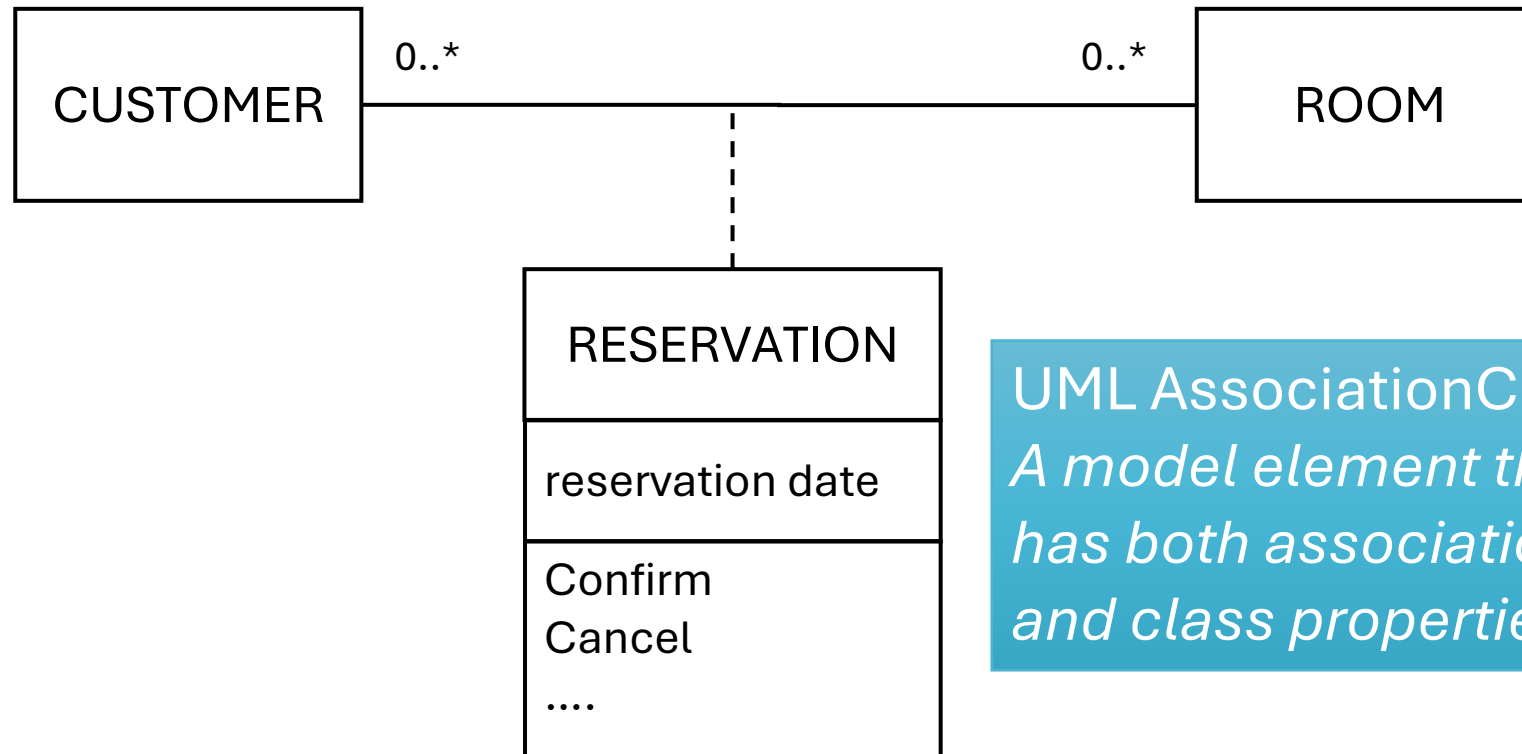
- As an attribute of customer ? As an attribute of room ?

Normalisation:

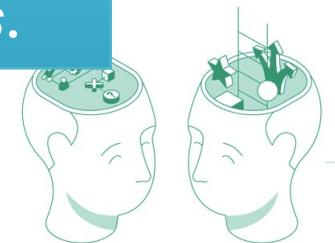
- RESERVATION(CustomerID, RoomID, reservation date)
- What if the customer makes several reservations for the same room ?



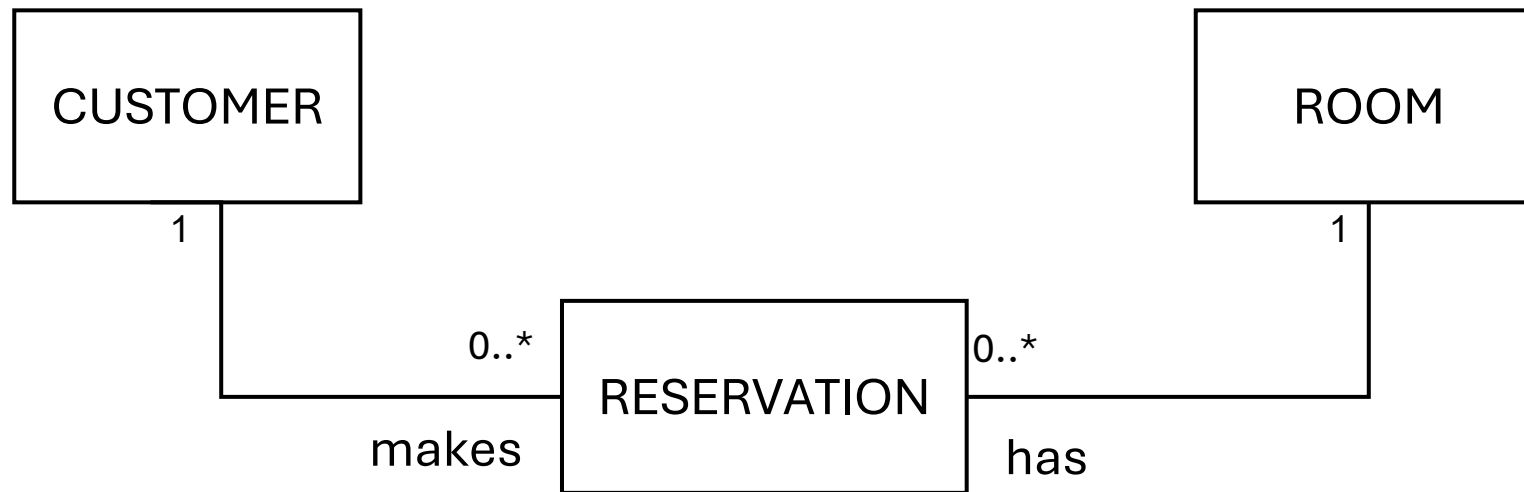
2. Resolves modelling ambiguity: Association, AssociationClass, or Class ?



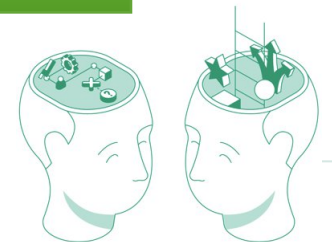
UML AssociationClass:
*A model element that
has both association
and class properties.*



2. Resolves modelling ambiguity: Association, AssociationClass, or Class ?



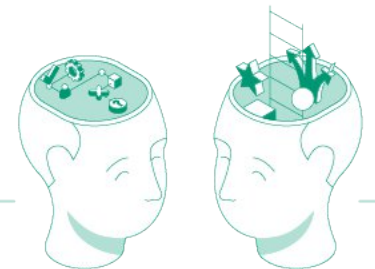
RESERVATION is Existence Dependent of ROOM and CUSTOMER !



2. Existence Dependency

WHY?

1. precise semantics
2. removes ambiguities during modelling process
3. **naturally integrates behavioural aspects**
4. eases the transformation of specifications to code.

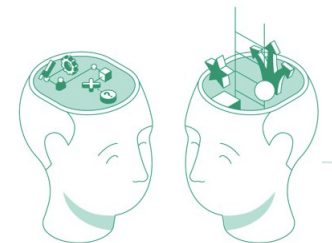


ED-BONUS

ED-BONUS = Consistency with behavioural models

- Use Existence Dependency to cross check domain model with behavioural models

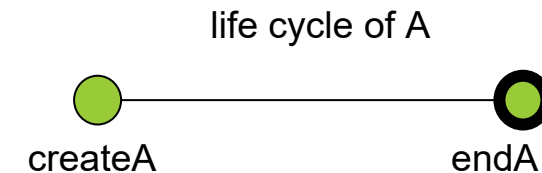
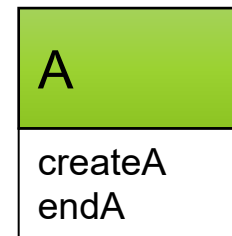
In MERODE,
the domain model is a process model too



Existence Dependency & Behaviour

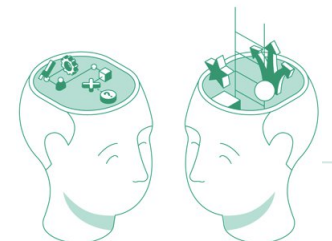
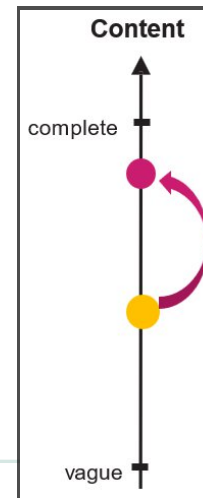
Every Domain Object Type is involved in at least two Business Event Types:

- one for the creation of objects,
- one for the ending of objects

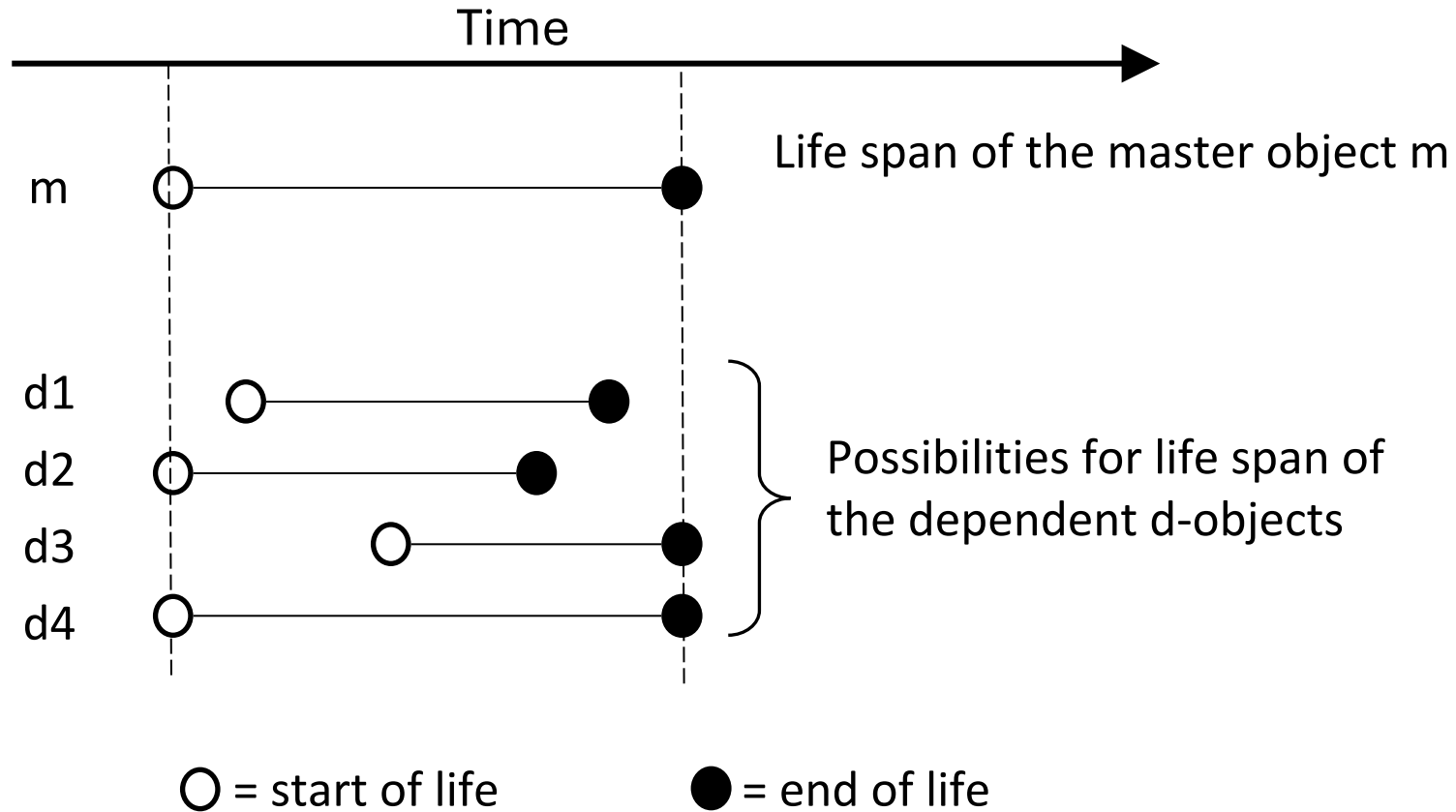


Related to business rules, e.g.

