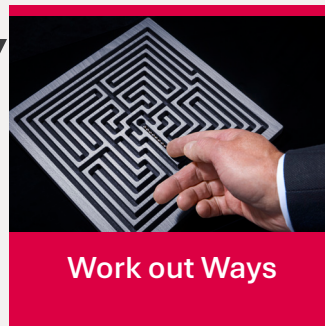


A CANMAS Whitepaper

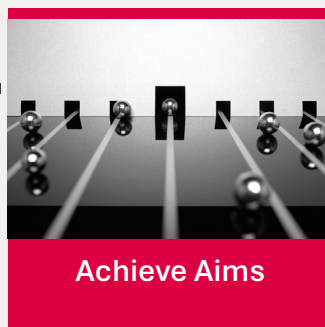
CHANGE



CAPABILITY
for



TRANSFOR-
MATION





Three scenes from a transformation looking good on paper

A well-designed communication plan reaches everyone—and changes no one's behaviour.

A leadership team agrees on the transformation roadmap in January. By March, three departments are running different versions of it.

A pilot succeeds brilliantly. The roll-out stalls.

None of these failures are caused by bad intentions.

In transformation, good intentions are not the problem. Fragmented change logic is.

Organisations undergoing transformation operate under a unique set of pressures. They invest heavily in new structures, systems, and processes that must be adopted, internalised, and sustained over time.

Momentum is consumed long before results appear. Adoption, resistance, leadership attention, and stakeholder alignment are always in tension. Decisions in one function set consequences in motion for commitment and performance elsewhere.

In this environment, change capability is not about understanding change models in isolation. It is about understanding how strategic, leadership, and communication decisions translate into adoption, momentum, and sustainable integration over time—and how those decisions interact across the system.

What makes leading change harder than it looks

Transformation leaders and project teams constantly navigate trade-offs such as:

- Speed of roll-out vs. depth of adoption
- Top-down alignment vs. bottom-up ownership
- Standardisation vs. local adaptation
- Communication frequency vs. message fatigue
- Short-term compliance vs. long-term commitment

These trade-offs rarely sit in one place. They span leadership levels, project phases, and stakeholder groups.

Change capability means being able to:

- Read the system, not just your part of it
- Understand how adoption unfolds differently across psychological types and stakeholder groups
- Anticipate second- and third-order consequences of leadership and communication decisions

Two forces, one transformation

Every transformation unfolds on two levels simultaneously—and both must be understood and addressed if adoption is to succeed.

The psychological dimension

Change disrupts identity, competence, and certainty. The emotional journey from shock through denial, rational understanding, emotional acceptance, and ultimately integration is well described by the change curve (Kübler-Ross). People do not resist change itself—they resist the loss of what change takes away: familiarity, mastery, and the confidence that comes with knowing how things work.

This dimension is deeply personal. It unfolds at different speeds for different people, and it cannot be bypassed by better arguments or more information.

The organisational-political dimension

At the same time, transformation reshapes the social architecture of an organisation. Roles shift. Reporting lines change. Access to resources, decision-making authority, and informal influence are redistributed.

People in organisations are not only individuals with feelings—they are actors in a system of interests, alliances, and power structures. A department head who has spent years building a team and a network does not just feel uncertain about a restructuring—she calculates what it means for her scope, her budget, and her standing.

This is not cynicism. It is organisational reality. Ignoring it reduces change management to therapy and overlooks the structural forces that shape behaviour.

Where resistance really comes from

Resistance is the most misunderstood phenomenon in transformation. It is routinely treated as an obstacle to be overcome—a problem of mindset, communication, or insufficient training.

In reality, resistance carries information. It signals:

- That the emotional cost of the transition has been underestimated (psychological)
- That people fear losing competence or identity in the new world (psychological)
- That influence, resources, or decision-making access are at stake (organisational-political)
- That conflicting interests between units have not been surfaced (organisational-political)
- That the pace of change outstrips the organisation's capacity to absorb it (systemic)

Effective change leaders do not suppress resistance. They read it. They distinguish between emotional fear and political calculus. They recognise that the same behaviour—a manager delaying a decision, a team withholding commitment—can have entirely different root causes, and therefore requires entirely different interventions.

This dual perspective—psychological and organisational-political—is central to how SysTeamsChange is designed and facilitated.

The quiet cost of misalignment

When change capability is weak, transformation programmes rarely fail dramatically. They lose momentum quietly.

Misaligned decisions across leadership, project teams, HR, and communication show up as adoption gaps, inconsistent messages, rising resistance, and constant re-planning. Trade-offs are made implicitly rather than consciously, and energy is consumed without anyone feeling directly responsible.

Strong change capability does not eliminate these tensions. It makes them visible, discussable, and manageable—on both the psychological and the political level.

Speed without shared logic

Organisations are expected to transform faster, more frequently, and more simultaneously than ever. Digital tools, agile methodologies, and competitive pressure compress timelines.

Shared change understanding does not automatically keep pace.

As transformation speeds up, the cost of misalignment rises. Resistance compounds more quickly. Leadership attention fragments. Adoption friction surfaces later, when consequences are harder to reverse.

The gap between transformation speed and shared change understanding is where adoption risk lives.

In transformation, speed amplifies whatever logic exists.

If that logic is fragmented, fragmentation scales.



From frameworks to adaptive judgment

Most organisations involved in transformation have capable specialists across project management, HR, communications, and leadership development.

What limits performance is rarely lack of knowledge but of **shared adaptive judgment**.

