

CHANGE & TRANSFORMATION



RESPONSIBILITIES DURING CHANGE

MANAGERS

- Take ownership to drive the change in her/his group.
- Appoint a "Change Leader" and/or "Change Agents", if needed.
- Ask for support from HR and/or other resources.
- Ensure the change is executed according to our shared Change Management Process.
- Lead the change and the business with a mix of personal humility and strong professional will.
- Balance the change and fulfillment of ongoing business commitment.

HUMAN RESOURCE

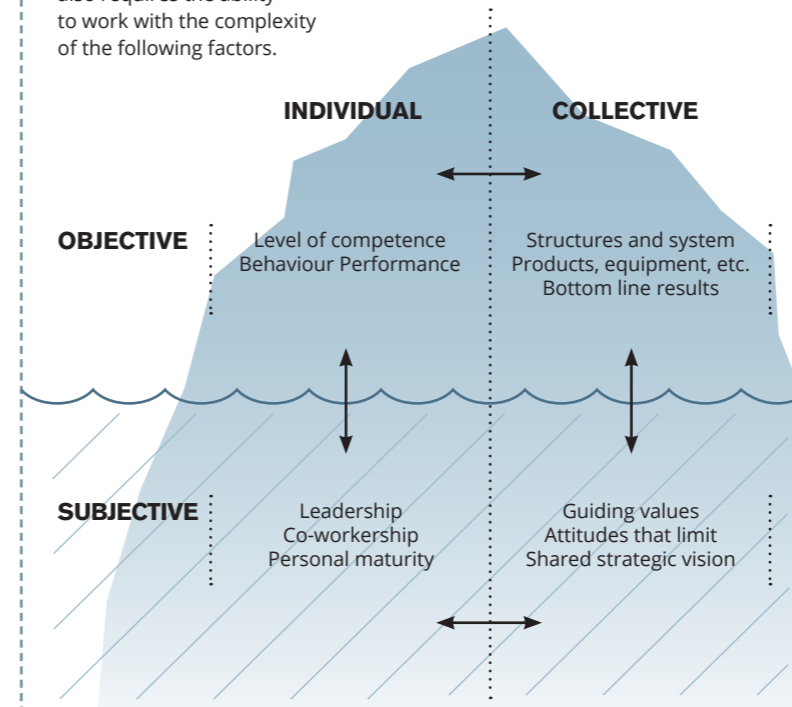
- Support and challenge the managers in the change process.
- Provide knowledge of tools for human transformation, labour law and other HR related issues.
- Support the manager to staff the change project according to the Change Management Process.

EMPLOYEE

- Be active in defining and owning her/his future.
- Make themselves marketable and employable.
- To continue their current role in a professional manner.
- Make sure to deliver to the customer.
- Actively participate the change process to transform and align.

VISIBLE & INVISIBLE

Leading people in transition also requires the ability to work with the complexity of the following factors.

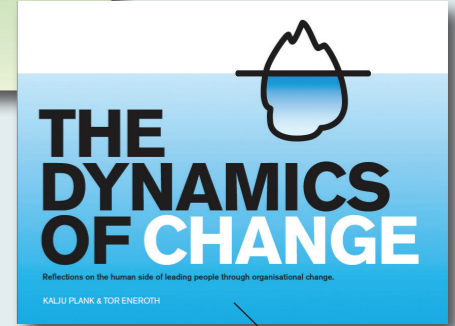


The key is to realise that this is a whole system approach that calls for actions in all four dimensions at the same time.

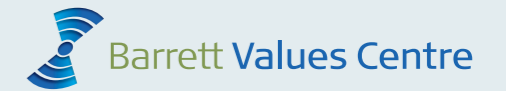
TO GROW A SHARED CULTURE



Both are available on www.valuescentre.com



TO LEAD PEOPLE THROUGH CHANGE



PLANNING FOR CHANGE & TRANSFORMATION

INITIATE

Set the stage

Anticipating key elements of change.

