

Introduction to Change Management

Animierte Einführung in das Thema "Change Management"

Inhalt:

Im Rahmen einer Fusion zwischen einem amerikanischen Telekommunikationsunternehmen mit einem europäischen Konzern begleitete Safari den europäischen Vorstand. Die Präsentation enthält ein Impulsreferat zum Thema "Change Management". Zunächst werden verschiedene Perspektiven im Blick auf Veränderungssituationen vorgestellt. Über Erklärungsmodelle werden Strategien skizziert und einzelne Instrumente vorgestellt.

Leistungsbereich: Organisationsentwicklung,
Projektmanagement

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Dokumentart: Präsentation

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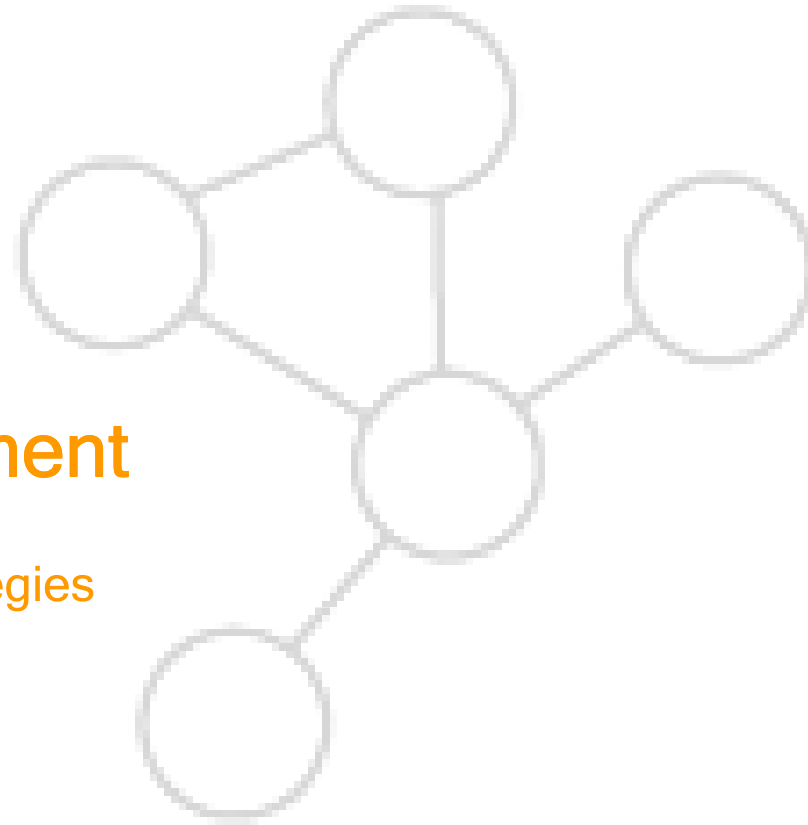
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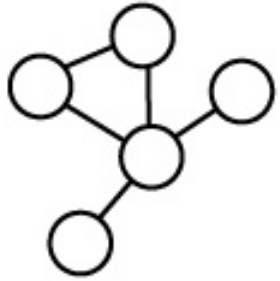
Introduction to Change Management

Perspective, Models, Strategies

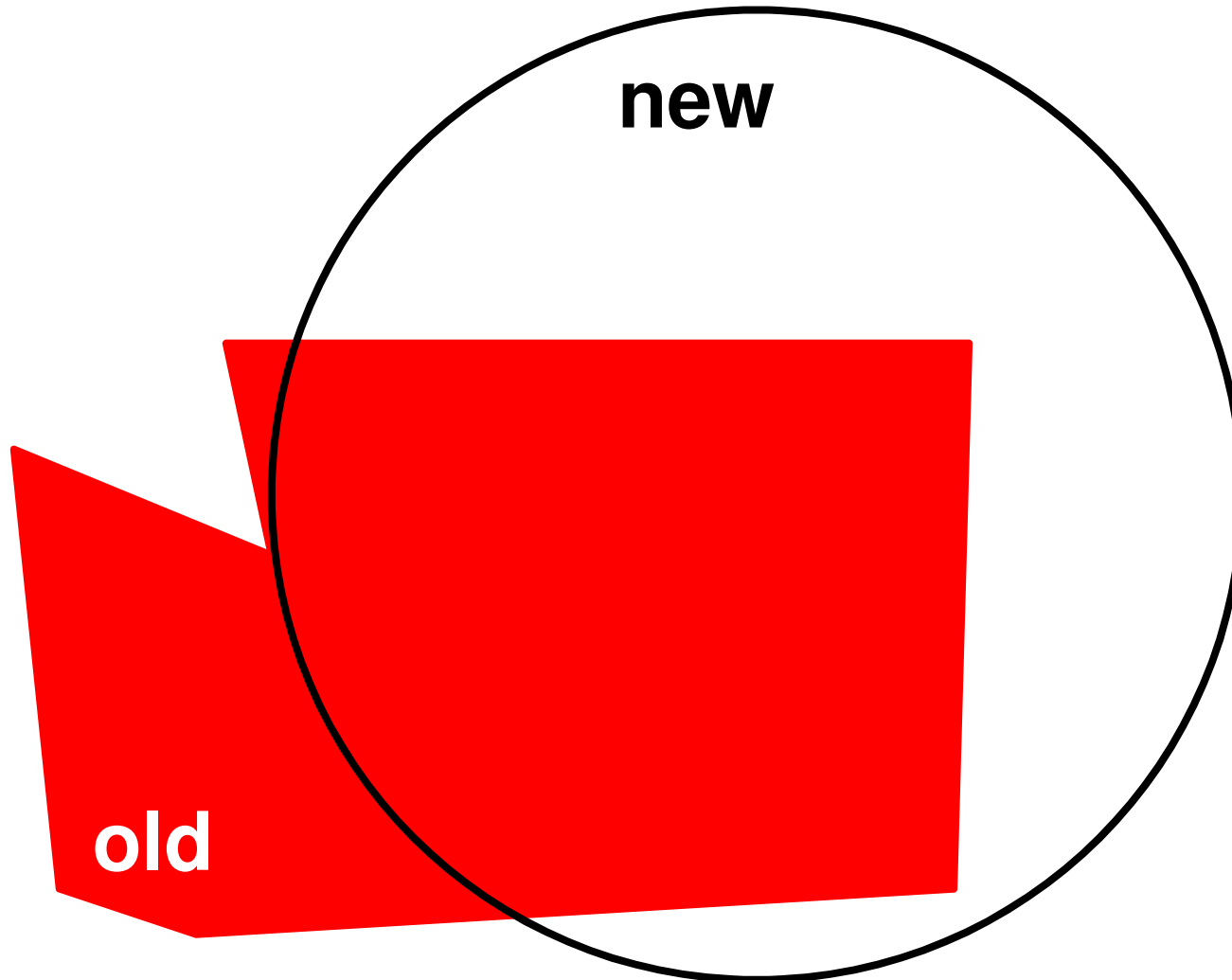


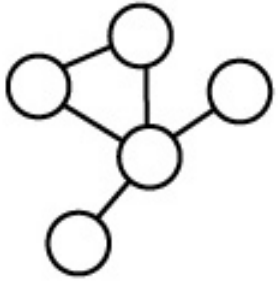
Safari

Institute for Organisational Rethinking.

