

- *Blue – change through design* is the programmatic or planned approach to change, which can be mapped on to the Machine metaphor.
 - *Yellow – change through addressing interests* is mainly focused on aligning stakeholders to the overarching aims. This can be mapped on to the Political Systems metaphor.
 - *White – change through emergence* corresponds to the Flux and Transformation metaphor.
 - *Green – change through learning* fits very well with the Organism metaphor.
 - *Red – change through people* focuses on ensuring that an HR expert manages the practical side of people management, together with the realization of the need to manage people through the emotional aspects of psychological transition. This paradigm can principally be overlaid onto the Machine and Organism metaphors.
- One of the reasons why the five paradigms approach is so useful is that de Caluwé and Vermaak suggest what role the change agent should be playing together with the necessary knowledge, skills and attitudes (see Table 5.9).

Table 5.9 Paradigms and the necessary knowledge, skills and attitudes

Paradigm and role	Knowledge	Skills	Attitude
Blue – Design	Project management	Project management	Results-oriented
Expert	Relevant subject knowledge	Planning and control	Decisiveness
Specialist	SWOT analysis	Analytic thinking	Independence
Competence	Processes, systems and projects	Research methods	Intelligence
The right solution		Presentation techniques	Accuracy
The best solution			Dedication
Full responsibility for implementation			
Plan, Do, Review			
Yellow – Addressing Interests	Strategy	Network identification	Independence
Power broker	Top structure	Understanding and using power	Stability
Mediator	Stakeholder analysis	Conflict resolution	Self-control
Negotiator		Influencing	Self-confidence
Looks for solutions with a chance		Strategic interventions	Perseverance
Art of the possible			Flexibility
			Diplomacy

(continued)

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(continued)

The underpinning theory

Table 5.9 (Continued)

Paradigm and role	Knowledge	Skills	Attitude
White – Emergence Spotter Catalyst Sets out general direction and principles Energizes Holds up a mirror	Chaos theory Systems theory Complexity Psychology	Pattern recognition Challenging the status quo Dealing with conflicts Creating dialogue Dealing with uncertainty	Independence Authenticity Self-assured Honesty Flexibility Self-confidence Spiritual Empathy
Green – Learning Facilitator Coach Mentor Communicator	Learning theories Educational theories OD thinking	Designing and facilitating learning situations Creating an open and safe environment Coaching, listening, feedback Role model	Trustworthiness Creativity Openness Flexibility Self-confidence Inspirational
Red – People Manager of Human Resource HR procedure expert Involvement and engagement Motivator	Management science HRM Motivation theories People and performance	HRM policies and procedures Communication planning Teamworking Discussion facilitation Motivating	Carefulness Flexibility Trustworthiness Decisiveness Loyalty Steadfastness

SOURCE Adapted from de Caluwé, L and Vermaak, H (2003) *Learning to Change: A guide for organization change agents*, Sage, CA