

Change Management

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Introduction to Change Management

Your personal experience of change

Let's warm up!

Remember a situation that was life changing for you (e.g. beginning your studies, starting a new job):

- How did it feel?
- What did you do to deal with the situation?
- What was helpful and supporting? (externally)
- What was destructive or confusing? (externally)

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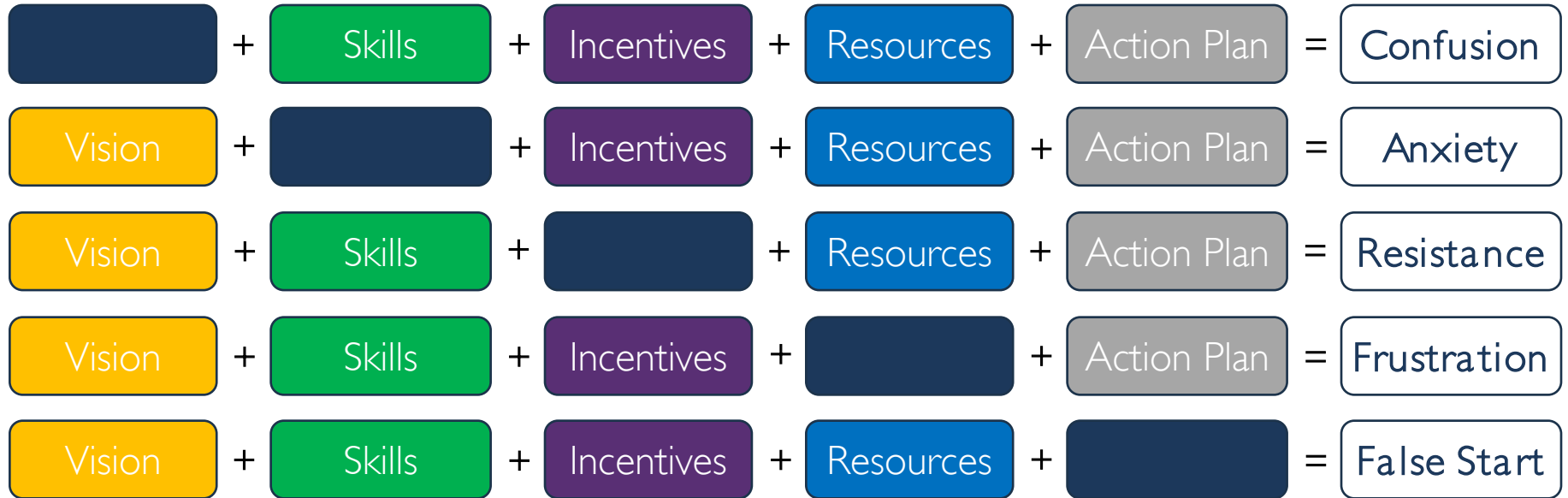
“Ingredients” of successful change



(Ambrose 1987)

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Missing “Ingredients” of successful change



(Ambrose 1987)

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Definition of Change Management



Change Management (CM) refers to any approach

- to transitioning individuals, teams, and organizations
- using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation
- that significantly reshape a company or organization.

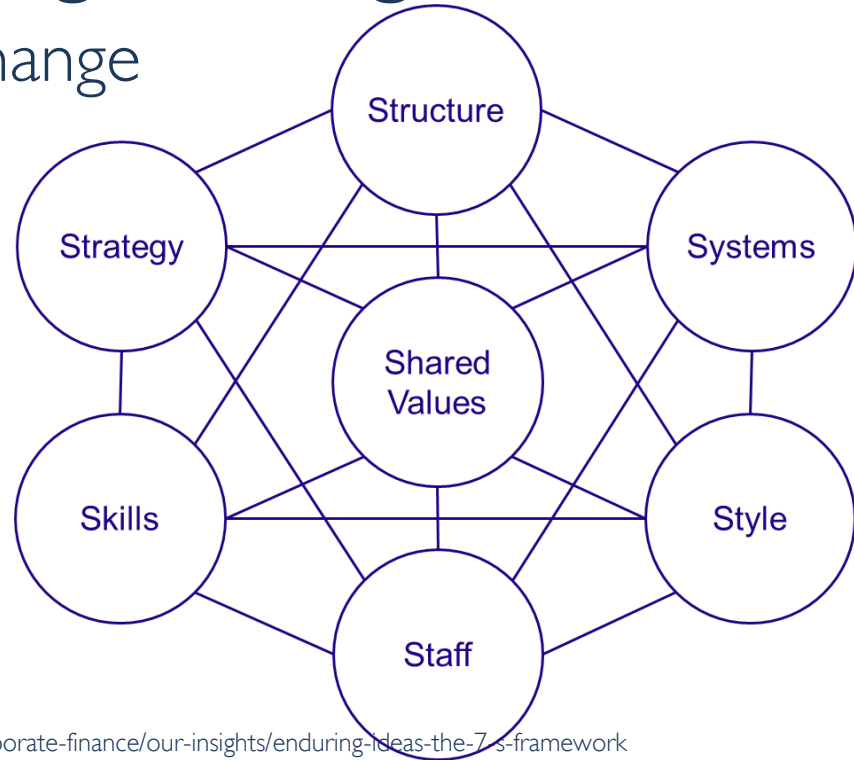
Change management is a planned process.

