The development in the various fields of the 'helping professions' has greatly speeded up since the end of World War II. Social work has blossomed out from a philanthropic movement into a profession; in the field of mental health the emphasis has shifted from custody and nursing to treatment, prevention and after-care; new methods of treatment have been developed in the field of child welfare. Community organization, training in an industrial setting and adult education are also being tackled more professionally on the basis of extensive practice theory and an increasing use of scientific insights. Although these – and other areas – are usually seen as related (the helping professions) what they have in common is rarely defined. With the concept 'planned change' as applicable to education and re-education in the widest sense as starting point, we believe that these areas share the characteristics listed below:

1. the activities are planned; this can be seen from the distinction of phases of planned change (planning – intervention – evaluation);
2. the intervention is usually based on social-technical strategies;
3. the 'change-agent' is a professional and independent psycho-social system (individual, group or organization);
4. the 'client system' is also a psycho-social system (individual, group, organization or community);
5. the relation between change-agent and client system is one of functional cooperation;
6. the aims are to induce changes in the client system, i.e. improvement of the psycho-social structure of the client system.
7. the operational objectives are to change the client system in so far as they are in conflict with the values of the society to which the client belongs.

Planned change activities have various functions. One of these is the removal of disorders in the mental health field, child welfare agency, etc. Another function is the giving of assistance so that the client may be able to function in the best possible way even when the environment is not ideal. In the field of community organization, training in industry, etc. the function is the raising of the standards of living of the client system. In the areas corresponding to the helping professions, action based on experience and intuition is replaced by systematic, planned re-education. The relation between the change-agent and the client system is of a very large extent concerned with the science of planned change (techniques).

The word technique is applicable whenever procedures based on experience, ratio calculations, etc. in pursuing goals. The scientific basis, Methods in the field of education, however, (social techniques) are still very often based on knowledge (practice theory) instead of a scientific basis. Moreover social techniques have usually been developed in one setting of planned change, i.e. a school or organization. This has retarded the development of a scientific basis for this aspect of planned change (social techniques).

In the theory of planned change we find that action is effected by a cumulative series of changes. The series is named after the following phases:

1. the determining of a need for change, the determination of the need;
ment of the psycho-social structure and/or the functioning of the client system.

7. the operational objectives are selected from the values of the client system in so far as they are not at odds with the fundamental values of the society to which the change-agent and client system belong.

Planned change activities have various functions in society. One of these is the removal of disorders in the client system (social work, mental health field, child welfare agencies, etc.). Another important function is the giving of assistance so that the client systems are run in the best possible way even when there are no actual disorders (community organization, training in industry, etc.). Finally a third function is the raising of the standards of normal client systems by applying new norms (in adult education).

In the areas corresponding to the three functions mentioned we see that action based on experience and intuition is being increasingly replaced by systematic, planned methods. These methods fulfil a function to a very large extent comparable to those of the sciences (techniques).

The word technique is applicable whenever human beings use standard operating procedures based on experience, rational discussion, scientific knowledge, calculations, etc. in pursuing goals. Typical of modern technique is its scientific basis. Methods in the field of interpersonal relations, however, (social techniques) are still very much based on pre-scientific knowledge (practice theory) instead of on applied behavioral science. Moreover social techniques have usually been developed in the limited field of one setting of planned change activity. This has considerably retarded the development of a scientific theory on the instrumental aspect of planned change (social technology) in education and re-education.

In the theory of planned change we find the notion that planned change is effected by a cumulative series of part-actions. Following the views of Lewin, Lippitt, Watson and Westley and others, we distinguish the following phases:

1. the determining of a need for change or the developing of a latent need;
2. the defining of the operational objectives and the giving of the diagnosis;
3. the determining of the strategy;
4. the actual behavior modification;
5. the generalization and stabilization of the achieved effect;
6. the evaluation.

At present the strategy usually takes place within one specific method which has gradually developed over the years and is closely linked with a specific field of planned change. In the field of mental health there are the psycho-therapeutic systems such as psycho-analysis and client-centered therapy. In a broader field the T-group method is applied. Casework and social groupwork already have a long history of development in the field of social work. In child welfare therapeutic foster home care is an example of a recently developed method for the treatment of children suffering from serious behavior disorders. This method started as a field experiment under scientific supervision at the Child Psychiatric Clinic of the State University of Groningen (The Netherlands). The method is characterized by the combination of selective placement in a foster family under intensive supervision of a psychiatric social worker and psycho-therapeutic treatment of the child. A supervisory team of experts from different fields attempts to integrate these two aspects.

Practice theory which is still of paramount importance in various fields of planned change differs from scientific theory in its ‘normative’ approach, its casuistic tendency and the more descriptive than interpretative character of its analysis.

The necessity of a clear-cut field of scientific theory on questions of planned change has been stressed by various disciplines (Zetterberg, Gouldner, Bennis, Myrdal, Greenwood, Thelen and others).

