



Change

Ralf Langen • 12. Febr. 2019

weil...

¹
Schock,
Angst,
Ver-
zweiflung



²
Scheitern
> 75 %



³
Irritation +
Verwirrung

⁴
Fatigue



⁵
Sinn?



⁶
Stress



¹³
Change
change

is ²¹
bad
ugly



13
Change
change

7
is good
happy

weil...

1

Über-
leben

+

2

Innova-
tion

+

3

Energie

4

Wettbe-
werb

+

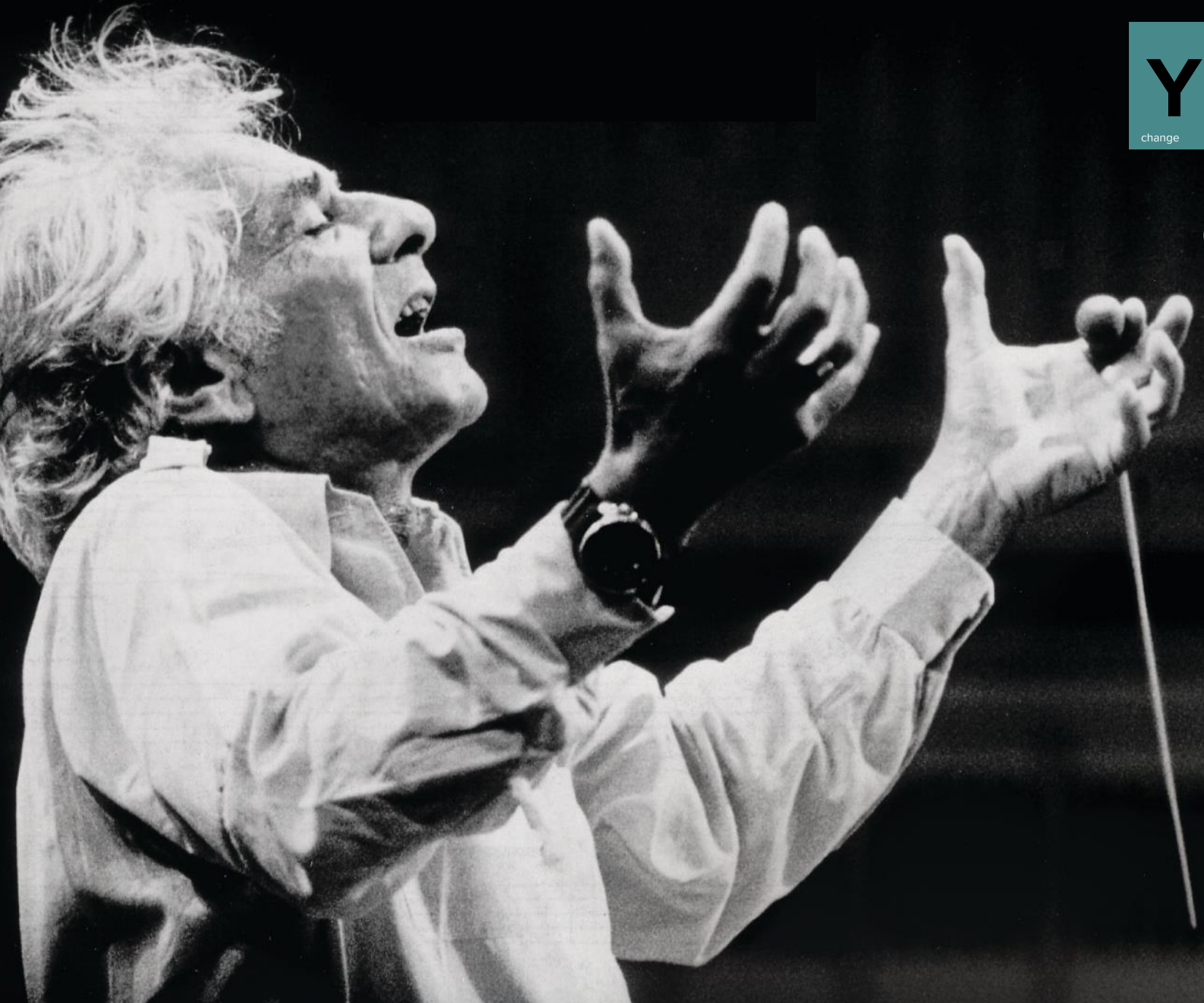
5

New
Normal

+

6

Lernen



13
change

You better

13
change

get it right.