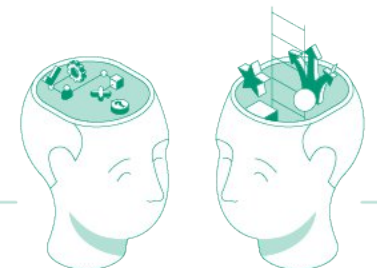
- When does a product start to exist?
- When does a product stop to exist?



Existence dependency & Life spans



A dependent object relates to exactly one and always the same master object



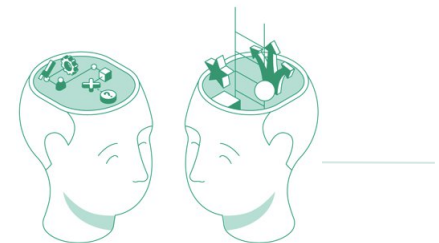
Existence Dependency & Model Quality

ED induces a natural sequencing of creating and ending of objects.

- ORDER is ED of CUSTOMER
 - create customer first, then create order
 - end orders first, then end customer

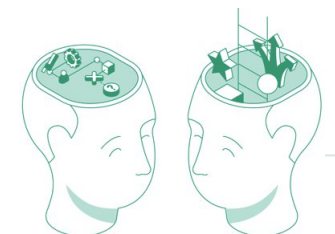
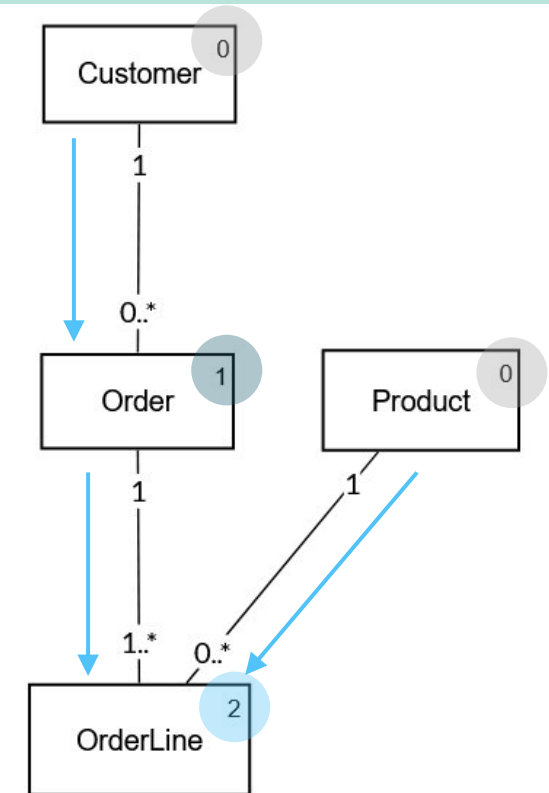
→ **ALWAYS** analyse the behavioural aspects as well !!

This facilitates **consistency checking** with other diagrams that capture the behavioural aspects of the domain.



Business Processes versus Domain Model

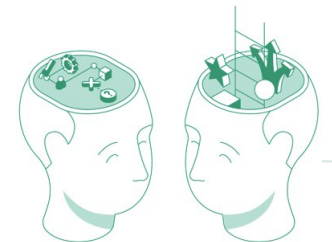
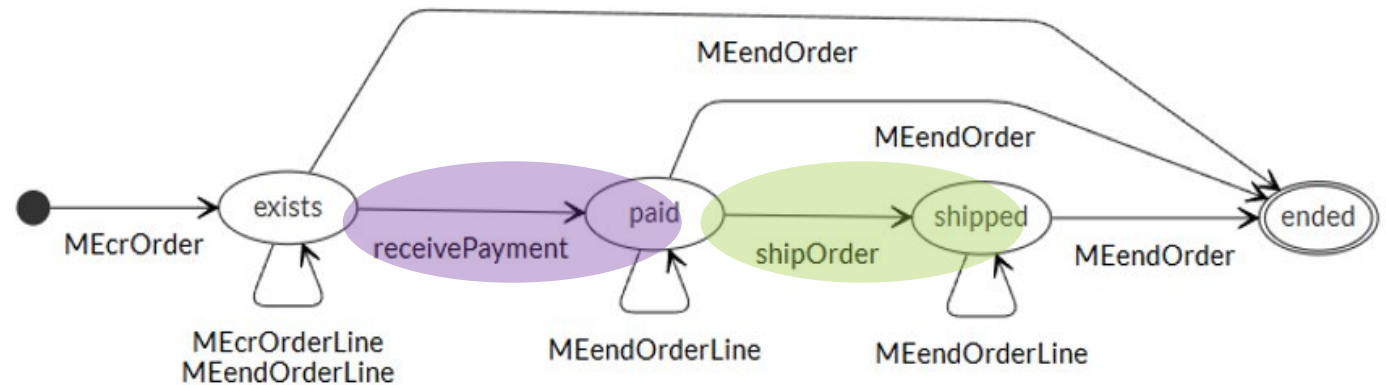
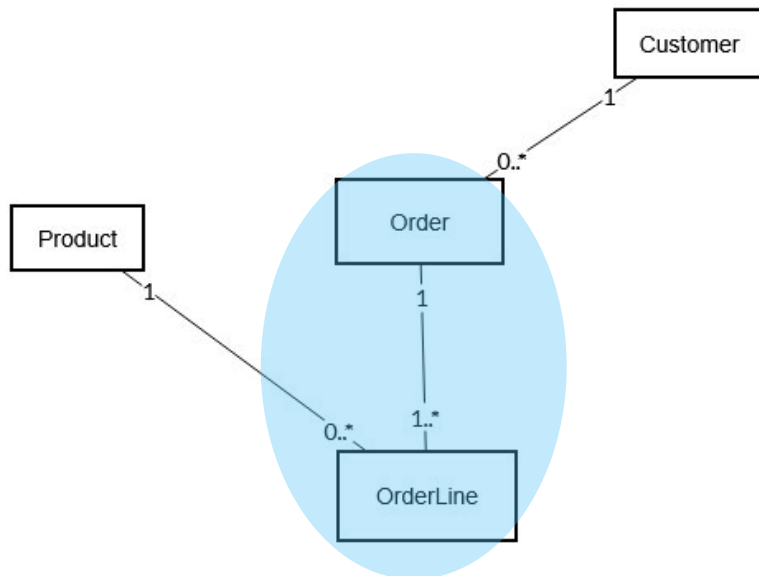
- Transforming the UML Class Diagram to an EDG makes it a "Directed Acyclic Graph"
- "Top Down Level" of the class can be visualised.
 - The TDL number coincides with the process nesting level.
- "Top-down" arrangement of the classes makes it easy to "see" the implied "business process" playground.



Example: Selling Goods

Most simple form

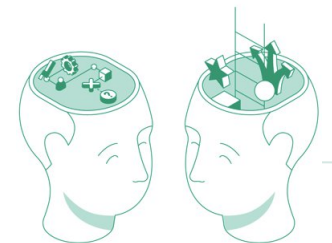
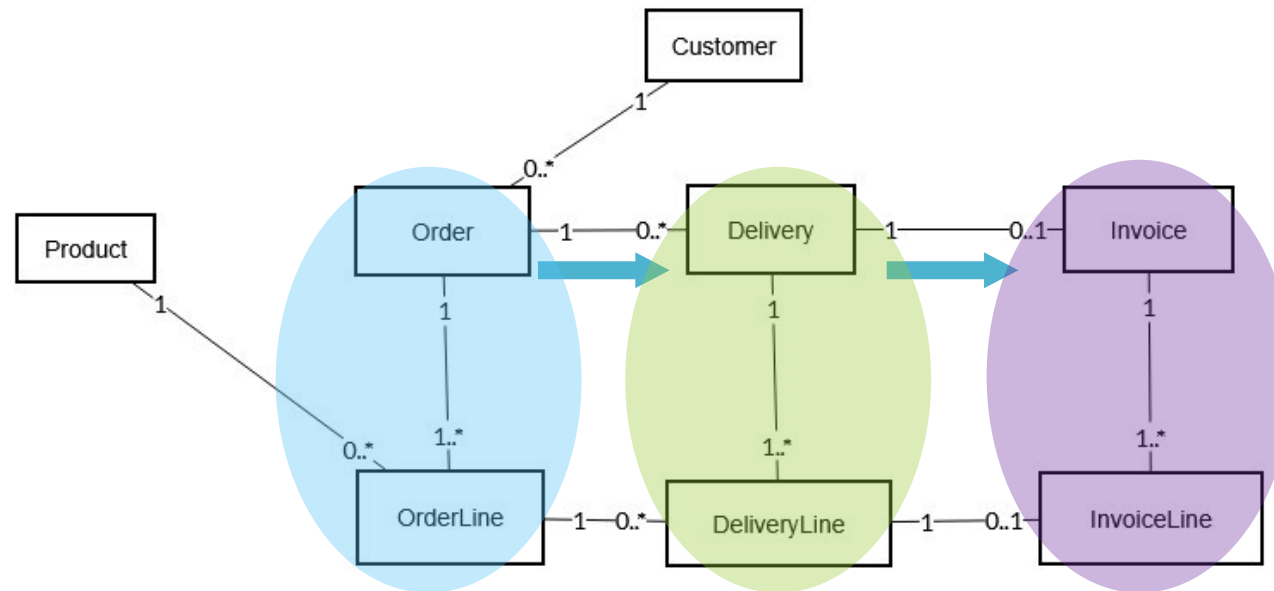
Per Order: Payment & shipping, as events in the lifecycle of Order



Example: Selling Goods

Expand with (partial) deliveries, and invoicing as business objects

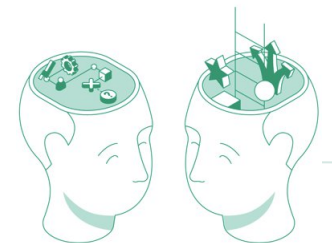
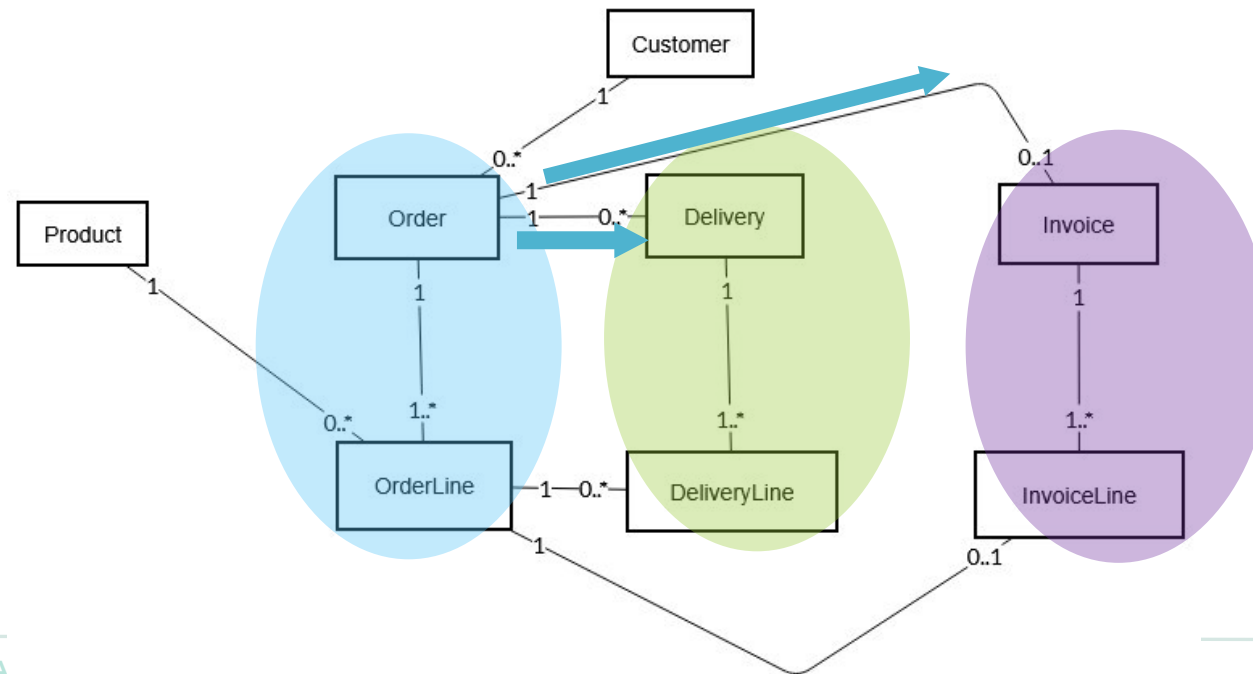
Per Order: Deliver first, then invoice per (partial) delivery



