

Change Management

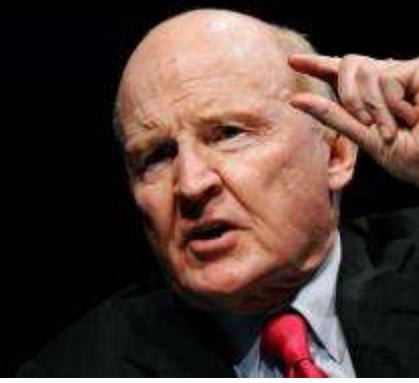
Yes, we all want change - as long as we do not have to change ourselves in the process. Change impacts established routines and the work-environments of people. It also touches the values and established interests of employees and management. Change management can only be successful and sustainable, if it gets emotional acceptance by the major parties involved. Organisational change needs a structured approach with the right leaders and tools. It is a top management skill, which needs experience and often external facilitation, because change cannot simply be ordered and only grows across borders, if it is implemented correctly.

CBI Partners (Cross Border Implementation) has its roots in the management of rapidly growing and changing international businesses. We have the experience to manage change and involve your organisation systematically and systemically in the process. Our specialists provide targeted hands-on support to teams managing rapid change and growth. Business practice, cultural and organisational borders are factors, which have to be managed and are not an explanation or justification for failure.



We are specialized in operational and strategic implementation across borders.

“Change before you have to.”



Change touches...

- Company culture, rules & regulations
- Communication style
- Values
- Routines
- Established processes
- Positions
- Leadership- role- model
- How people work
- HR systems

Change cuts in to what has worked well for a long time. In addition, people tend to refuse changing themselves, but rather want to change their environment.

Change always impacts so many areas of individuals that self-defense is a natural result: “My contribution to the company was always positive, so I can continue like I always did. It is the others that have to change.”

Because of the high impact, which change has on individuals it cannot simply be ordered, it needs the acceptance or at least positive agreement of the involved people and teams. To achieve this acceptance the management has to create an environment in which people have time to let go of what has to be changed and participate in what has to be created. Change always begins with the top-management and their behaviors. Top-managers have to actively show leadership in the process and have to take responsibility for results and relationships. If the management does not see itself as part of the process the new system will never become stable and underlying conflicts will remain unsolved.

Any sustainable change requires...

- Enticing, positive and realistic vision of a brighter future
- Reason for change need to be plausible and pressing
- Risk of no change needs to be higher than fears of change

Basics of change and alignment

- There is “no obligation to change” – change cannot be decreed or expected
- Energy in organisations is focused on routine (keeping things running)
- Routine is closely interwoven with values, identity and personal interests



Common mistake:

Ignoring people

Managers often concentrate their efforts on the top level of the iceberg:
Cost, time, process (quality)

Below the surface – **People**, attitudes, beliefs, acceptance, perceptions, power and politics

Managers who ignore the bottom (hidden part) of the iceberg fail to implement change successfully!

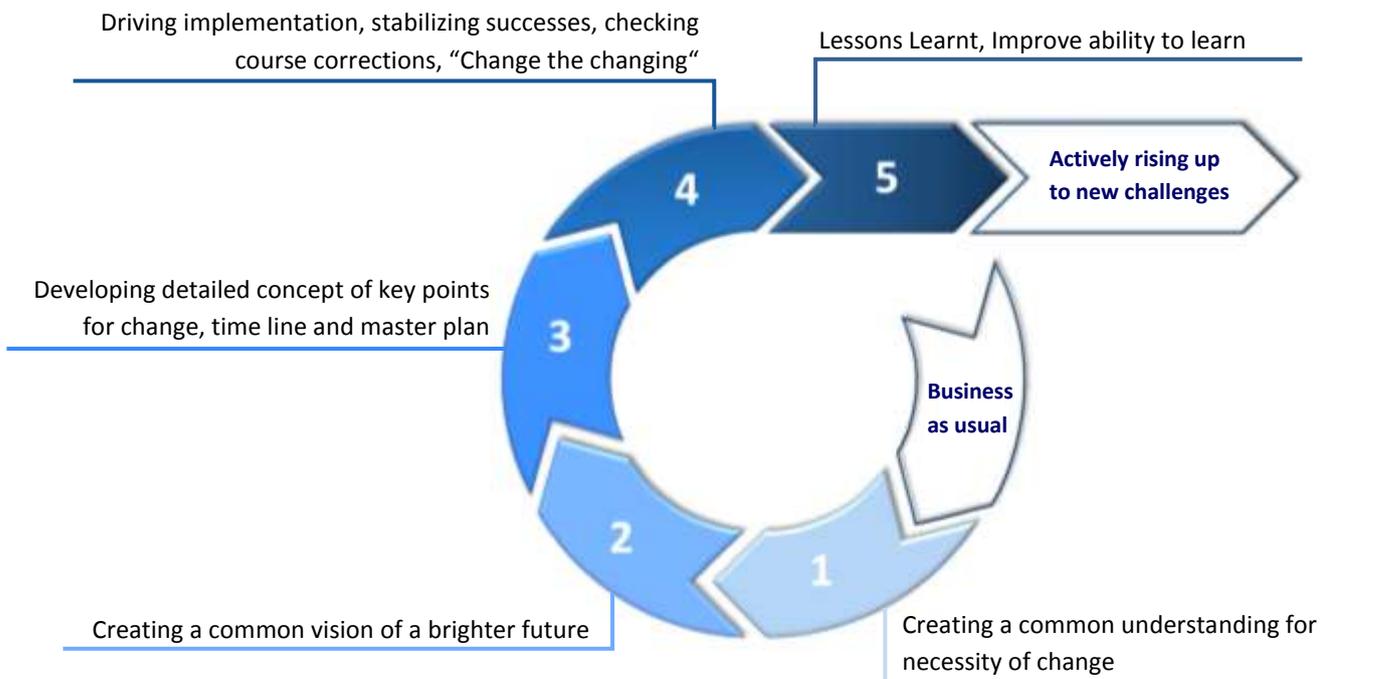


Any company culture change is radical

All organisational change across borders is radical change and needs high management involvement and effective, proven tools. As the management is part of the process, external facilitation is required. The facilitators make sure that all involved parties overcome their self-defense against those parts of the process which concern them.

CBI models the change-management with you, based on the change model below and our experiences. We involve your organisation systematically and we know which areas of your organisation have to be considered to achieve sustainable implementation.

Phases of radical change



No change without...

- Adjusting the management tools of the company
- The human resource development system
- Major company processes and organisation structures
- Train people
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The adjustment of tools and the framework in which employees work have to reflect the change as well.

Our tools for organisational change management

- Facilitated steering committees
- Workshops
- Coaching
- 180 degree/360 degree
- Customer feedback
- Re-teaming
- MBTI
- Structured interviews
- War gaming
- Silo evaluation/breaking

Change is a process,
not an event.



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