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Carola Gasser-Trinkl
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Eds.

Change That Works

How to Make
Transformation
Happen



campus

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How to Make Transformation Happen

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Editor's Note

Some might wonder in today's fast-changing world: why write a book on change and transformation? Won't its contents be outdated as soon as it has been printed? And do those who lead change in organizations even have the time to read such a book? We thought about these questions as well when we began this journey more than a year ago. Yet, more than ever, we now believe that this book was worth the while—and here is why:

First, let's talk about ourselves, the authors. We are all part of the Integrated Consulting Group, a European consultancy that originated in Austria and now has offices in ten countries and a rich 40-year-long history. Our group of more than 40 authors shares a strong passion for effective, hands-on, people-centric consulting. Learning together is very important to us. This book serves as a reflection of our combined knowledge and experiences. Writing it was a must for us and will be of help for those who join our ranks, for them to seamlessly understand our approach.

Throughout our journey, we realized that we had multiple motivations for this book. Change management and transformation—terms we use interchangeably—have historically been a breeding ground for fads and fashions. While each trend brought elements of growth to the field, we were astounded by the foundational principles that remained timeless and guiding. This book does not boast novelty; instead, it aims to crystallize tried, tested, and impactful knowledge.

Further, our evolution as consultants has been shaped significantly by insights from living systems theory, organizational sociology, psychology, and especially neurobiology. They have

not only helped shape our thinking but made our approaches more effective and brain-friendly. Add to this the remarkable practical evolutions like Lean, Agile, Design Thinking, New Work, Holacracy, Effectuation, and many others, and you find a variety of thoughts that have left their mark on us. Tools and models, however effective, can falter if applied without considerations of specific context conditions. Our engagement with these has refined our core strength: working responsibly with context, the true determinant of human action.

Ultimately, this book allowed us to revisit our foundational beliefs about humanity, organizations, and that which truly motivates and aids people, particularly during transitions. To us, effective consulting mirrors good design: it demands masterful craftsmanship but remains an art form. It is about navigating the known, embracing the unknown, and creating a path as we go.

Dear reader, this book aims to share our experiences in a practical and useful way. You will find many step-by-step guides, practical tips, and tools here. Please always remember, however, the real world can be (and mostly is) more complex than any theory.

We hope this book gives you not just guidance for the plannable side of your ventures but also the bravery to explore uncharted waters. If we achieve that then writing this book was indeed a purposeful journey.

March 2024. Michael Faschingbauer, Carola Gasser-Trinkl, Manfred Höfler, Kurt Mayer, and Franz Schwarenthorer

How to Navigate This Book

Dear reader, this book was not written from front to back. We also do not expect you to read it in that order. How to best navigate through the book strongly depends on who you are. The following event-related tips should help you with that (and especially with getting started):

Help, change is at the door!

You are a leader or otherwise tasked with shaping a change initiative in your organization? You are turning to this book to prepare for tomorrow's meeting with the steering team? Jump to section "Driving Transformation Across Domains" and check which chapter best fits your specific case. There, we have condensed the essence of change design topics such as strategy, steering, culture, intrapreneurship, innovation, sustainability, and more on 20–30 pages each. From there, you can delve into specific aspects of your journey in the section "From Concept to Action," like communication, sprint approaches, or the appropriate learning settings.

I am taking my time to get up to speed with change!

You are a leader or internal consultant and want to get a comprehensive understanding of organizational change work? Start with "Setting the Stage for Change." Here, you will get to know our ways of working with the aid of models and principles. In brief, you will also learn about the challenges of change and change work regarding humans and how to best facilitate this process for them. We particularly benefited from recent neuroscientific insights.

Afterward, you might want to delve deeper into the heart of these models. In the section "Timeless Foundations of Change," we offer insights into our material views on individuals, groups, teams, and organizations. After this, you will have a solid basis for the exploration of the rest of the book depending on your interests.

Change is my world. I want to stay up-to-date!

