

Change Management

Strategische Prozessmanagement

Agenda

Need for Change Management

Managing Changes

Roles in Change Management

Vision as Guiding Principle for Change

Outlook

Which kinds of corporate changes have you been involved in?

Introduction of new ERP System

Bei der Einführung Microsoft Teams

Einführung von Microsoft Teams

Es wurden neue Teams gebildet. Die es vorher so in dem Bereich nicht gab. Führungskräfte wurden ausgetauscht.

completely new it-landscape

Umstieg auf Teams während Corona Pandemie

Umstellung der kompletten Kommunikation auf MS Teams

change of Manager (direct mgr as well as CTO change with different vision)

Application Decomissioning

Expansion of corp with introduction of joint venture partners

von SAP R/3 auf SAP Hana

expansion into new region (with cultural differences)

new system rollout

Schließung von Unternehmensabteilungen

IT Ticketing system

Zusammenführung von zwei Tochterunternehmen

Umstellung auf Homeoffice (VPN und Hardware Rollout, Corona bedingt)

Changes are necessary



Source: <https://changeactivation.com/who-wants-to-change/>

Changes are unpopular



Source: <https://changeactivation.com/who-wants-to-change/>

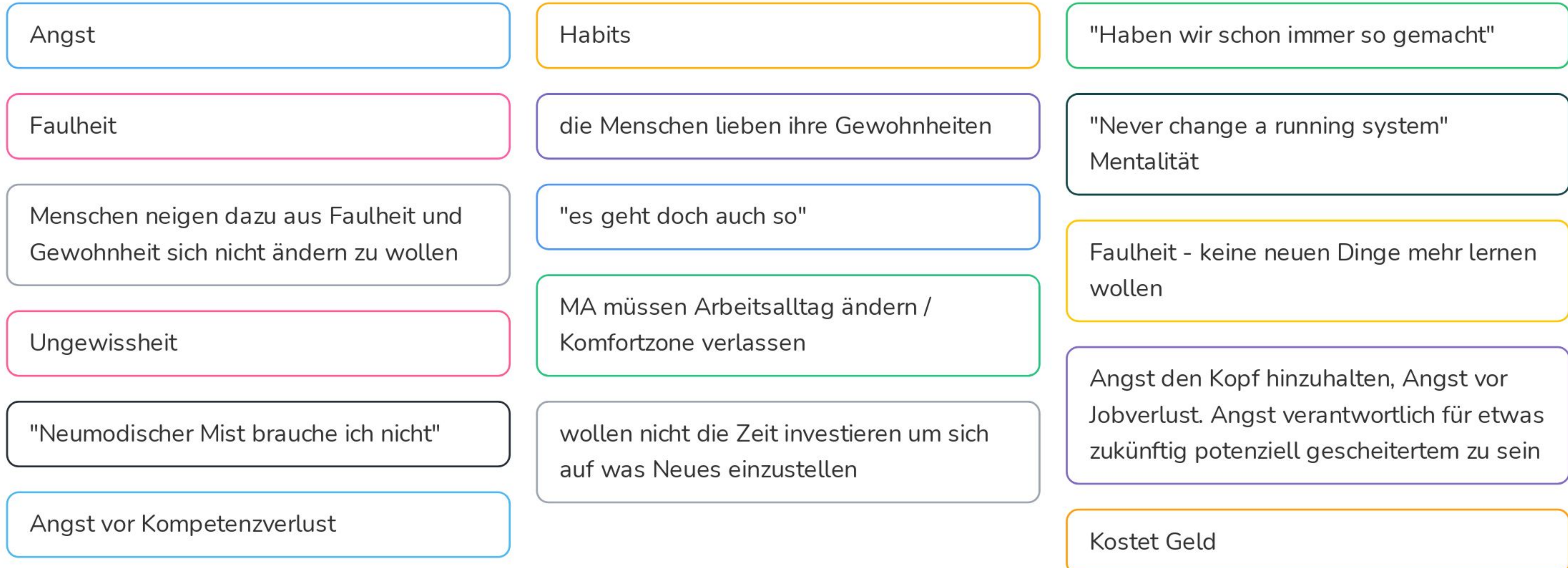
Changes are hard to perform!



Source:

<https://www.chrisdunnconsulting.co.uk/w/business-change-fails-and-how-to-fix/>

Why do people resist to change?

