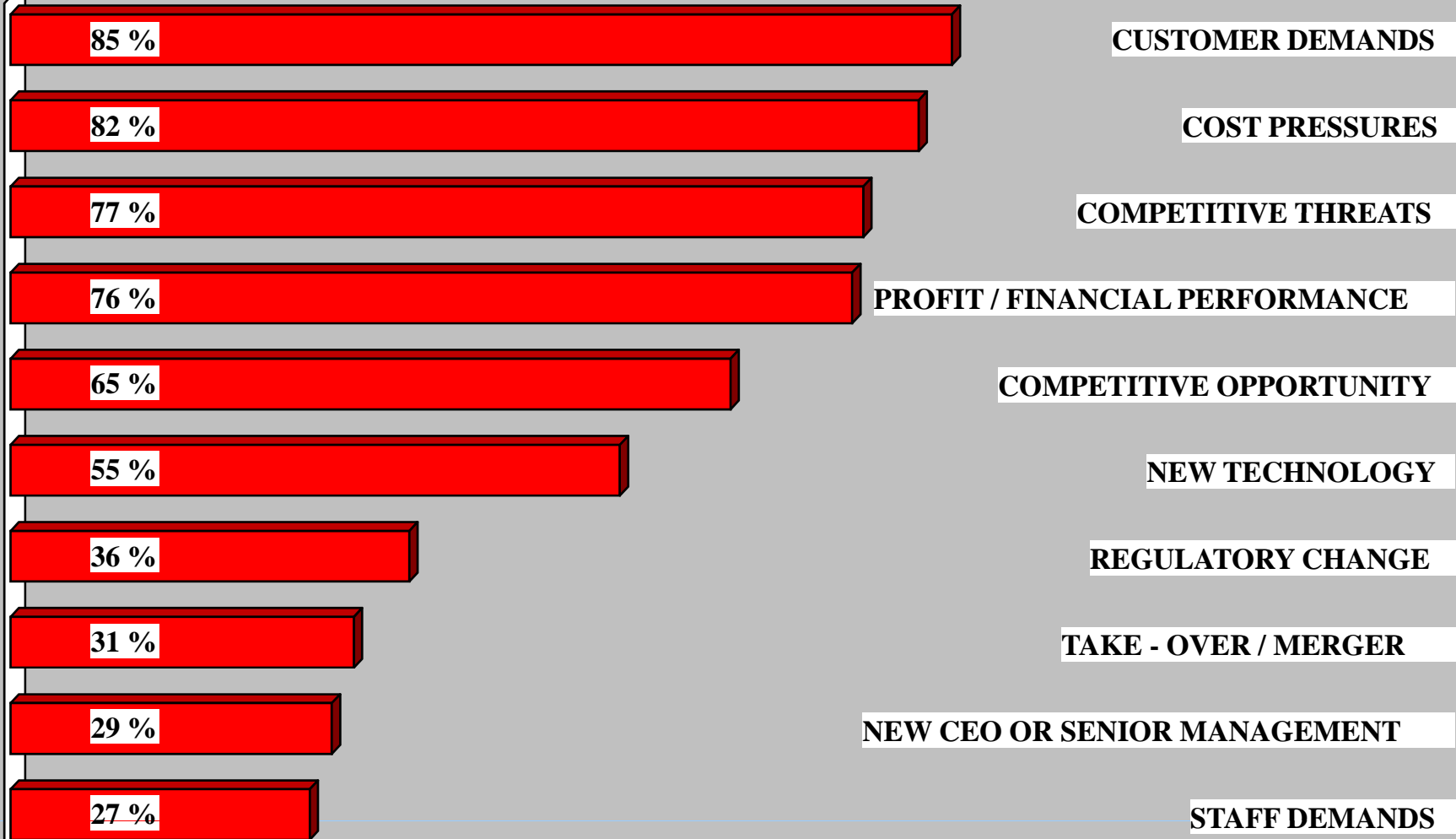




# CHANGE MANAGEMENT BASICS



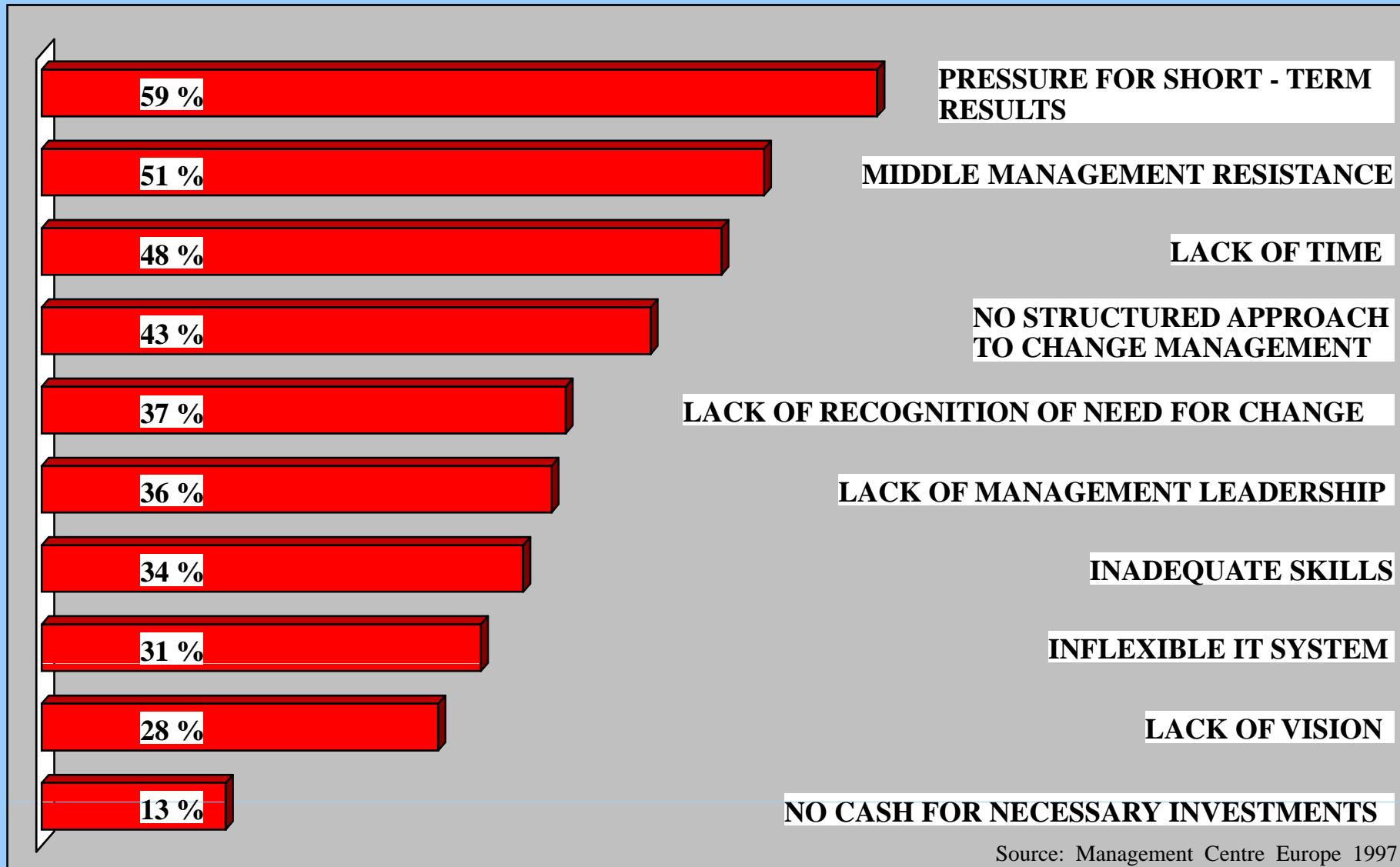
**DRIVERS OF CHANGE**



Source: Management Centre Europe 1997



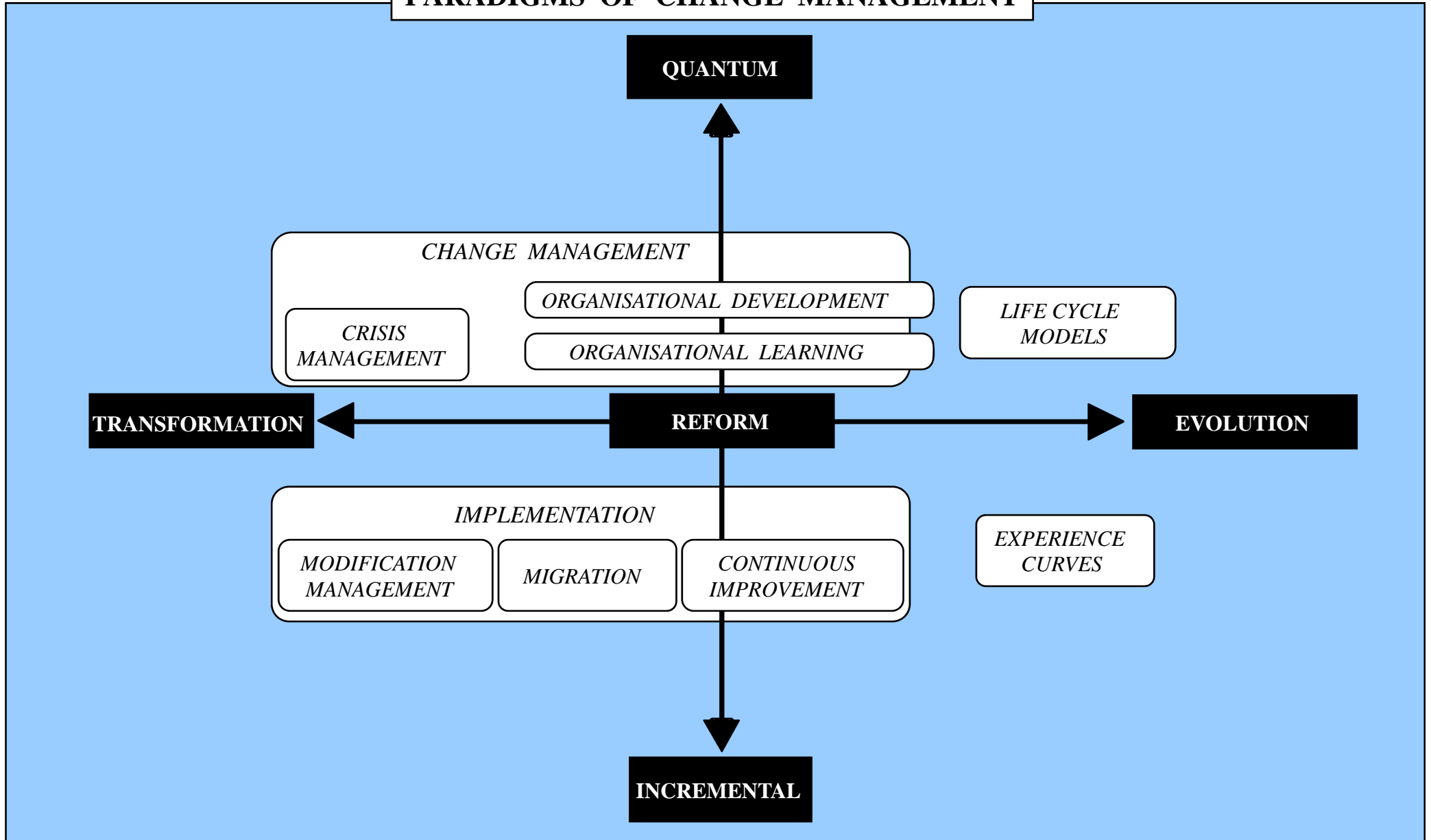