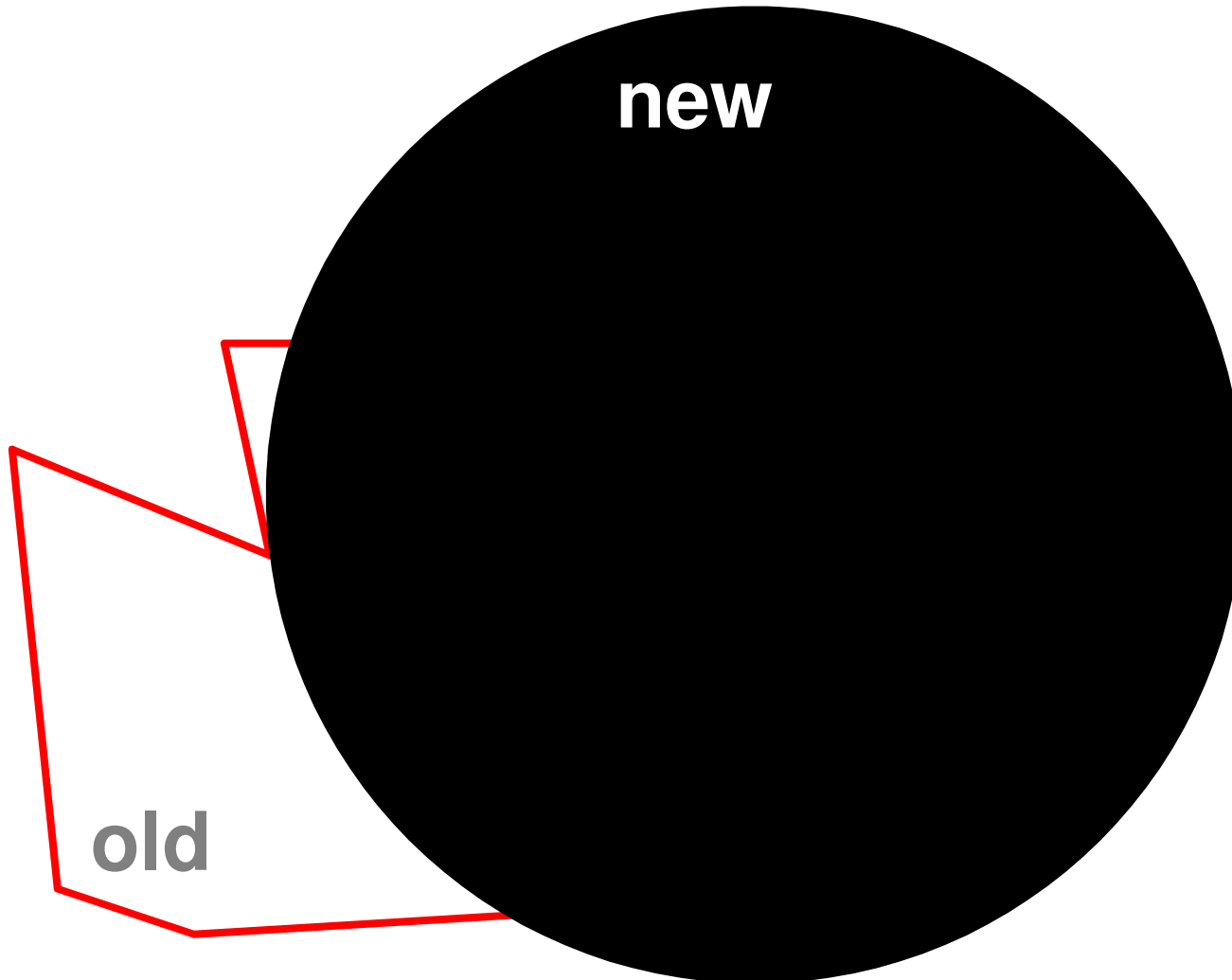


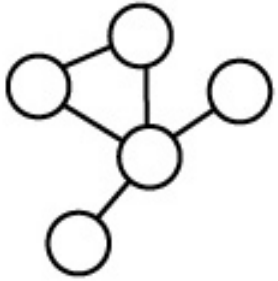
Change is coming from here



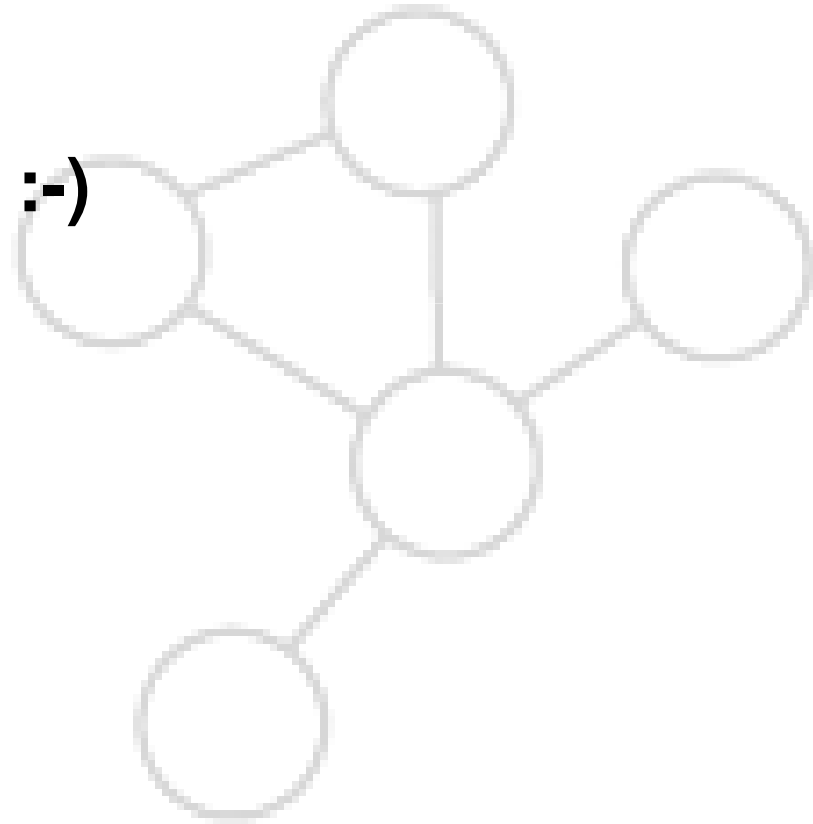


**Change is coming from here
to here.**



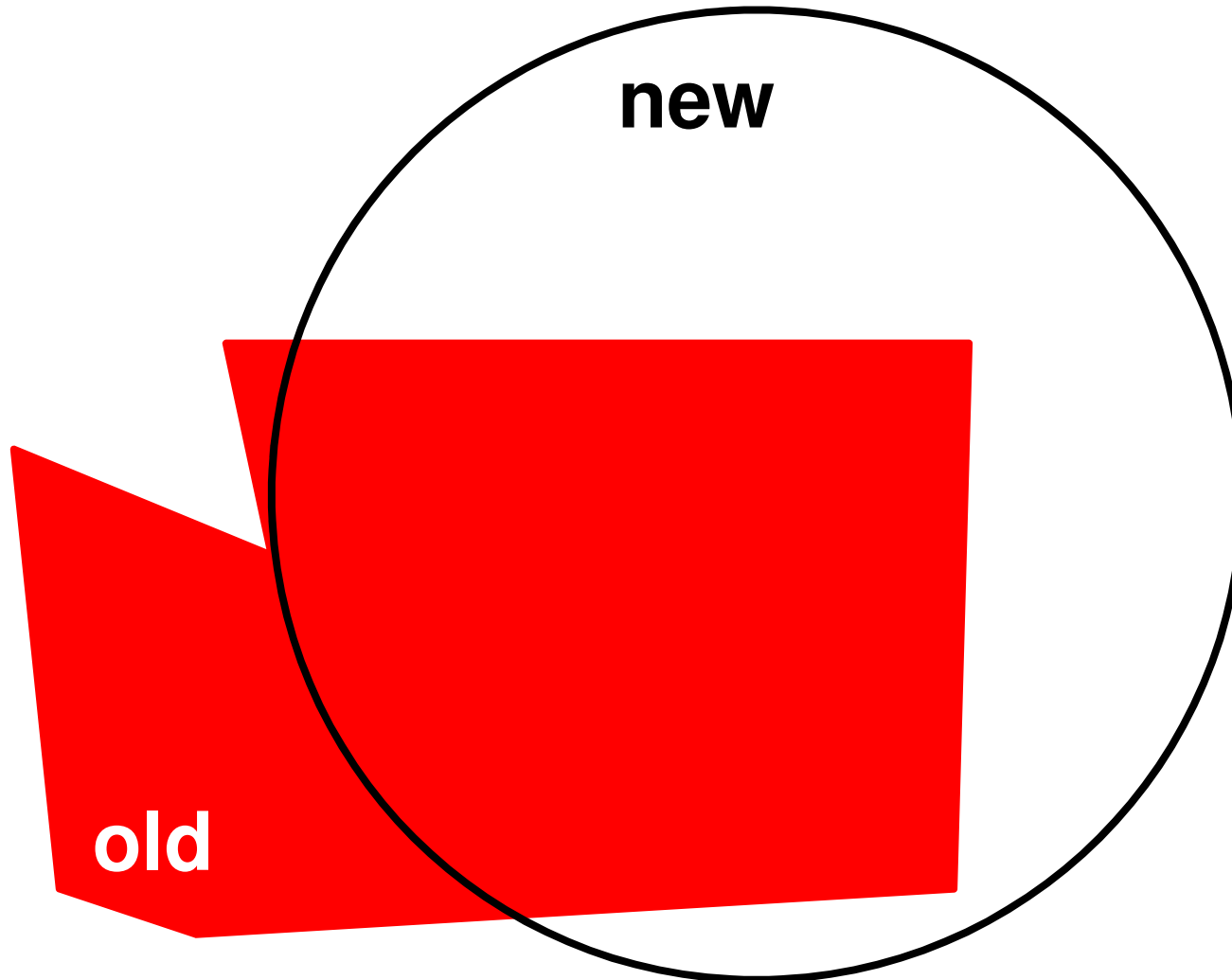


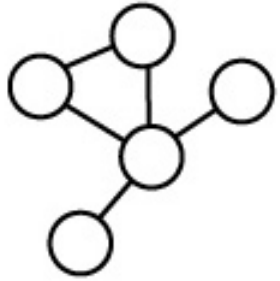
Cool, change is easy :-)