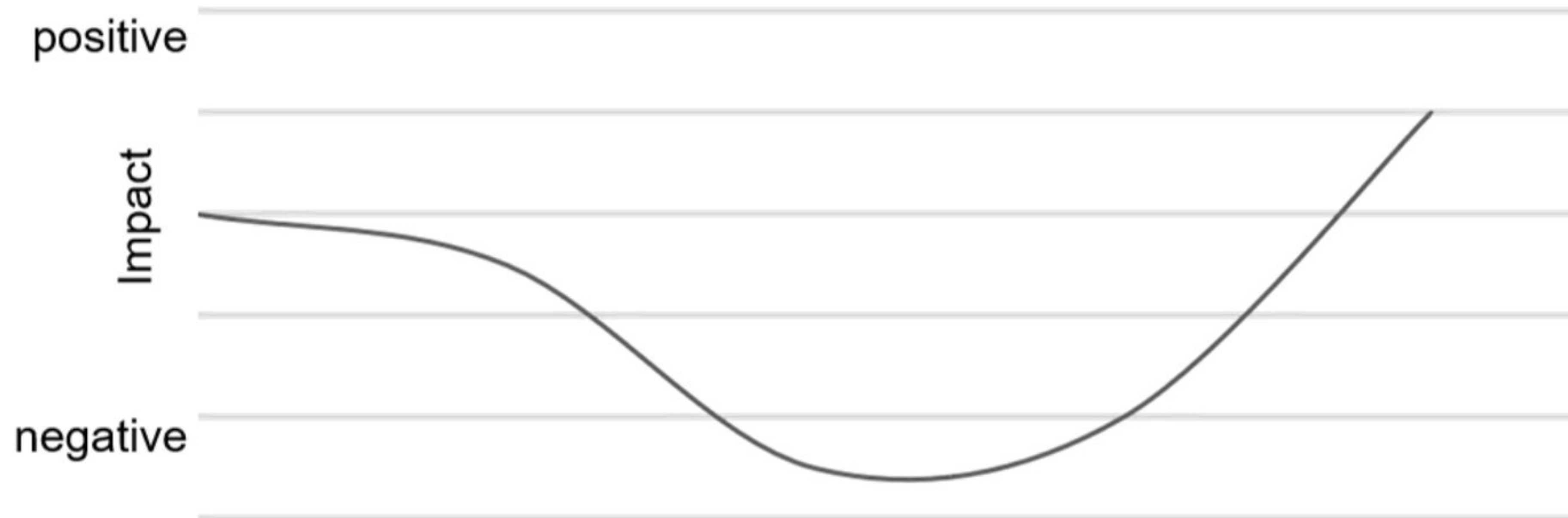


Reasons for Resistance to Change

Reason	Examples
1 Lack of awareness	Underlying problem & details not defined or communicated
2 Change-specific resistance	Workload or wrong methodology
3 Uncertainty & fear	Loss of power, status, influence or compensation
4 Lack of leadership	No guidance or missing trust in leadership
5 Change saturation	Too many or even unsuccessful changes in the past

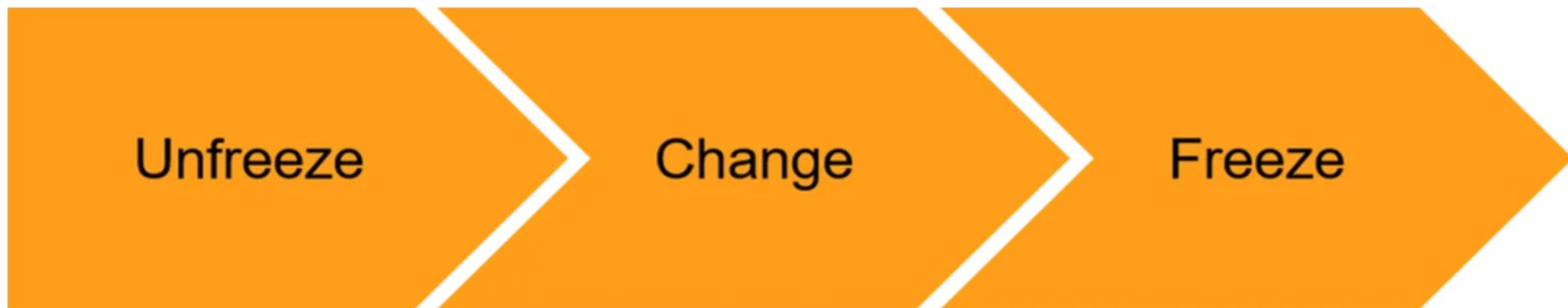
Impact of Change on Productivity

The change curve describes stages of personal transition and organisational change. The objective of change management is facilitating the change so that early stages are shortened.