Start with the section "Change in a Changing Landscape." We have summarized the conditions and challenges for change in the 2020s. Against this backdrop, we explain the aspects that need consideration for responsive and future-proof organizations. This section culminates in a concise overview of trends and innovations in change, essential for everyone who wants to stay on top of the game in the field. After this introduction, dear reader, you might want to put your newly found knowledge into context with the section "Insights from Thought Leaders." Therein, we assembled interviews with change pioneers such as John Kotter, Edgar Schein, and Ruth Seliger. After that, it is fully up to you to browse through the chapters based on your interests. We have endeavored to spice up the book with ample visual and textual anchors to invite exploration and reflection.



I do not fit with any of the personas above.

That is absolutely fine with us. So, go ahead and find your own path through the book. Maybe you are first drawn to Tex Rubinowitz's comics? Understandably so. For many years now, Tex has been a renowned artist in the German-speaking world, and we are incredibly humbled by the fact that he has dived into the world of change management with us. His work exhibits a certain playful touch, which, we believe, aligns well with our roles and mindsets as change consultants. It is definitely one of our success recipes that we tend to take ourselves with a pinch of humor and self-reflection.

And yes, of course, you can also read this book from start to finish. As the editorial team, we have done so multiple times to ensure that the content lines up—and we thoroughly enjoyed doing it. We hope, dear reader, so will you!

A Note on the Visuals

To enhance our narrative, we've included a series of original and borrowed illustrations. Unless an attribution is given directly next to the image, please recognize it as ICG's original contribution.



Online Content

Tools, Tools, Tools—Our Top 100

We are opening our toolbox for you; it is filled with hands-on methods that you can instantly apply to your change challenges. By purchasing this book, you have also gained access to our favorite top 100.

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— A —

Change in a
Changing Landscape

Let us delve into the world as we experience it in the mid-2020s, where boundaries blur, and uncertainty takes center stage. We will explore seven unprecedented challenges, including the normalization of crises, the environmental stress on our planet, and the growing dominance of AI. All these factors place new demands on organizations. To address them, we share a nine-part model and a handful of principles as the foundation for organizations aiming to be future-fit in the 21st century. A discussion of key trends and innovations in change management concludes this section. Without giving too much away at this point, we see pivoting, practicing movements, and shaping organizational culture as three of six trend sports for us as change agents.

NEW CHALLENGES IN AN EVER-DEMANDING ENVIRONMENT

Work or leisure, office or home, fact or fake? Live or hybrid, automated or talked about? Think for ourselves or trust ChatGPT with everything? Will AI save us or get us? Can we cure the world from climate change? And who is in charge here anyway? Can we match their culture, and are they awake there? Who can do it (already/still)? Should we rely on experienced veterans or bet on the next generation?

In the world of organizations, boundaries are blurring. Technological, demographic, cultural, and political developments have brought us to a point where traditional concepts of space, time, and hierarchies are increasingly converging. Uncertainty about the future has reached new heights. By the same token, when boundaries are blurring and uncertainty prevails, new opportunities arise. It can foster flexibility, collaboration, and agile decision-making, and it can lead to the emergence of more meaningful organizations. No matter how we choose to view this evolving landscape, these challenges demand proactive strategies and adaptive mindsets—both in the context of change management and for organizations in general. Let us zoom in on a couple of these challenges ...

by Michael Faschingbauer



Seven Unprecedented Challenges

- 1 -

Crises whichever way we look

Whatever organization we look at, things never go as planned. Just when we think the supply chain is restored, inflation strikes. As soon as we have settled in, the legal, political, social, personnel ... (tick the applicable) frameworks change. And just when we think everything is running smoothly again, a disruptive idea emerges. For us as individuals, this means a constant shift from one state of calamity to another. Urgency, however, can be a powerful lever for driving change. The question then changes: “How can we create urgency in a world that feels like a permanent crisis?”

- 2 -

Last chance to save the planet

Pollution, mass extinction of species, and above all, climate change—we are heading toward tipping points that could jeopardize the very existence of humanity. It is widely recognized that contributions from all institutions are needed to avert the impending catastrophes. Engaging in sustainability efforts has multiple dimensions for organizations: the minimum requirement is to reduce environmental impact (circular economy). Yet it also requires the innovative spirit of organizations to sustainably secure our livelihoods. Therefore, this leads to the following question: “How can organizations make sustainability goals a top priority on their agenda and prepare for the impacts of climate change?”