Top 5 Themen

- Digitalisierung und Digitale Transformation
- M&A Aktivitäten inkl. Post-Merger-Integr.
- Effizienz-Programme / Kostenkontrolle
- Kulturelle Transformation
- Agilität – Agil werden

> **50%**

... geben Change und Transformation eine hohe Priorität in ihren strategischen Aussagen.

> **33%**

... legen den Fokus auf die digitale Transformation als zentrale strategische Herausforderung, 1/3 plant oder führt derzeit Umstrukturierungen oder Reorganisationen durch, um die Kosteneffizienz zu verbessern.

> **50%**

... sind an M&A-Aktivitäten und Joint Venture-Projekten für mehr Wachstum beteiligt oder planen diese, inkl. Post-Merger-Integration

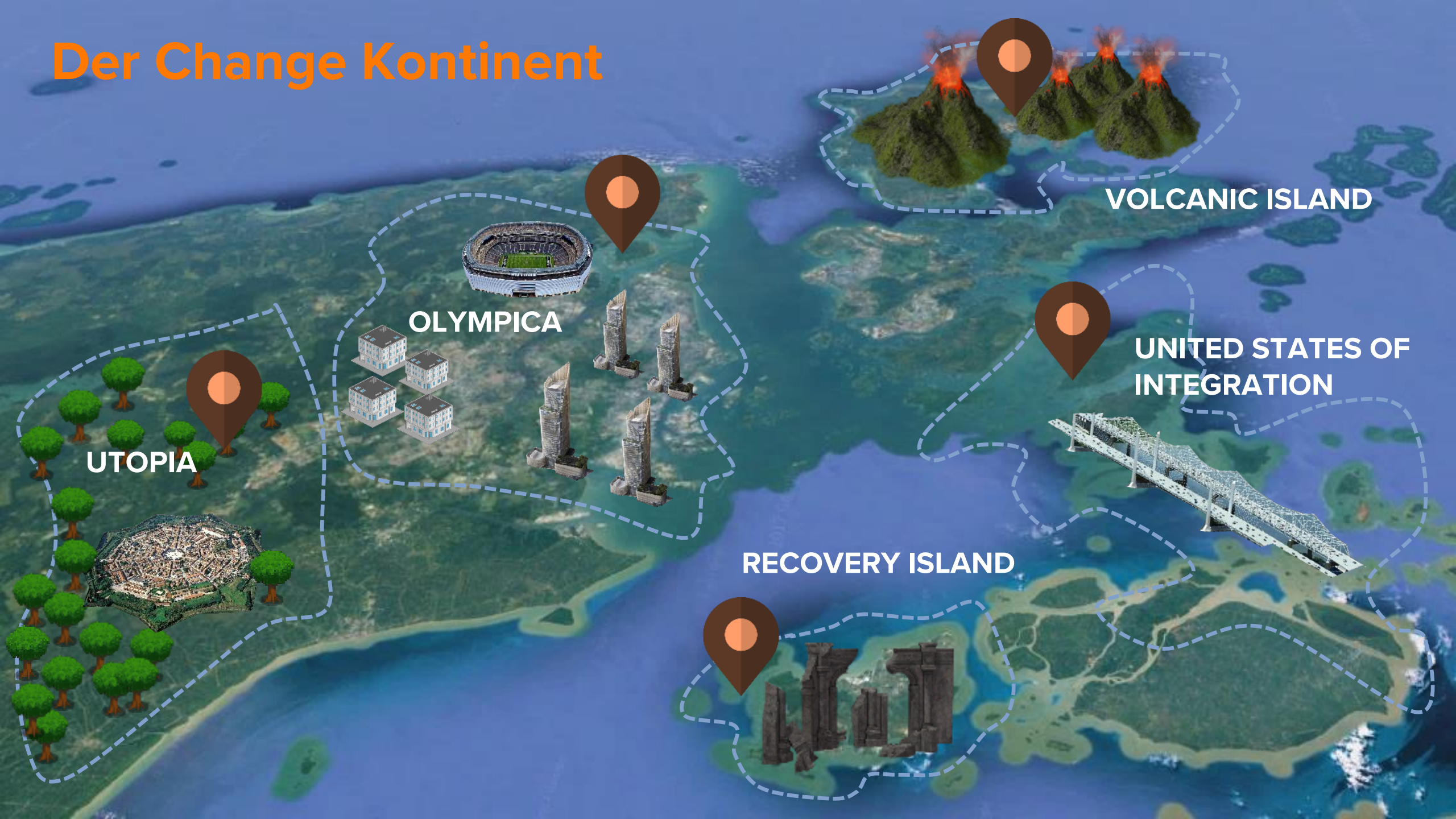


Veränderungsthemen der DAX-30-Unternehmen



*Source: GAULY ADVISORS DAX 30 Strategy Study 2018.