Example: Selling Goods

Expand with (partial) deliveries, and invoicing

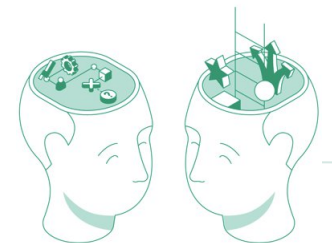
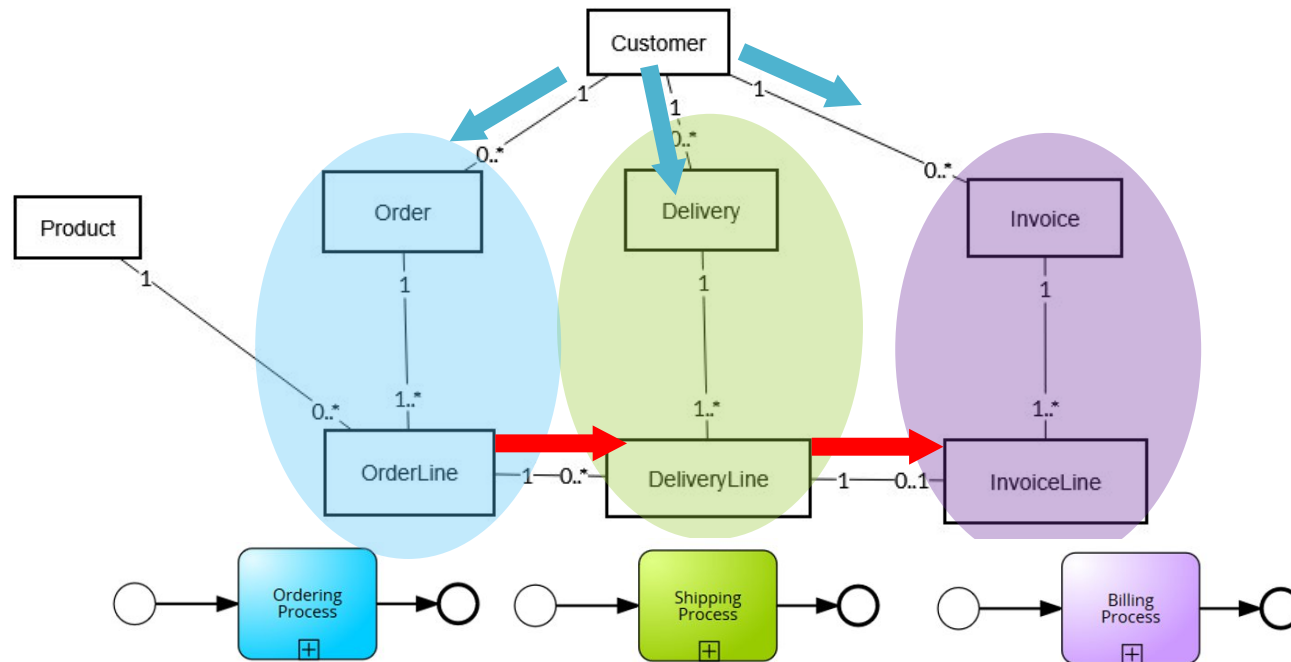
Per Order: Flexibel order between delivering & invoicing.



Example: Selling Goods

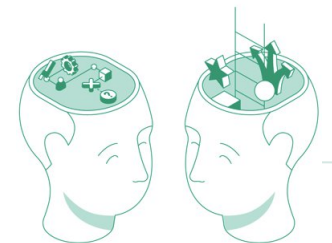
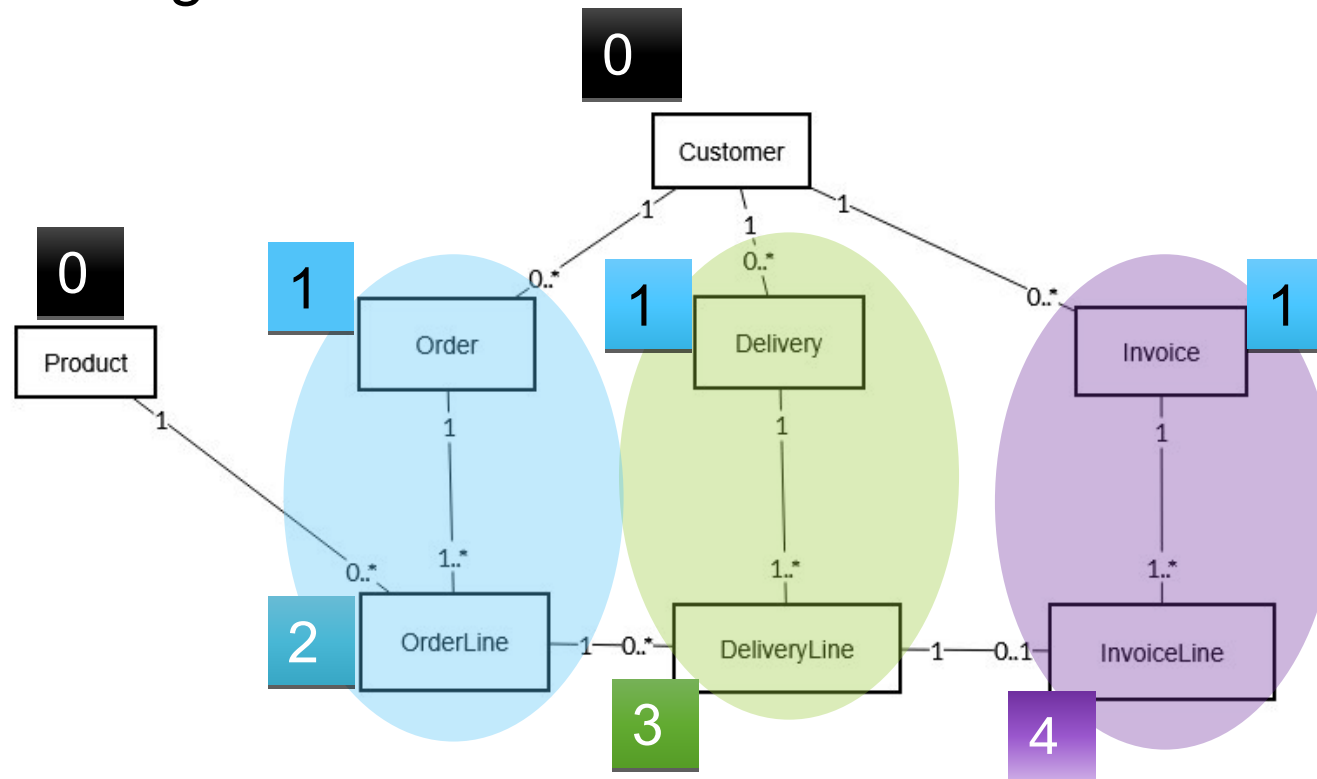
Expand to (partial) deliveries, and invoicing **across Orders**

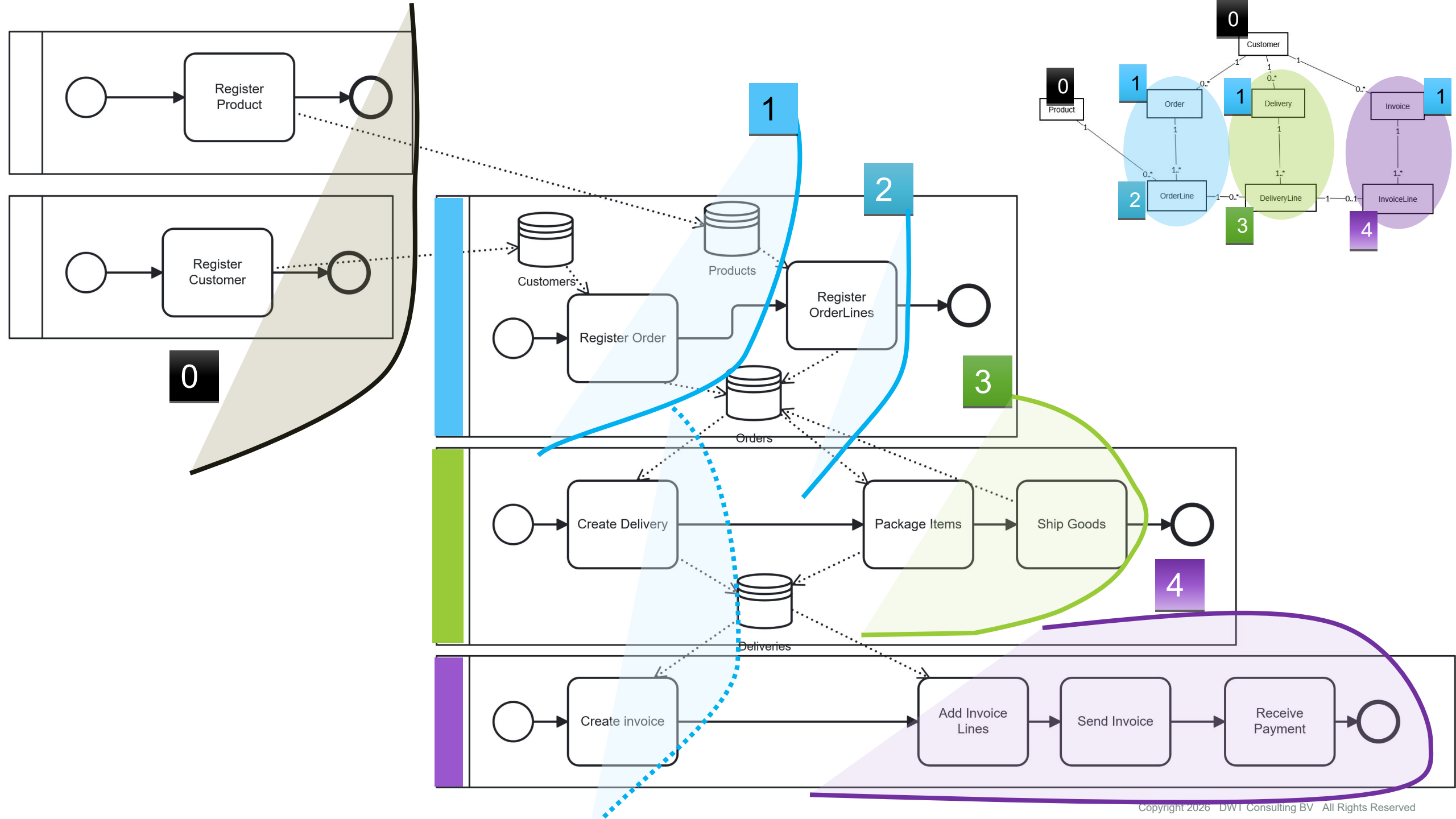
Fully flexibel delivery & invoicing ??



