



# Managing Change in Business Processes

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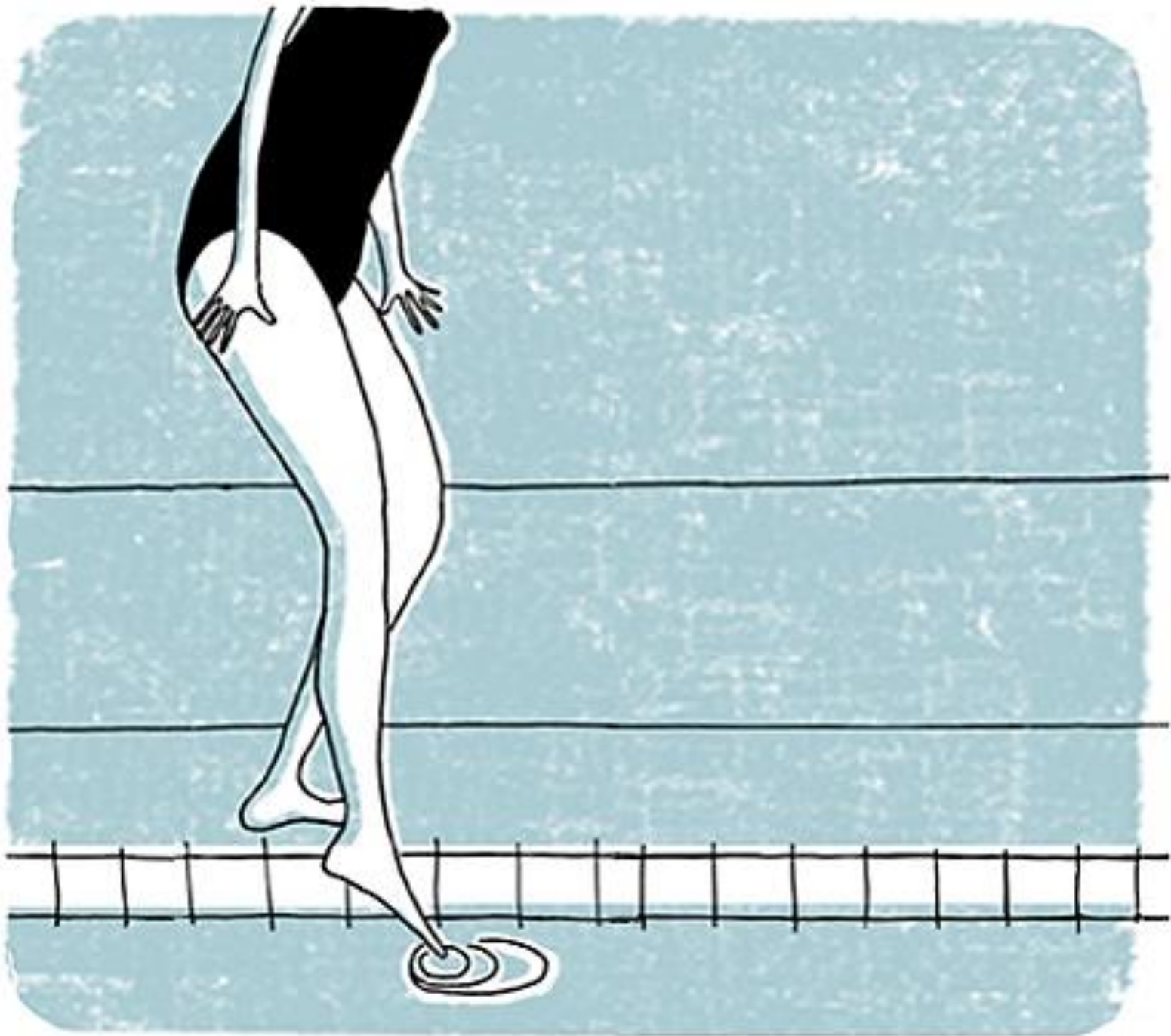


# **3 Words About Change**










A green rectangular highway sign with rounded corners and a white border. It is mounted on a metal structure with several black brackets. The sign is set against a clear blue sky above a yellowish, hazy horizon.