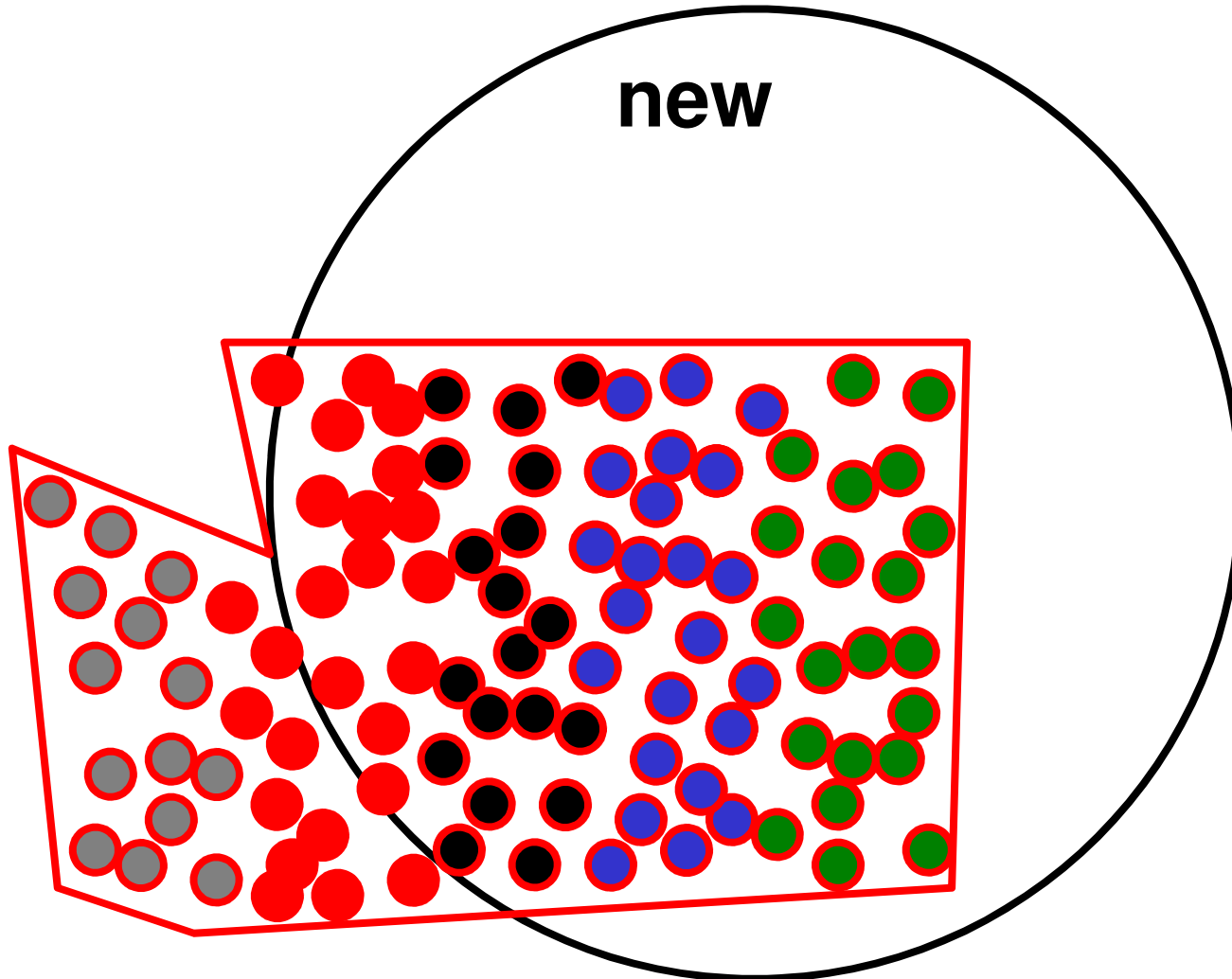


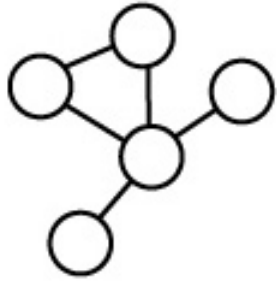
But the old form is



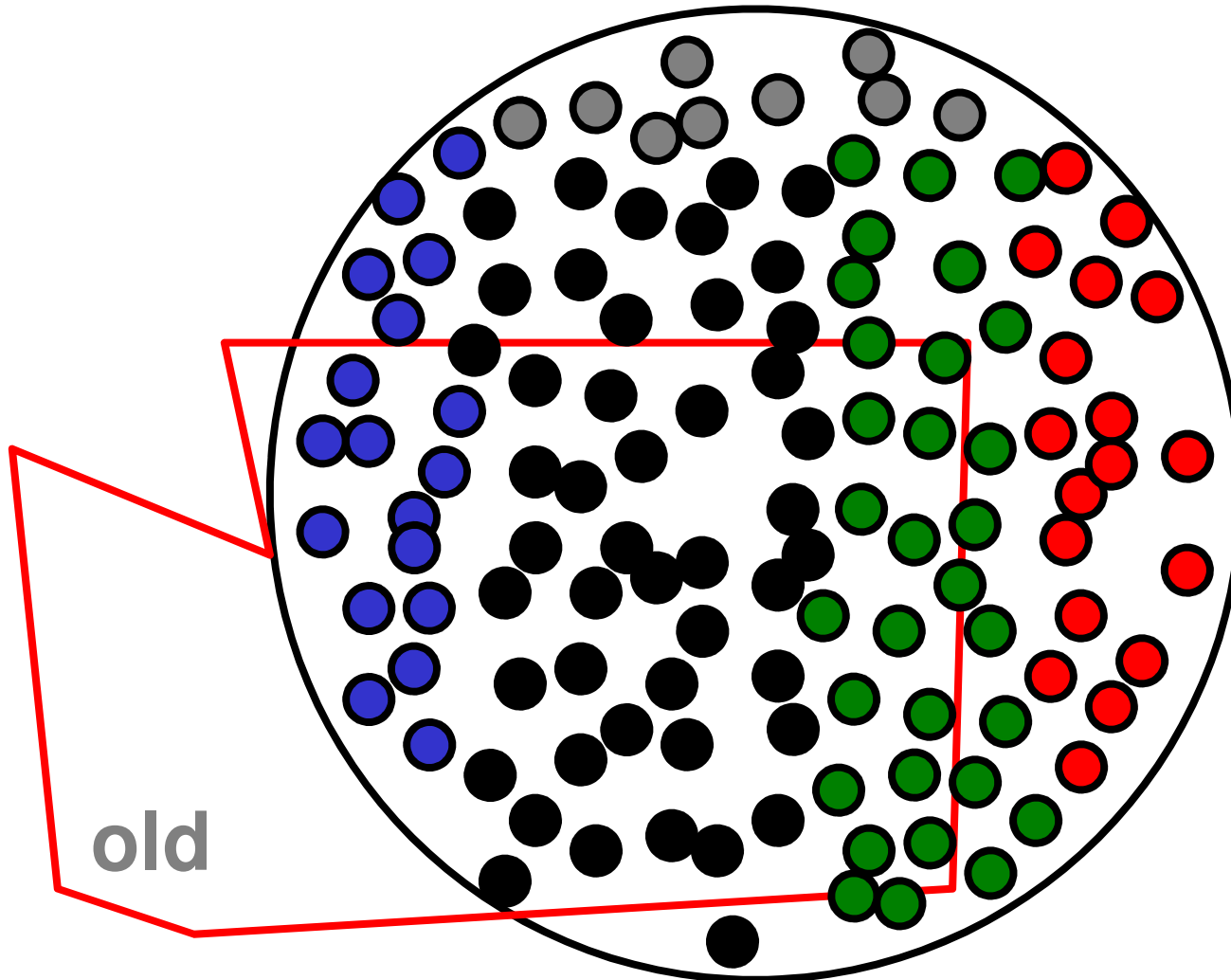


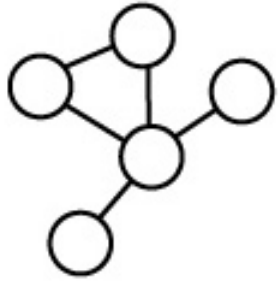
But the old form is more than a shape.