Der Change Kontinent



UTOPIA

OLYMPICA

VOLCANIC ISLAND

UNITED STATES OF INTEGRATION

RECOVERY ISLAND

“There is no one, all embracing, widely excepted theory of organizational change and no agreed guidelines for action of change agents (...). In each period of corporate transformation, one or more new theories emerge.

There has been remarkably little discussion by writers in the field about what would constitute a comprehensive theory of organizational change and indeed whether the construction of a theory of change is a legitimate scientific endeavor.”

Dexter Dunphy

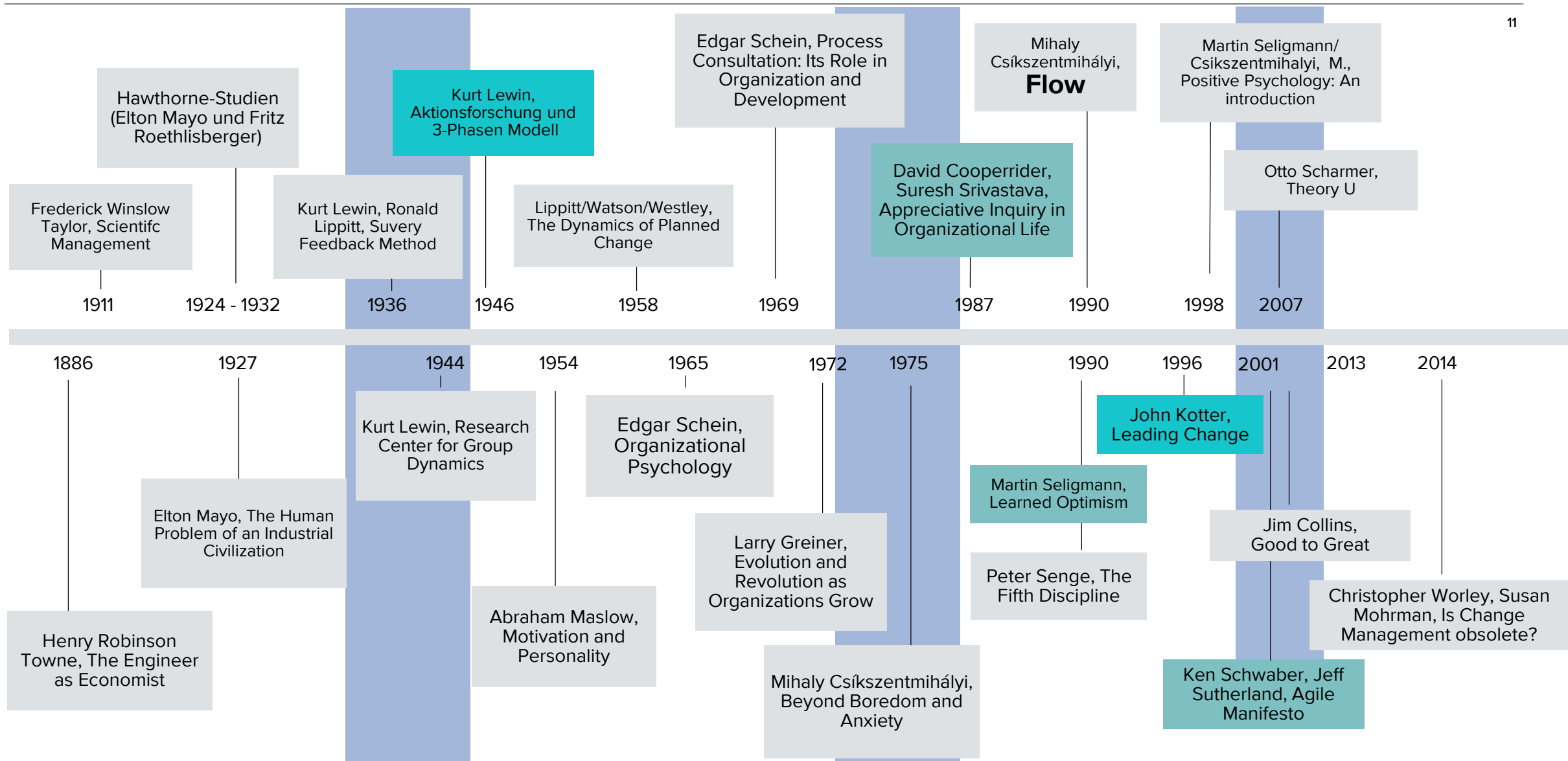


“There is nothing as practical as a good theory.”