The Future

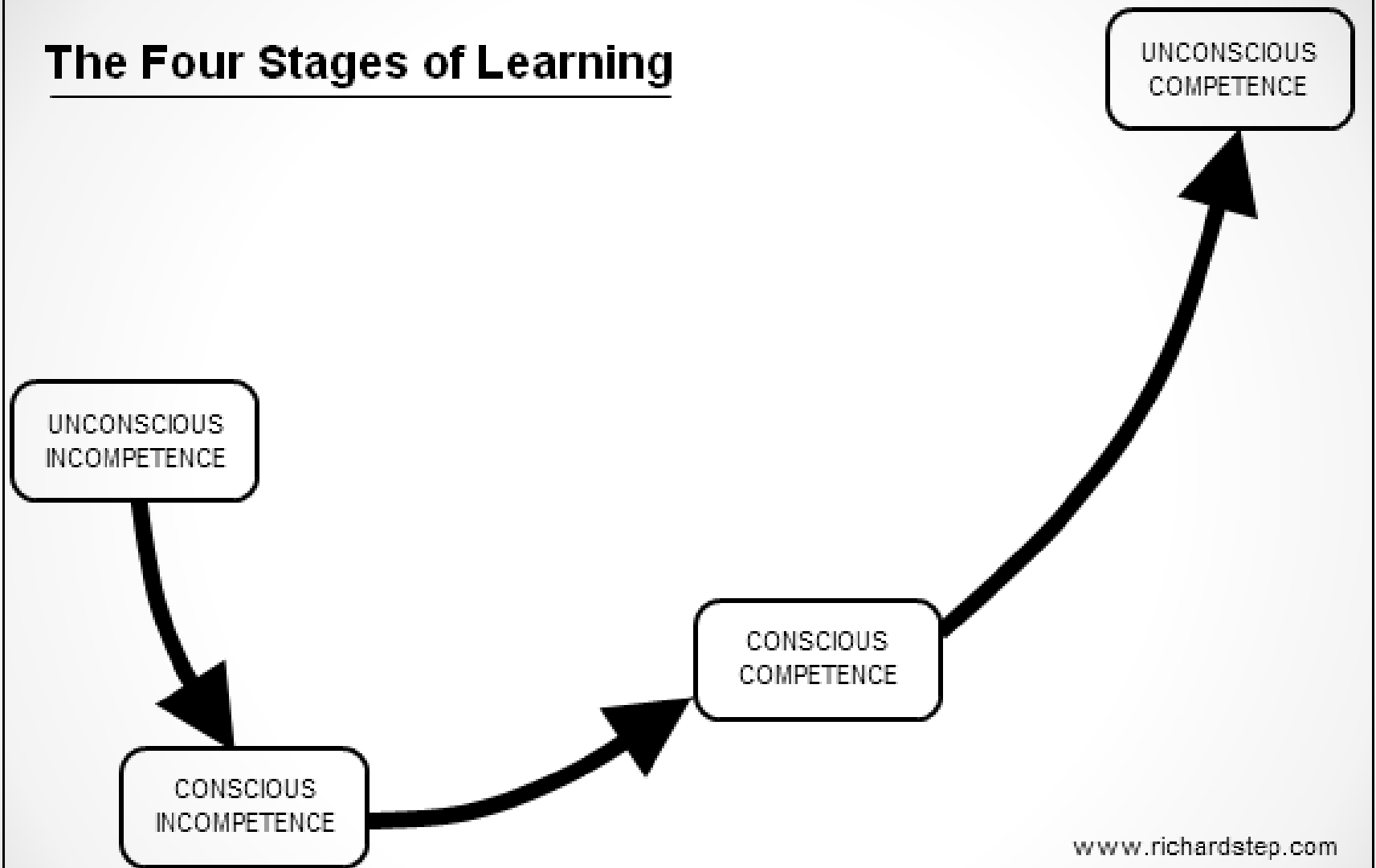
NEXT EXIT 







## The Four Stages of Learning



# **Problem-Solving: Technical v. Adaptive Challenges**

# The Technical Challenge



# The Adaptive Approach





## Technical Challenges

Clear

Expertise

Optimize Execution

## Adaptive Challenges

Require Learning

Stakeholders

Experiments and  
Smart Risks



A diagram consisting of two concentric circles. The outer circle is a solid blue ring. The inner circle is defined by a white outline and is also filled with blue. The text "Circle of Concern" is positioned at the top of the blue ring, and "Circle of Influence" is centered within the inner blue circle.

Circle of Concern

Circle of  
Influence



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