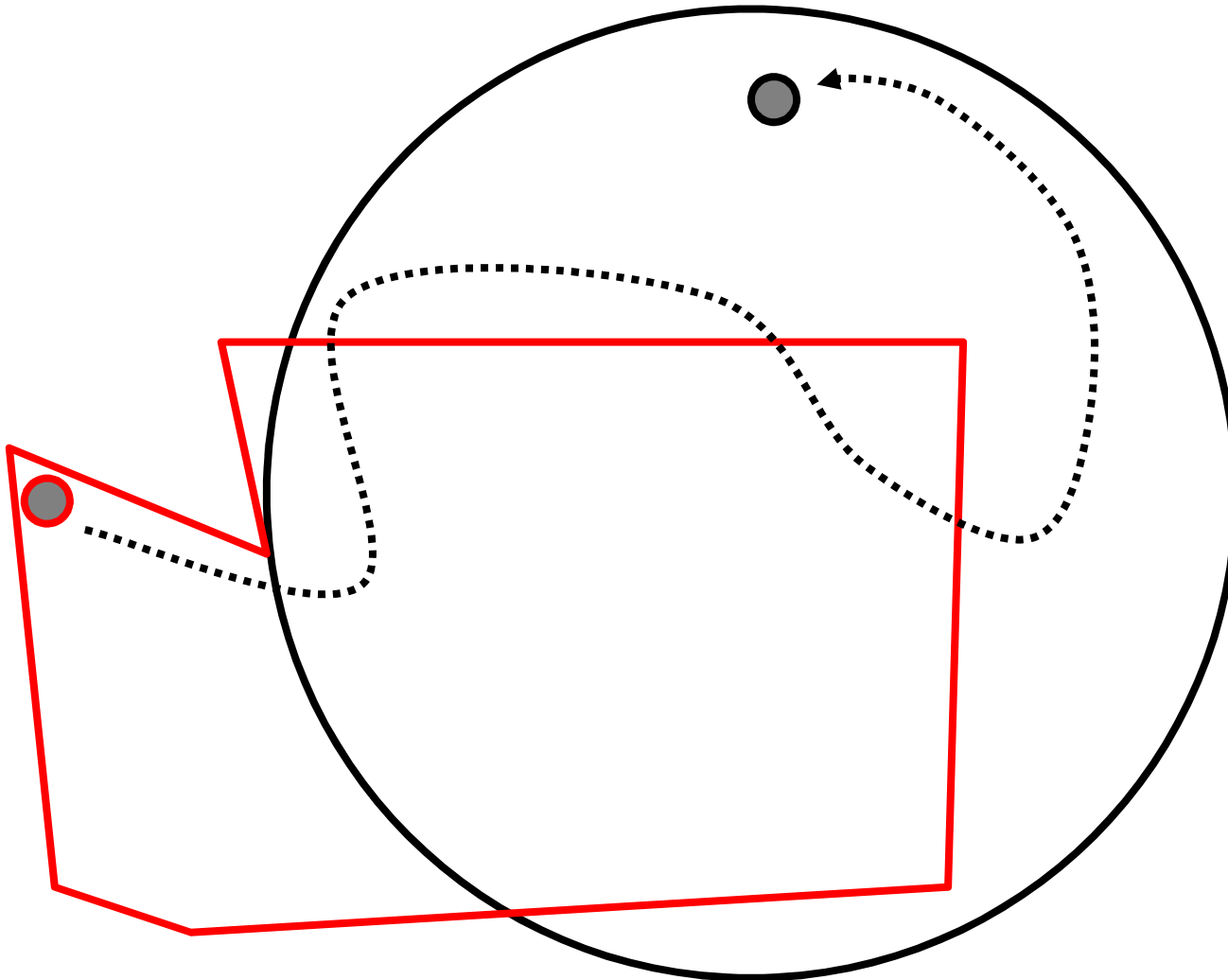


**But the old form is more than a shape.
So is the new one.**





Change from an organizational and a personal perspective





Change vs. Transition

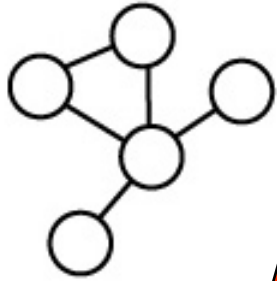
- Change

Change is external = „The Management decides that I should do something different now.“

- Transition

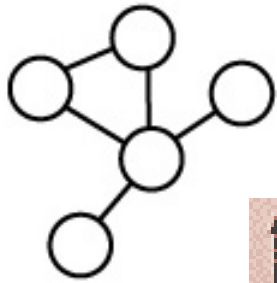
Change is internal = A psychological reorientation that people have to go through before the change can work.

- Saying Goodbye
- Shifting into Neutral
- Moving Forward

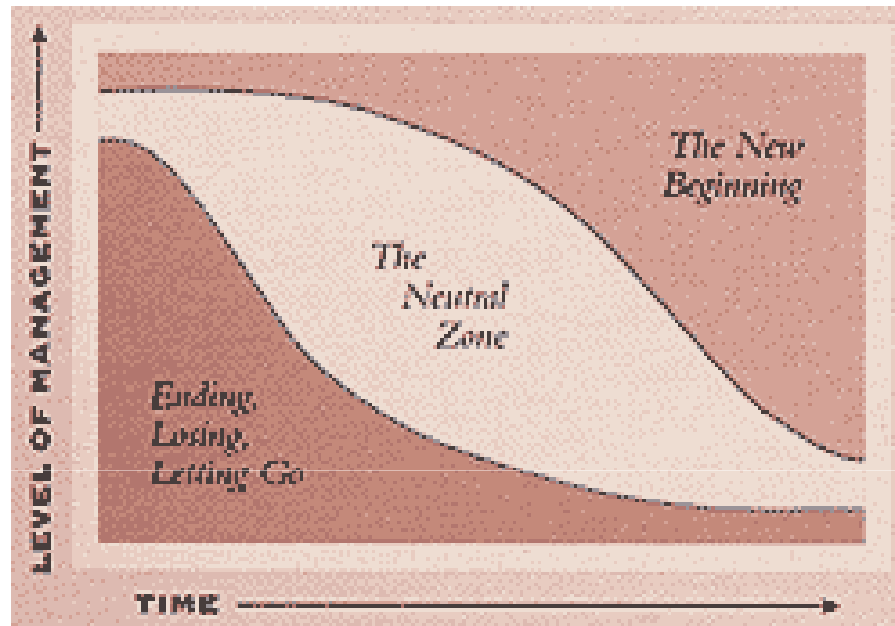


Pitfall, Danger, Threat, Trapdoor

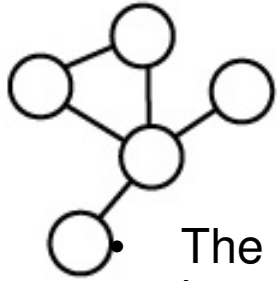
- Assumption that transition happens automatically.
- Assumption that transition happens simply because the change is happening.
- Wrong.
- Transition does not happen automatically.
- Transition happens much more slowly than change.



The Marathon Effect



The higher a person sits in an organization the more quickly he or she tends to move through the change process. Because **they can see the intended destination before others** even know the race has begun, senior managers can forget that others will take longer to make the transition: letting go of old ways, moving through the neutral zone, and, finally, making a new beginning.



13 common causes of resistance

- The new change goals and benefits are not accepted by the people who have to function with the change.
- Neither the reasons for change nor the benefits of the change are adequately or effectively communicated.
- People fear the unknown.
- People fear failure.
- People are not involved in the change process.
- The people who are responsible for the change are not credible.
- People are not ready to change.

Resistance is a normal reaction to change!

The organisation has a problem with resistance!

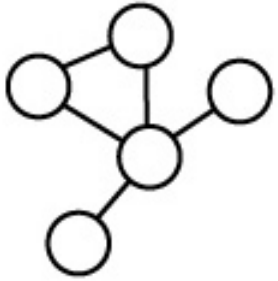
- People have a fear of loss of status.
- People have fear of loss of rights or power.
- People have resistance to change just because it is change.