Kurt Lewin



100 Jahre Change Management...



Change in der alten Welt

1

Change als Projekt

- Episodisch
- Punktualismus („Punctuated Equilibrium“)
- Pläne, Programme

2

Change Leadership

- Charismatischer Führungsstil
- Top-Down
- Kaskade

3

Abbau von Barrieren im Change

- Kognitive Psychologie
- Macht und Interessen
- Vertrauen und Sinn



Change in der neuen Welt

1 Change als Prozess

- Kontinuierliches Experimentieren
- Impuls und Selbststeuerung
- Emergenz

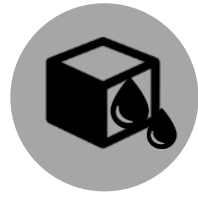
2 Change als Fähigkeit

- Change-Routinen
- Lernende Organisation
- Plattformen

3 Aufbau von positiven Kräften

- Netzwerkintelligenz
- „Crowdsolving“
- Communities
- Soziale Architektur

The classic model: The three stages according to Kurt Lewin's field theory of change



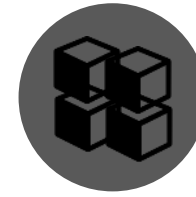
Stage 1:

Unfreezing



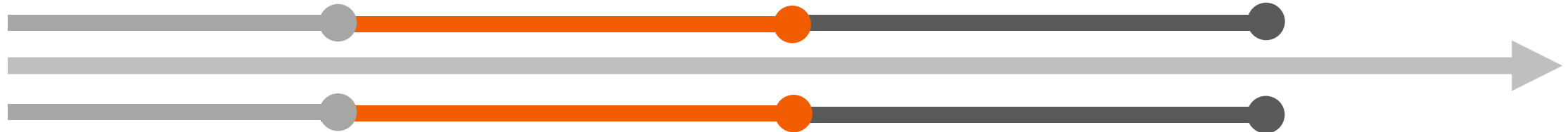
Stage 2:

Changing



Stage 3:

Refreezing



- ✓ Creating the motivation to change
- ✓ Disconfirmation
- ✓ Creation of survival anxiety or guilt
- ✓ Creation of psychological safety to overcome learning anxiety