- 3 -

Digital transformation has just begun

In the rapidly evolving landscape of technology, digitalization is still in its early stages. The potential for automation and digitization is vast, and we are just beginning to learn how digital tools shape the way we collaborate. Yet, organizations face a critical challenge: the human factor. The success or failure of digitalization efforts often hinges on individuals’ willingness to change. Making digital transformation a people-centric process is crucial for its success. So, how can we effectively engage and involve individuals while we harness the full potential of machines?

- 4 -

AI is changing the rule of the game

Artificial Intelligence (AI) is revolutionizing organizations, disrupting norms, and providing unparalleled insights. However, it also presents unique challenges: as the borders between men and machine blur, the boundaries between fact and fake do as well. The impact of AI hinges on the values and guidance we impart on the increasingly independent systems, shaping a future that can be either promising or perilous. Acting as “responsible parents” to AI, establishing robust AI governance and adopting a human-centric approach are crucial for ethical standards and human values. The resulting question: “How can organizations leverage this evolving AI landscape while effectively harnessing its power?”

- 5 -

Navigate the demographic shift

The ongoing demographic shift encompasses diversity and an aging workforce, necessitating a reevaluation of work and leadership structures. With generations X, Y, Z, Alpha, and more entering the workforce, there is a demand for new work practices. The ongoing shift requires flexible work arrangements, age-inclusive policies, and diverse career paths. Younger generations bring digital fluency, social consciousness, and a desire for purpose-driven work. Successfully navigating the demographic shift entails embracing diversity and aligning values across generations. The question at hand: “How can organizations effectively respond to these challenges and create a work environment that meets all needs?”

- 6 -

Social gaps are widening

The ongoing tendencies toward isolationism and division can be seen as desperate attempts to preserve a country, race, wealth, lifestyle, and culture. Gaps widening, integrative voices struggle to be heard, while politics is often dominated by populism—exacerbating the situation. This fosters fears and poses a significant challenge to change. However, organizations have the power to make a meaningful impact by bridging these gaps. In the context of change: “How can organizations create environments that address fears, build trust, and sustain psychological safety for any transformation?”

- 7 -

Despite all challenges: embrace the upside!

Amid unprecedented challenges and uncertainties, leaders face the task of creating a positive change culture. Yet, unprecedented challenges also bring about opportunities for transformative change to the better. This endeavor is not without its obstacles. Current uncertainty dampens morale and hinders progress. While traditional notions of effective leadership are questioned, change leaders are asked to stay resilient, inspire optimism, and provide unwavering support to their teams. The question remains: “How can leaders cultivate a positive change culture in uncertain times and engage employees in the change process?”



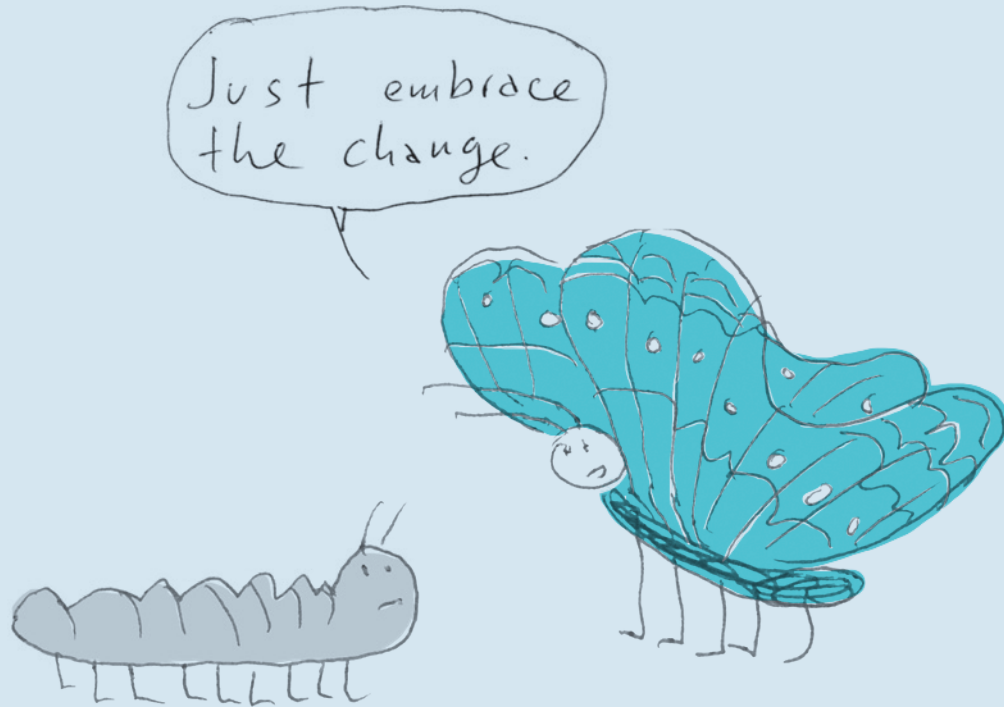
In a world of uncertainty,
resilience and adaptability might be
the superpowers for the
decades to come.



