

Making the Invisible Visible: Visual Thinking in Change Communication

Author: Dana Rulf, speakture GmbH

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Abstract

This paper investigates how visual thinking can enhance organisational change communication, particularly in complex and fast-evolving environments. As organisations face increasing demands for clarity, engagement and alignment during transformation processes, visual storytelling emerges as a powerful tool for making abstract concepts tangible and emotionally resonant.

Drawing on qualitative interviews with two senior visual practitioners, the study examines how images, metaphors, symbols and graphic formats are used to guide employees through critical phases of change, including strategy development, stakeholder alignment and navigating uncertainty. Special emphasis is placed on visual storytelling techniques, such as metaphor creation and the hero's journey framework, which help build coherent and relatable narratives that foster shared understanding and emotional connection.

In addition to practitioner insights, the paper outlines the design of an ongoing quantitative survey among members of Swiss, European and international visual practitioner networks. This survey aims to map common fields of application, recurring challenges and emerging best practices across sectors and organisational contexts.

By combining research-informed reflection with practice-based evidence, the paper offers concrete recommendations for organisations seeking to strengthen internal communication and change management strategies through visual thinking. It contributes to the professionalisation of the visual practitioner field and provides a nuanced understanding of how visual storytelling can connect, inspire and drive meaningful transformation within organisations.



Learn more about Visual Thinking in Change Processes: www.speakture.ch/change