- Prepare yourself – to be able to lead your employees
- Describe the change as completely as you can
- Research what happened during the last change
- Assess the organisational readiness
- Don't make additional changes that aren't critical

PLAN

Prepare Transformation

Getting people together to plan the response. Establishing special ways of working together, and temporary lines of authorities.

- Make contingency plans
- Allow for the impact of change on personal performance and productivity
- Encourage employee input
- Anticipate the skills and knowledge that will be needed to master the change
- Set a timetable and objectives so that you can measure our progress
- Create a transition management group to oversee the change
- Develop temporary policies and procedures during the change
- Create new channels and increase the level of communication
- Arrange frequent meetings to follow up and feedback

EXECUTE

Connect and Implement

Putting forward a flexible response and initiating training and support. Acknowledging the people who make it happen.

- Provide appropriate training in new skills and develop new attitude and behaviours
- Encourage self-management
- Provide more feedback than usual to ensure that people always know where they stand
- Allow resistance
- Give people a chance to step back and look at what is going on
- Encourage people to think and act creatively
- Look for any opportunity created by the change
- Allow for the withdrawal and return of people who offer temporary resistance
- Collaborate – build bridges and coordinate
- Monitor the change process
- Recognize people for "doing things right"
- Focus on the early adopters.
- Create incentives for special efforts.
- Celebrate!

CLOSE

Run the business – Sustain the change

End old systems and ways of working. Celebrate the past and capture your learning's.

- Make sure the old systems are shut down
- Capture the learning's from your journey
- Have "Closing Parties" to say goodbye to the past!

CHANGE & TRANSFORMATION MANAGEMENT

INITIATE

"Set the stage"

COMPREHENSIBILITY

Identify and clarify the case = WHY do we need to change?
 • Identify Type of Change
 • Define Desired State and Change Vision

Develop & Initiate Communication (Reason WHY?)

Identify and define the Stakeholders;
 • Sponsors
 • Change Agents and Early Adopters
 • Target & Target Groups (affected)
 • Other Key Stakeholders

Perform Gap Analysis and identify change impact

• Structure
 • Process
 • People (& Competence)
 • Culture

Perform Change Resistance and Risk Assessment

Develop Change Project Master Plan

Initiate Change Project Business Case

• Business Value
 • KPI:s
 • Budget

Define Change Project Set-Up

(Organisation, Governance & Infrastructure to drive change)

Define Communication Strategy and Plan

Definition of Desired State and Change Vision

Strategic Message and Change Vision (i.e. Communication Package)

Stakeholder Map

Initial Gap Analysis (Current, Desired, Delta per Area)

Resistance and Risk analysis (Barometer, SWOT)

Change Business Case, KPI definition

Business Benefits and Cost estimate

Change Master Plan

Communication Strategy and Plan

Understanding – Myself/Management/Team

Acceptance to Lead and Manage the change

Connect to Yourself

• Do Core Motivation exercise
 • Revisit the Personal 4 Why's exercise
 • Ask yourself the Diagnostic Questions
 • List your Individual Values (IVA or PVA)
 • Review your Psychological profile (MBTI)

Prepare to Commit

• Review your Psychological Contract
 • Personal reflection – What's in it for me?
 • Challenge your current mindset
 • Do a personal Force Field Analysis

Assess current Situation

• Perform Culture Values Assessment (CVA)
 • Any limiting attitudes and values?
 • How are employees readiness – Want to? Know how to?
 • Do Stakeholder Analysis

CHALLENGE YOUR MINDSET

INITIATE

PLAN

"Prepare Transformation"

MANAGEABILITY

Develop and define Change Management strategies

• Communication (continued detailing)
 • Organisation (new roles and functions)
 • People and Competence (training, competence shift, recruitment, HR packages)
 • Coaching & Support (individual and team coaching, crisis handling)
 • Rewards (design and decide reward system)

Create Transition plan (What?, Where? When? Who? How?)