It has a clear purpose (reason why).

It has some specific goals/results to accomplish.

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Topics of organizational change

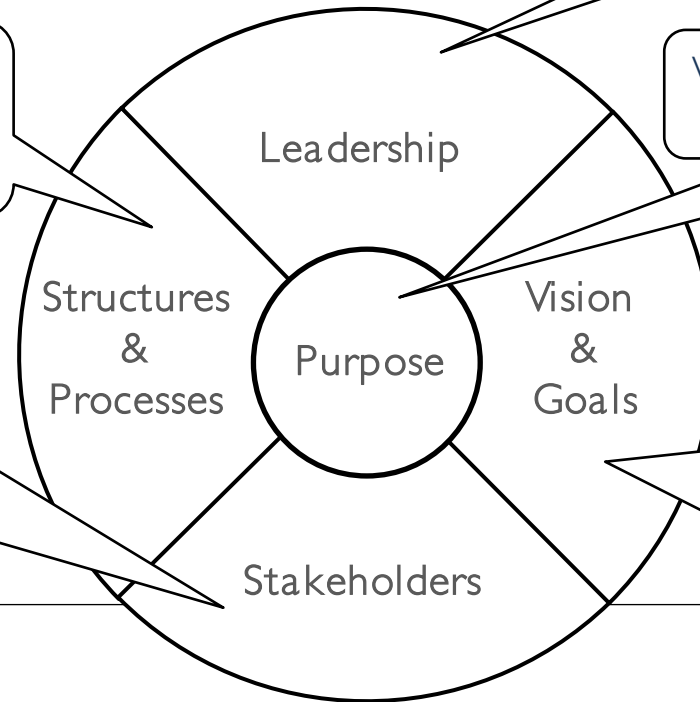


Source: <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework>

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The Organization compass

The organization compass helps you navigating through a change process.



Who is leading the change process? Who is in charge?

What is the purpose of the change process? Why are we doing this?

What is the vision for the change process?
What are the goals we want to achieve by the process?
What results do we want to create?

What structures and processes do we need to implement all of this? What are the next steps?

Which stakeholders are important in order to achieve the vision and the goals of the change process?
How do we involve them?

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Definition of Change Management

Change models support you to deal with the complexity of change processes.

Change models describe frameworks for change processes (including different phases, related tools etc.).

Change models are tools to navigate through change processes:

- „The map is not the territory.“
- Models are neither true nor false, but helpful or less helpful to achieve a desired outcome.
- „Nothing is as practical as a good theory“.



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Unfreeze – Move – Refreeze



(Lewin, 1947)

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John Kotter's 8-step process for managing change

John Kotter's model is very popular in the business world.

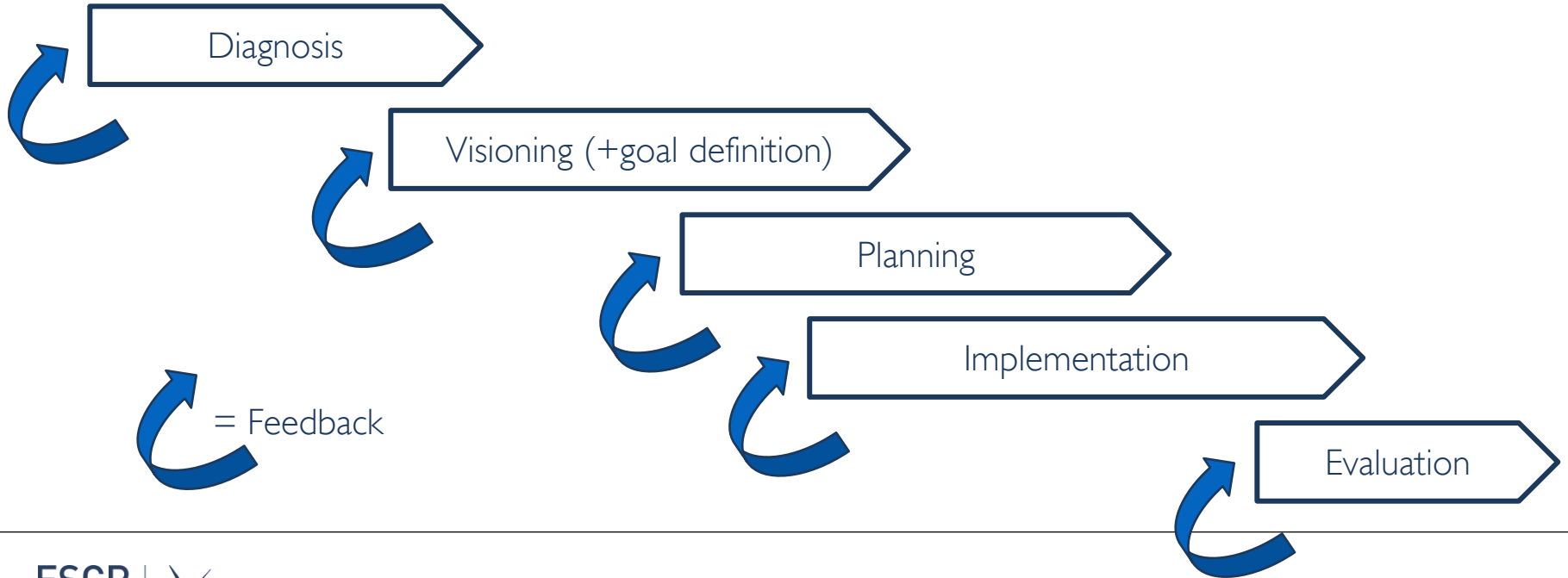
1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering the employees for broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