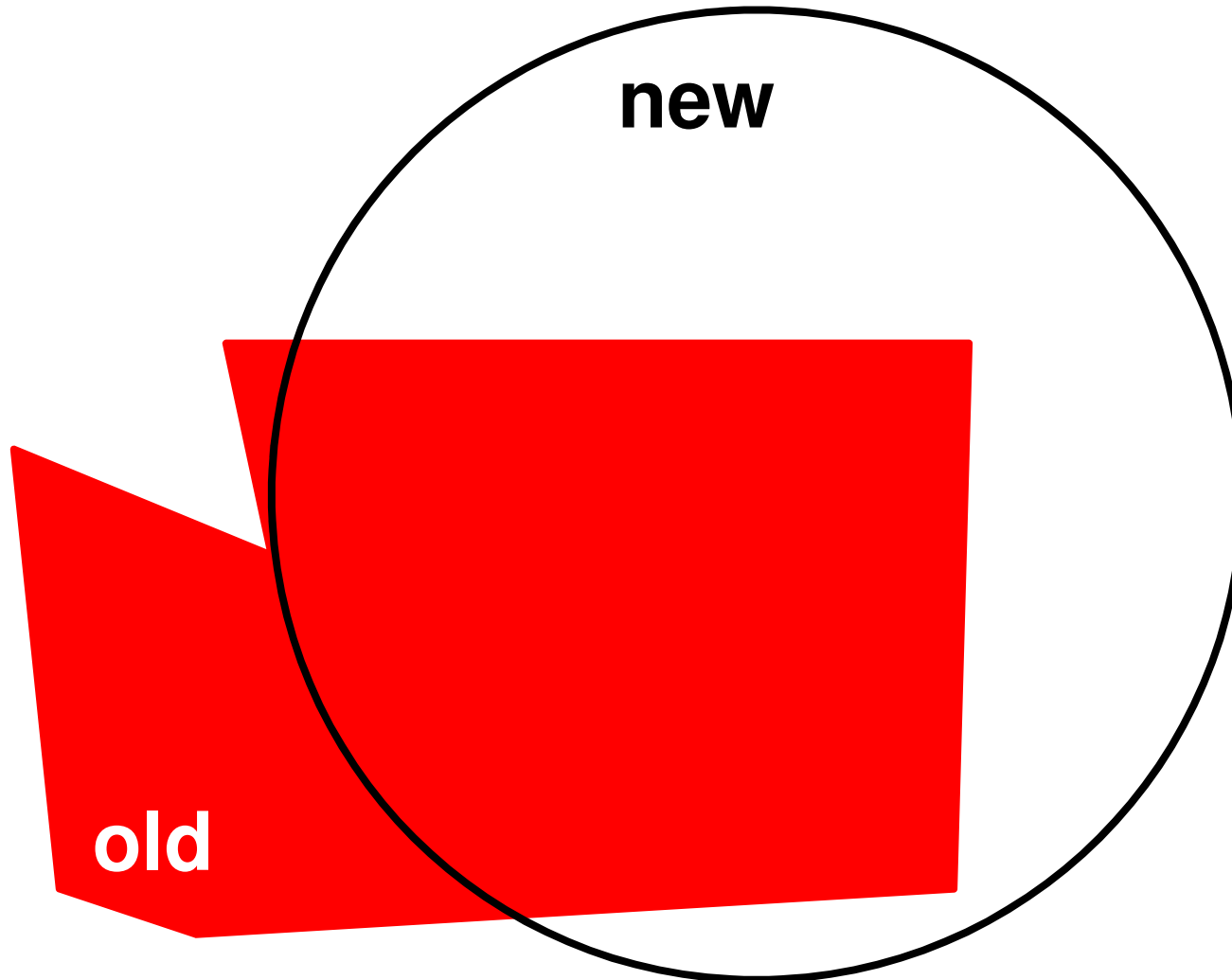
The organization has a **BIGBIG!!** problem with resistance

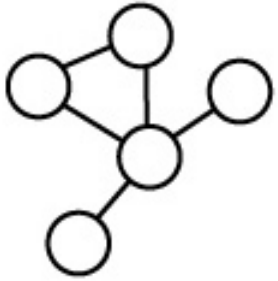
- People's resistance turns into **defensiveness**.
- People's defensiveness turns into **toxic attacks**.
 - » people sabotage, emotionally blowup and steal
 - » people exhibit aggressive, overt resistance with blaming and finger pointing
 - » people moan and groan
 - » people withhold support and fence sit = give cosmetic agreement but demonstrate lack of initiative and commitment to making the change happen.
- Toxic behaviors
 - **kill productivity**,
 - **restrict cash flow** and
 - **reduce profitability**.

PLUS the change might fail!

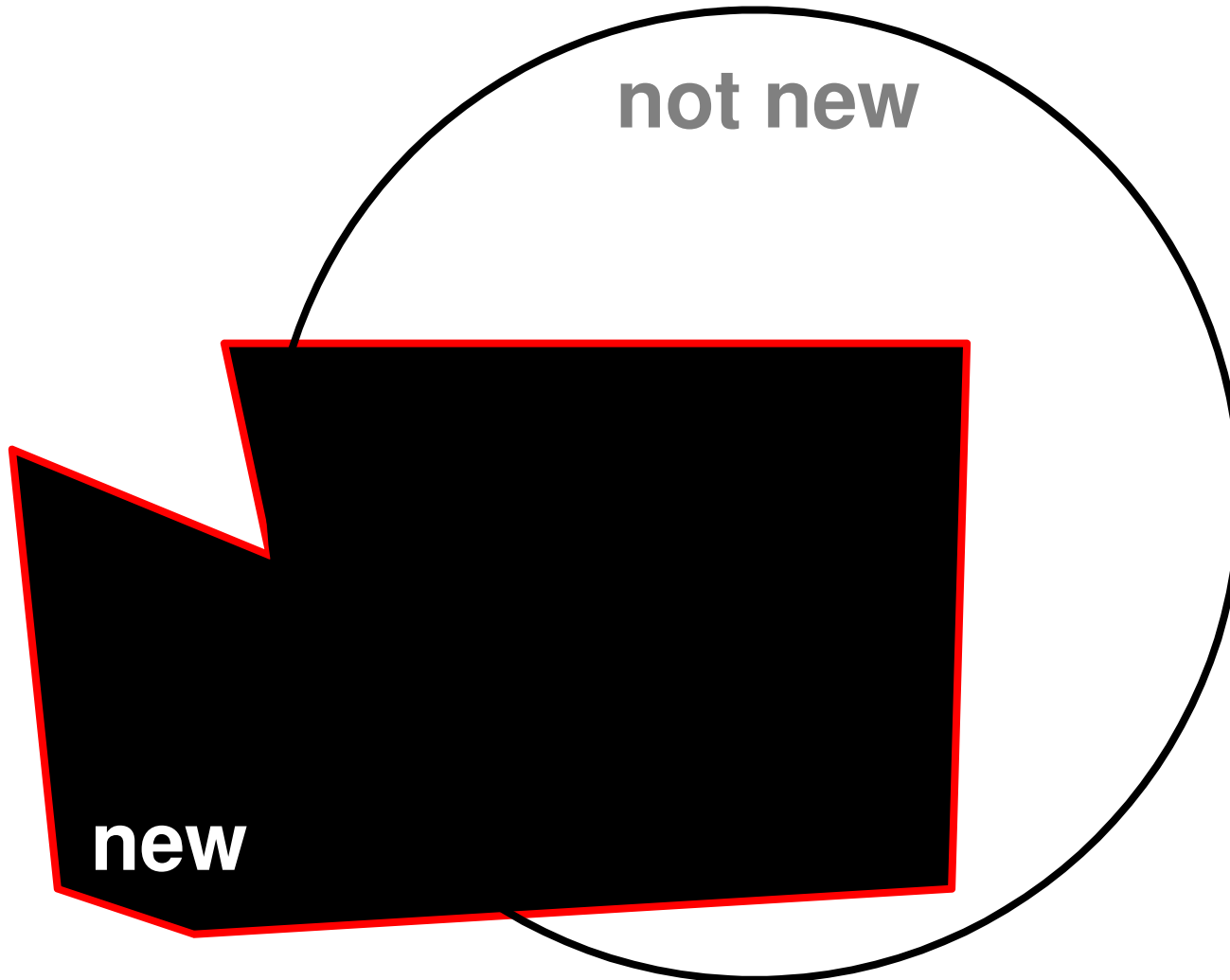


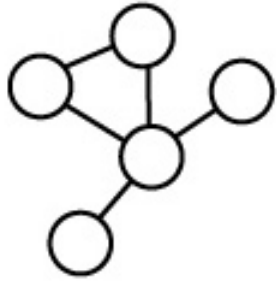
The Change





The Change might fail!