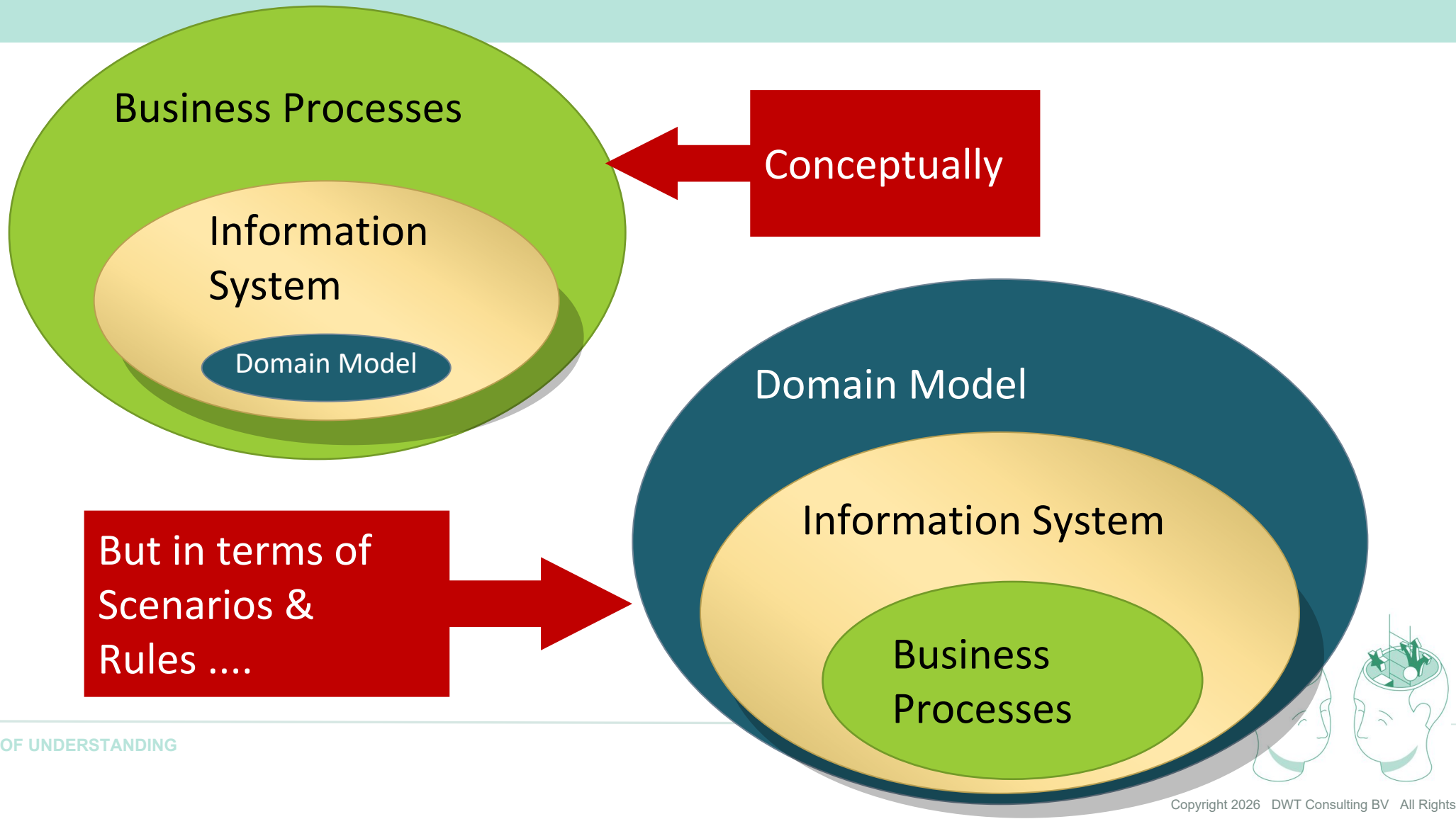
Example: Selling Goods

Translating the domain model into a Process Model





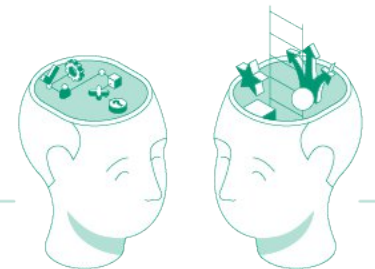
The IS sets the boundaries of what is possible



2. Existence Dependency

WHY?

1. precise semantics
2. removes ambiguities during modelling process
3. naturally integrates behavioural aspects
4. **eases the transformation of specifications to code.**

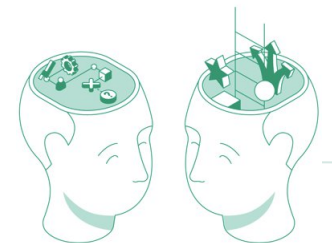
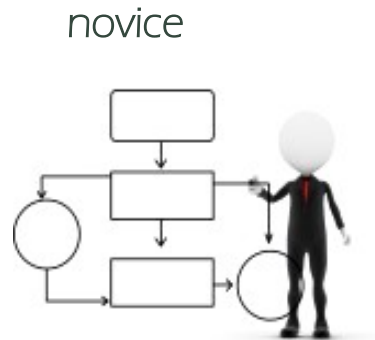


Model evaluation

Check before you build!

BUT!

Mentally evaluating which business processes are supported by a domain model requires high levels of expertise



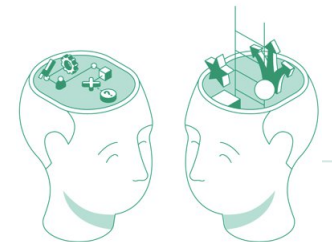
Model evaluation



Check before you build!

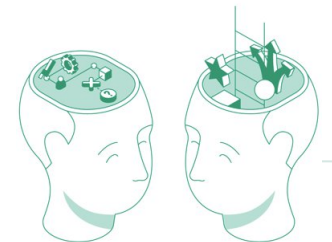
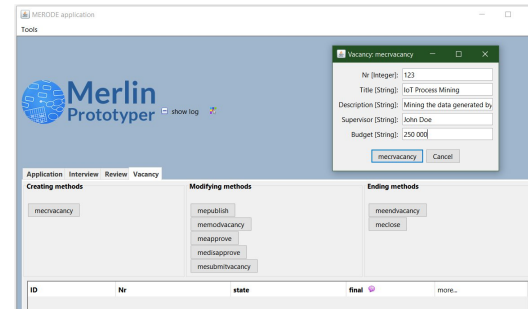
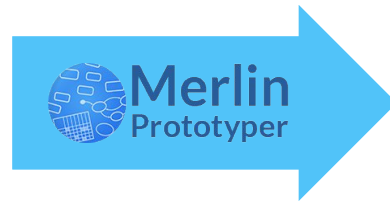
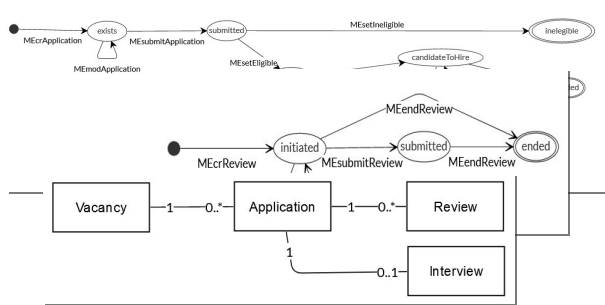
The conversation on which model is the best can be difficult

- Lack of expertise makes understanding modelling choices difficult to evaluate
- Prototyping can assist the dialogue

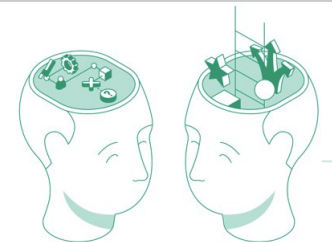
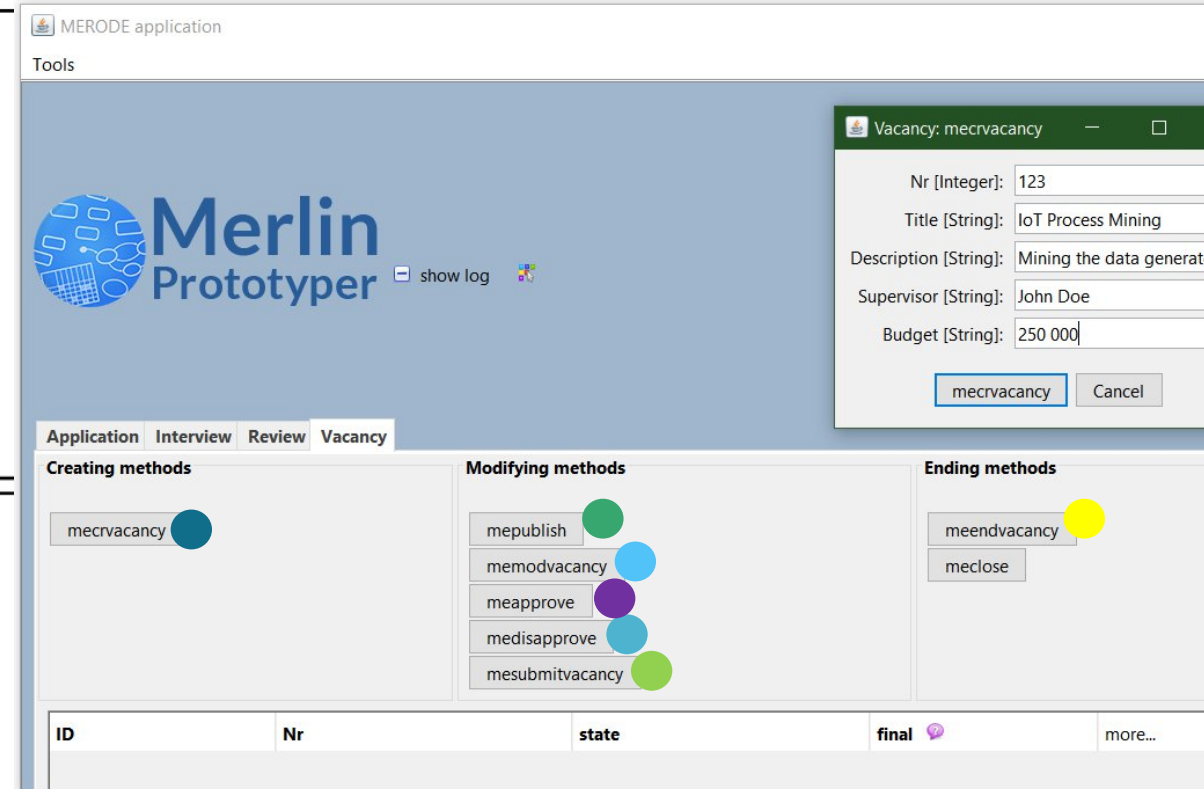
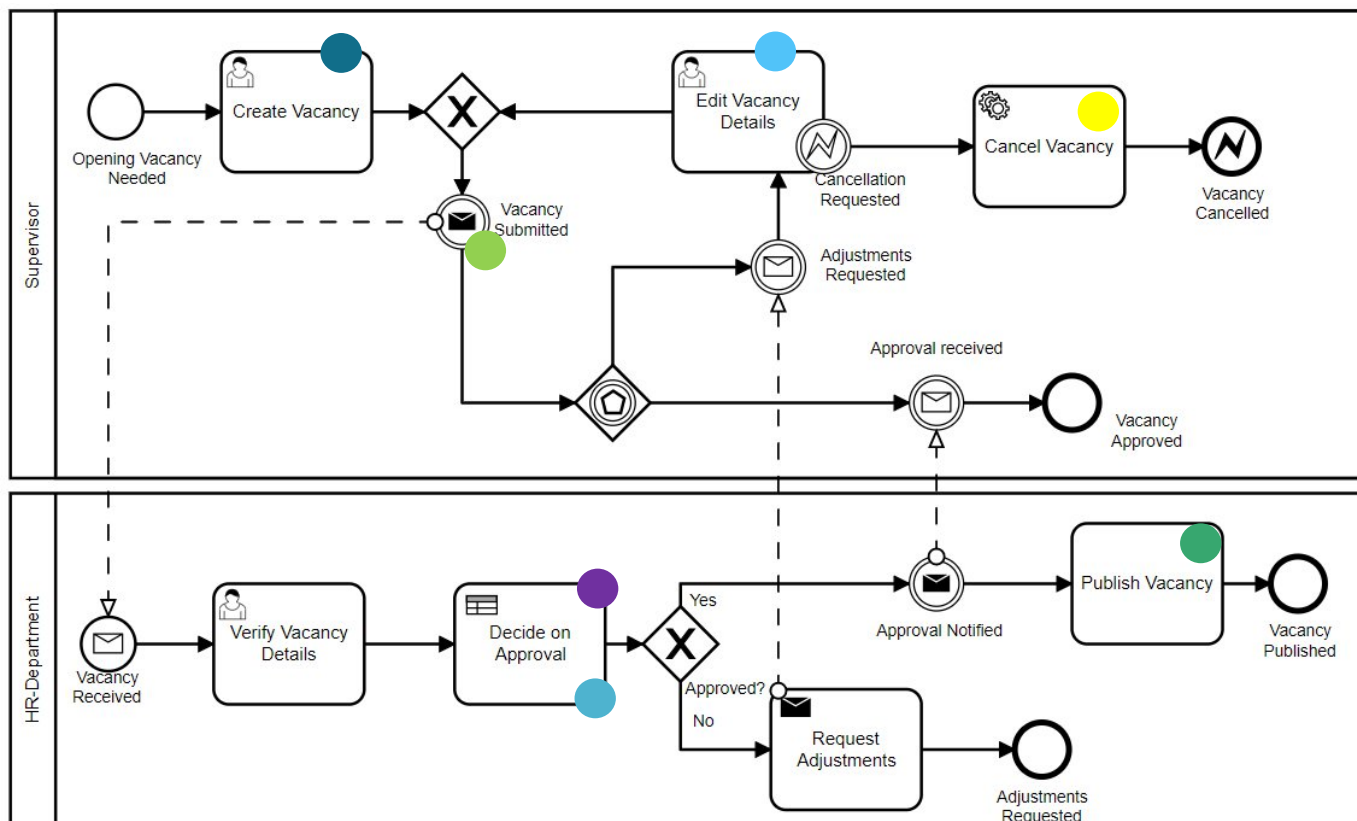


