cnc
chodzinski&noppeney consulting

OFW
Organisationsforum
Wirtschaftskongress e.V.

Workshop April 2, 2003

Visual-Management -
A New Concept for Accelerating Change

1. Many organizations suffer from „change fatigue"

Companies funnel more and more resources into implementation initiatives. Nevertheless the results they hoped for are proving harder and harder to come by. After dozens of change initiatives organizations suffer from „change fatigue". Consultants' charts have lost their magic. Thus, new approaches are needed to cope with the constant and sometimes even increasing need for change.

2. Change requires a new look at organizational reality

In order for change to occur there must be a motivation and readiness to change, but this is generally not enough. Management must open up new sources of information and new concepts that permit an organization to look at itself in new ways and „cognitively restructure". Pictures such as photographs taken by members of an organization provide a rich and new source of such information.

3. Visual-Management offers a new look at organization reality

Interviews and surveys are used to reveal differences within an organization and sometimes highlight significant issues. Visual methods such as photography can be used to persuasively confront an organization with itself. They are an effective and efficient way to get a new look at the organizational iceberg conventional methods fail to uncover. Thus, visual-management provides an organization with a new look at itself and catalyses organizational change. This creates enough of a sense of urgency.

4. Visual-Management anchors changes in corporate culture

Nothing undermines change more than empty rhetoric. Undercommunication is frequently used as an argument to explain why transformation efforts fail: „We should have communicated ten times more!". But it is not a question of quantity. At the end of the day change means that an organization and its business processes look different. Signs of renewal are necessary to get organizations moving. To sum up: Visual-Management accelerates and focuses change efforts.

5. Change Management is a visual practice

Common management wisdom is based on the philosophy that "if you cannot measure it, you cannot manage it". Subsequently, the focus is very much on key performance indicators and quantification techniques. Another way of looking at management is to think of effective management as visible management. Management has always been a 'seen' phenomenon. You can only manage, if you are seen. And you can't manage what you can't see.

6. Everywhere you look, there's something to see

"The illiterate of the future will not be someone who cannot read but someone who cannot understand pictures", as the saying goes. Most of us today are going blind. Visual illiteracy blocks vital communication paths. We now experience the validity of this prophecy. The ability to use visuality effectively is underdeveloped. Though only the visible can be shared and disseminated.

7. What you can image, you can make real

Your mind's eye is both far-sighted and insightful. At the very least, it makes the abstract concrete. At best, it makes utopia personal and collectively shared.

8. Pictures are powerful

Pictures can do more than visualize information, decorate a room or function as status symbols. Pictures refer to specific realities. Pictures are perceived as reality. Pictures can shape reality and even create reality. A picture is worth a thousand words. Pictures simplify. Pictures expose. Pairs of pictures capture change!

9. Every picture tells a story

Images allow you and your colleagues to share your past and build your future. Images let people display their differences and discover where they agree. Pictures can create the sense of urgency needed to make organizations move faster.

The executive session will be conducted in a visually enriched format which takes advantage of the specific context of the OFW conference.

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Chodzinski&Noppeney Consulting
cnc hamburg/berlin

cnc focuses on strategy, organizational isssus and corporate culture.

The toolbox consists of established management and consulting know-how. Visual competence is used as a powerful add-on: a specially designed workshop setting, a different perspective or a visual analysis may be used to enhance management effectiveness.

The product offering includes:

- Consulting engagements with companies, foundations and public institutions for strategy and organization development as well as facilitation of cultural change
- Seminars on Visual-Management (e.g. „Central services vs. people in the field – Managing an invisible interface" or „How does corporate culture look?")
- Presentations and workshops and management conferences

The issue of effective management in a visual world is the umbrella spanning projects in management, consulting and research.

Armin Chodzinski

Born in 1970. He studied History and Fine Arts at the HBK Braunschweig. He has lectured on art and economy and his work has been shown regularly at international exhibitions. In 1998, Chodzinski initiated his art project "Armin Chodzinski must join management!" He subsequently pursued a career in an international retail company. Though lacking any formal business training, he was soon given responsibility for strategic distribution projects. Since then, he has continuously been working in management and consulting.

The approach of Visual-Management results from his cooperation with Claus Noppeney. They have jointly taught at the business school of the Private University Witten/Herdecke and will be offering a seminar at St.Gallen in the fall of 2003. With the aim of effectively supporting management in a visual world, they founded the management consulting firm cnc (hamburg/berlin) in 2002.

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Dr. Claus Noppeney

Born in 1968. Claus Noppeney studied Economics and Management at St.Gallen and Harvard University. His research and publications have been awarded a number of prizes, including the Peter-Werhahn-Preis (1999) and the McKinsey Essay Competition (1996). In addition to consulting activities he also serves on the board of SINUM a leading provider of Eco Performance tools. In charge of international strategy development and change projects, Noppeney noticed the importance of visual competencies in sustainable project implementation.

The approach of Visual-Management results from his cooperation with Armin Chodzinski. They have jointly taught at the business school of the Private University Witten/Herdecke and will be offering a seminar at St.Gallen in the fall of 2003. With the aim of effectively supporting management in a visual world, they founded the management consulting firm cnc (hamburg/berlin) in 2002.

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