## INHIBITORS OF CHANGE



Source: Management Centre Europe 1997

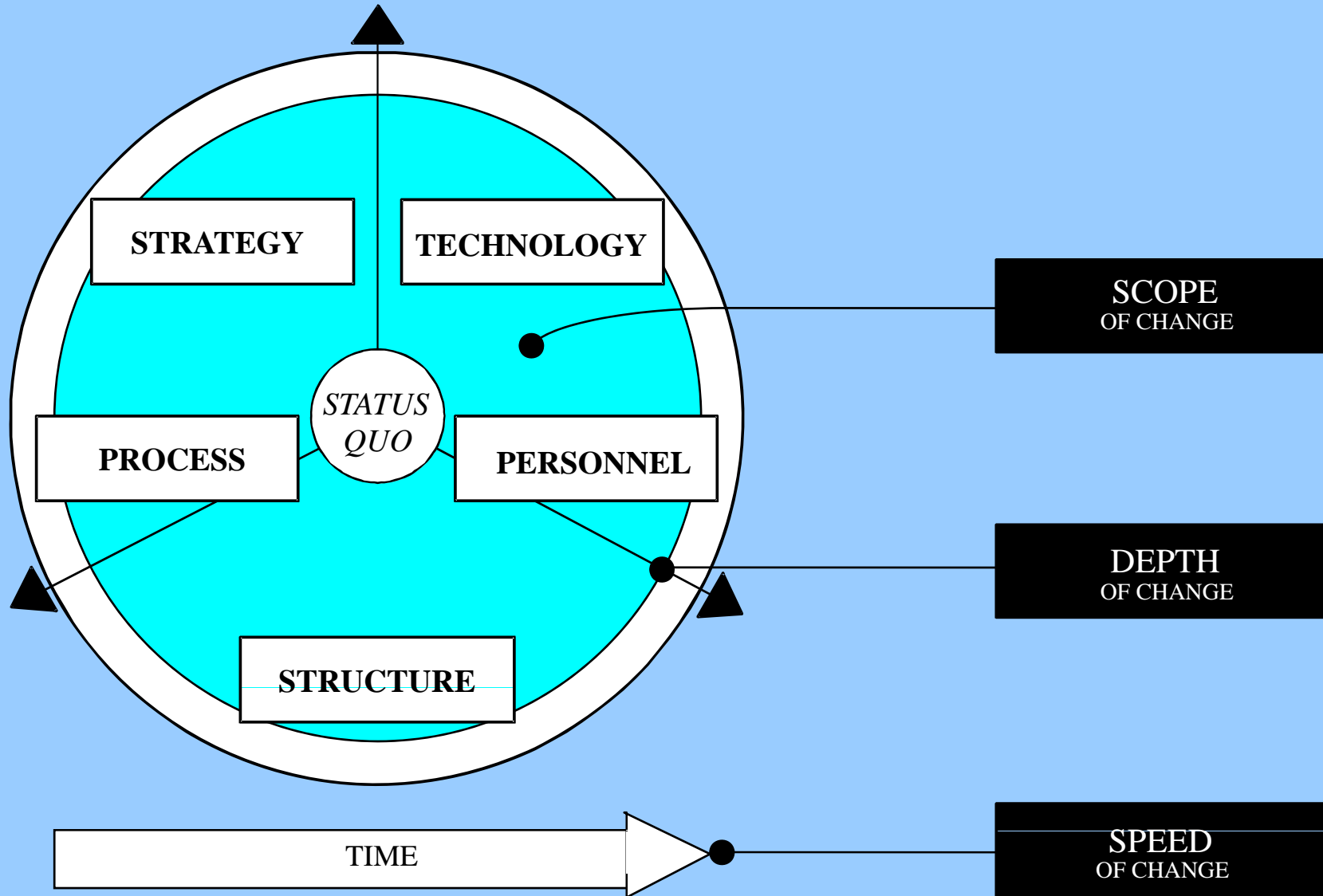


**PARADIGMS OF CHANGE MANAGEMENT**





**MEASURING THE RADICALITY OF CHANGE**

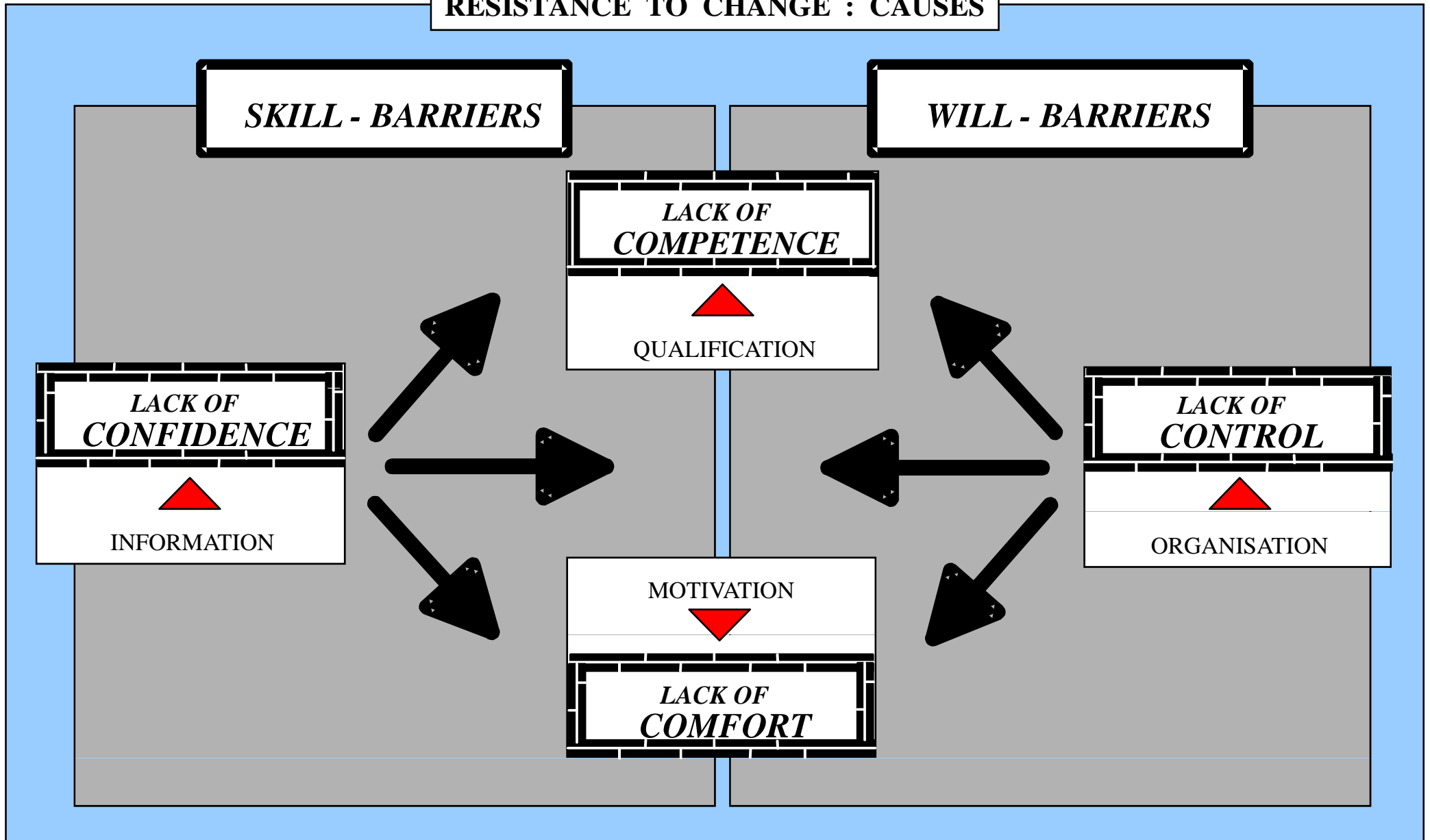