Prototyping

- Prototyping assists both in building the right system and in building it right
- MERODE uses “feedback-enabled” prototyping



Prototyping Example: BP for Opening a Vacancy



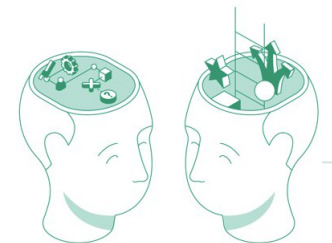
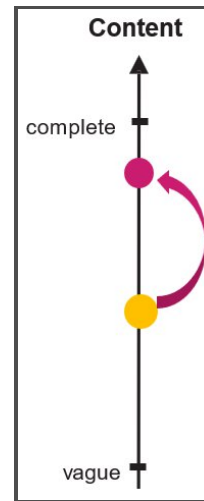
Building the right system



(Ugly Belgian Houses)



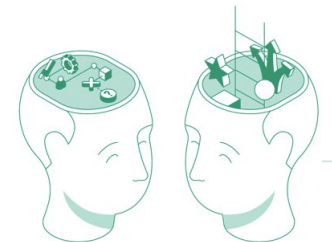
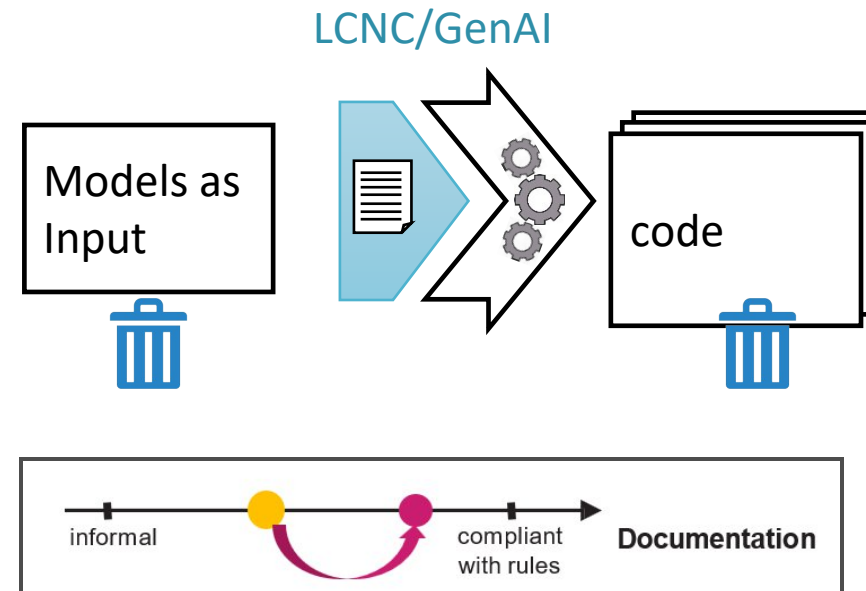
- It's all about **communication**
- Beware of hidden requirements both expected and non-expected !



Building the system right



- It's all about verification
(irrespective of the requirements)

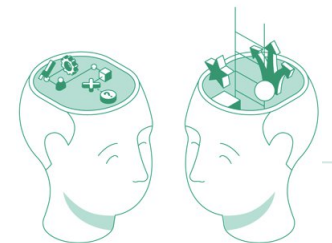


More information?

- Online course on **edx.org**:
KULeuvenX: Domain-driven Design
with UML & MERODE

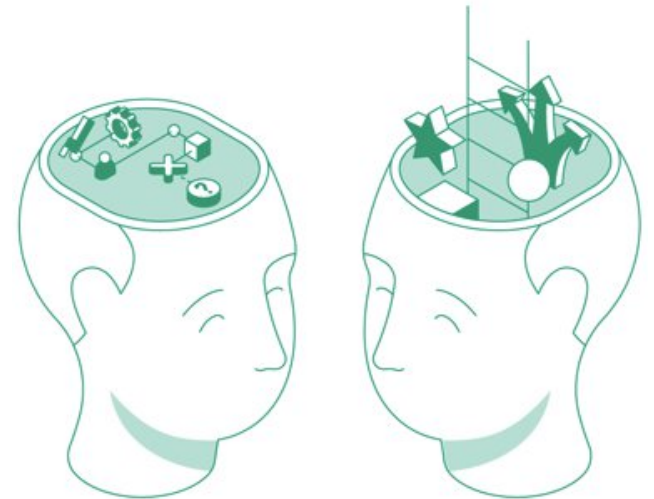


- Webpage with resources
<http://merode.econ.kuleuven.be>



HI-TECH.
HI-
TOUCH.

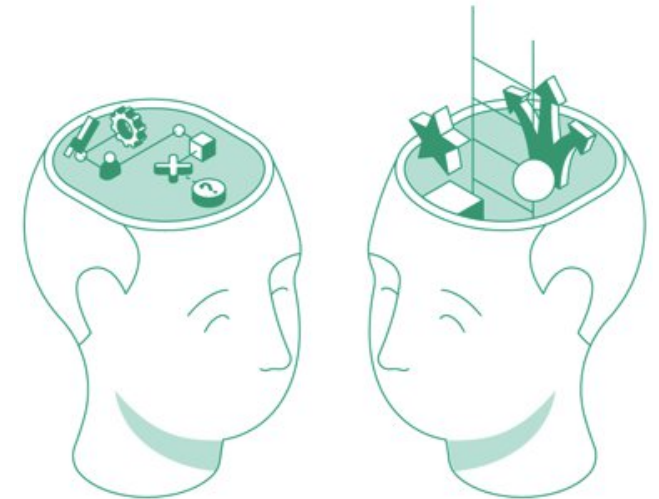
Break



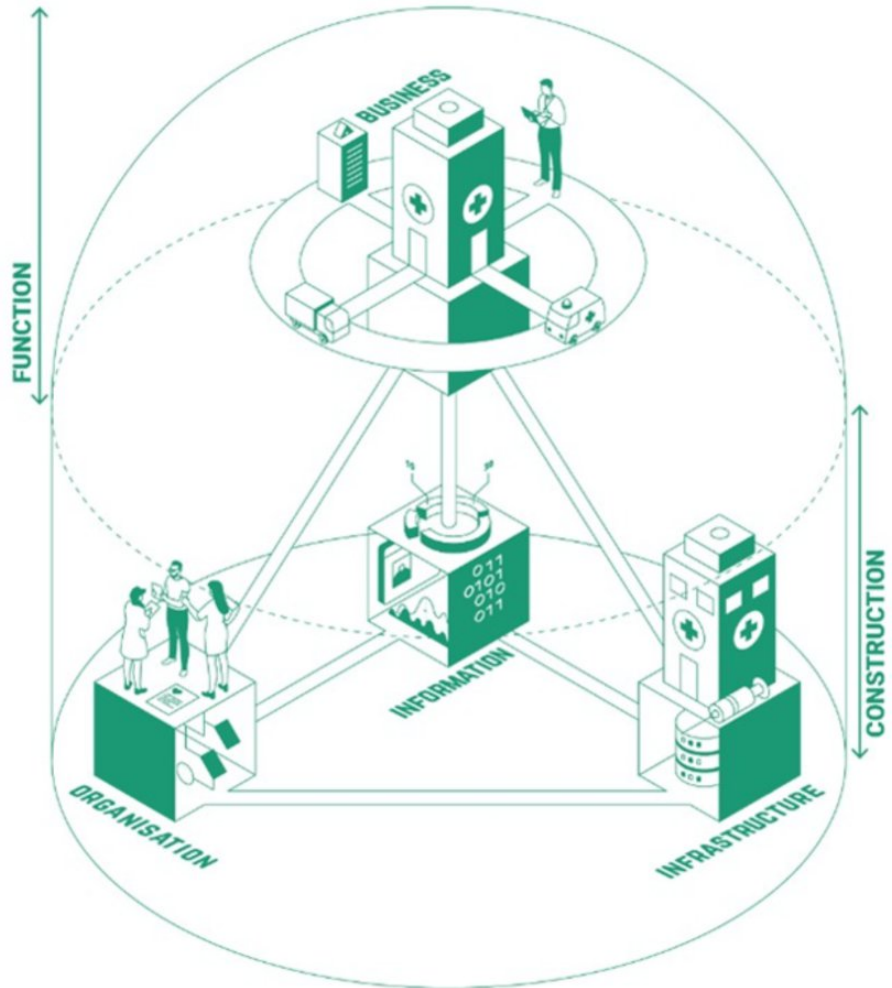
THE ARCHITECTURE OF UNDERSTANDING

HI-TECH.
HI-
TOUCH.

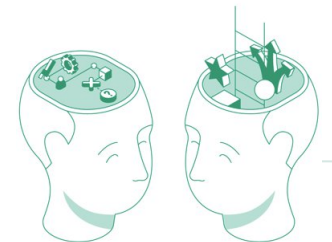
Transforming Social Systems



Important moments of personal insights



- 1997 – 2007: first contact with organisational change
- 2007 – 2008: start of DWT Consulting
- 2008 – 2009: MEITA – focus on design and engineering
- 2009 – 2015: PhD research: ‘preparation of projects’
- 2010 – 2023: Interesting projects
- 2024 - ????: Use this knowledge for the better...

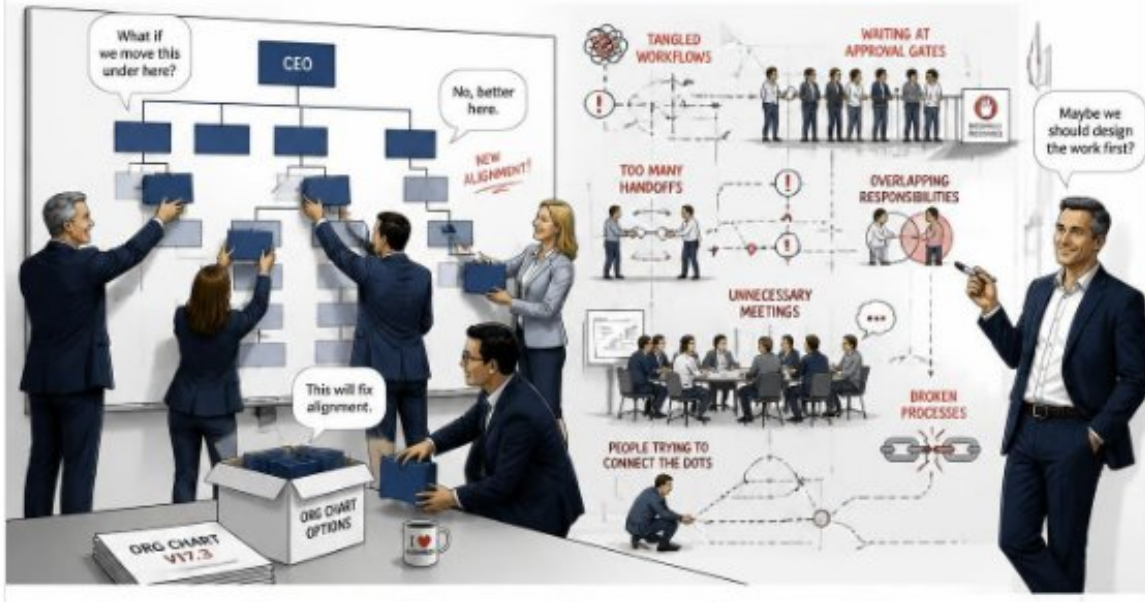


First objective: align the organisation

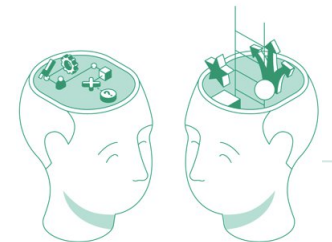
One of the easiest mistakes in Organization Design is starting with the org chart.... more

Organization Design is **NOT** Organization Structure.