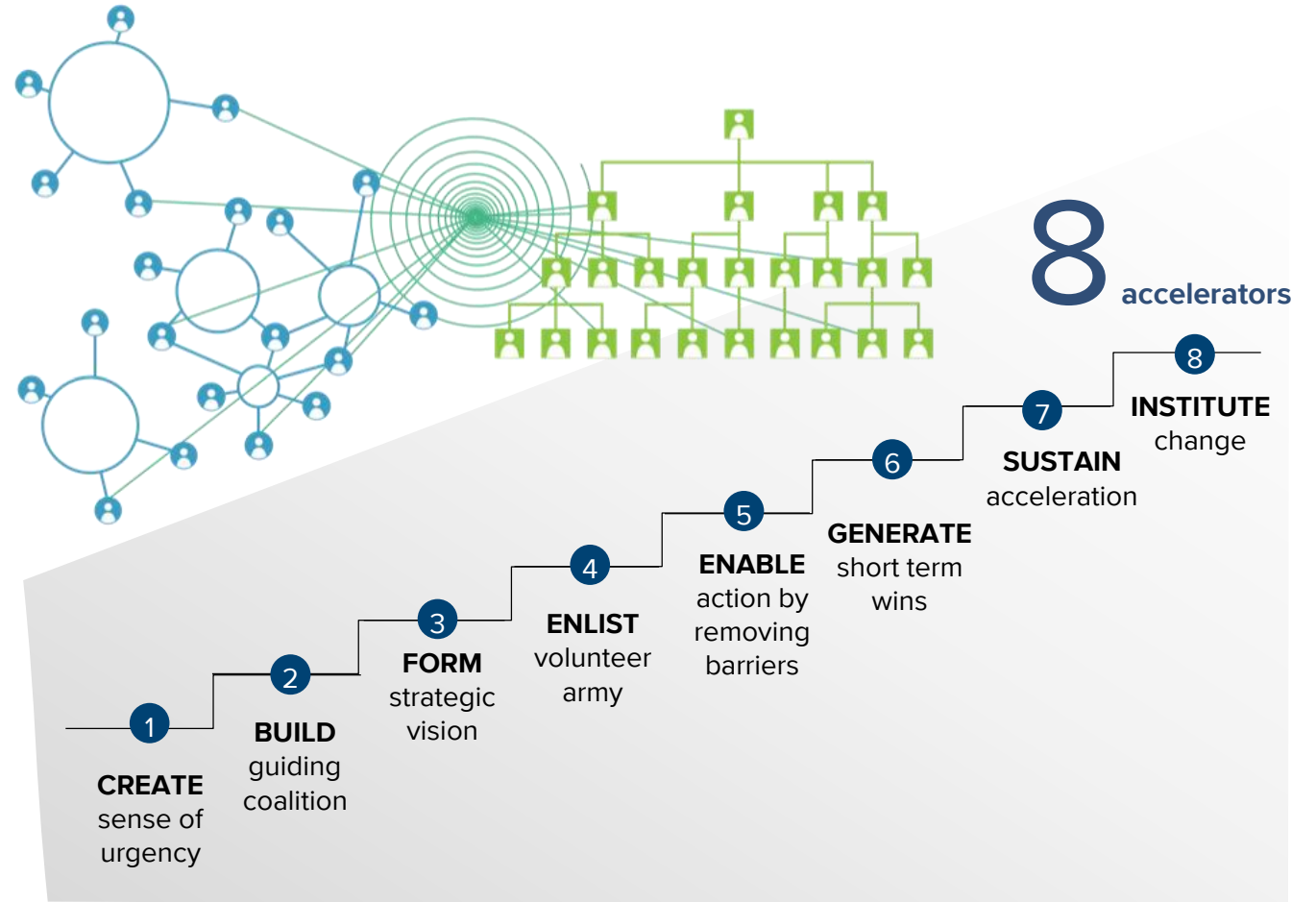
- ✓ Learning new concepts, new meanings and new standards
- ✓ Imitation of an identification with role models
- ✓ Scanning for solutions and trial-and-error learning

- ✓ Internalizing new concepts, meanings, and standards
- ✓ Incorporating into self-concept and identity
- ✓ Incorporating into ongoing relationships and groups