Plan resources for the change

• Change Team
 • Change Agents
 • Administration

Plan for involvement and engagement of key stakeholders (and union)

Prepare HR related issues

Establish a Communication Platform (teampace for all change materials)

Develop and Refine Change Project Business Case

Change Management Strategies

Change Transition plan

Resource plan

Competence shift plan

Communication platform

Detailed Change Project Budget

Shared approach for Learning

Confidence in having the Difficult Discussion

Connected to Support Systems

Aligned plan to Employee readiness

Plan for connecting to vision

• Do Team 4 Why's
 • Create a clear and believable reason for change
 • Define wanted values and behaviours

Plan for attitude & behavior

• Prepare for Diagnostic questions
 • Define culture/values for success?
 • Do team Force Field Analysis
 • Training in "Difficult discussions"

Plan for engagement and involvement

• Decide/enable employee involvement/influence
 • Budget for "Circle time" events
 • Do team Stakeholder Analysis

Plan for listening and support

• Plan for leaders availability
 • Start up "Balanced 3 months Plan"
 • How to measure "human transformation"
 • Establish human support systems
 • Decide and prepare for learning

BUILD TRUST / EMBRACE LEARNING

PLAN

EXECUTE

"Connect and Implement"

MEANINGFULNESS

Execute Change Management Strategies

• Follow-up, track progress and reschedule

Communication

• Conduct communication (using various sources)

Organisation

• Conduct transition workshops (from-to perspective)
 • Agree on way of working
 • Implement new roles and responsibilities
 • Size and Staff organisation and locations
 • Open/implement new structures and systems

People and Competence

• Perform training
 • Execute competence shift
 • Provide HR packages

Coaching & Support

• Conduct Coaching of individuals and teams
 • Reward & Celebrate new performance & behaviour

Frequently asked questions (important!)

Coaching plan

Change Curve Picture

Change Progress Plans and Status Reports

Operating/Collaboration Agreement

Force field Analysis

Balanced 3 months plan

Act on "Important Questions"

Trust in the process

Connected to where we are in the Change Curve

Attuned connected with forces + or -

Manage our energies to deal with the change

Leadership

• Frequent "Balanced 3 months Plan" meetings
 • Blend "professional will" with "personal humility"
 • Surface the truth – don't "kill the messenger"
 • Secure and visualize our walk-the-talk
 • Act on non-acceptable behaviour
 • Ensure leaders availability

Engaging dialogue

• Use Diagnostic questions frequently
 • Assess your current picture of the change curve
 • Bring people face-to-face with reality – create a sense of urgency
 • Allow time for advocates
 • Be flexible and adopt to the unexpected
 • Involve all – not only the directly effected
 • Have frequent reflection/learning sessions

Model wanted behaviour/performance

• Identify "early adopters"/"resisters"
 • Use reinforcing and re-directive feedback
 • Focus on what people do that is right
 • Reward and recognize

CHALLENGE YOUR MINDSET / BUILD TRUST / EMBRACE LEARNING

EXECUTE

CLOSE

"Run the business – Sustain the change"

NEW ENERGY – DIRECTION

Close old structures and systems – clean up!

Farewell ceremony – Closing ceremony

Follow-up meeting to ensure sustainability

Capture lessons learned from all key stakeholders

Secure that all parts of the change is completed

KPI results

Project White book

Lessons learned from what we experienced

Closure of the past

New energy to grow and develop

Welcome the new

• Have Vision and Mission workshops
 • Invest in teambuilding
 • Do Culture Values Assessment to free full human potentials

Capture learning's

• Invest in public reflection (Team Learning)
 • Capture lessons learned and best practices
 • Recognize and celebrate your achievements

Rituals to end

• Farwell ceremonies
 • Closing parties

EMBRACE LEARNING

CLOSE

CHANGE
MANAGEMENT
PHASES

FORM & FUNCTION

DOCUMENTATION
& DELIVERABLES

ENERGY & FLOW

ATTITUDE

CHANGE

TRANSFORMATION