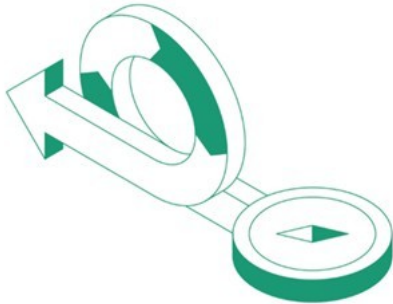
Please stop moving the boxes for a minute. 😊



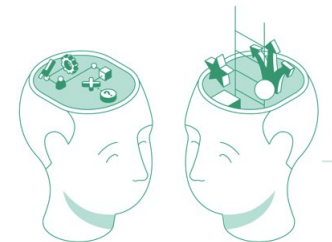
- What does the organisation look like?
Next to the **organisation chart**.
 - Business processes
 - Procedures, rules, guidelines ...
 - Management behaviour, employee behaviour, ...
 - Capabilities, core competencies, individual competencies, ...
- These are the things we can see...
- What are other organisational aspects?



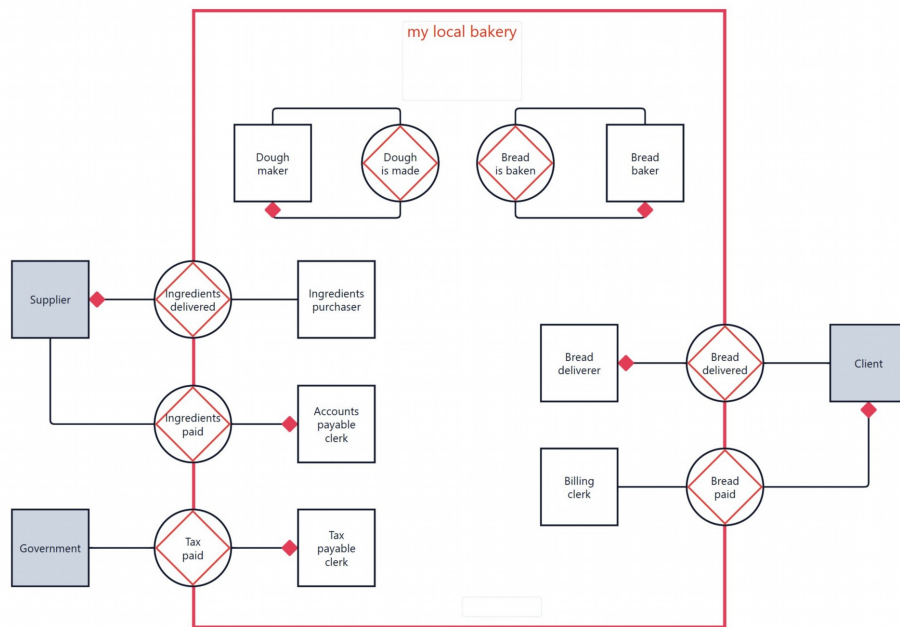
The engineering approach to organisation design



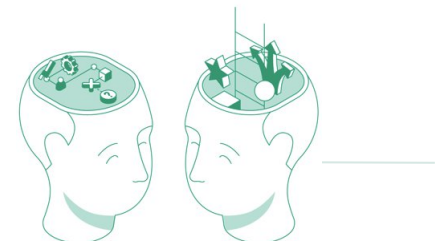
- Start from a **conceptual model of the organisation**
 - A view of the essential responsibilities and their interaction
 - Explain how they support the commitments to clients & suppliers
- Define **guiding principles** that help design & implementation
 - Define the objective of the transformation
 - Know the areas of concern (AOC) on the way from A to B
 - Craft the principles that will help you overcome the AOC
- It works (kind of), but it costs a whole lot of
 - **Energy** to define these principles
 - **Governance** to ensure they are applied



Using the conceptual model is obvious



- Essential responsibilities (transactions) = building blocks
- Function → function description
 - Objectif
 - Responsibilities
 - Expected output
 - Most important professional contacts
- Organisational structure → departments
 - Objectif
 - Responsibilities
 - Expected output
 - Most important professional contacts
- Business process → chain of responsibilities
 - Lane of the swimlane = role
 - Activities in the swimlane =
 - coördination acts of the responsibilities
 - production acts of the responsibilities

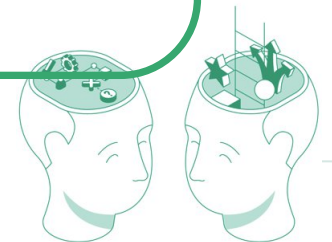


Why is applying architecture such a continuous fight?

- Because we do not really know how organisations think.
- Because we do not really know how organisations decide.

To improve enterprise transformation, it helps to understand how organisations make decisions.

What is the role of the **active memory**?

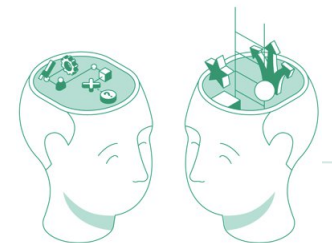


Mental models: the active memory of organisations (D. Kim)

- All humans have an internal compass actively helping them to decide.
 - The compass consists of a set of mental models.
 - The compass acts as an automated process; it requires no specific attention
- Two types of mental models
 - Operational → **How** do I ?
 - Conceptual → **Why** do I ?

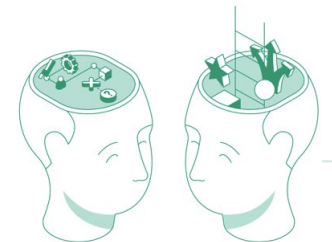
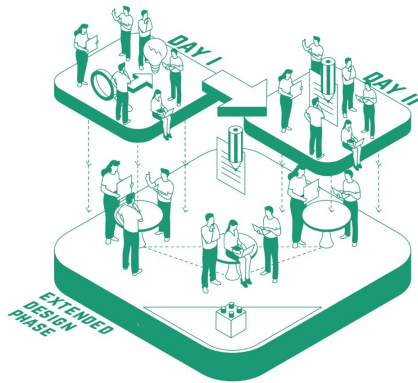


- Groups of individuals share a set of mental models: their shared mental models.
- These shared mental models are the active memory of this group.
 - Operational shared mental models → **How** do we do things here?
 - Conceptual shared mental models → **Why** do we do things here this way?
- The shared mental models are a product of the interactions between the members of a group.
- Shared mental models are continuously shaped and reshaped.



This is in line with insights from theory

- What makes a change initiative transformational?
 - ‘Ground’ versus ‘Figure’ through **new ways of thinking**
 - Change in the core narrative through **introduction of a new metaphor**
- What makes an enterprise decide to **go left** instead of **right**?
 - Active memory of the social system, a **set of shared mental models**
 - You change a shared mental model **through structured dialogue**



When a shared mental model has shifted...

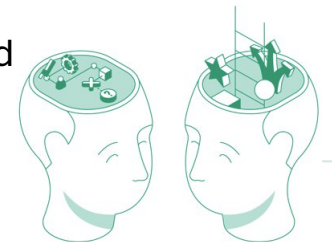
- **Antwerp platform against poverty**

- One year of intensive collaboration between 5 poverty organisations was abruptly stopped because of a political decision that impacted their finances. The intensity of the process matched the complexity of the objective. Everyone involved was convinced everything was lost.
- Three years later, these 5 organisations restarted the process of collaborating without any external pressure or consultancy. They finally created the platform.

Resistance is the clash of old shared mental models against new strategic ambitions.

- **National Geographic Institute**

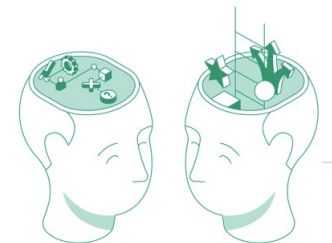
- At the start of the intervention at the NGI, there was a strong shared mental model saying that only the NGI was capable of producing the base mapping material used to create topographic maps. This had been the way of doing things since the start of NGI 150 years ago. This conviction spread across all layers of the institute, including decision-making levels.
- One year after the intervention, the NGI published a strategy document declaring the start of integrating map materials of other providers.
- Ten years later, the NGI has taken another huge step in the process of becoming independent of their own production. They moved from integrator to GEO-broker and are now responsible for delivering all geo-related data to all government parties.



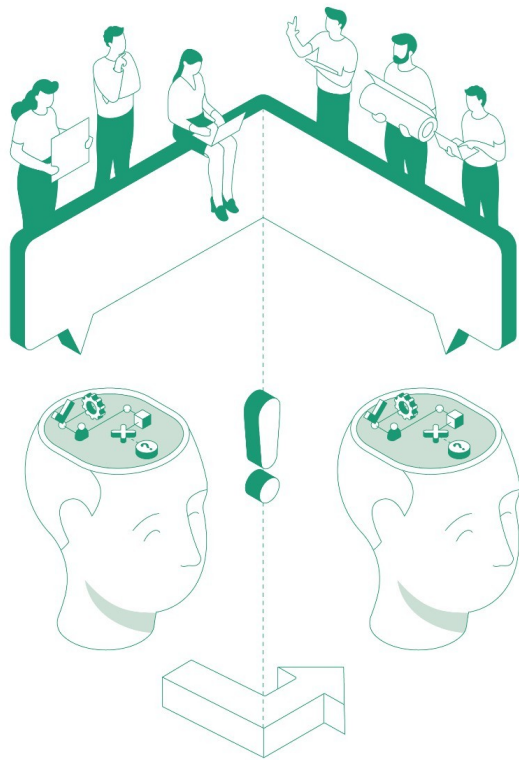
Fundamental change requires



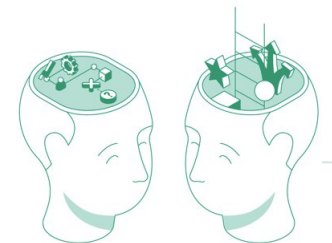
- Real change in way of thinking
 - New shared mental models
- New shared mental models
 - Individual models challenge existing shared models
- Challenging models requires dialog
 - A dialogical approach
 - Dialogical Organisational Development