Building Strategic Agility for a Faster-Moving World

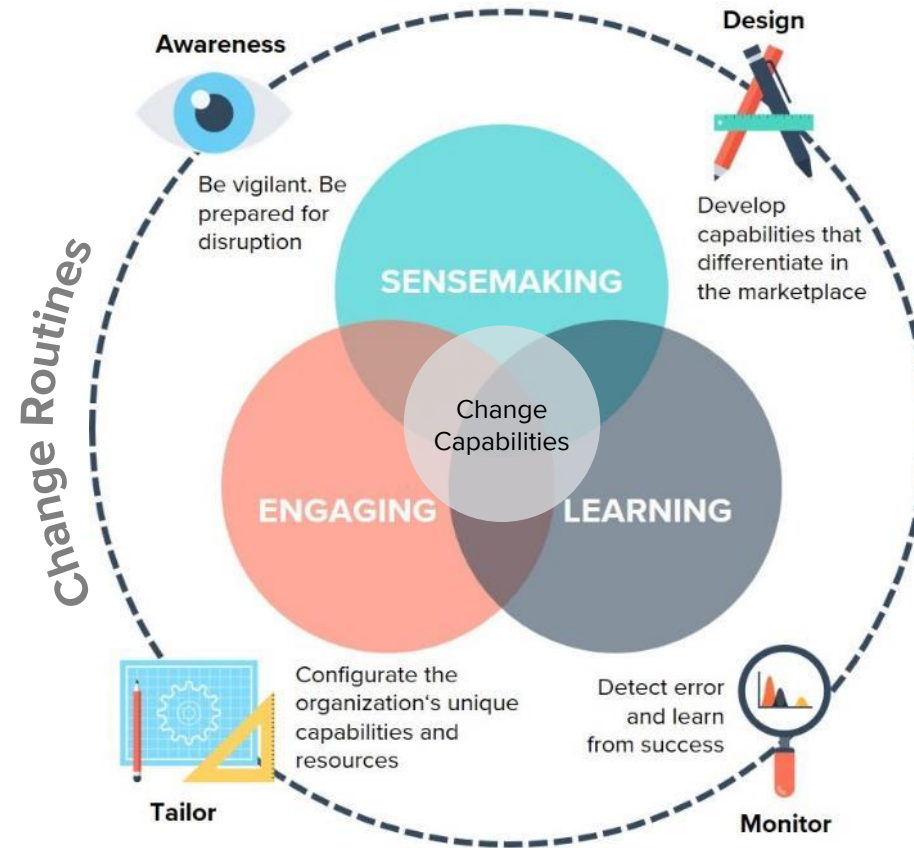
5 principles

- 1 **Many Change Agents** are driving important change from everywhere, not just the usual few appointees.
- 2 **A „want-to“ and „get-to“ mindset**, not a „have-to“ one.
- 3 **Action that is head and heart driven**, not just head driven.
- 4 **Much more leadership**, not just more management.
- 5 **Two systems, one organization** – an inseparable partnership between hierarchy and network.



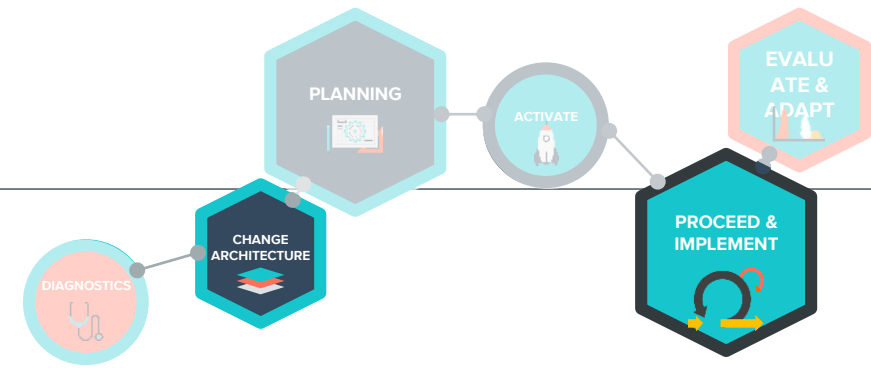
*Source: John P. Kotter, *Accelerate: Building Strategic Agility for a Faster-Moving World*, Harvard Business Press, Boston 2014.

Next generation change model: Agile change management



**Source: Christopher G. Worley, Susan A. Mohrman: "Is change management obsolete?", in: Organizational Dynamics (2014) 43, 214-224.*

When we support organizations we deliver in four key areas



Change Designs & Architectures **1**



- Deliverables**
- Organisational Life Cycle Analysis
 - Systems Architecture, Archetypes
 - ForceFields
 - Change Readiness Index
 - Dual Operating System incl. Change Agent Networks
 - Agile Change
 - Change as organizational capability

Sensemaking **2**



- Deliverables**
- CulturSAN
 - Assessment Studies (Culture Inventory)
 - Semantic Audits: Symbolic Stories, Taxonomy of change themes, Mental models
 - Serious Gaming
 - Mapping and Visualization
 - Storytelling
 - COC (Creative organisational comms.))

Smart Interactions **3**



- Deliverables**
- Social Network Analysis
 - Defensive Routines and Barriers
 - Organizational Archetypes
 - Collaboration platforms
 - Engagement Dialogues
 - Leadership Fitness
 - Format for fast learning

Empowerment **4**



- Deliverables**
- Change Readiness Assessment
 - Skills-checks
 - Connectivity Analysis
 - Change Agent Communities
 - Leadership Development and Coaching
 - Change Academy and Change Lab Sessions

Beispiele



Change & Transformation
// Deutsche
Bahn

Change Designs & Architectures 1

Sensemaking 2

Smart Interactions 3

Empowerment 4



Strategic challenges

- Companywide transformation program „ZukunftBahn“ lacks powerful support system to drive changes.
- No alignment and synchronicity.
- Dispersion and inconsistencies require to set up new governance, coordination and support system for change and transformation initiatives.



Deliverables

- Change & Transformation Inventory at Deutsche Bahn (companywide) to map and match change projects and programs, key players, theories and models in use, infrastructure and resources.
- Develop guiding principles, key building blocks, SOPs and toolbox for change.
- Design Education/Learning formats.