- As transformations grow in complexity, organisations become constrained by their ability to:
 - Match leadership interventions to the right phase of change—emotionally and politically
 - Align decisions across leadership, steering groups, and project teams
 - Apply the same reasoning under changing conditions—from shock through to integration

Change capability becomes an organisational capability when people share a common understanding of how their decisions affect adoption, momentum, and sustainability across the transformation system.

How SysTeamsChange makes the invisible visible

The challenges above cannot be solved through training content alone.

They require people to experience how change decisions interact, how adoption dynamics unfold across different stakeholder groups, and how leadership interventions—well-intended or mismatched—create consequences that only become visible over time.

SysTeamsChange builds change capability through a simulation that models the full reality of transformation—psychological and organisational-political.

Teams act as consultants guiding an organisation through change. They choose interventions for stakeholders at different phases of the change curve—each with different emotional states, interests, and levels of influence. Those decisions shape adoption, resistance, and momentum as the simulation unfolds.

Results are not explained after the fact. The simulation software provides immediate feedback: cause and effect becomes visible as decisions play out in real time.

Judgment is built, not taught

In today's organisations, change frameworks are abundant. Explanation is cheap. Adaptive judgment is not.

Knowing what the Kübler-Ross curve describes is different from knowing how to act when:

- Different stakeholder groups are in different phases simultaneously
- Interventions that work for early adopters backfire with the sceptical majority
- Resistance stems from political calculation rather than emotional fear—or both

- Social networks carry messages that leadership cannot control
- Time pressure demands action before the picture is complete

With SysTeamsChange, participants experience these dynamics first-hand. They can always trace outcomes back to the interventions they chose, the stakeholder dynamics they navigated (or ignored), and the phase-specific context those decisions were made in.

From personal insight to collective intelligence

Simulation experience alone does not scale.

Left on its own, insight gained during a simulation fragments. Different teams draw different conclusions, and learning becomes local instead of organisational.

This is why **facilitation is a business requirement** in how SysTeamsChange works, not a learning preference.

Facilitation of the simulation experience:

- Surfaces assumptions behind intervention choices
- Makes adoption dynamics and trade-offs explicit and discussable—including the political ones
- Connects outcomes back to the leadership and communication decisions that created them
- Helps participants develop shared mental models for navigating their real transformations
- Aligns interpretation across leadership levels, steering groups, and project teams

This is how individual insight becomes organisational change capability.



A simulation grounded in how change actually works

SysTeamsChange reflects the realities of organisations in transformation, including:

- Multiple stakeholder groups at different stages of the change curve
- Social networks that accelerate or block adoption
- Different psychological types that respond differently to the same intervention
- Organisational-political dynamics: influence, interests, resource access, and coalitions
- The emotional and rational dimensions of change—from shock through integration
- Leadership style requirements that shift across phases
- The constant balance between speed and sustainability

The simulation is validated by more than 50 current management theories and approaches, developed under the scientific leadership of Willy Kriz, and used by more than 100 enterprises, universities, and institutions worldwide.

Key concepts made experiential

Change Curve (Kübler-Ross) – Match leadership and communication to the specific emotional phase.

Diffusion of Innovations (Rogers) – Use evidence and networks to pull the majority rather than push them.

Leadership Styles (Goleman) – Switch styles to fit the phase and team maturity.

Stakeholder & Network Mapping – Work with influence, interests, power, and constraints—not just hierarchies.

Adoption Feedback Loops – “Decide, implement, observe, adapt” with immediate feedback.

Governance & Reviews – An operating cadence that keeps progress smooth and sustained.



Three ways to deploy SysTeamsChange

In Leadership Development

Build the leadership competencies to drive transformation: matching leadership styles with the change path, reading adoption signals and resistance patterns, turning diverging interests into clear communication and decision routines.

As a catalyst for Trust & Communication

Create a shared language and practical routines that reduce friction, foster open conversations, and make priorities and constraints discussable—without blame. Align narratives across leadership, steering groups, and project teams so messages match decisions.

As a tool for Consulting & Support

Preparation: Map stakeholders; surface adoption signals and political dynamics; explore scenarios and trade-offs. **Roll-out:** Co-design smoother pathways; keep momentum via reviews and quick wins. **Integration:** Translate learnings into governance, KPIs, and operating rhythm—so progress sustains.

Intense. Challenging. Energising. Effective.

Change capability is not built through lectures or e-learning modules.

Participants consistently describe a SysTeamsChange simulation as intense: confusing at first as complexity unfolds, challenging as trade-offs between stakeholder groups emerge, energising when understanding clicks and strategies start to work.

That emotional journey is not accidental. It mirrors the very dynamics of real transformation—and it is what makes learning stick.



Trusted across industries, institutions, and cultures

SysTeamsChange is used by more than 100 enterprises and institutions worldwide—from global technology companies like Infineon to the German Bundeswehr, from cooperative universities to healthcare organisations, from management consultancies to public sector institutions.

Organisations typically engage SysTeamsChange when:

- Transformation momentum stalls despite thorough planning
- Leaders manage change rationally but overlook the emotional and political dynamics
- Resistance persists despite communication campaigns
- Steering groups and project teams are not aligned on how to lead the change
- Pilots succeed but roll-outs fail to scale
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Transformation performance rarely collapses overnight.

It erodes through unaligned change decisions.

If this feels familiar, the issue is not intelligence.

It is shared change logic.

The real question is simple:

When your leaders face resistance, shifting priorities, and competing stakeholder interests—do they read the situation in the same way? And do they act on the same logic?



If not, that is the capability we help build.