Stage	Status quo	Disruption	Exploration	Rebuilding
Reaction	Shock, denial	Anger, fear	Acceptance	Commitment

General Phases in Change



Model usually attributed to Kurt Lewin

Kinds of Changes

	Incremental/Continuous	Strategic/Radical
anticipatory	<ul style="list-style-type: none"> • Incremental & anticipatory • Need is for internal alignment • Focuses on individual components or sub-systems • Implementation is the major task 	<ul style="list-style-type: none"> • Strategic proactive changes based on predicted major changes in the environment • Need is for positioning the whole organization to a new reality • Focuses on all organizational components
reactive	<ul style="list-style-type: none"> • Incremental changes made in response to environmental changes • Need is for internal alignment • Focuses on individual components or sub-systems • Implementation is the major task 	<ul style="list-style-type: none"> • Response to a significant performance crisis • Need to reevaluate the whole organization, including its core values • Focuses on all org. components to achieve rapid, system-wide change

Source: Cawsey, Deszca, and Ingols. *Organizational Change*, Third

Edition. © 2016, SAGE Publications.

Which roles are required for conducting changes?

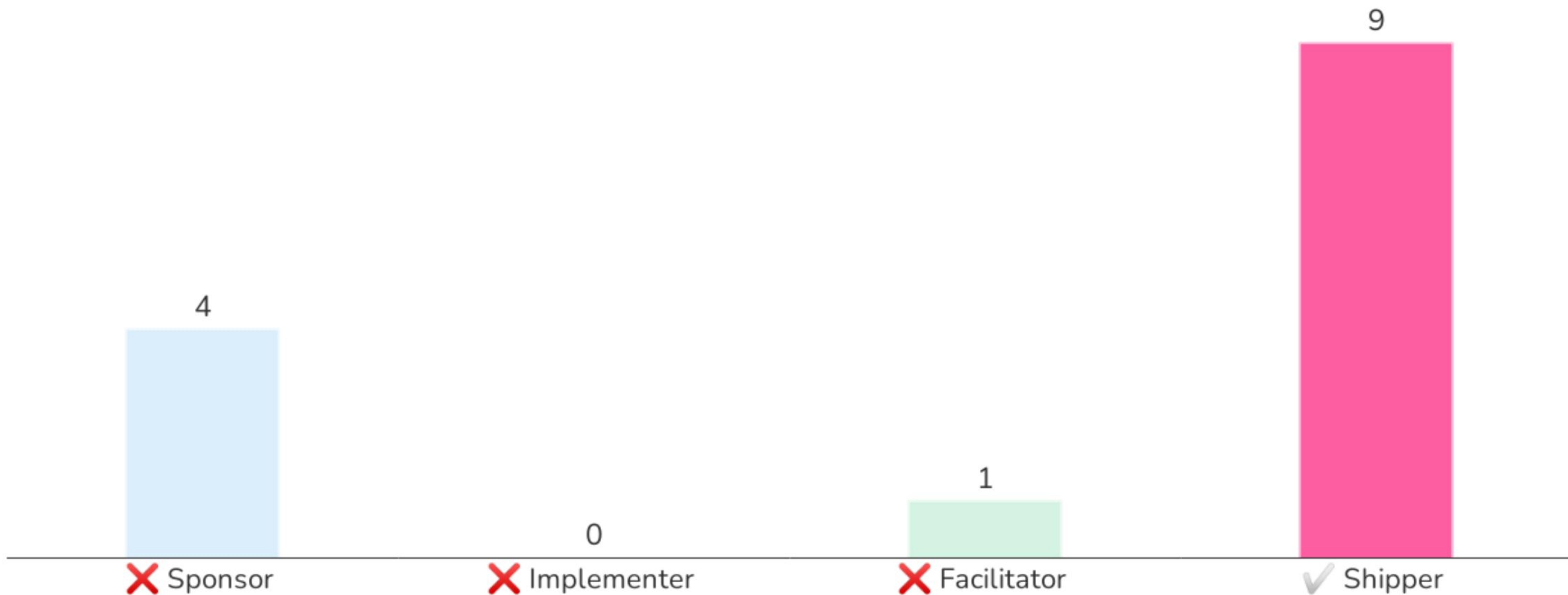
Roles in Change Management

Sponsor	<ul style="list-style-type: none">• Identifies need and vision• Promotes execution of change
Implementer	<ul style="list-style-type: none">• Chart the detailed path forward & make it happen• Nurture support and alleviate resistance
Facilitator	<ul style="list-style-type: none">• Aids in analysis & issue management along the way• Provides advice and council
Recipient	<ul style="list-style-type: none">• Affected by the change (have little input to the process)• Have to alter behaviour to ensure change success

Source: Cawsey, Deszca, and Ingols. *Organizational Change*, Third

Edition. © 2016, SAGE Publications.

Which is not a role in change management?