# CHALLENGES



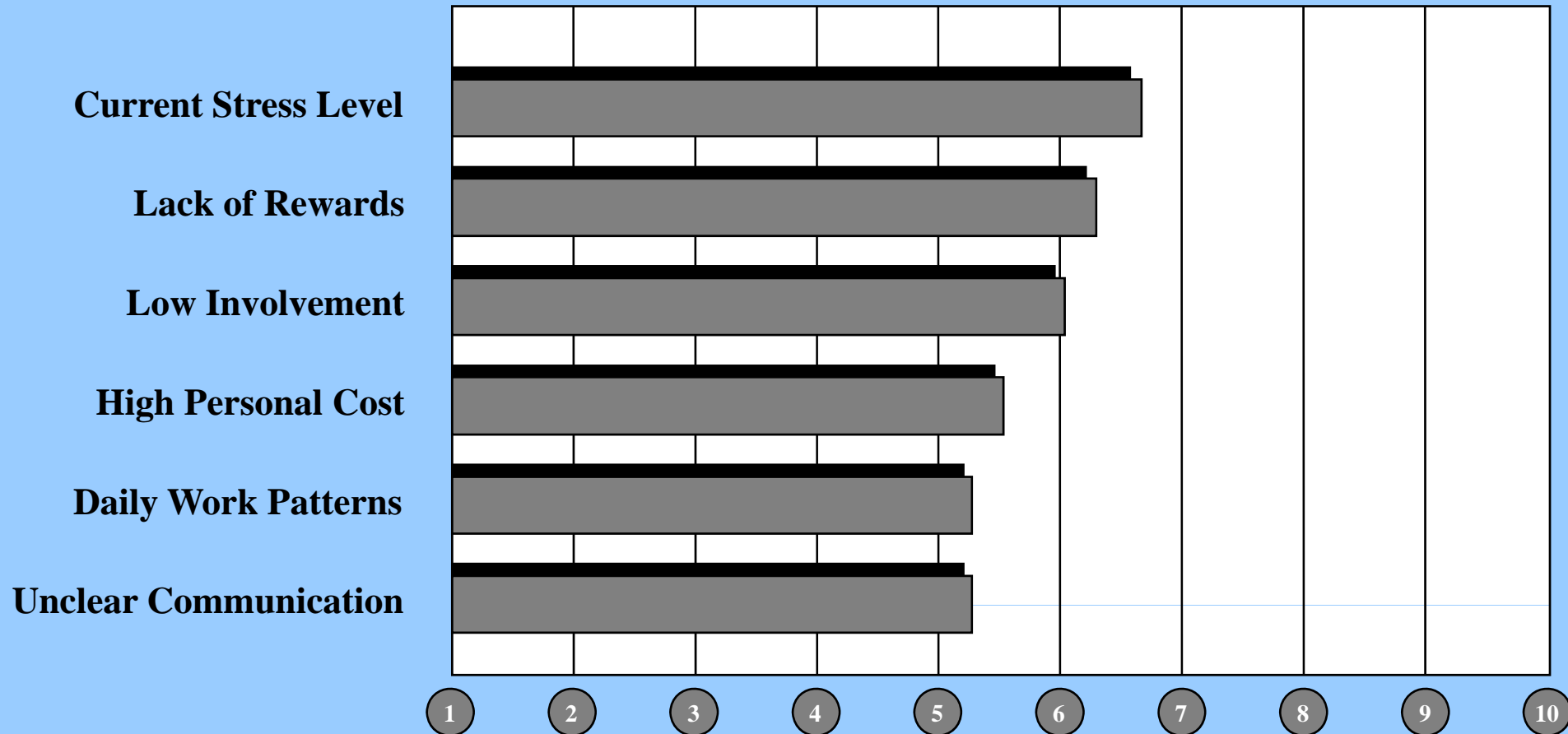
**RESISTANCE TO CHANGE : CAUSES**





**RESISTANCE TO CHANGE**

**Average Rating**



Source: ODR 1995



## UNPOPULAR MEASURES IN CHANGE MANAGEMENT



Making oneself redundant



Closing down locations