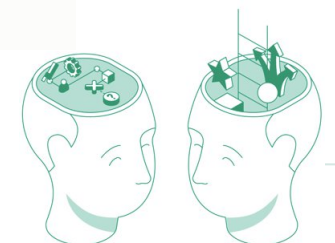
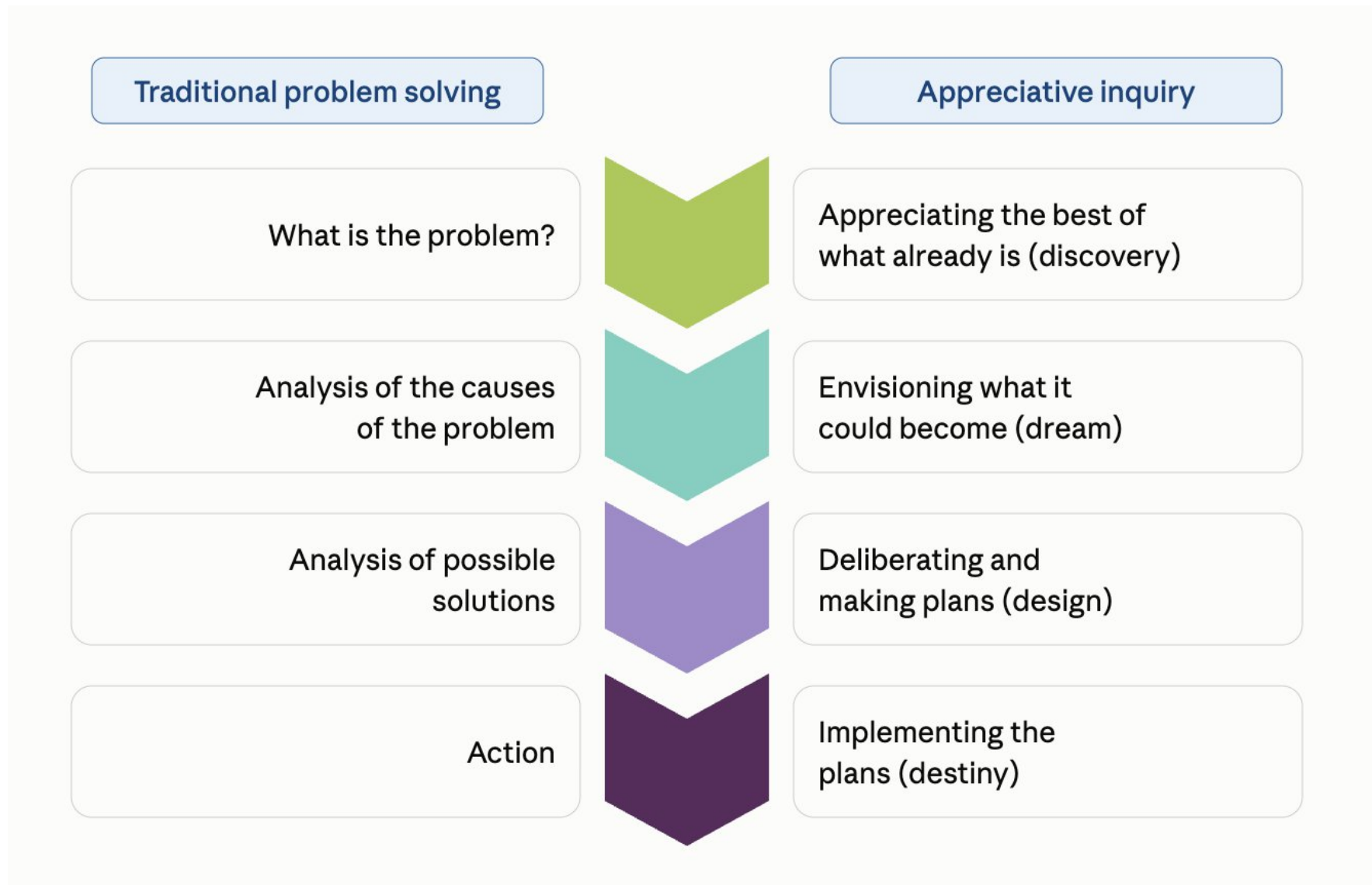


Resistance to change

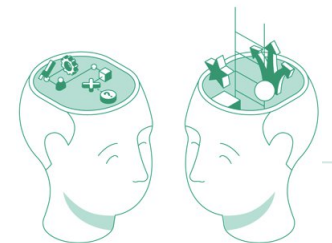


- Inhibiting mental models
 - Specific mental models are blocking a specific change
 - No change in these inhibiting mental models means no change at all
- During project preparation
 - Individual mental models of participants during preparation limit the level of change in a project
 - ADKAR cannot be used during preparation
 - Emerging dialogical approaches are required
- During project roll-out
 - A dialogical approach is appropriate
 - ADKAR approach is also appropriate



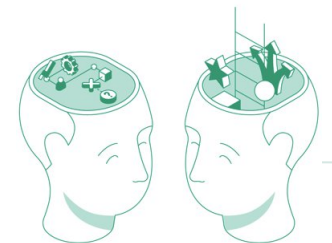


Affirmative topic choice



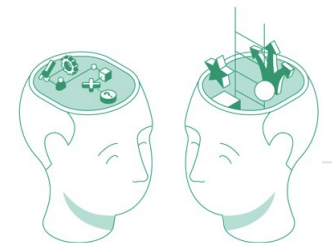
Example: British Airways

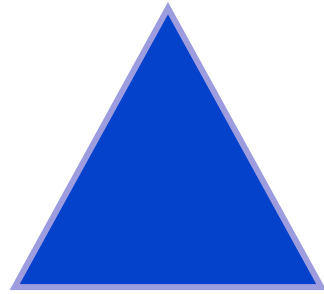
- How to reduce lost and damaged baggage claims?
- How to create exceptional arrival experiences?



The five core principles of Appreciative Inquiry

- **Constructionist:** We co-create reality through our relationships and imagination.
- **Simultaneity:** Change begins the moment we ask the first question.
- **Poetic:** Language does not only describe reality, it also creates it.
- **Anticipatory:** The image of the future we hold guides our behaviour today.
- **Positive:** Appreciative questions generate energy, problem-focused questions generate resistance.

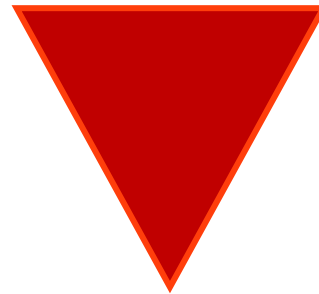




Empiricism

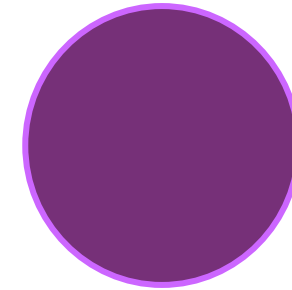
There is one reality.
It is observable and
verifiable.

The expert has the
most authority to
speak.



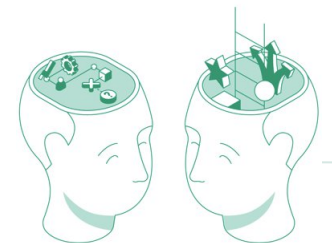
Constructivism

Each individual
constructs their own
truth and reality.



Social constructionism

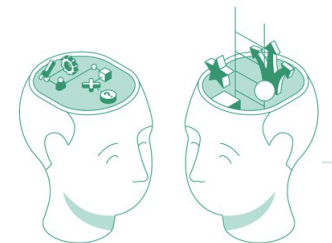
Reality is what a
community agrees upon.



A 'high quality' relational practise

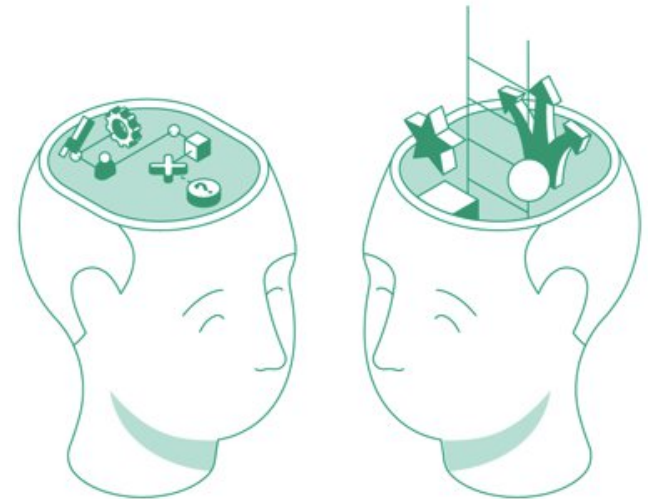
(based on René Bouwen, 2004)

- the degree of reciprocity between the contributions of the actors
- a shared ownership of the task or project
- open, concrete and personal communication
- the creation of mutually appreciative and energising activities
- the degree of symmetry in competences, power expertise and social status
- the possibility of mutually refuting statements and viewpoints (argument and counter-argument)
- allowing a fundamental learning process, similar to the concept of 'double loop learning'.



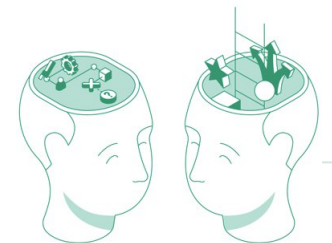
HI-TECH.
HI-
TOUCH.

Panel discussion



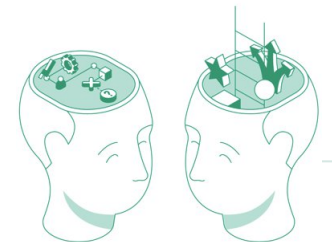
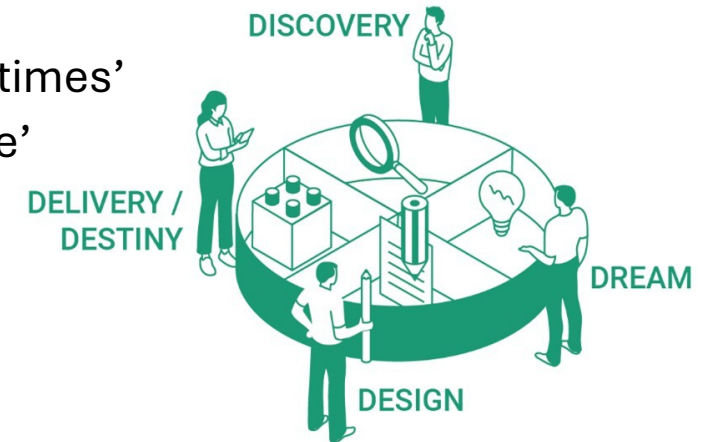
THE ARCHITECTURE OF UNDERSTANDING

De volgende slides over NGI komen net voor het panelgesprek als intro op de inbreng van Ingrid

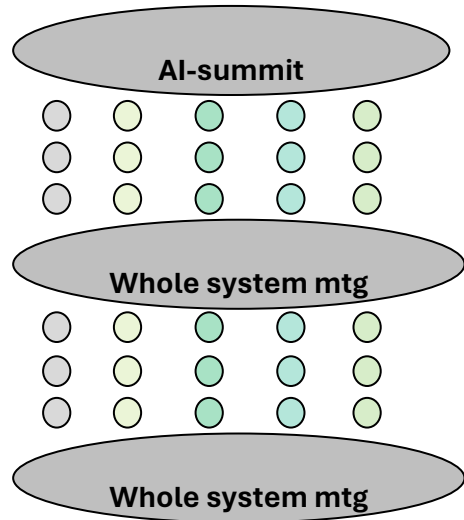


2010 – National Geographic Institute (NGI)

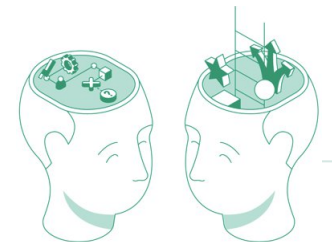
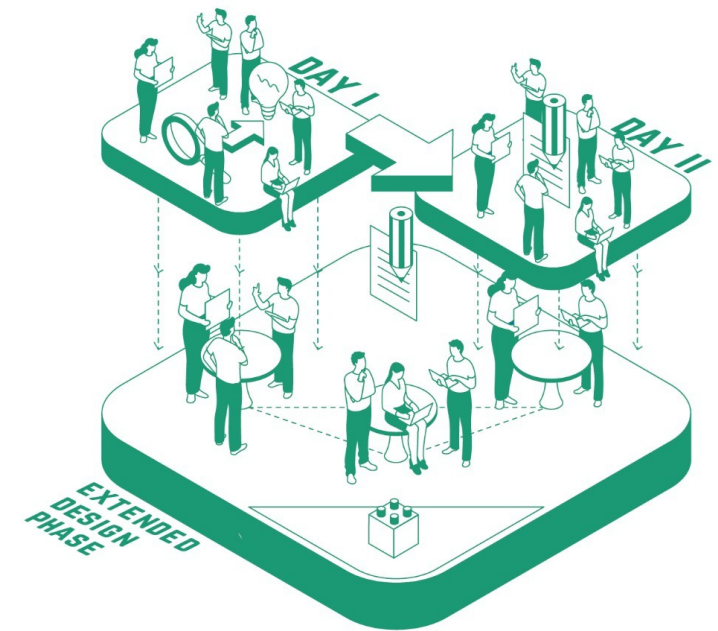
- Appreciative Inquiry–based intervention
- First offsite (2 days)
 - Affirmative topic: ‘Delivering strategy together in turbulent times’
 - Discovery: ‘Identify the core strengths of the institute’
 - Dream: ‘What could NGI look like in five years?’
 - Market: Who are our customers?
 - Products: What do we offer them?
 - Formula: How do we engage with them?
 - Orientation: Are we production-oriented or market-driven?
 - Design:
 - Based on both ‘core strengths’ and ‘Ambition’ we defined eight ‘areas of concern’
 - Decide on the structure and pace of the ‘extended design phase’
- Extended design phase (next slide)