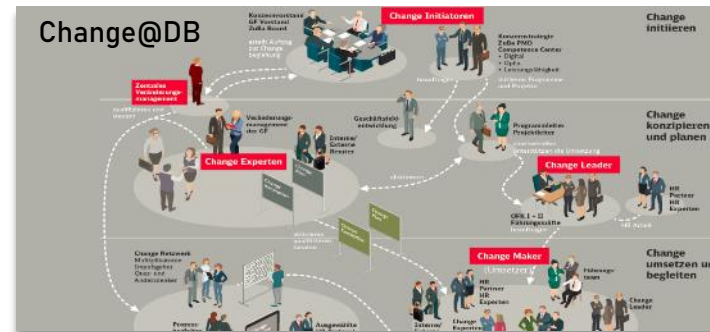


Results

- Change & Transformation Management Manual and Operational Model (Change DOS = Dual Operating Model).
- Role descriptions, competency model, community platform.
- (Digital) Toolbox for Change Leaders, Change Makers and Change Supporters.
- Change Labs and Seminars.

Akteure in der Transformation: Aufgaben, Rollen und Aktivitäten

Struktur	Struktur	Struktur	Struktur	Struktur
Führung	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur 	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur 	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur 	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur
Initiatoren	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur 	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur 	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur 	<ul style="list-style-type: none"> Struktur Struktur Struktur Struktur



Zentrales Veränderungsmanagement

Aufgaben

Verantwortlich für Changeprojekte mit hohem Unterstützungsbedarf, z.B.:

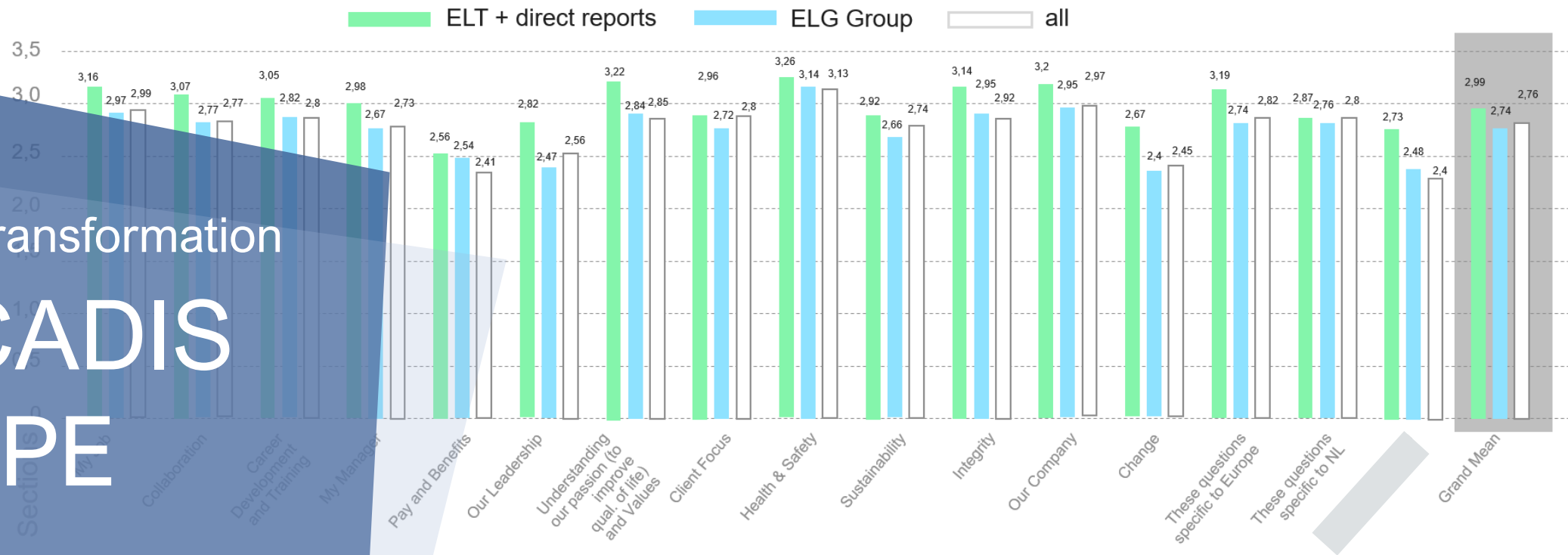
- Kultur- und Organisationsentwicklung
- Implementierung neuer Strategien
- Top-Projekte des Vorstands
- Change Management im Zusammenhang mit den Konzernprogrammen
- Change-Initiativen der Kompetenz Center