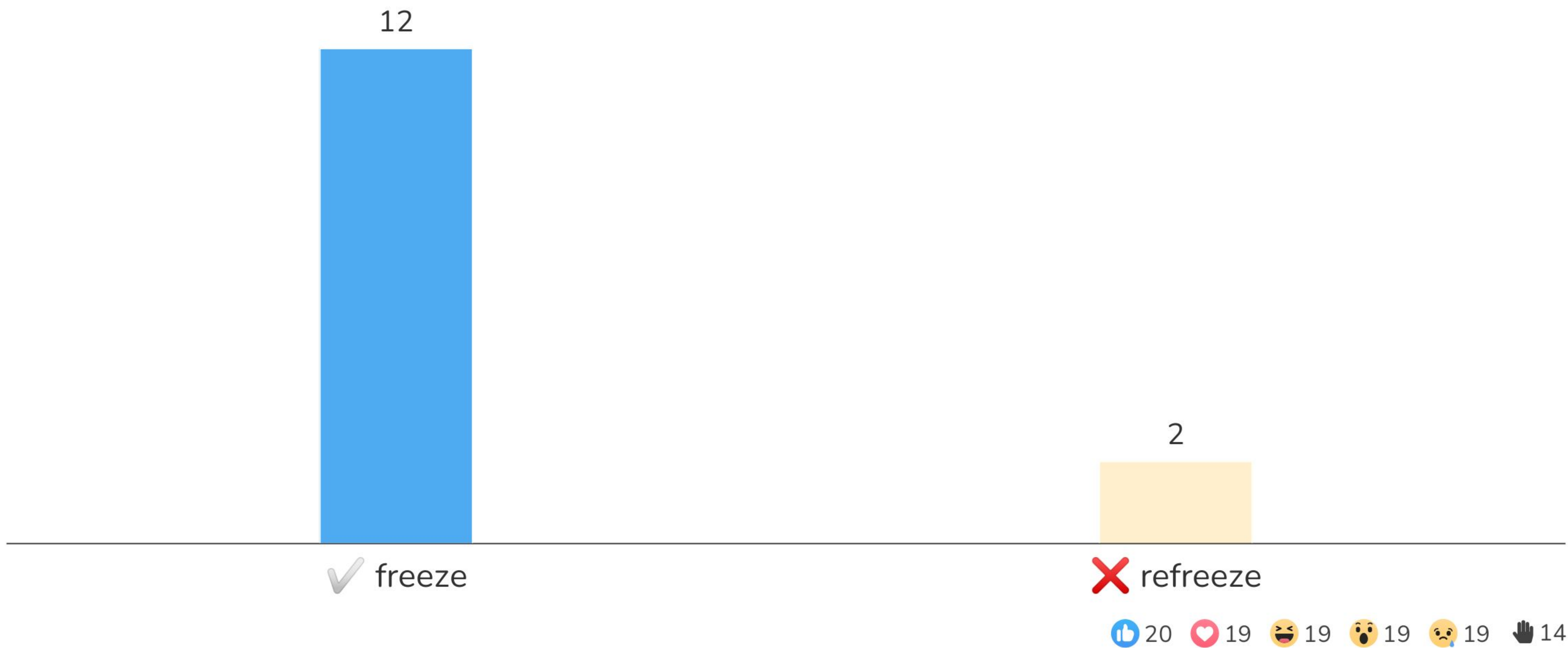


Leaderboard

14 players