A NOTE ON UNCERTAINTY

When it comes to current challenges for organizations, an unprecedented level of uncertainty is the overarching theme. Yet, what does it mean when we talk about “being challenged by uncertainty”? Unlike the conventional understanding of uncertainty as an “increased risk,” we are currently experiencing something fundamentally different: we neither know the possible ends we are sailing toward, nor do we have a basis for an estimate of their probability.

Recent experiences have shown that the future reliably unfolds in ways that differed from expectations. Viruses, conflicts, disruptive technologies, and shifts in power dynamics—there are nearly no clues as to which unforeseeable events with massive impacts will engage us next. We have an increasing lack of predictability and reliable information for a depiction of future scenarios. It is nearly impossible to create long-term plans or make reliable predictions. In consequence, organizations have to deal with developments that they could not have foreseen at all on a regular basis. If—in a world of risk—efficiency was the magic wand of the last decades, in a world of uncertainty, resilience, and adaptability might be the superpowers for the decades to come.



ORGANIZATIONS BUILT TO LAST IN THE 21ST CENTURY

“When are we back to normal ...?”, “We need stability again ...”, “When things calm down again ...”—These are often-heard statements in our workshops or conversations. There is a clear desire for more stability and consistency. Even though there may be cases where things are dynamic “just for the moment” to then calm down again, one fact remains: this will not be the case for most of us—in private and professional life.

Uncertainty is here to stay, and we must learn to deal with it: as individuals, as a society, and as organizations. It is therefore necessary to design organizations in such a way that they do not just operate in crisis or reaction mode, but they are prepared and fit for the future.

by Eva Grieshuber and Franz Schwarenthorer

Basic Principles

Fit for the future—What does this mean?

“Fit for the future” does not mean “being positioned in such a way that unplannable events do not stress and overload an organization.” That would be an unrealistic notion. Rather, it is about ensuring that organizations remain capable of acting in the VUCA context and of taking advantage of opportunities.