Releasing personnel



Shorten salary



Increasing workload



Causing loss of status



Cancelling career opportunities



Stimulating internal competition



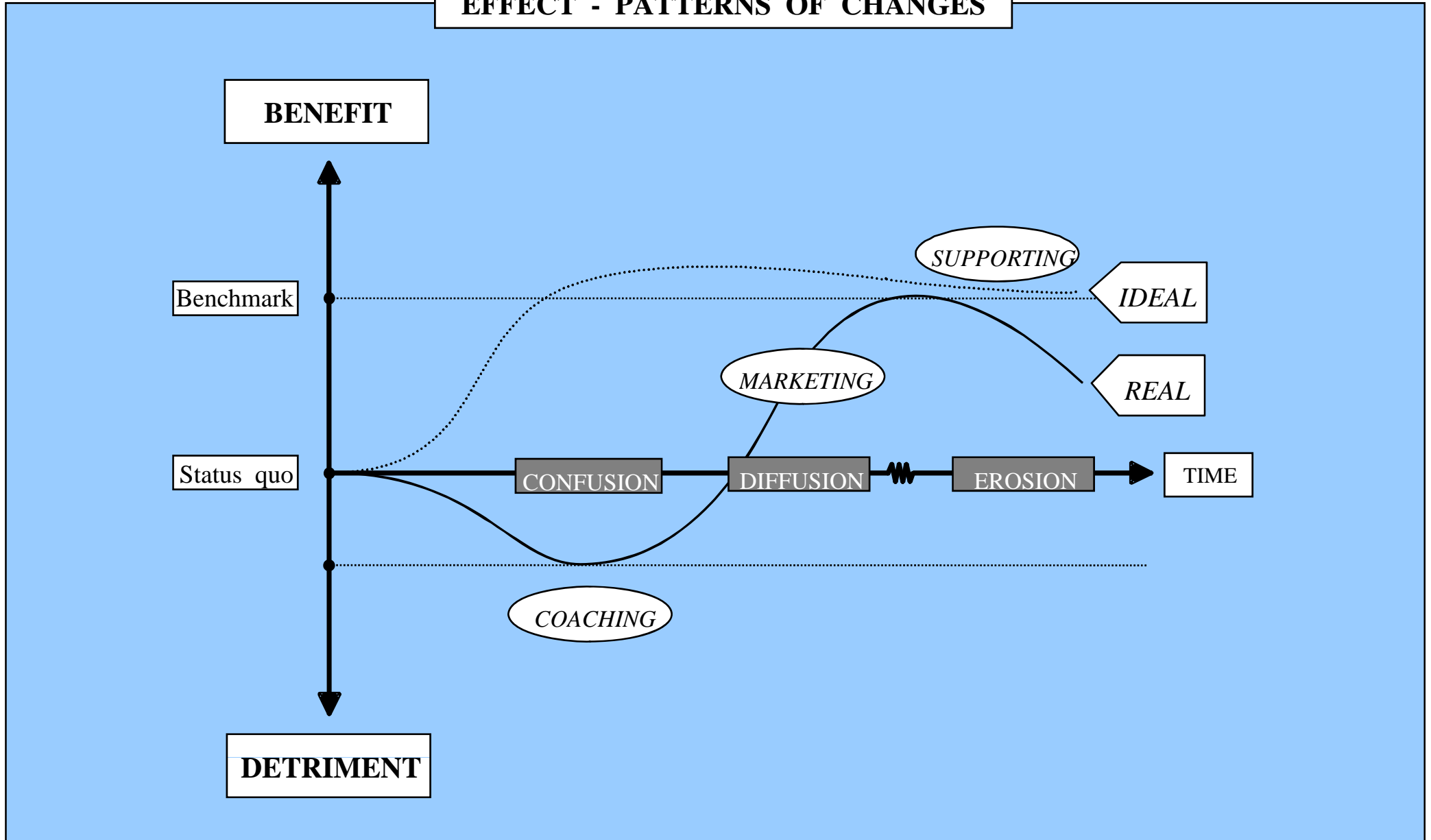
Eliminating slack



