INGRID WALRY

SHAPING 'SMART' ORGANISING AND CHANGE

Bring rhythm and direction to change with the power of KIM² conversation cards

PARTIZAAN PUBLISHING HOUSE

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Smart organising and changing starts with conscious choices, even in the **FSC-certified paper** you're reading from.
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INTRODUCTION

Conduct change: rhythm, tone and language as leadership tools

You seek change that is not only efficient but also meaningful.

Let the **KIM² conversation cards** be your score: a strategic instrument that puts both the external and internal customer at the centre, harmonising customer focus², connective interaction, and embraced leadership into one unified movement. From the very first notes of this journey, one thought has played continuously in my mind: *"The leader is the symbolic soul of the organisation".* These words by Warren Bennis resonate deeply, especially when I work with leaders who strive to give meaning to complex change. Time and again, I feel how an organisation's tone is no accident but the result of deliberate tuning — tuning of voices, behaviour and intent.

In this volume of the series "*Shaping smart organising and change*", I offer you the tool that makes this alignment possible: the KIM² conversation cards. They form the rhythmic score of transformation — not as a rigid script but as a finely tuned composition of question types, dialogical interventions and systemic actions.

Musical alignment: from solo to symphony

Just as my dear friend, composer-conductor Rudolf Werthen, leads an orchestra through inner attunement, I believe leaders can conduct the rhythm of change by asking the right questions — at the right time, in the right tone and with the right intention. The **KIM² conversation cards** assist you in this. They invite you to attune at every stage of change (from awareness to stabilisation) to the emotional, cognitive and systemic layers of your organisation.

Let yourself be inspired by Werthen's masterfully chosen pieces as you work with these cards. Play *Kol Nidrei* when reflecting on valuable resistance, or listen to Saint-Saëns' *Cello Concerto* as you seek the tone for embraced implementation. Using the QR codes in this book, you can literally listen to these scores while figuratively taking up the baton to conduct.

The power of questions as a catalyst for change: a typology of transformation

Change begins with language. Moreover, language attains true significance only when it emerges through dialogue. The **KIM² conversation cards** are founded upon scientifically validated question typologies, spanning from awareness questions to systemic inquiries, from identity-related questions to dialogical resonance. Each of the ten question types corresponds to a distinct phase within the **BASIS²** model (Awareness, Encouragement, Collaboration, Implementation, Stabilisation) and represents a musical motif within your leadership practice.

These cards are not mere tools but serve as a methodological compass. They assist you in facilitating conversations that transcend superficiality and instead guide sustainable behavioural change. You will observe that each set of cards implies a rhythmic progression from the opening motif of awareness to the final cadence of internalisation.

Leadership as ensemble: who needs these cards

Designed for leaders, coaches, facilitators, team leaders, and change agents who understand that change is not a solo endeavour but a collaborative composition. For those who regard customer focus[2] not merely as service but as strategic reciprocity both within the organisation and beyond. And for those who seek to leverage interaction as a catalyst for behavioural change, grounded in a humanistic ethical framework.

Guided improvisation: between structure and freedom

Just as jazz moves fluidly between structure and freedom, the KIM[2] conversation cards provide both guidance and creative space. They are designed for professionals who dare to navigate between planning, and intuition, between systems thinking and humanity.

Let each question sound as an invitation to connection. Let your leadership resonate. And allow these conversation cards to assist you in bringing rhythm and direction to change — fostering customer focus[2], connective interaction and embraced leadership.

Ingrid Walry

BreakOut[3] Leader & Certified Senior Consultant in Innovative Work Organisations

Reflections from professionals in the field

Peter De Bruyn – Consultant

"The book '*Shaping 'smart' organising and change'* offers an inspiring and practical guide for anyone involved in organizational change. Ingrid has a unique talent for explaining complex concepts in an accessible way. The book provides concrete and practical tools and instruments to effectively guide change processes. A valuable resource for professionals who want to learn how to create organizations that are flexible, innovative, and future-proof. This book is a must-read for anyone interested in smart organizing and change processes. Brilliant, original, clear, powerful, and inspiring. And all of this set to the music of the maestro... In short, a masterpiece!"