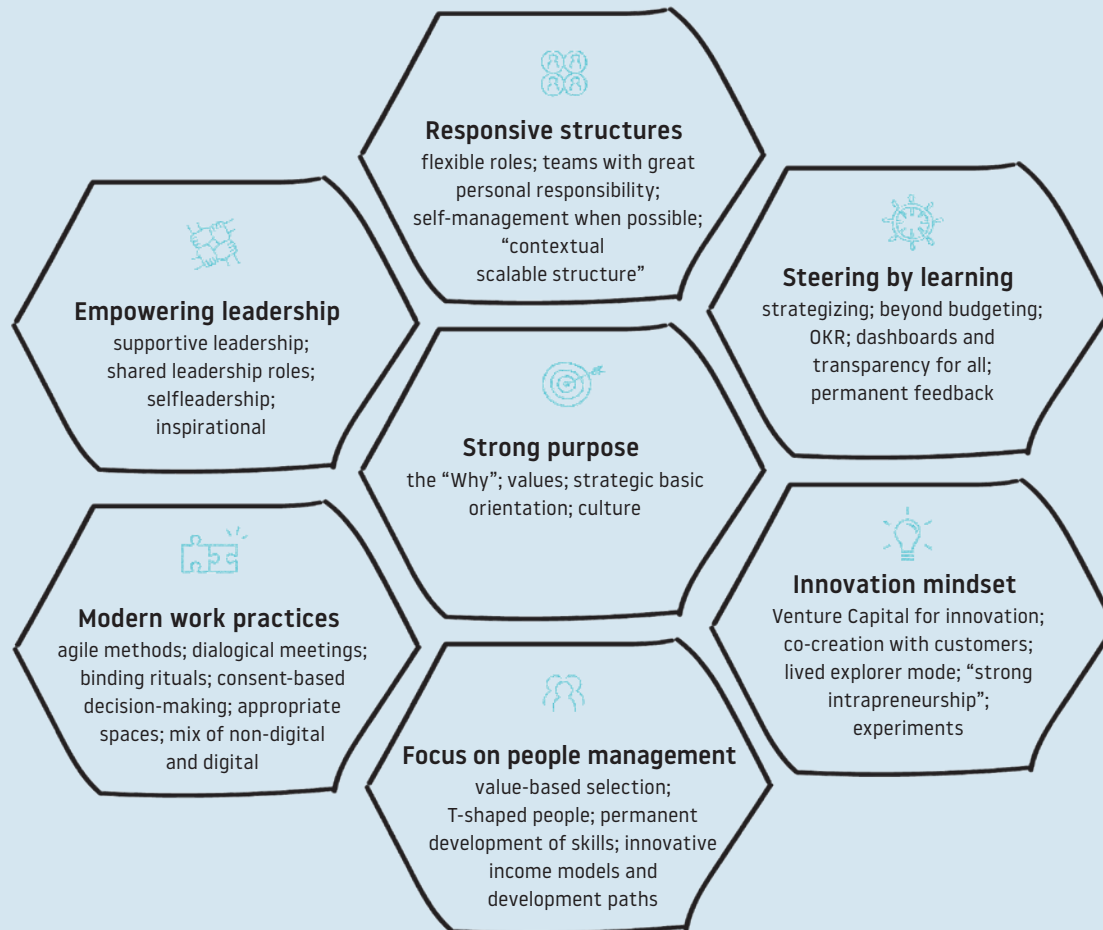
Agile approaches are helpful here. However, it is insufficient to rely on agile methods alone. Being future-oriented requires a holistic approach. It includes “hard factors,” such as strategy, management and structures, as well as “soft factors,” such as leadership and culture.

One of our key learnings of the last years in working with organizations for gaining or maintaining a “future fitness” was a full awareness that some “basic principles and beliefs” are necessary fundamentals. Together with the seven building blocks, we introduce on the next page, they offer useful perspective and levers to (further) develop “future-fit” organizations. An organization’s concrete set-up naturally depends on company-specific factors. In this context, although, it is worthwhile to consider that these central aspects always apply, maybe just differing in their meaning and impact at a certain phase in time, in a certain industry or, on the degree of uncertainty the organization faces.

Basic principles

Positive Concept of a Human Being	Basic attitude and core assumption: teams and individuals are able and willing to perform. This corresponds to the “Theory Y—Concept of Human Being” (McGregor), saying that “people want to grow and achieve goals.”
Accountability	To earn trust, teams and individuals have to show accountability for the objectives agreed on for both their own responsibilities and the whole organization.
Transparency	Transparency supports coordination and alignment, and it fosters self-management. Furthermore, information shall no longer be an instrument of hierarchy and power but accessible by anyone who could need the information.
Learning Culture	Living an attitude of reflection and learning, and using the appropriate formats is the basis for improvement and quick adaption. The attitude of trying things out, of being curious, of seeing failures as a source of improvement and learning is what counts.
Customer Orientation	As an answer to a fast-changing environment, the constant involvement of customers in innovation and delivering processes is key: to understand what the customers need, presenting minimum viable products, receiving feedback, adapting, and so on. This shifts the mindset from “we assume to know what the customer wants” to “we are really interested in customer needs and satisfaction.”

Elements and Characteristics of Future-Fit Organizations



Strong purpose

The purpose is the foundation. It gives the answers to “What do we want to bring to the world and to our stakeholders?” and “What is our contribution to society?” A strong purpose with a clear strategic ambition and shared values serve as the guiding framework for teams and individuals to self-manage within these clear boundaries. Guided by an attractive and senseful purpose, teams get orientation to prioritize their resources and to define how they can best contribute to the fulfilment of said purpose. Future-fit organizations repeatedly spend time to talk about purpose and strategic ambitions, to constantly “return it to mind” and to translate it into more concrete goals—on the department or team level.

