



Visual Management A New Concept to Accelerate Change

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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-Werkhagen-Freik and the ISC Wing of Excellence. 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 notices the importance of visual competences in sustainable project implementation. The approach of Visual Management results from his cooperation with Armin Chodzinski. They jointly teach at business schools such as St. Gallen or the Private University Witten/Herdecke. To effectively support management in a visual world they initiated the management consulting firm cnc-Hamburg/Berlin.

1. Many organizations suffer from „change fatigue“ Companies funnel more and more resources into implementation initiatives. Nevertheless the hoped for results are providing harder and harder to come. After dozens of change initiatives organizations suffer from „change fatigue“. Consultant's 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 For change to occur there must be motivation and readiness to change, but that 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, to „cognitively restructure“. Pictures such as photographs taken by members of an organization provide a rich and new source of such information.
3. Visual Management delivers a new look at organization reality Interviews and surveys are used to reveal differences around 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 address. Thus, Visual Management provides an organization with a new look to itself and catalyses organizational change. This establishes the great enough sense of urgency.
4. Visual Management anchors changes in corporate culture Nothing undermines change more than empty rhetoric. Undercommunicating by the factor of ten is a frequent argument to explain why transformation efforts fail. 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 must appear to make organizations move. To sum up: Visual-Management accelerates and focuses change efforts

The Executive Session will be conducted in a visually enriched format taking advantage of the specific OFW-Convention context.

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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 1990 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 jointly teach at business schools such as St. Gallen or the Private University Witten/Herdecke. To effectively support management in a visual world they initiated the management consulting firm cnc-Hamburg/Berlin.

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1. 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 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.

2. 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 visually effectively is underdeveloped. Though only the visible can be shared and rolled out.

3. What you can imagine, you can make real Your mind's eye is both far-sighted and insightful. At the least, it makes the abstract concrete. At best, it makes utopia personal and collectively shared.

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

5. Every picture tells a story Images let you and your colleagues share your pasts and build your futures. Images let people display their differences and discover where they agree. Pictures can create the sense of urgency needed to make organizations move faster.

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