The person is the center of the change process

The human being is the fundamental element of all change processes and at the same time the **critical success factor.**

The 3 central points of successful change are

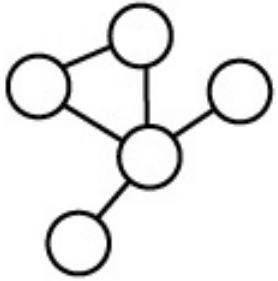
- the consistent involvement of the employees
- the consistent involvement of the employees
- the consistent involvement of the employees



Consistant involvement of the employees

Consistant involvement of the employees leads to 5 positive effects:

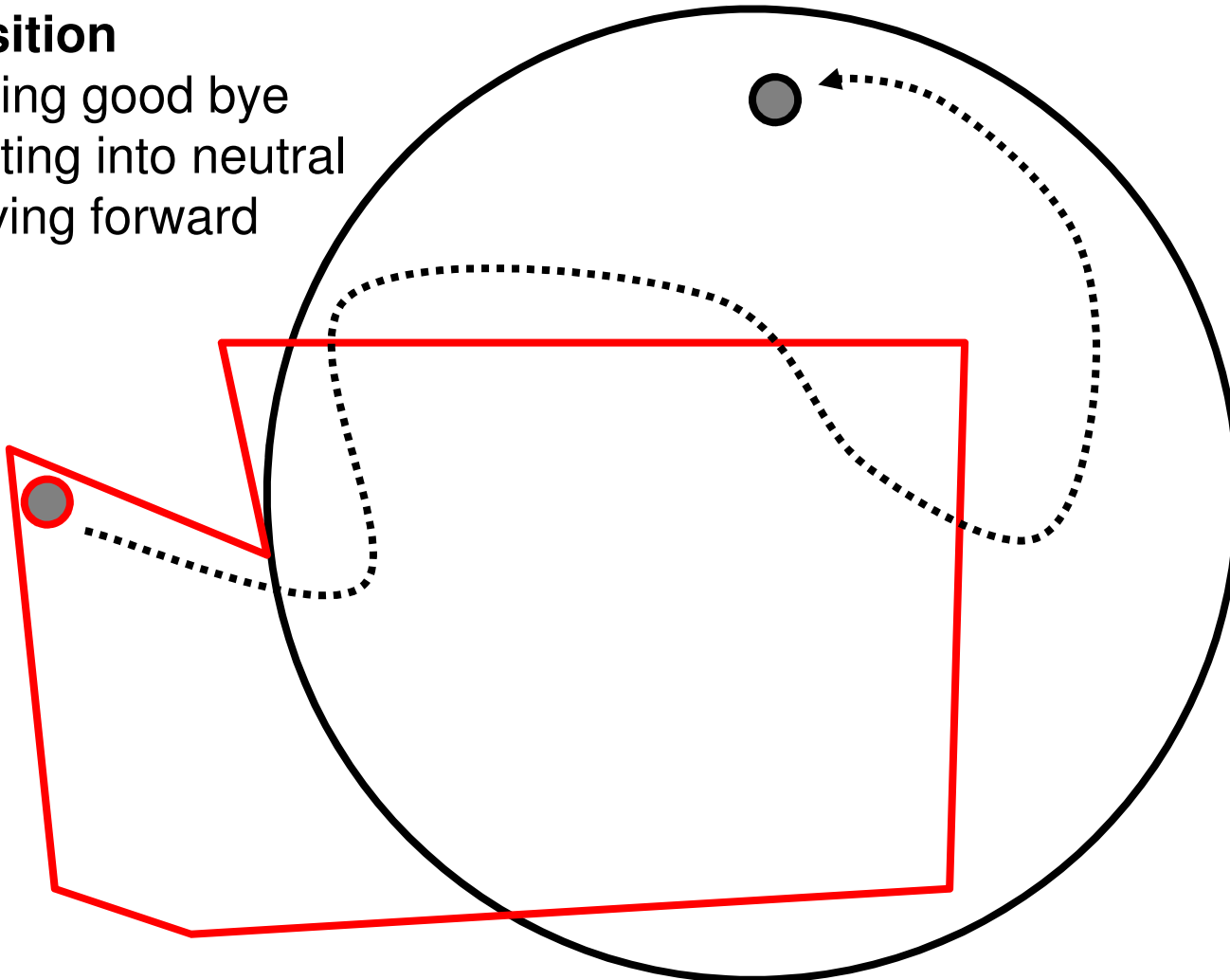
- **Creativity**
Knowledge of the employee finds problems and solutions
- **Motivation**
Participation is motivating and enables involvement in the creation of the future
- **Acceptance**
Higher acceptance and reduction of fears through discussion possibilities
- **Pressure Outlet**
Reduction of aggression and unhappiness through constructive and critical discussions
- **Information Exchange**
Positive information exchange between employees and change drivers/ team

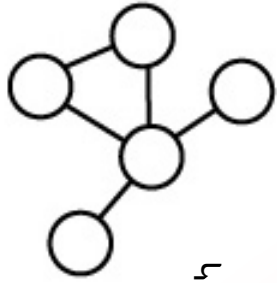


Change from an organizational and a personal perspective

Transition

- Saying good bye
- Shifting into neutral
- Moving forward





7 D's

Curve

With major changes like a specialist becomes a manager – the whole change takes 18-24 months. Possibilities to reduce this time:

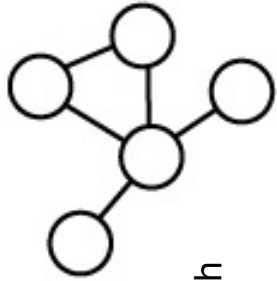
- 1. Understanding of the single phases in the change curve**
- 2. Concrete experience from going through the change processes**
- 3. Supporting atmosphere, that helps in getting from 4 to 5. Mainly through the direct superior, because people to not only feel depressed but also the performance is bad.**