Responsive structures

This organizational set-up combines the “best of both worlds”: to enable operating efficiently and effectively while being able to quickly adapt to changing needs with a combination of stable and flexible elements. For responsible actions, you need some stable elements. For example, clear roles and responsibilities, combined with a small set of core processes allow for quick reactions since you do not need to agree on “who is doing what,” etc. every time. These roles and processes are reviewed regularly. Another central aspect: end-to-end perspective and full accountability. Teams should be seen as the smallest building block of organizations and the whole organization as “a team of teams.” This means, team development is key. Multiplication and coupling of teams allows to scale and adapt.

Steering by learning

This element encompasses different aspects. On the one hand, transparency: openness and full access to all kinds of information, and on the other timely and accurate overview of activities and results. This can be supported by methods like Kanban boards or OKR (Objectives and Key Results). Steering in a future-fit organization also relates to how strategy work takes place. Here, we would rather talk of “strategizing” instead of long-term strategic plans and huge project portfolios in organizations. Strategizing means a focus on outside observations and inside developments, quick interpretation, regular reflection and, if useful, adaption on an operative and strategic level—guided by ambition and a strategic framework. Last but not least: based on the provided data, reflection and feedback is key. Giving and receiving feedback is seen as a value and a gift, it is a natural part of culture. Feedback is ideally given informally, as well as in an institutionalized, structured way with proper tools.

Innovation mindset

“It’s not ‘either or,’ it’s ‘both and more’”—this principle is especially true when it comes to the decision between a focus on operational excellence or on innovation. Ideally, it is both—an ambidextrous operating system. This needs appropriate processes, roles, and the corresponding mindset. The (often less developed) innovation mindset includes a lot of usage of AI, co-creation with customers, intrapreneurship, exploration and prototyping—including failing (a normal and appreciated step). This needs innovative budgeting and funding, e.g., venture capital for innovation or projects being seen as a bundle of investments.

Focus on people management

Human resource management is an enabler for future fitness. It starts with the selection and hiring process, having a strong focus on “attitude instead of skills” with a strong congruence between individual and organizational values. Furthermore, it continues in the strong emphasis on team development. Teams are ideally diverse (living diversity, equity and inclusion) and members are “T-shaped,” ensuring a necessary depth of expertise in a certain field but also a higher understanding of others. Permanent skill development in various learning formats and continuous performance management—seen as permanent feedback-process—support self-development to mastery. This goes along with innovative development paths, like expert careers in addition to hierarchical career paths, innovative income and incentive models.

Modern work practices

To support responsive structures with an innovative and learning-oriented mindset, methods from “the agile world” play a crucial role: for creativity and ideas, this could be Design Thinking, Scrum, or working in sprints. Meetings would be held in a dialogical way in “tactical meetings” or “governance meetings” with clear objectives, agenda, roles, time-boxing. Appropriate decision-making could be consent, integrative decision-making or systemic consensus. Together, these promote necessary mindset changes. Moreover, multi-usable spaces for collaboration and a digital mindset, tools and processes “mixed” with non-digital ways of working complete this. Teams are then able to collaborate in a true hybrid way of working: a suitable balance of in-person and remote work.

Empowering leadership

Currently, the understanding of leadership in modern, future-fit organizations is quite different to the status quo in many organizations. Leaders of the future see their role as supporters, as servants to the organization and their teams. Their role is to coach, to ensure the right conditions, to take care of the alignment instead of “order and control.” Leadership then means less hierarchy, with more coaching and serving. A work culture that understands leadership not only as a concept for managers but sees the organization as a system of “leading forces” (also of processes or values). Leadership is not one person but “shared” by different roles and responsibilities. Finally, a culture should be aware of its own “Circle of Influence,” in which each person leads and shapes their own development, and thus strengthening self-efficacy and resilience on both the organizational and the individual level.

SUMMARY

This type of leadership and organizational culture, in conjunction with up-to-date, future-oriented strategy work and a suitably “fit” organization also supports a “healthy” approach to uncertainty in the longer term. Then, opportunities can be used consciously and quickly, to keep the finger on the pulse of environmental change, or to even actively help shape it.