Questioning status quo



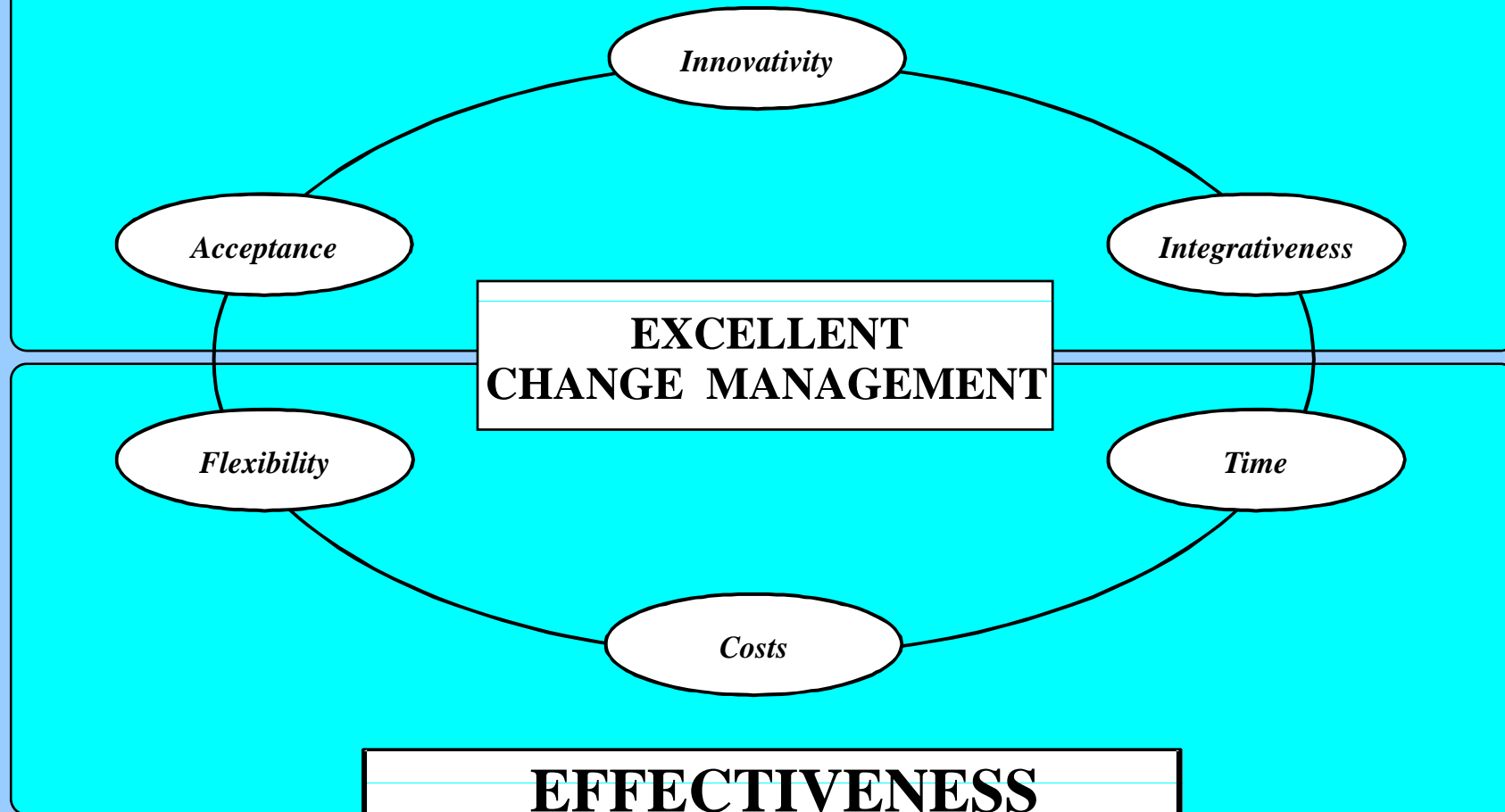
**EFFECT - PATTERNS OF CHANGES**





**EFFECTIVE AND EFFICIENT CHANGE MANAGEMENT**

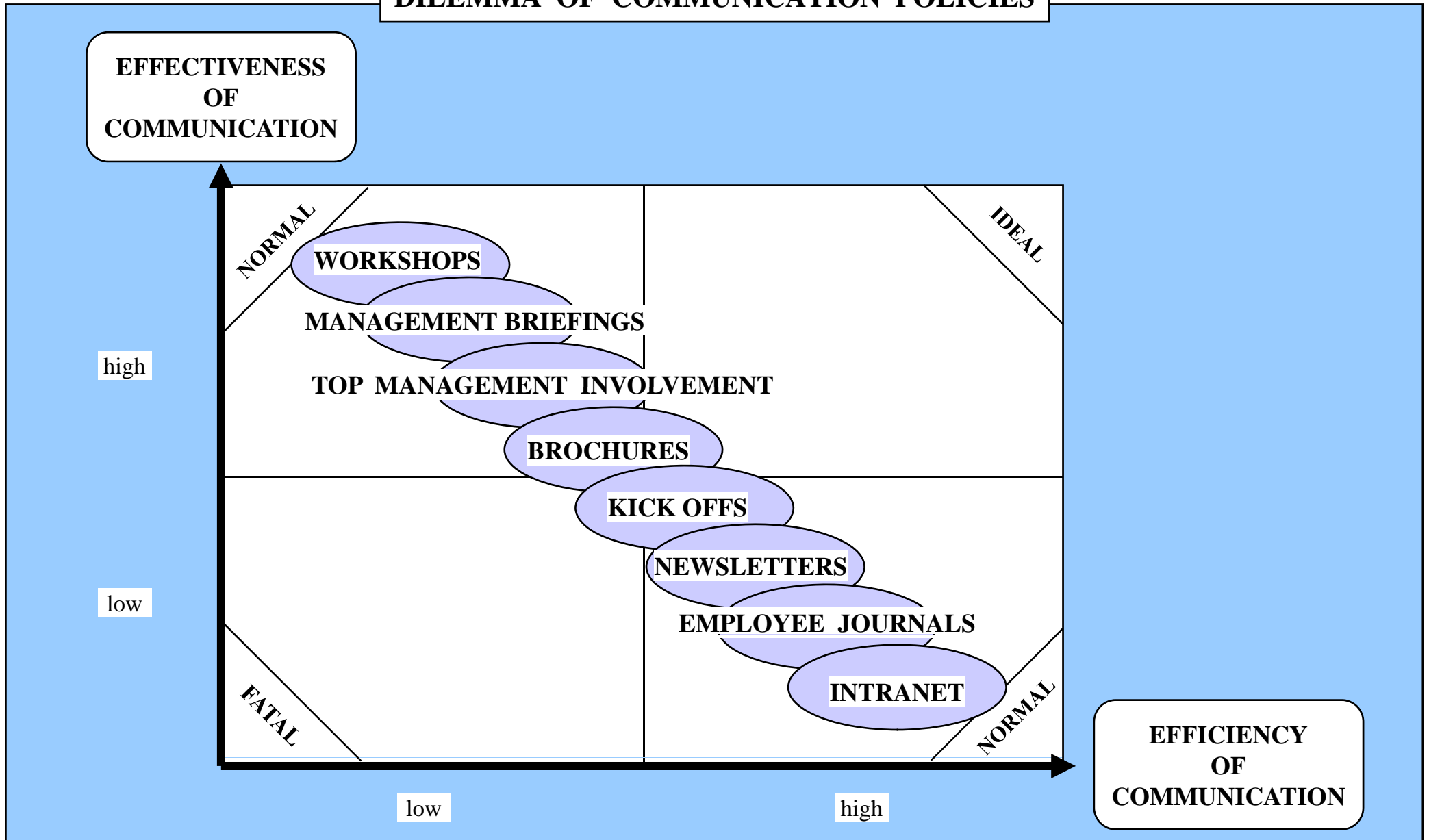
**EFFECTIVENESS**  
(„managing the right change“)