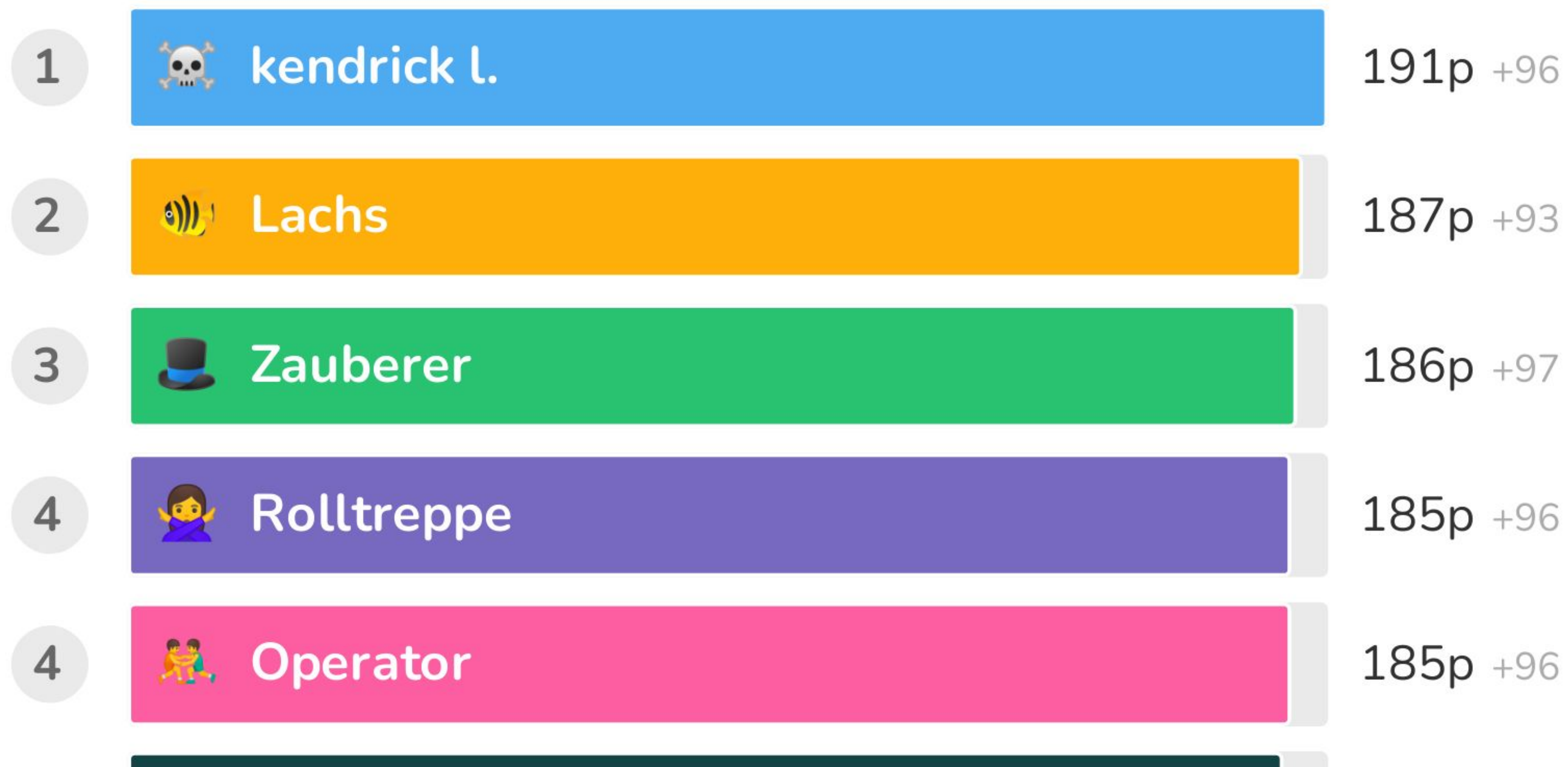


The three phases for change are: *unfreeze*, *change*, ...