TRENDS AND INNOVATIONS IN CHANGE MANAGEMENT

At the start of each new year, there is a plethora of forecasters and prognosticators who share their views on the upcoming year and what it has in store for businesses and individuals. Unfortunately, the track record for accuracy on these forecasts is not too great. So, while precise predictions on imminent changes are a fool's errand, there are trends that can guide businesses and leaders to navigate the changes that will likely materialize. One point is becoming increasingly clear: the level of uncertainty, complexity, and the pace of change is unlikely to decrease. Against this backdrop of a greater need for agility and adaptability, we postulate six theses that can help leaders prepare for a more unpredictable world.

by Franz Schwarenthorer and Gaurav Gupta

Six Theses to Prepare for a More Unpredictable World

- 1 -

Cultivate continuous pivots to keep pace

Driven by longer-term trends like demographics, technology, globalization, the COVID pandemic and supply chain disruptions, the external pace of change has been accelerating. The internal ability of organizations has not kept up with this pace of change, and the traditional approach of relying on episodic changes, such as re-organization, mergers and acquisitions, or large capital investments, is insufficient to close the gap. In addition to the large-scale change driven by these episodic initiatives, organizations need to cultivate more of the desire and ability to continuously pivot their strategy, operations, ways of working, and a specific mindset for continuous change.

- 2 -

Motivate with inspiring opportunities, not burning platforms

The idea of a burning platform as a motivation for change has been around for a while—with quotes like “don’t let a crisis go to waste” and “engineer a crisis to inspire change” being thrown around by advisors and leaders. The latest science of change has clearly shown that a burning platform only creates some sense of urgency but not sustained actions or innovative solutions. However, if the moment shortly needs more of the same with greater intensity, the burning platform is still fine.

Yet, new and innovative solutions require creative, sustained energy, thus, leaning on an inspiring business opportunity for change is far more effective.

- 3 -

Create urgency through a movement

Research going back more than two decades indicates that most large-scale change efforts fail because they do not create enough sense of urgency. Additionally, more recent research has shown that urgency is best created through an approach akin to the creation of social movements. Relying on peer-to-peer interactions instead of just top-down communication, following a model of see—feel—change instead of analyze—think—change, and looking to capitalize on early adopters, innovators and the energy of volunteers to help inspire the majority.

- 4 -

Develop adaptability as a key capability for the organization of the future

Since the Industrial Revolution, the primary purpose of management has been greater efficiency and reliability on account of controlling processes and minimizing deviations. Organizations of the future must master the ambidexterity of operational excellence and innovation. On the way there, it is important to implement a learning culture in which more and more self-organized teams act

accountably. Small steps and a rapid prototyping should enable rapid learning loops, which increasingly enable the development of new products and services with the customers. So, in addition to efficiency and reliability, today's organizations need to be adaptable and agile which often requires amplifying deviation instead of controlling it. To successfully create change-capable organizations, leaders need to build informal networks, fluid information channels, and a dispersed decision-making to supplement the formal hierarchical decision-making.

- 5 -

Treat organizational culture as a key enabler

New demands by Gen Z and social change on the one hand and agile working on the other have brought organizational culture more sharply into focus in recent years. Organizational culture is based on the sum of norms, values and basic beliefs (i.e., how an organization does things and solves problems). The demand for a culture of agility and adaptability has changed massively in the last years. For this reason, a certain analysis is vital to the organization's future success: which aspects of our cooperation are conducive to our goals, and which are obstructive? As further developments occur, beneficial aspects can be strengthened while obstructive ones can be overcome. It is important to remember that we operate in a self-reinforcing loop: attitude shapes behavior.

We need to break this cycle with new experiences. For example, a prevalent attitude of mistrust might have manifested in a controlling culture. To change this, control should be reduced while the growth of trust should be encouraged.

- 6 -

Manage new forms of collaboration

Forms of collaboration have radically changed, not least due to the COVID pandemic. Whereas collaboration used to take place in offices, at desks, and in meeting rooms, it now happens virtually, asynchronously, in hybrid work environments. This leads to greater flexibility for employees, reduces commuting time, and is intended to support work-life balance. However, the challenges, especially for management, are obvious: employee loyalty to the company is decreasing and it has become more challenging to lead employees with an upkept high energy level. On a company level, this brings opportunities for the reduction of office space and cost, with less localized work, to benefits of international collaborations and worldwide hiring processes. As it turns out, the right employee selection, integration, development and retention are even more important for the success of companies as expected. HR should, therefore, be given the necessary status: developed from a service unit into a strategically central unit.