**EFFECTIVENESS**  
(„managing the change right“)

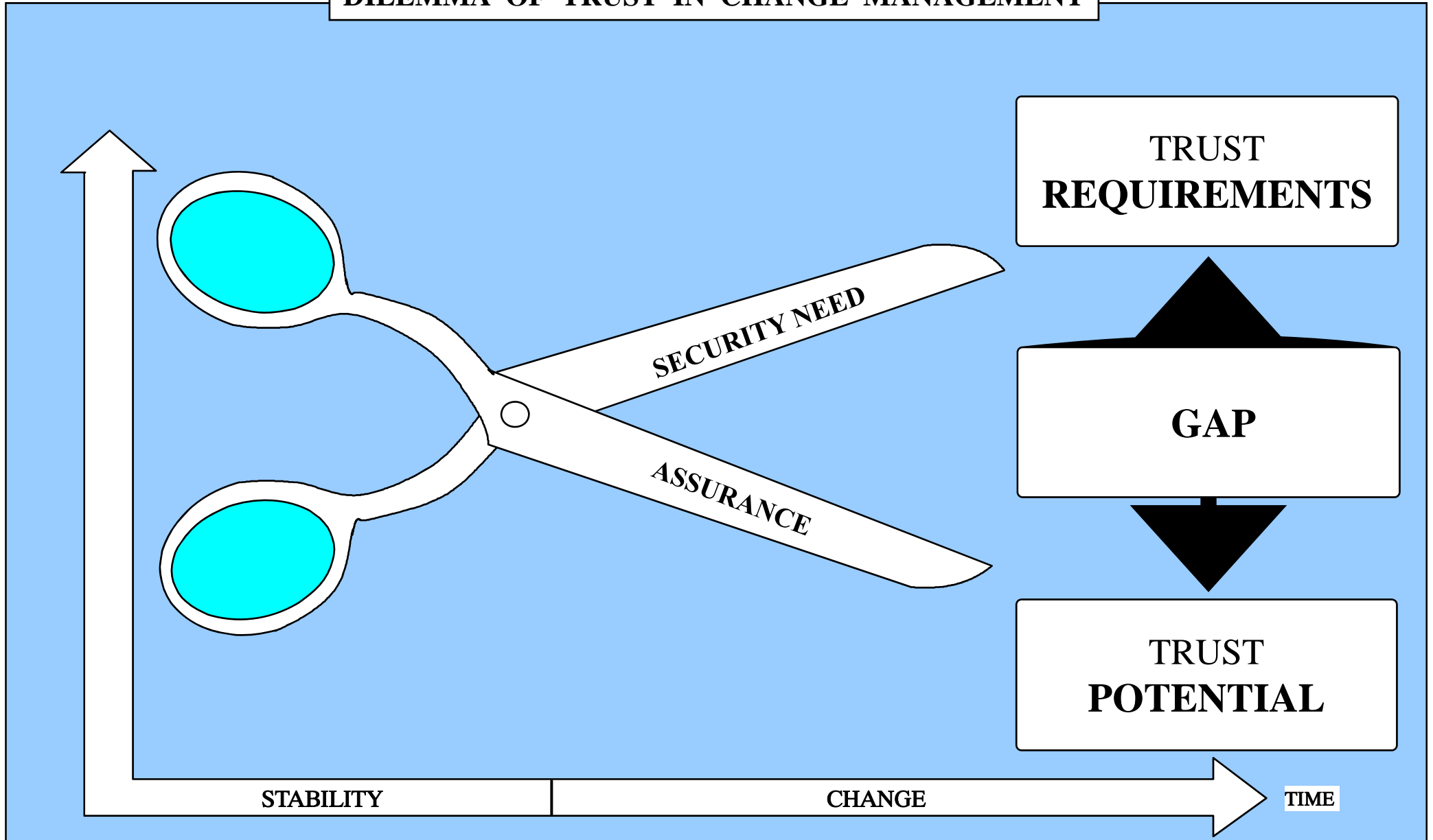


### DILEMMA OF COMMUNICATION POLICIES





**DILEMMA OF TRUST IN CHANGE MANAGEMENT**





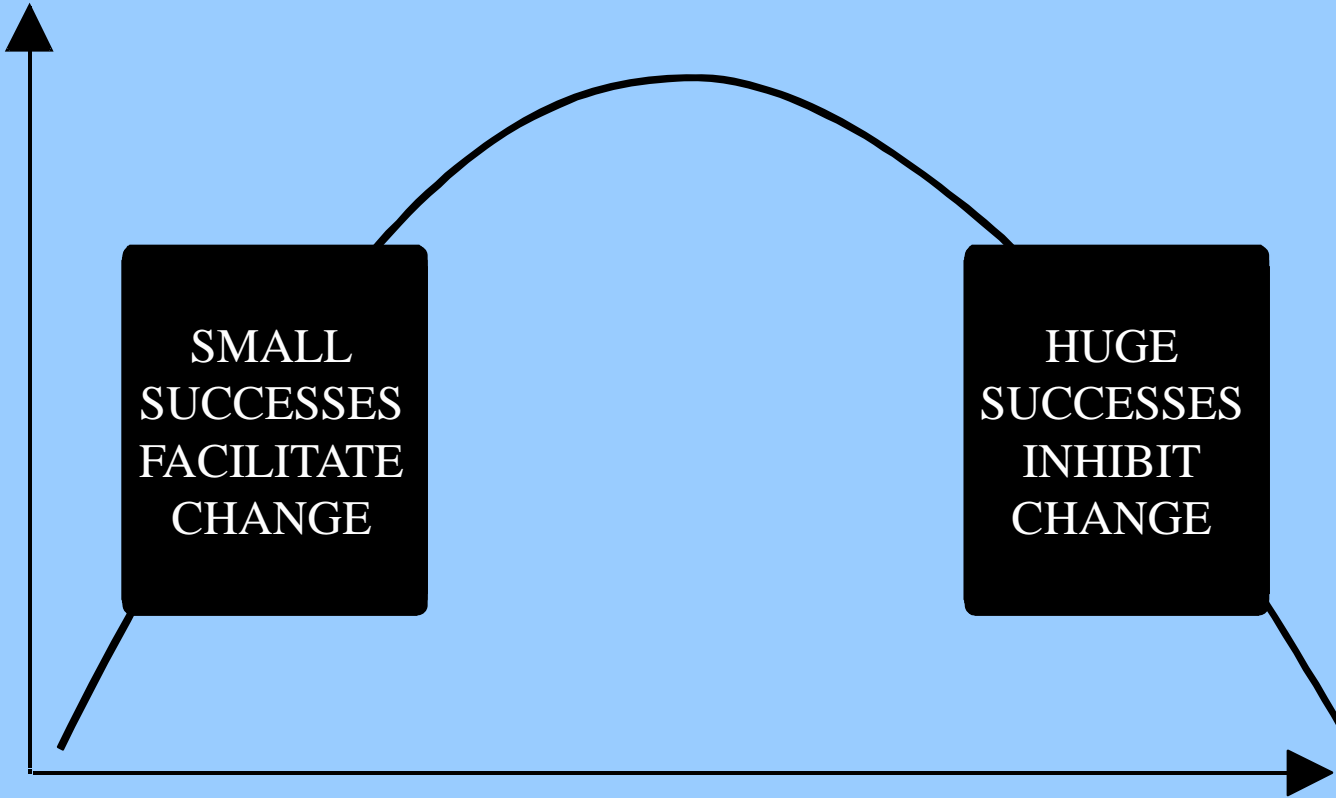
**PITFALL OF SUCCESS IN CHANGE MANAGEMENT**

CHANGE  
= SUCCESS FOR  
THE FUTURE

SMALL  
SUCCESSSES  
FACILITATE  
CHANGE

HUGE  
SUCCESSSES  
INHIBIT  
CHANGE

PAST SUCCESS





# TOOLS



**SOFT INSTRUMENTS FOR IMPLEMENTATION**

**ACCEPTANCE TO CHANGE**

**SKILL**

**WILL**