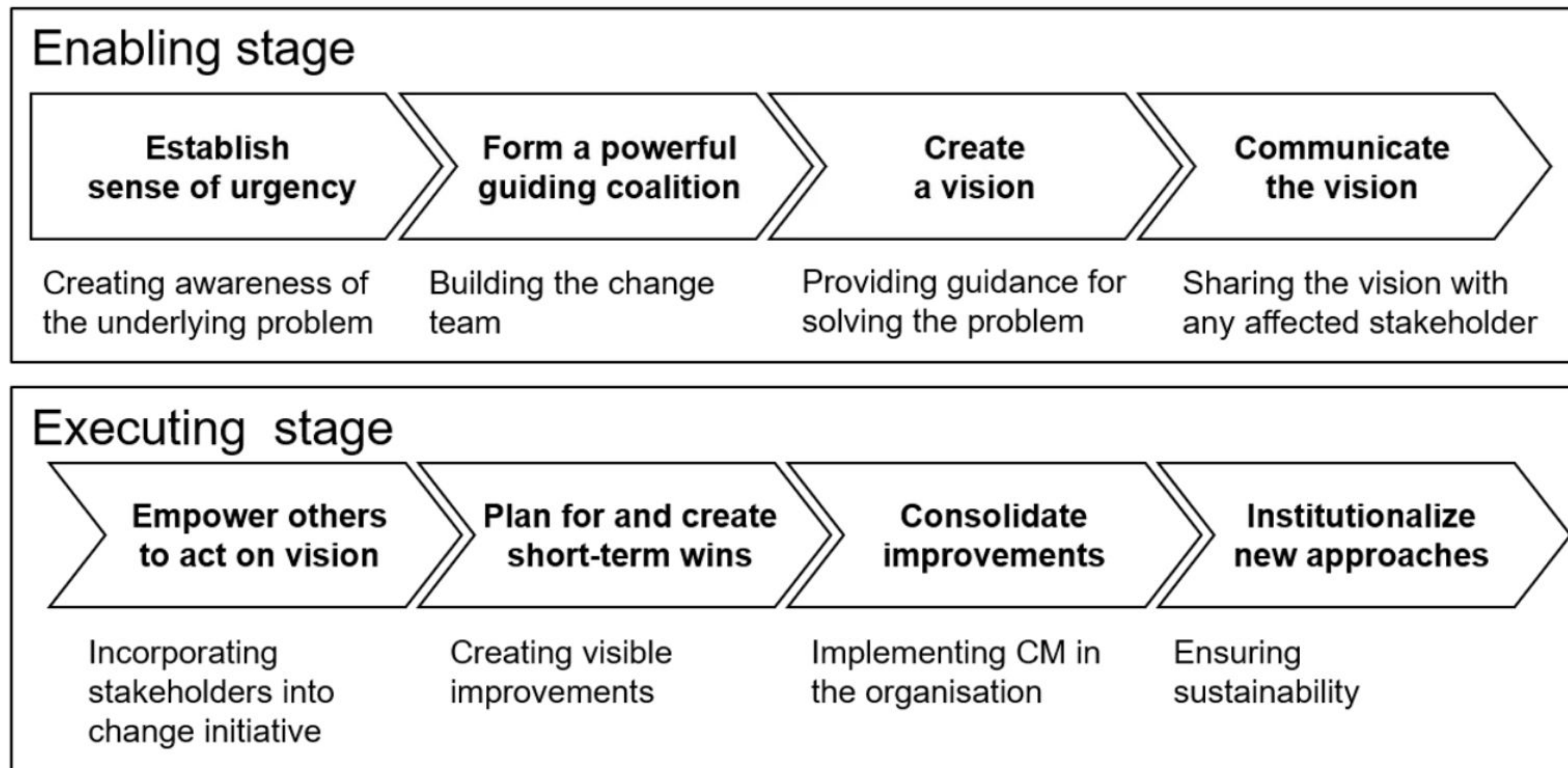


Leaderboard

15 players



Process for Conducting Changes



Source: Kotter, J.: *Leading Change—Why Transformation Efforts Fail*. In: *On*

Change Management. Harvard Business Review, 2011

Kotter: Enabling stage



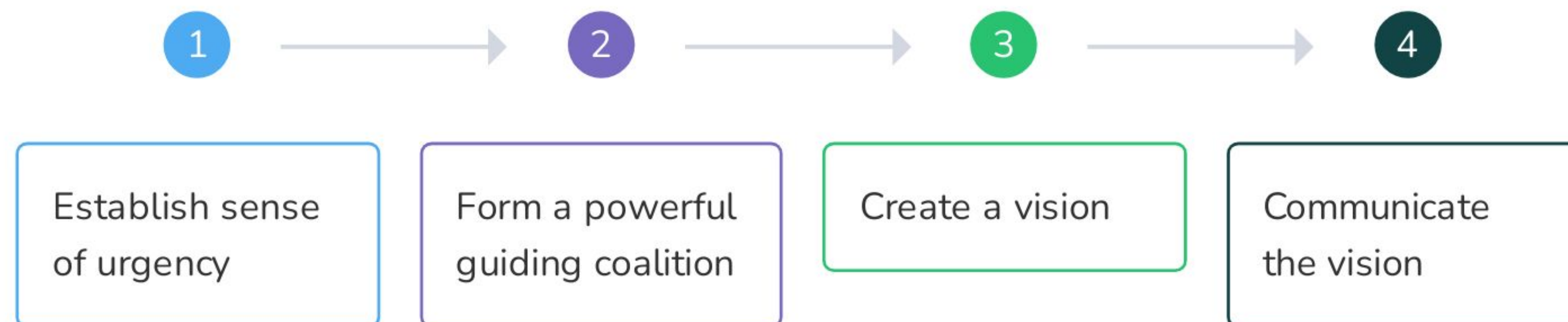
Actions

- | | | | |
|--|--|--|---|
| <ul style="list-style-type: none"> ■ Examine market and situation ■ Discussing <ul style="list-style-type: none"> - (Potential) crisis - Opportunities ■ Convince majority of management | <ul style="list-style-type: none"> ■ Assemble people with <ul style="list-style-type: none"> - Commitment - Power for changes ■ Build team outside of hierarchy | <ul style="list-style-type: none"> ■ Creating vision to direct effort ■ Developing strategies for achieving vision | <ul style="list-style-type: none"> ■ Communicate vision and strategies in organisation ■ Teach new behaviours by examples (change team) |
|--|--|--|---|

Objective

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none"> ■ Problem statement ■ Consequences of not performing the change | <ul style="list-style-type: none"> ■ Change team | <ul style="list-style-type: none"> ■ Vision ■ Strategies | <ul style="list-style-type: none"> ■ Shared vision |
|--|---|--|---|



Which is the correct order of the four phases?