– B –

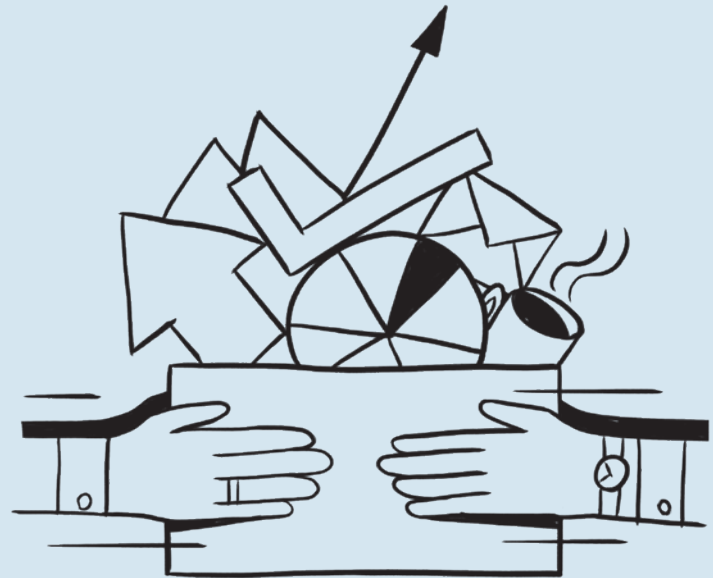
Setting the Stage
for Change

Change always means setting out, exploring, and letting go—change is not a project or a program, change is always a journey. For it to be successful, you will find five central change models and twelve principles for effective transformation in your hand luggage—well prepared for the start of your change journey. You will also find an assortment of neuroscientific and psychological findings and practical models in your backpack, which will enable you to take a closer look at the necessary personal and psychological prerequisites for people to embark on a change journey. To also make it easy to imagine and give you a good orientation along the way, we have sketched out a map in five journey stages with 70 helpful tools.

FIVE CARRY-ON MODELS FOR YOUR CHANGE JOURNEY

Change initiatives in organizations are not afternoon strolls. It is worth thinking about the appropriate luggage for a change journey, including, e.g., the mental models we carry around with us. If you pack too many, it will be hard for you to get anywhere. However, you will also not get far without any models. In our case, we would want to take the following basic models with us on any change journey.

by Michael Faschingbauer and Manfred Höfler



Model No. 1

Four Types of Change

What do we actually mean when we talk about “change”? We would probably not mean the same thing for starters because not all change is the same. However, change initiatives can be classified by their purpose. To get a dialogue going, you might want to distinguish between these four types of change:

- 1 - REPAIR

Something in the organization is not working

An IT team’s performance indicators have taken a toll, or some board members have personal issues with each other, blocking any strategic decision-making. Change of the “fixing” type means locating the problem and taking appropriate actions to restore the desired operations to full function.

- 2 - IMPROVE

Some aspects are not running smoothly

Market demands, owners or the setting have changed. Now, operations are not suited for the new conditions. Here, change means adapting, optimizing, removing obstacles, and working on making something go faster, neater, more elegantly or more cost-effectively.

- 3 - REALIGN

We need to rethink this

The organization has grown and now reacts too slowly. Our development work is not up-to-date anymore, does no longer attract new staff members. The idea of the new, of a proper correction of our direction is now the motor of change: rethinking strategy, structures, positioning, or values.

- 4 - NAVIGATE THROUGH TURBULENCES

“We all know we cannot go on like this”

Our business model has reached the end of the line. Now, customers choose others. AI is far cheaper. There is no clear picture of the future (as of yet). With this type of change, only action brings new perspectives. Determined leadership, team performance, and leveraging emotions shapes the success of change.

A lot has been achieved when the leadership team agrees on the necessary type of change:

It is now more likely that we speak of the same thing when we talk about change. Yet, it also simplifies its concept. Depending on the type, different architectures and tools—often with varying degrees of complexity—will be effective.