Preceiv
/140W

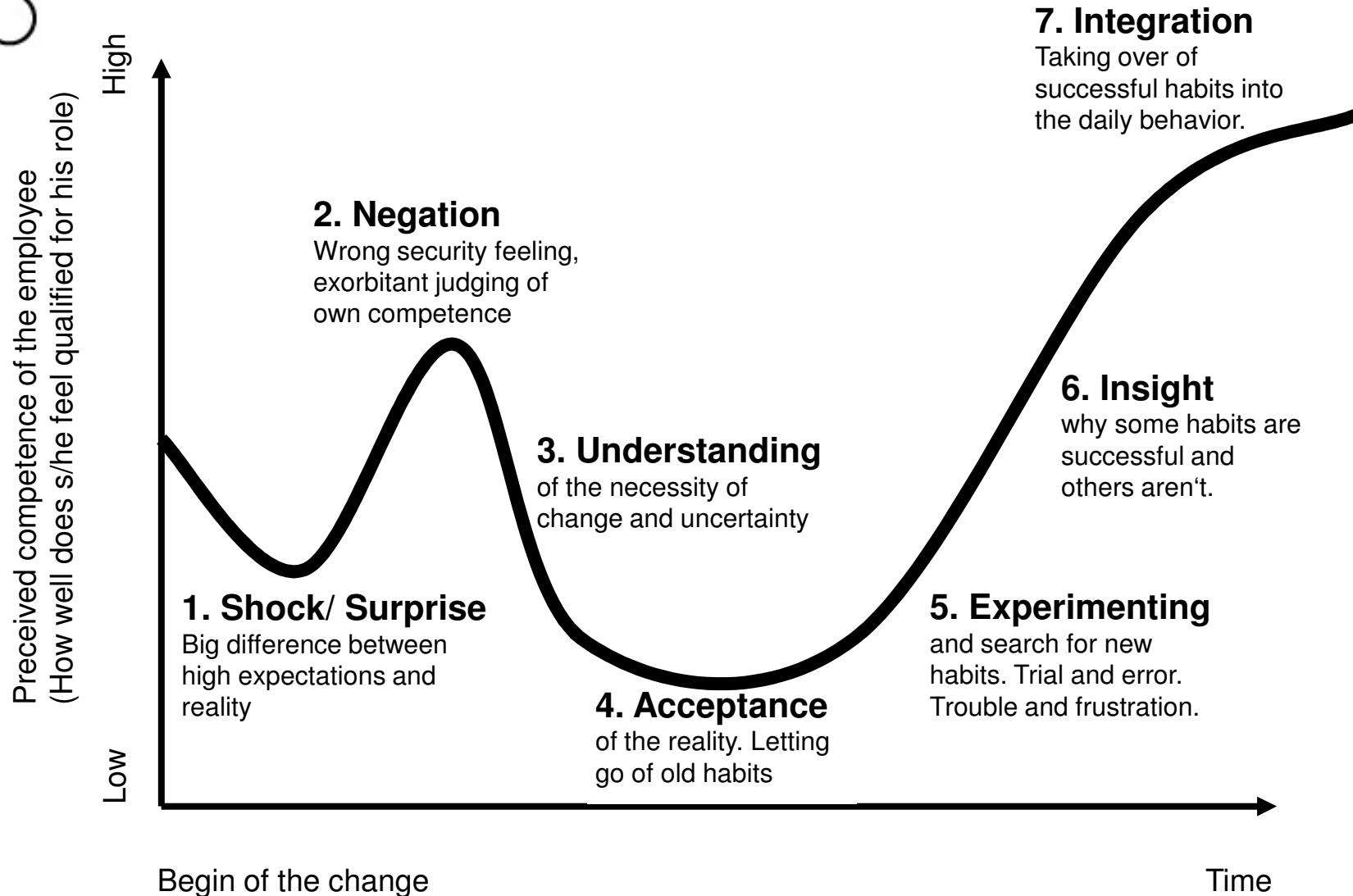
no
exit this
state



Time



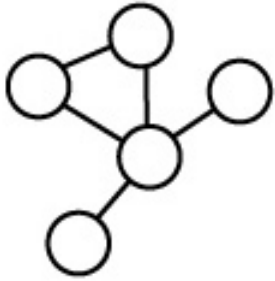
7 Phases in the Change Curve



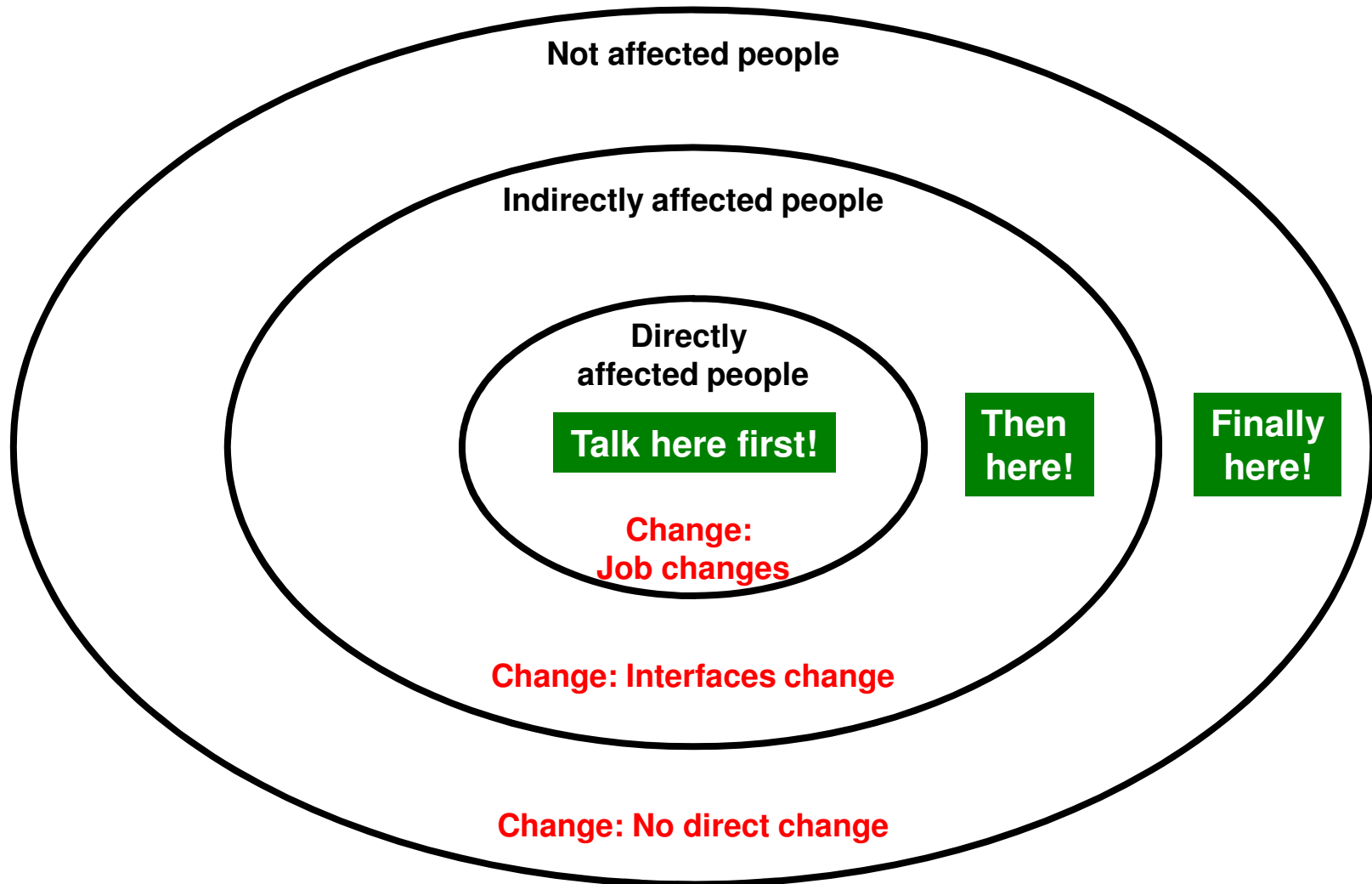


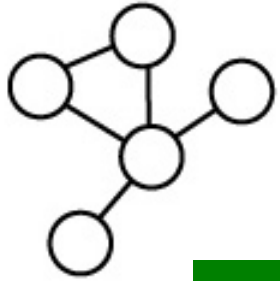
Cost of change

- There are costs associated with all attempts at change
 - Financial costs
 - Time and personnel
- The likelihood of success increases when the commitment of key stakeholders is secured.
 - **resources owners** (key stakeholders!!)
 - process owners
 - opinion leaders (also blockers)



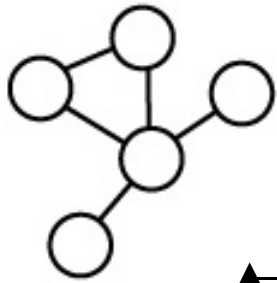
Who to involve when?





Golden rule of change management

You should
have at least
10% convinced
supporters.



Force-Field-Analysis

positive force

For one target group the change is

Based on the forces the actions are planned. The stronger the resistance is; the stronger the action to address the resistance has to be.