✓ 9 👤 | ✗ 5 👤

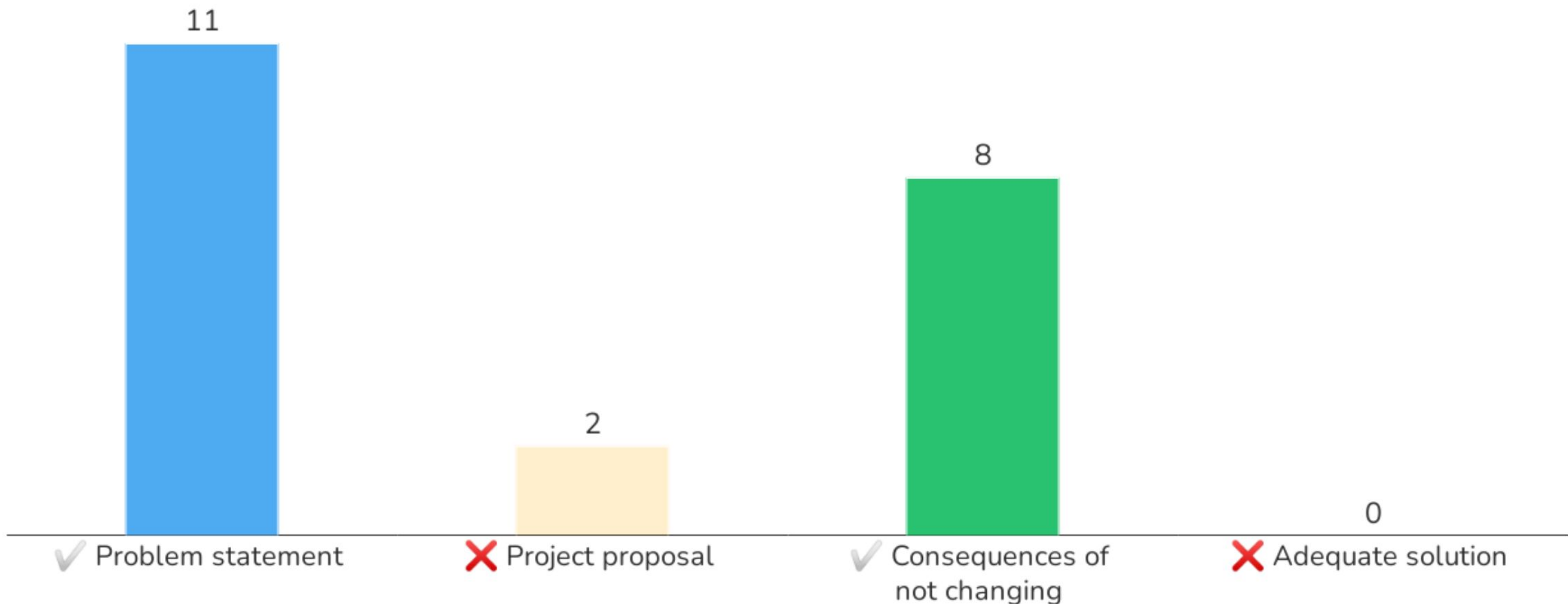
Leaderboard

15 players

 x 3  Lachs is rocking the longest streak!



1	 Lachs	280p +93
2	 kendrick l.	278p +87
3	 Operator	275p +90
4	 Sunbather	274p +90
5	 Bellringer	269p +91






What is the objective of "Establish sense of urgency"?



Leaderboard

15 players

 x 4  Lachs is rocking the longest streak!

1	 Lachs	360p +80
2	 Operator	351p +76
3	 kendrick l.	321p +43
4	 Sunbather	319p +45
5	 Zouher	272p +07

Documenting Urgency

	Threat If we don't change	Opportunity If we do change
Short-term		
Long-term		

Areas to consider

- Technology
- Competition
- Customers
- Compliance
- Product lines
- Performance
- ...

threat-opportunity matrix

How could we motivate the urgency for digitisation at the Frankfurt UAS?

Vision



Source: Cawsey, Deszca, and Ingols. Organizational Change, Third Edition. © 2016, SAGE Publications.

Example Vision

Tata's Vision of the Nano

Create a \$2,000 “people’s car.” It has to be safe, affordable, all weather transportation for a family. It should adhere to regulatory requirements, and achieve performance targets such as fuel efficiency and acceleration.

Result

The Nano. Gets 50 miles per gallon & seats five. At \$2,500 - the least expensive car in the world



Source: Cawsey, Deszca, and Ingols. Organizational Change, Third Edition. © 2016, SAGE Publications.

Which matrix can be used for documenting urgency?



✗ Change matrix

✓ Threat-Opportunity matrix

✗ Stakeholder matrix

✗ Business-Support matrix

Leaderboard

15 players



x 5



Lachs holds the longest streak record!