**INFORMATION**

**INSTRUCTION**

**INVOLVEMENT**

**INTEGRATION**

**COMMUNICATION**

**TRAINING**

**MOTIVATION**

**ORGANIZATION**

- Employee magazine
- Project newsletter
- Information market
- Employee surveys
- Kick off
- Workshops
- Intranet/ Portals
- Hotline
- Presentations/ Videos
- Pod-/Webcasts
- Blogs
- ...

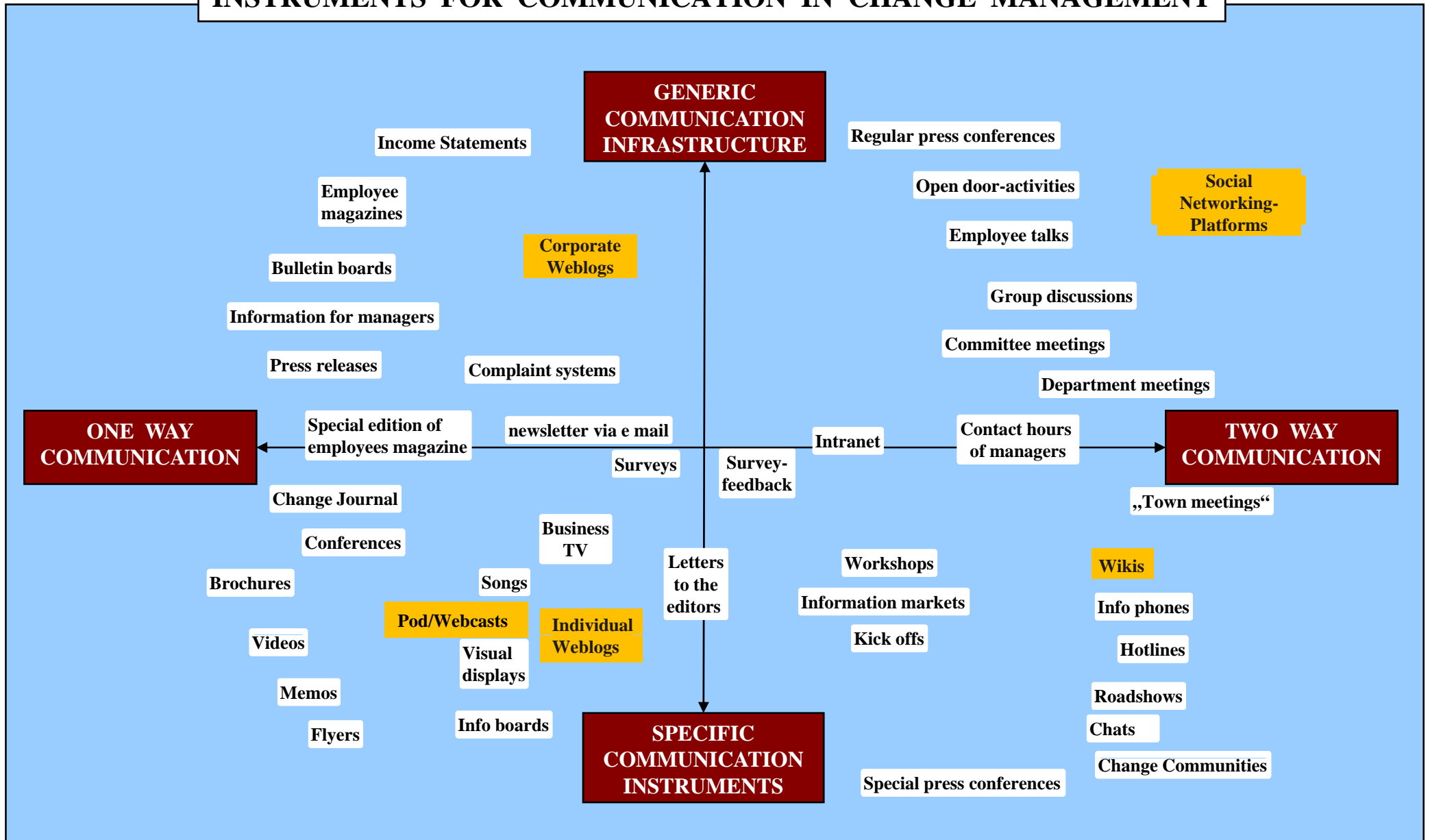
- Project work
- Role playing
- Group dynamics
- Self management
- Case studies
- Kaizen
- Conflict tolerance
- Training coordinators
- Web Based Training