2010 – NGI – extended design phase

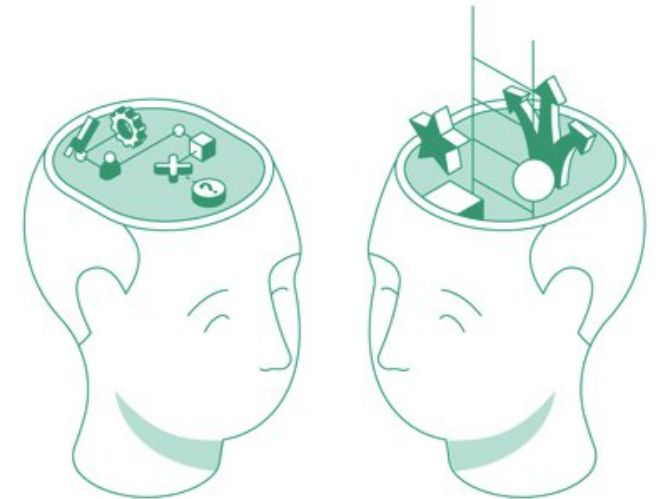


- To manage 5 parallel streams during design
 - 1st whole-system Mtg: Integrate and redirect different streams
 - 2nd whole-system Mtg: close design phase
- Structured documentation using DEMO
- Define the transitional organisation
- Deliver project notes for the projects we have to start to realise our shared vision



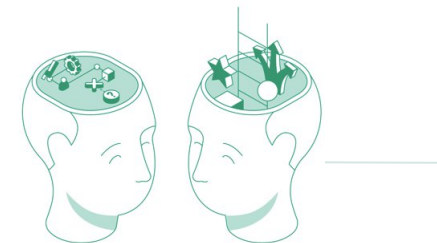
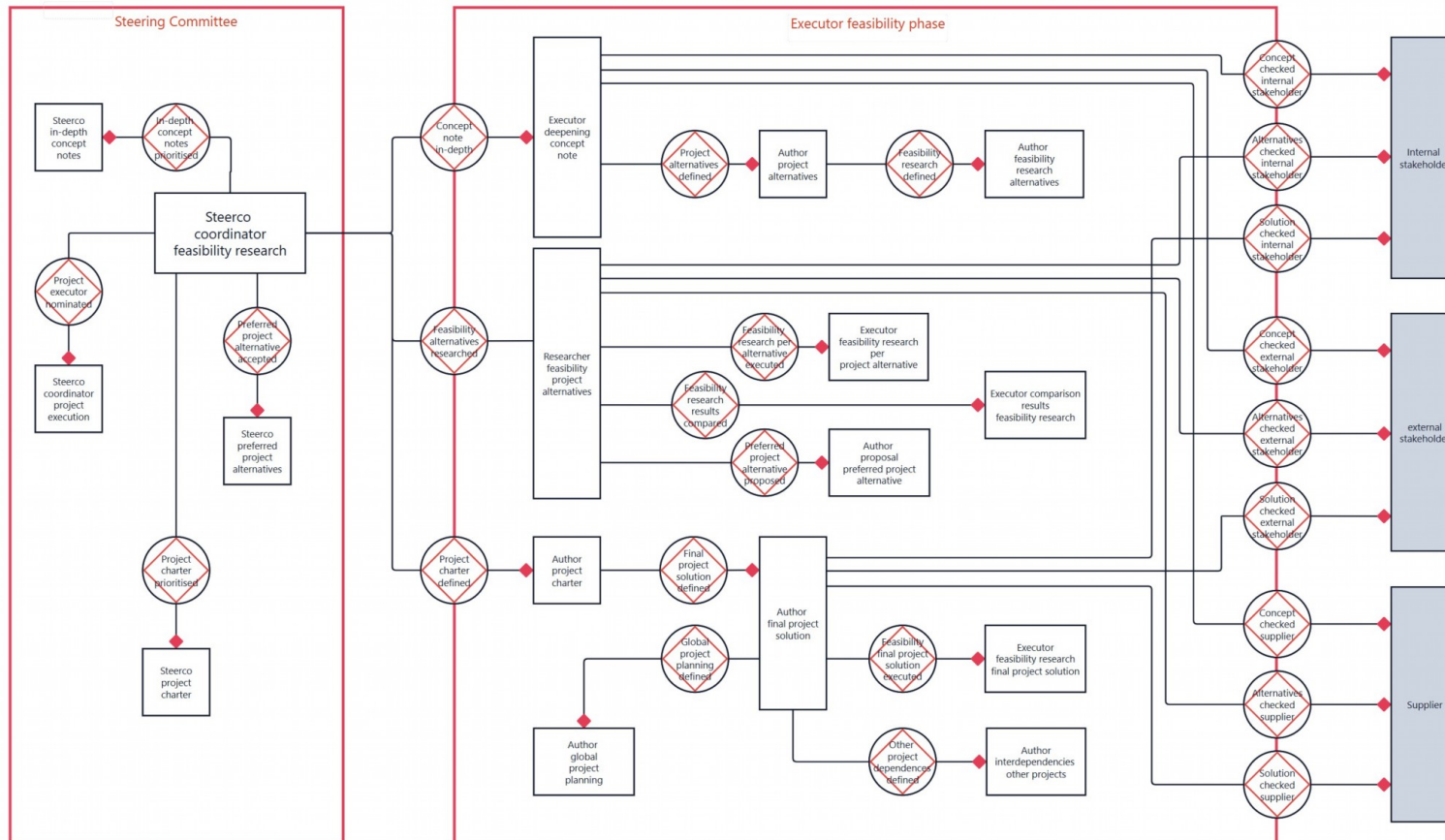
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End of the 'academic' part



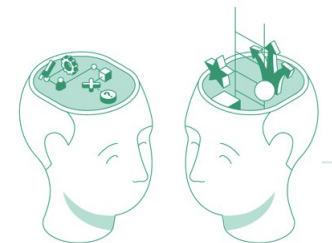
2010 – NGI – Output of extended design phase

- Task 1 =
What responsibilities do we need to organise to make this work?

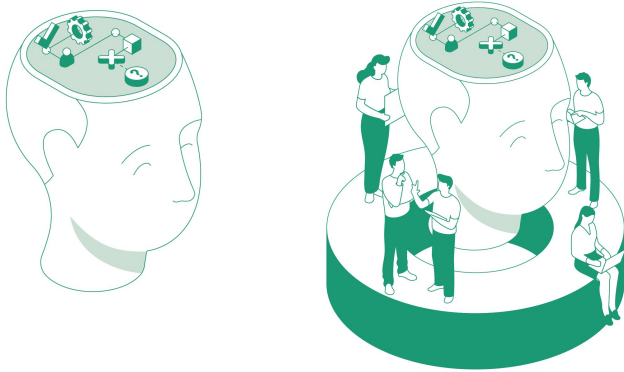


2010 – NGI – Output of extended design phase

- Task 2 =
What projects do we have **to start now** to realise our shared vision?
- Business Development - 9 key projects
- Secondary Market - 6 key projects
- Technology - 9 key projects
- Extra projects (not related to key objectives): 16 projects

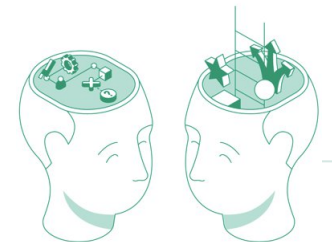
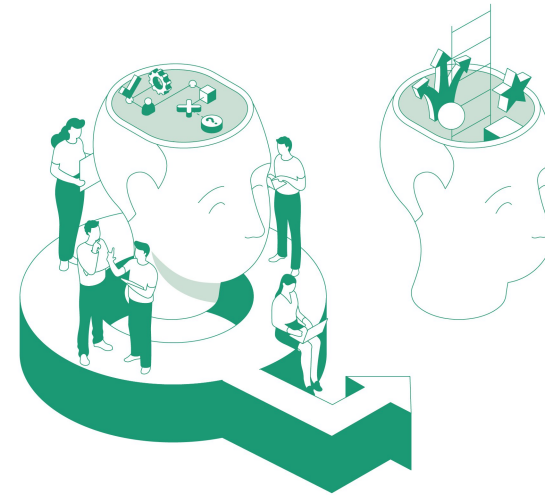


What is a mental model ?

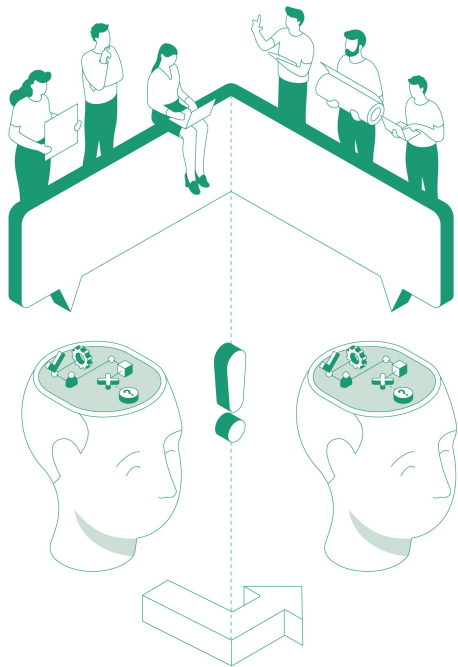


- Elementary part of our active memory
- Steers our decisions
- Individual – Shared
- Know-how – Know-why

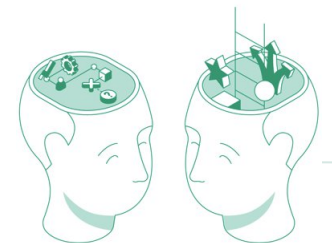
- ✓ A shared mental model will only be changed when challenged by a different individual mental model



Inhibiting mental models



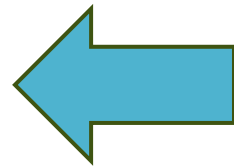
- Change can only take place when inhibiting mental models are tackled
- Inditex ‘we are masters in chaos’
- NGI
 - For 175 years we have been responsible for measuring the Belgian terrain to create maps.
 - In one year (2012) they decided to stop doing exactly that
- Fundamental change requires fundamentally new ways of thinking



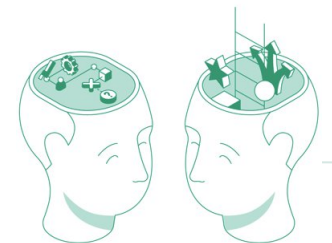
Think this one through...

**"If You Always
Do What You've
Always Done,
You'll Always
Get What
You've Always
Got."**

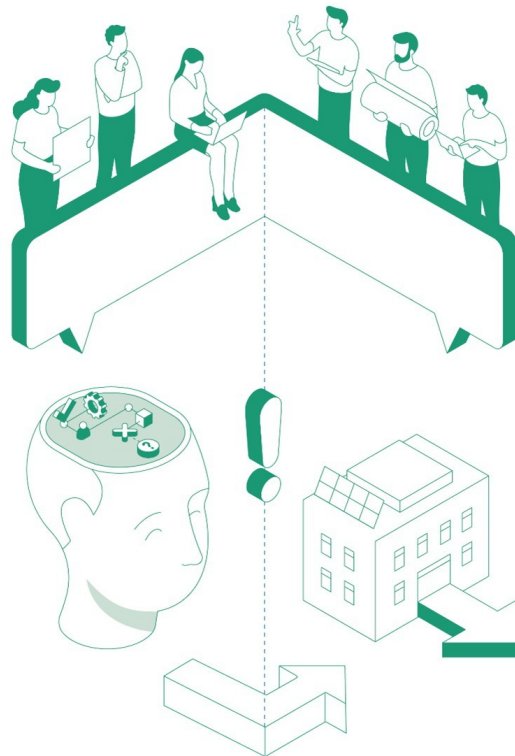
~ Henry Ford



**"If You Always
Think the Way
You Always
Thought, You
Will Always Do
What You
Always Did."**



If shared mental models are not changing



- People will leave
- They are challenging existing mental models
- Their changed individual mental model no longer fits the remaining shared mental models