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Kernkompetenzen

- Beratung und Coaching**
- Analyse**
 - Ermitteln des Changebedarfs
 - Ursache- und Wirkungszusammenhänge
- Konzeption & Planung**
 - Change-Story
 - Change-Architektur
 - Maßnahmenplanung
 - Budgetplanung
- Steuerung**
 - Stellen eines Projektleiters (kein PMO!)
 - Gremiarbeit
- Befähigung**
 - Entwickeln von Fähigkeiten/Kompetenzen
 - Qualifizierungsformate Change
 - Ausrollen von Skills
- Community Management**
 - Dialog- und Implementieranstaltungen
 - Netzwerke/Communities/Boarding
 - Multiplikatorenkonzepte

Results top leaders vs. sub-region leaders vs. all



Change & Transformation

// ARCADIS

EUROPE

ARCADIS: Fieldwork to write the Manifesto about leading and changing in a large organization

Change Designs & Architectures **1**

Sensemaking **2**

Smart Interactions **3**

Empowerment **4**



Strategic challenge

- Concerningly low scores for leadership/leading and handling change out of employee surveys in Europe.
- Run focused initiative to improve understanding and practice of leading and changing at Arcadis.
- Choose participative approach with large community of leaders across Europe.



Deliverables

- Three months exploratory „action research“ program for ca. 100 leaders of Arcadis.
- Manage European-wide fieldwork to identify and articulate new principles and key behaviors for leading and changing.
- Support co-editing of Manifesto.



Results

- Very active group of operational leaders participated in ongoing fieldwork, provided hundreds of entries in digital field journal and were highly engaged.
- Publication of „Manifesto about Leading and Changing at Arcadis“.
- Redefinition of specific leader behaviors for Arcadis, based on real-life experience

Fieldwork Components



Welcome to the Leadership & Change Manifesto co-editing space!

Editorial Team

Editing Workshop (Mar 22, 2018)

- Core Team member + 3 Leaders + 1 challenger work on first draft of the Manifesto
- Based on results from Field Report I + II & Virtual Results Session

What is co-editing?

Open thinking and co-creating with others. A challenge to review, comment and propose for alternative ways of understanding. If you want to go through the editing process, simply start by writing your own draft.

What will happen to my input?

The first version of the manifesto will only be developed with your co-creating input and we will continue to edit the manifesto and we intend to use your advice and the collective intelligence of the editorial team to develop a manifesto that is grounded in real life before it is written to be the professional order and structure of the manifesto.

Why should I join?

Discovering the manifesto is a collaborative and collective activity, addressing a challenge that is directly responsible for the future of Arcadis. It is an opportunity to further develop what has already begun to change in our organization and to contribute to the future of the organization.

IV. HOW WE SEE OURSELVES AS LEADERS

WE DRINK OUR COFFEE HOT

MANAGEMENT'S PROCEDURAL LEADERSHIP PERSONAL VOLUNTIC TALK

LEARN TO LEAD



Change & Transformation

// HERE

Technologies

HERE Technologies: Senior Leaders exploring and committing to the strategy shift to become a platform company

Change Designs & Architectures

1

Sensemaking

2

Smart Interactions

3

Empowerment

4



Strategic challenge

- Understanding and adaptation of new vision and company strategy too low among senior leaders.
- How can leaders get more involved and activated during two-days event for ca. 250 HERE senior leaders?
- How can technology help and enable more efficient group activities?



Deliverables

- Didactics and Methodology for strategy work in > 30 workshops.
- Technology environment for fast results processing and consolidation.
- Transformation Progress Dashboard to update everyone about status of change initiatives and strategy execution.



Results

- Excellent balance of presentations, deep dives, product demonstrations and fast-paced strategy work achieved.
- Hundreds of workshop results available in real-time for votings and prioritizing.
- 4DX Methodology as a booster for personal commitment.



Change & Transformation

// Vattenfall

Europe



Vattenfall Services: Preparing for the new rules of the game after Outsourcing

Change Designs & Architectures

1

Sensemaking

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Smart Interactions

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Empowerment

4



Strategic challenge

- Outsourcing of industrial services (600 employees) and creation of central coordination function requires new interaction model.
- Shifting from old to new way of working prior to closing of outsourcing deal.



Deliverables

- Educational format for ca. 40 service managers coordinating service delivery based on > 500 pages of Service level agreements.
- Towers of Service board game as a business simulation built around real-life scenarios.



Results

- Innovative and serious gaming approach provided excellent alternative to „reading hundreds of SLAs“.
- Realistic scenarios and role-based game design helped to better understand new way of working.
- Smooth transition into new setup.



*“A journey of a thousand miles
begins with the first step.”*

Old Chinese Proverb



Vielen Dank!