Annabelle De Braekeleer – First Advisor – practitioner in the police field - Director RESOURCES – Strategic and Operational Analyst – Local Police Zone South

"One thing is certain, the opening note has been played, the tone has been set... with rhythm and direction, for those seeking to change in a different way."

(Read the full review in Chapter 8)

Jurgen De Landsheer – Chief of Police, Police Zone South

“The book offers an in-depth exploration of how organizations can adapt to a rapidly changing societal and economic context. Ingrid, an expert in innovative management, presents a model that helps organizations not only work more efficiently but also make change a topic that is open for discussion and acceptance among employees.

Powerful concepts and practical tools

One of the book’s unique core concepts is the use of music as a central theme. It also emphasizes the importance of a strategic approach to competence development and the stimulation of engagement among knowledge workers.

Social innovation as a driving force

Ingrid emphasizes social innovation as a key element for sustainable organizational change. She argues that it’s not just about technological adjustments, but primarily about rethinking work structures, collaboration, and leadership. Examples from various sectors, including education and the public sector, illustrate how organizations can become more flexible and future-proof through social innovation.

Applicability

The combination of theoretical insights and practical tools makes this book suitable for both strategic policymakers and operational teams seeking to implement change.”*

Conclusion

Shaping Smart Organizing and Change is a refreshing guide for anyone involved in guiding change within future-oriented organizations. The book is highly recommended for those who believe in the power of social innovation and the impact of smart, strategic dialogue in organizational change – and all of this set to the rhythm of music.

Prof. Dr. Ir. Marnix Botte – Managing Director, Incubation and Innovation Center UGent

"Change is not a concrete process with fixed principles, but a symphony conducted through improvisation."

(Read the full review in Chapter 8)

Karel Van de Meerssche – Chairman in Business Affairs, ORB Ghent

"In a world that is simultaneously accelerating both technologically and geopolitically, the call for thoughtful change is louder than ever. Shaping Smart Organizing and Change responds to that call with a striking proposition: change is not a project, but a score. That metaphor – consistently applied – is the golden thread throughout a book that invites organizations to view transformation not as a linear checklist but as a musical composition, with repetition, dynamics, and rhythm.

The **KIM²** model serves as the toolbox and functions as the conductor's baton in the pursuit of sustainable transformation, where transparency, good leadership, team alignment, and attention to compliance and GDPR must be carefully translated into practice.

My metaphor for this book: Direction & rhythm instead of sprint & finish.

Shaping Smart Organizing and Change offers a fresh – even musical – perspective on transformation processes. With its combination of governance, expected good leadership, and rightful focus on compliance and GDPR, all in one continuous rhythm, the book provides both inspiration and concrete guidance. For anyone who wants to approach change not as an annoying task that we tackle every few years, but as a composition to replay and refine again and again, this is a valuable guide. Moreover, the author doesn't remain distant: those seeking deeper insight into smart organizing and change can join in through breakout cafés or podcasts."

Dr. Van Quickenborne Damien – Hip Surgeon, AZ Zeno

The subtitle *"Bringing direction and rhythm to change through the **KIM²** conversation cards"* more accurately reflects the content of this book, in my opinion.

Through a science-based analysis of the processes that interfere with change and innovation trajectories, the author provides a highly detailed overview across major scientific domains (HWG) and subdomains (SWG) that play a key role in these processes. At first glance, this approach may seem somewhat far-fetched, and there is a risk of missing the forest for the trees.
What I find particularly innovative is the combination of music with the discussion of the different facets of the process.

As one reads further, the reasoning behind the author's chosen approach gradually becomes clear. The later development of the questions that the facilitator poses to their audience flows directly from the detailed breakdown of the process.