Lachs

1	Lachs	451p +91
2	Operator	444p +93
3	Sunbath	414p +95
4	kendrick l.	410p +89
5	Gtaw	360p +88

451 points



Stakeholder Matrix

		Stakeholder Potential Threat	
		High	Low
Stakeholder Potential for Cooperation	High	Mixed Blessing: Collaborate	Supportive: Involve
	Low	Non-Supportive: Defend	Marginal: Monitor

Source: Cawsey, Deszca, and Ingols. Organizational Change, Third Edition. © 2016, SAGE Publications.

Kotter: Execution Stage



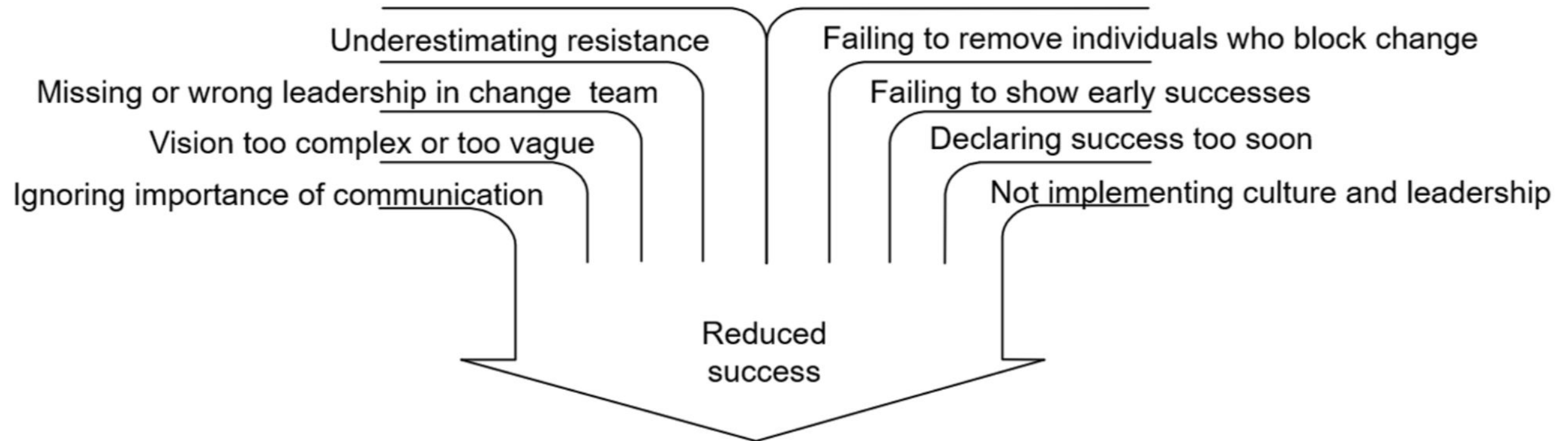
Actions

- | | | | |
|--|---|---|--|
| <ul style="list-style-type: none"> ■ Restrain resistance ■ Alter existing structures ■ Encourage risk taking and novel approaches | <ul style="list-style-type: none"> ■ Define quick wins ■ Create visible improvements ■ Recognise and reward contributing employees | <ul style="list-style-type: none"> ■ More change ■ Develop people implementing vision ■ Change systems and structures undermining the vision | <ul style="list-style-type: none"> ■ Articulate connection between change and success ■ Develop leadership according to new approach |
|--|---|---|--|

Objective

- | | | | |
|--|---|---|--|
| <ul style="list-style-type: none"> ■ Change culture | <ul style="list-style-type: none"> ■ Quick wins ■ Positive experience | <ul style="list-style-type: none"> ■ Success ■ Organisation | <ul style="list-style-type: none"> ■ Sustainability |
|--|---|---|--|

Pitfalls while Manageing Changes



Source: Kotter, J.: *Leading Change—Why Transformation Efforts Fail*. In:
On Change Management. Harvard Business Review, 2011

Further Reading

Change Management

- Rathgeber, H.; Kotter, J.: Our Iceberg is Melting. Pan Macmillan UK, 2014
- Cawsey, T.; Deszca, G.; Ingols, C.: Organizational Change: An Action-oriented Toolkit. Sage Publishing, 2016
- Kotter, J.: Leading Change: Why Transformation Efforts Fail. In: On Change Management, Harvard Business Review, 2011
- Kotter, J.: Leading Change. Harvard Business Review Press, 2012

Questions and Answers

Top questions (2)

Pinned

Newest


Oldest

Answered

 Anonymous 2 hours ago

2 

Gibt es schon einen voraussichtlichen Termin für die mündliche Prüfung?

 Anonymous 2 hours ago

1 

Ist die Abgabe der Prozesslandkarte am 11.06? Auf der Folie stand 04.06.
Danke!

Exercise 7



Read the following paper:

- “From disruptively digital to proudly analog”

Answer the following questions

- What is the main contribution?
- How do the authors substantiate their findings?
- Time 20 minutes (individual)



Paper's contribution and method