negative force

„WOW!“

„Great!“

„Good!“

„Nice!“

„Okay!“

„Hmpf!“

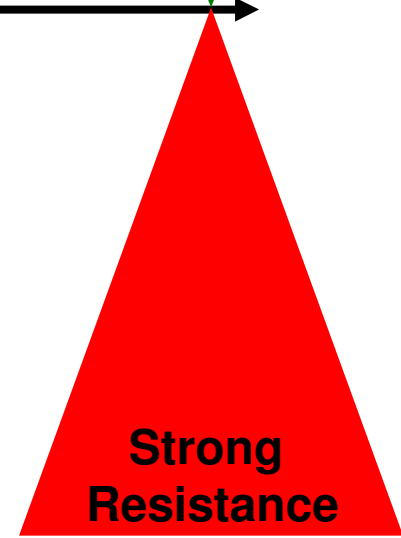
„Bad!“

„Shit!“

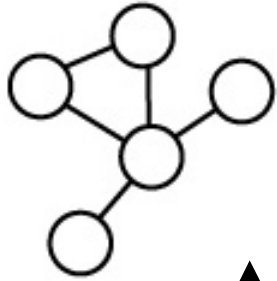
„Aargh, disaster!“



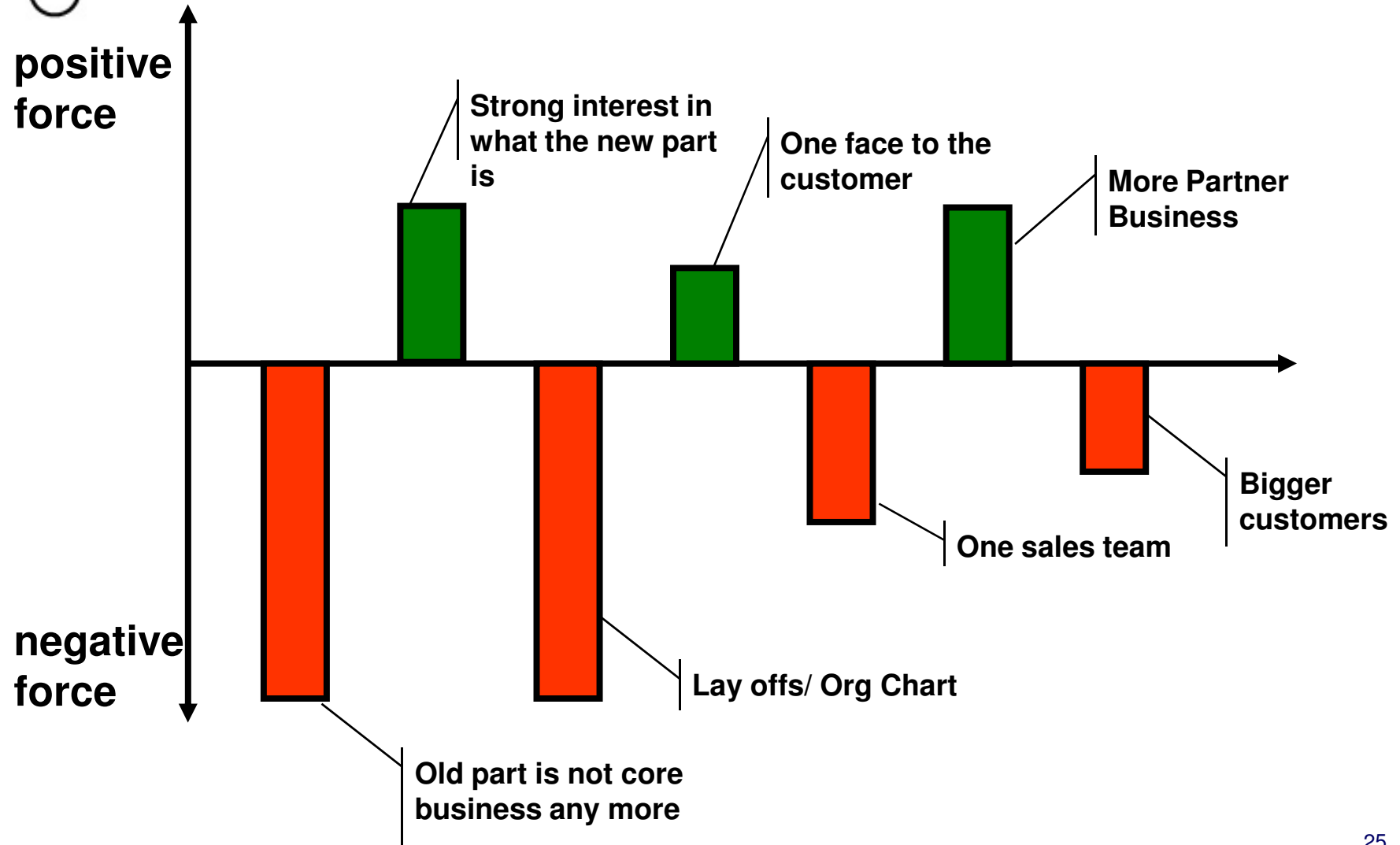
Strong Support



Strong Resistance



Force-Field-Analysis with Examples

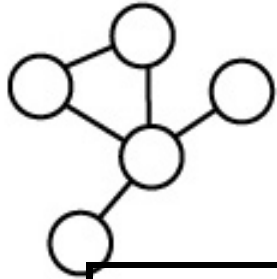




Ideas for actions/ activities to address forces

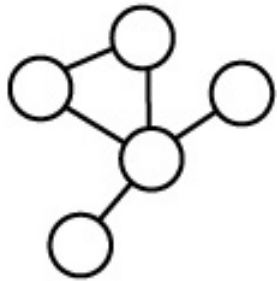
Selection based on need and budget

- Kick-off workshops for extended country management team (What does „that“ market approach mean for us?)
- Team building for new country core management team (What is our management philosophy)
- Present the org-chart with context (ideally in a workshop)
- VIP tour to present the assumptions for the new market approach
- HR as gossip-filter/clarifier
- Sell new part to the countries (honest and focused on trust)
- Description of the services
- Management involvement/ presence
- WINGS section
- FAQ (why questions)
- Presentation (Why, goal, milestones next 3 month)



Four basic strategies to change management

Strategy	Description
Rational-Empirical	People are rational and will follow their self-interest — once it is revealed to them. Change is based on the communication of information and the proffering of incentives.
Normative-Reeducative	People are social beings and will adhere to cultural norms and values. Change is based on redefining and reinterpreting existing norms and values, and developing commitments to new ones.
Power-Coercive	People are basically compliant and will generally do what they are told or can be made to do. Change is based on the exercise of authority and the imposition of sanctions.
Environmental-Adaptive	People oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people from the old one to the new one.



Factors in Selecting A Change Strategy

*printable version in the appendix

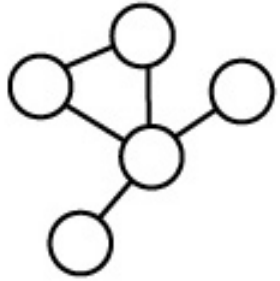
Generally speaking, there is no single change strategy.

You are best served by some mix of strategies.

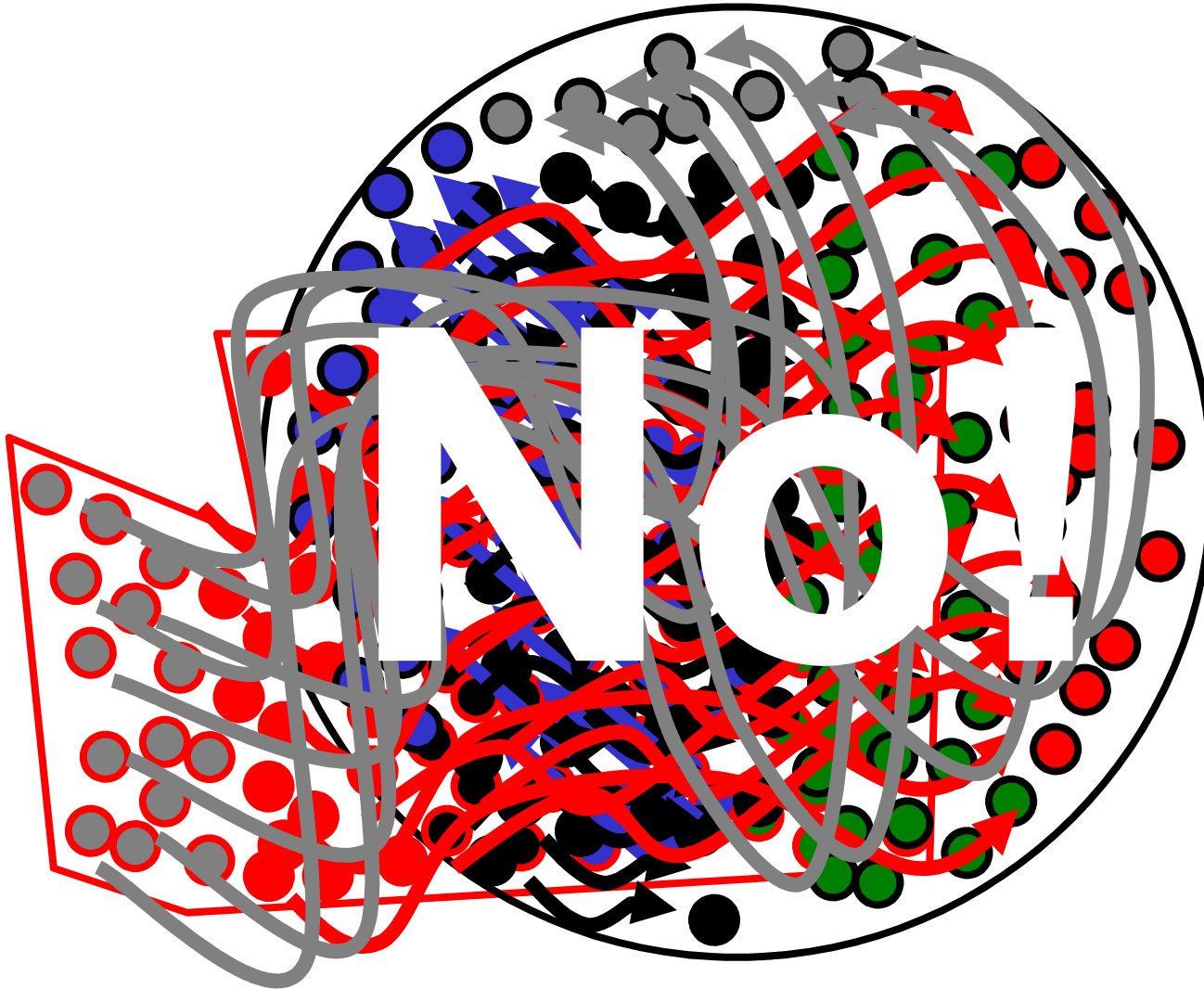
Factors:

- Degree of Resistance
- Target Population
- The Stakes
- The Time Frame
- Expertise
- Dependency

Blights just what they need, they need to be able to...
for the long run, they need to be able to...
people are going to be able to... or
being able to... is a...
On the other hand, people are...
reputable strategies, their ability to
oppose or resist is limited. (Mutual
dependency almost always signals a
requirement for some level of
negotiation.)



Change is easy ?





Appendix

- Importance of communication
- Four basic strategies
- Common pitfalls
- Different change situations
- Case studies
- Communication Change Chain