This leads naturally to the introduction of the **BASIS²** model:
B – *Bewustzijn* (Awareness): becoming aware that change is needed.
A – *Aansporing* (Encouragement): being motivated to take the next step following that awareness.
S – *Samenwerking* (Collaboration): starting a dialogue with colleagues.
I – *Implementatie* (Implementation): moving into action.
S – *Stabilisatie* (Stabilization): securing the future.

The book then becomes a practical guide for working with these five components. Each of the five pillars of the process is linked to a specific type of question:

- a **conversation question** to identify the core issue,
- a **reflection question** to push participants out of their comfort zones,
- a **dialogue question** to spark discussion among participants.

Each scientific domain is then explored using the same framework: **awareness**, **encouragement**, **collaboration**, **implementation**, and **stabilization**. This structured journey helps participants gain insight and understanding into how to effectively manage change.

In this way, **70 different aspects** are systematically covered.

The subdomains range from **occupational psychology**, **auditing**, **data**, **IT**, **marketing**, **ethics**, **governance**, **supply chain**, **CRM**, to **user experience**, to name just a few of the 70 subdomains addressed.

A subsequent chapter provides an extensive bibliography showing how the author studied each of these fields. In the final chapters, **Ingrid Walry** shares the history and evolution of her company, ***SEBECO***.

Also worth noting are the various videos where Ingrid delves even deeper into the change and innovation trajectories.

This is a book that evolves from a thorough theoretical analysis into a hands-on guide for anyone facilitating a change process. What's especially practical is that the facilitator can directly draw on the book to justify the scientific foundation of their approach.

The rhythm of KIM²: organizing in alignment

A directional language for interaction, rhythm, and movement.

Change requires not only direction but also rhythm. **KIM²** is based on that insight. It is not merely a model, but a way of seeing, listening, and acting. An invitation to alignment, polyphony, and shared ownership.

KIM² stands for **Customer Interaction Management²**. It is a holistic model for integrating, directing, and optimizing customer interactions across departments and channels, focused on both internal and external customers. By intentionally fostering interaction, rhythm, and collaboration, KIM² stimulates sustainable change supported by people at all levels of the organization.

Where traditional models often start from structures or processes, KIM² places the quality of interaction at the center. It is both a mindset and a practice, inviting leaders, teams, and organizations to collaborate based on trust, feedback, and shared leadership.

Not a blueprint, but a compass.

KIM² as a model

KIM² transcends the classic divide between 'hard' and 'soft' organizational elements. It integrates structure, behavior, and communication into one whole. By consciously focusing on interaction – both in the moment and systemically – **KIM²** creates space for development.

The model applies to all customer relationships, internal and external, and supports organizations in creating cohesion across departments, teams, and functions. It brings direction to complexity and rhythm to change.

The strength of **KIM²** lies in its layered nature. It does not claim a single truth but invites the integration of multiple perspectives.

From univocality to polyphony

In a **KIM²** approach, change is not a linear process but a movement among voices, viewpoints, and tensions. Not a one-way stream from the top to the shop floor, but a shared quest for meaning and alignment.

The "**²**" in **KIM²** refers precisely to this multiplicity:

- External and internal customer
- Content and relationship
- Structure and culture
- Data and dialogue

This layered approach makes **KIM²** not only applicable at the strategic level but also offers guidance in the day-to-day actions of teams and employees.

Systemic thinking in practice

KIM² is rooted in systemic thinking: it considers dynamics, undercurrents, and tensions. That also means: learning to slow down to speed up. Listening before leading. Reflecting instead of reacting.

Change doesn't happen in a single moment but in a sequence of interactions. That's why timing is essential: the right conversation at the right time.

KIM² in motion

Working with **KIM²** means setting organizations in motion without losing connection. Not through management, but through alignment. Not through control, but through co-creation.

The **KIM²** conversation cards are a tangible expression of this thinking in action. They are a structured and well-founded tool to facilitate conversations that provide direction to change.

These cards help leaders and teams to listen more consciously, speak more nuanced, and make decisions more polyphonically. They are more than just a tool – they are an invitation to see things differently, dare to slow down, and embed change through dialogue.