- Awards
- Intrinsic rewards
- Compensation
- Deals
- Success stories
- Successful models
- Bonuses
- Transparency
- Protection of vested rights
- ...

- Project organization
- Participation
- Team coordinators
- Promoters
- Evangelists
- Benchmarks
- Wikis
- Coaching
- Consulting
- Change communities
- Social Networking Platforms
- ...

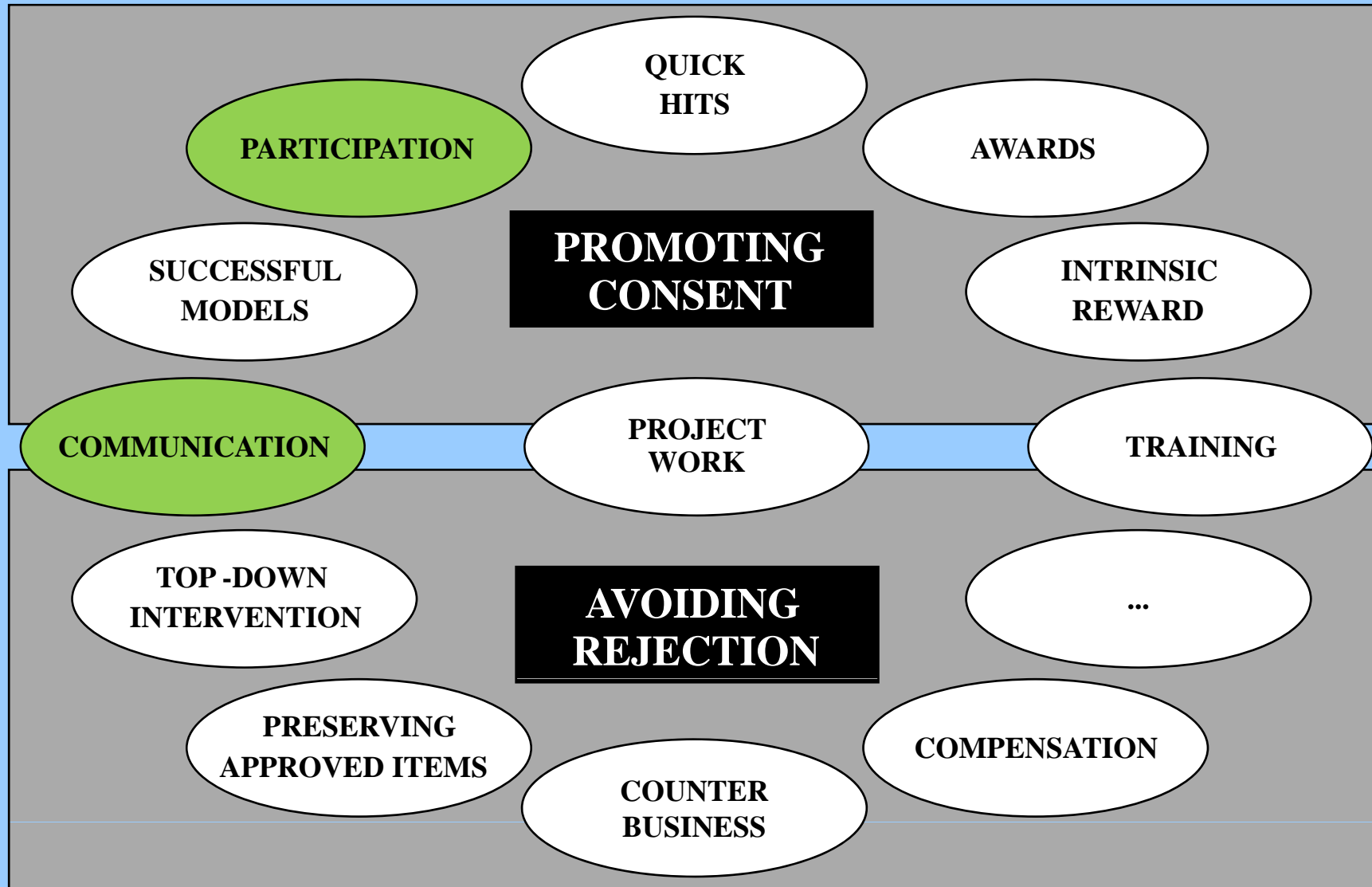


**INSTRUMENTS FOR COMMUNICATION IN CHANGE MANAGEMENT**





**MOTIVATING IN CHANGE PROJECTS**





**PROMOTERS IN CHANGE MANAGEMENT**

**TASK MANAGEMENT**

**PEOPLE MANAGEMENT**

**PROFESSIONAL  
SKILLS BASED  
PROMOTERS**

x

**PROCESS  
RESPONSIBLE  
PROMOTER**

x

**POWER  
BASED  
PROMOTERS**

||

||

||

**EXPERTS**

+

**CHAMPION**

+

**SPONSORS**