An applied behavioral science of this kind will have to be an empirical science in which the normative aspect central in all planned change must be treated as empirical data (value premises). This science will be characterized by two principles: (1) usefulness in the service of planned change and (2) theory building. There is also a double integration involved: (1) the practical problem-unit, beginning and end of the analysis, requires a multi-disciplinary use of the entire breadth of knowledge of behavioral science (hence constituting the norm of the situational integration). Where this norm is masked by resistance to data, science will of necessity have to relate to variables which are also of instrumental aspect. Analogous to a scientific technology of the instrumental aspect of science the instrumental aspect of practice functions:

1. theory building with reference to practice
2. clarification of views couched in theory
3. control over social-technical processes of (social) techniques.

The want of explicitness in the text can be partly accounted for by the fact that alongside the existing theories of attention is given to variables which, in connection it is important in a scientific and test models of behavior must is understood here to be intentional and/or functioning of a psycho-social to be decision models.

To test a model of this kind the connection it is important in a scientific and test models of behavior must be intentional and/or functioning of a psycho-social to be decision models.

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knowledge of behavioral science (horizontal integration) and (2) the interrelations of the components of the problem situation are constituted by the norm of the situation considered more desirable (vertical integration). Where this norm is not always explicit (for example, it may be masked by resistance to change) such an applied behavioral science will of necessity have to be of a clinical nature (Gouldner) and have to relate to variables which can be manipulated (Bennis). Analogous to a scientific technology a social technology (conceived as a science of the instrumental aspect of planned change) may have three functions:

1. theory building with reference to this instrumental aspect;
2. clarification of views couched in pre-scientific terms (in practice theory);
3. control over social-technical processes and the theoretical control of (social) techniques.

The want of explicitness in the technical aspect of planned change can be partly accounted for by the lack of a 'theory of changing' – alongside the existing theories of social change – in which express attention is given to variables which can be manipulated. In this connection it is important in a science of planned change to design and test models of behavior modification. Behavior modification is understood here to be intentional inducement of changes in the structure and/or functioning of a psycho-social system. Effective models will have to be decision models.

To test a model of this kind the construction of a model is dealt with which involves these variables:

- (three) phases of behavior modification
- specification of the initial situation of the client system
- some modification mechanisms
- the balance of power between change-agent and client system
- the direct effect of the modification mechanisms

The modification mechanisms hold the key position in this model; they are to be described as processes within the client system leading to changes in structure and/or functioning which are not random and not entirely fixed, but
show a certain degree of predictability and can be activated by outside intervention.

The tentative model construed is only of interest as an experiment in model-building in the field of planned change. Model-building with a direct practical value would have to answer to questions of validity and reliability of the theories and concepts used, and to the operationalization of the variables and the relevance of these variables.

An aid in the investigation of the relation between change-agent and client system might be the more sharply defined use of the concept 'strategy' which is usually used rather vaguely as being about identical with planning. Characteristic of this more well-defined use is the making explicit of the aspect of anticipation in the action. A strategy indicates a 'player's' choice to all reasonable possible counter-moves. The possible decision situations are standardized in decision rules. In designing an optimum strategy the probability of certain effects and their desirability are estimated or calculated on the basis of all possible information on relevant factors.

A strategy within the field of planned change where the relation between change-agent and client system is one of functional cooperation can be described by using game-theory terms (Schelling), as a mixed strategy tending to the elimination of the conflict element.

The designing of a strategy can be seen as one level of planning (as a specification of planning at management-level and as a preliminary to tactical planning).

Choice is made within a strategy of influencing techniques: potential ways of behavior which through intervention bring modification mechanisms into effect. Various sorts of technique are distinguishable: those which provoke behavior, those which modify behavior and those which stabilize behavior, etc. Techniques limit the choice of intervention without determining its content and form entirely. The actual intervention, that is, verbal and non-verbal behavior of the change-agent by which modification mechanisms are activated, is determined in part by the actual data (feed-back) of the influencing situation (tactical planning).

The functional cooperation relation, though to be distinguished from purely personal relation, has both the 'person oriented' and the 'task oriented' aspect. The inter-relation between these levels is partly determined by the specific situation, but may also be the result of other factors.
determined by the initial situation of the client system. And there

can thus be other variants of functional cooperation depending on
differences in the initial situations.

If the fundamental situation of the client system is disturbed then the

emphasis in diagnosing will be on the thought process of the change-

agent. The behavior modification will be more concerned with the
total functioning of the client system, there will be a clear preponder-
ance of power on the part of the change-agent and a relative balance
of person oriented and task oriented interaction. However, the more
normal the initial situation of the client system is, the more the em-
phasis of the diagnosis may shift in the direction of self-diagnosis and
the more modification may be concerned with partial aspects of
functioning. In this case the power relation may be balanced or there
may even be a preponderance of power on the part of the client system
and the task oriented level of the interaction may dominate.

For the future development of planned change action it is necessary
that contributions are made to a scientific analysis of the technical
aspect of planned change within the frame-work of a social technology
in a more systematic way than has been the case up to now.