(Kotter 2012)

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A very generic change process






A basic change process might consist of five phases.



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Elements of a change process (1/2)

There are many elements to design a change process.

- Interviews 
- Focus groups 
- Surveys (employees, clients etc.) 
- Workshops (special issues, processes, structures etc.) 
- Communication events (staff meeting, road show etc.) 

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Elements of a change process (2/2)

There are many elements to design a change process.

- Large group interventions (Open Space, World Café, Future search)



- Trainings (content-related, soft skills)



- Coaching



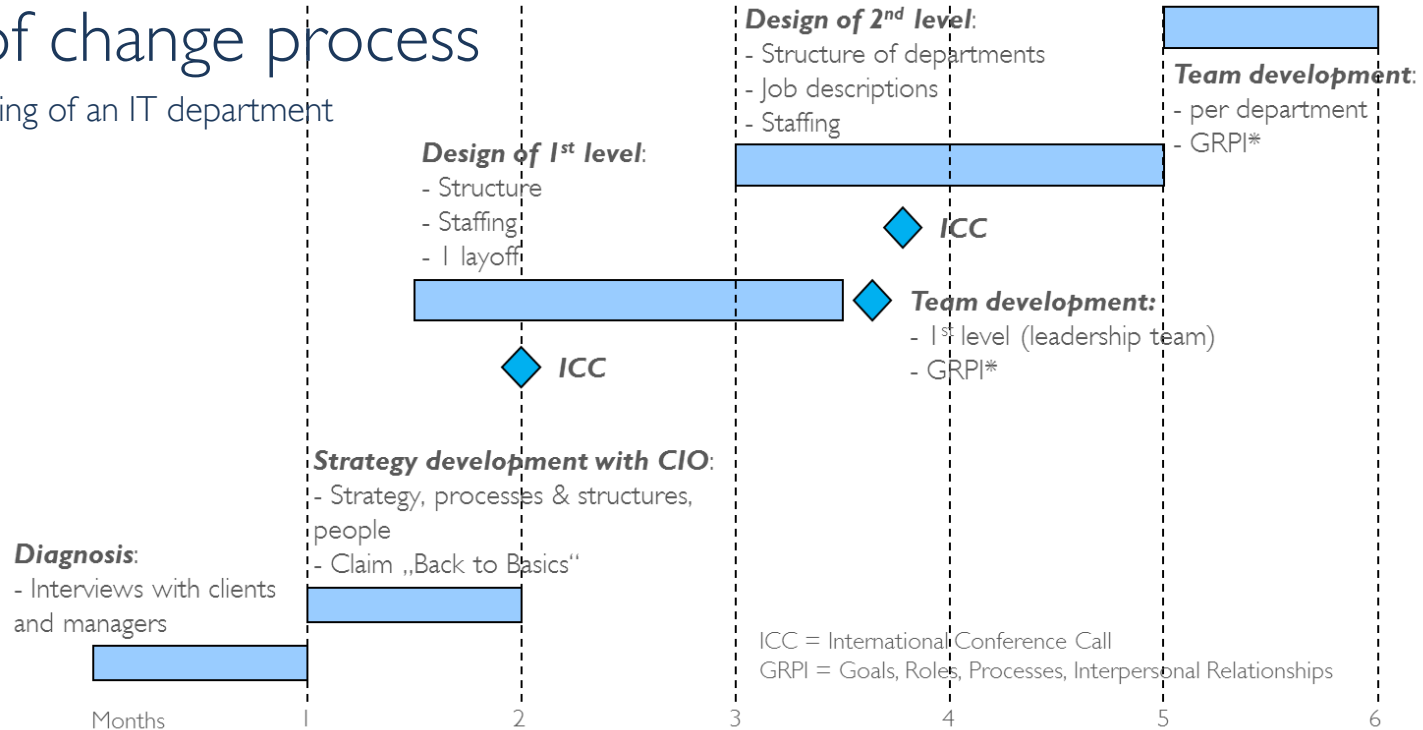
- Teambuilding



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An example of change process

“Back to Basics”: Restructuring of an IT department



Thank you for the attention

