Course of
Management Consulting

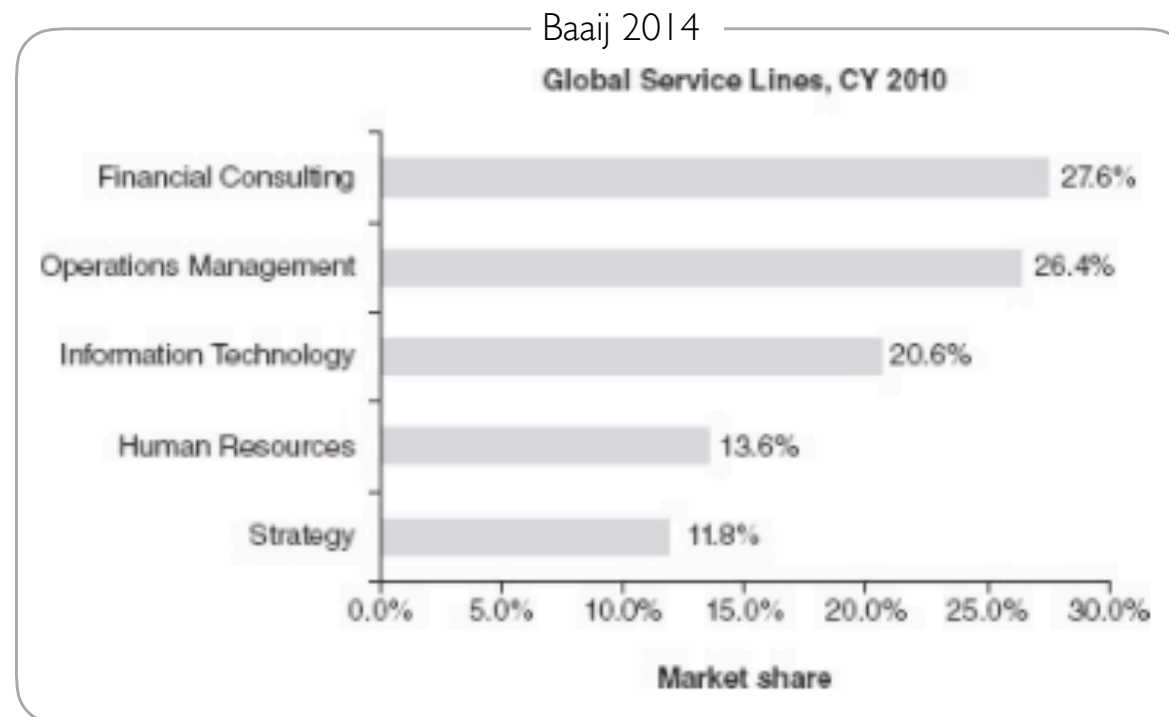## Change Management. The consultants' perspective

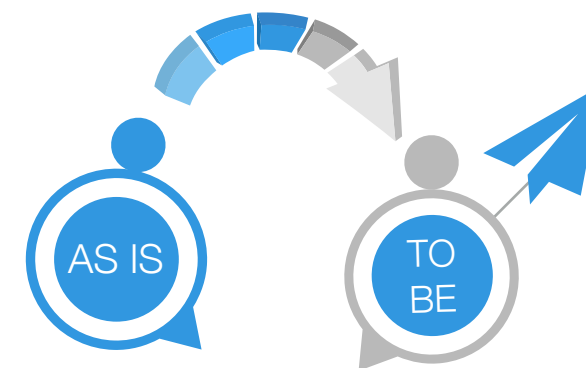Dr Daniele Binci

Academic Year 2018/2019

Change Management. The consultants' perspective

- The importance of Change Management for consulting projects

- The objects of change and the role of the consultants

- Planned Change and Emergent Change. The consultants'perspective

- RtC: the consultants' perspective

- Design Thinking. Introductory concepts
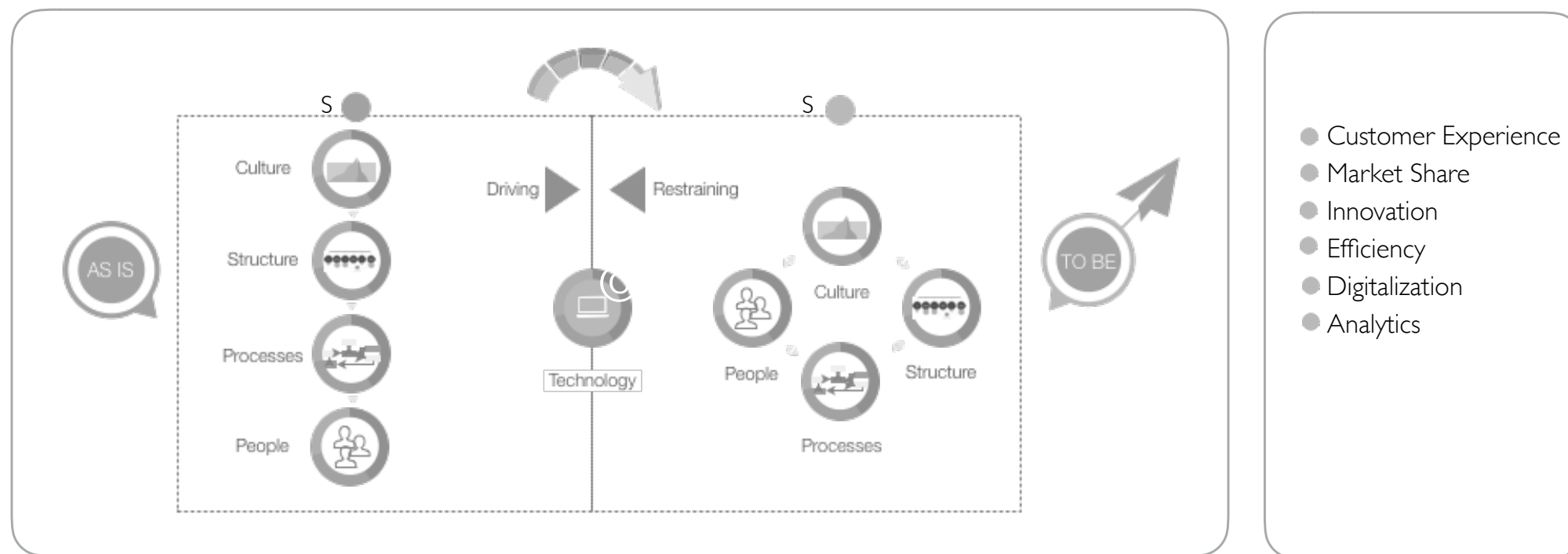
The importance of CM for consulting projects

Baaij 2014

Global Service Lines, CY 2010

Service Line	Market share
Financial Consulting	27.6%
Operations Management	26.4%
Information Technology	20.6%
Human Resources	13.6%
Strategy	11.8%

Market share axis: 0.0%, 5.0%, 10.0%, 15.0%, 20.0%, 25.0%, 30.0%

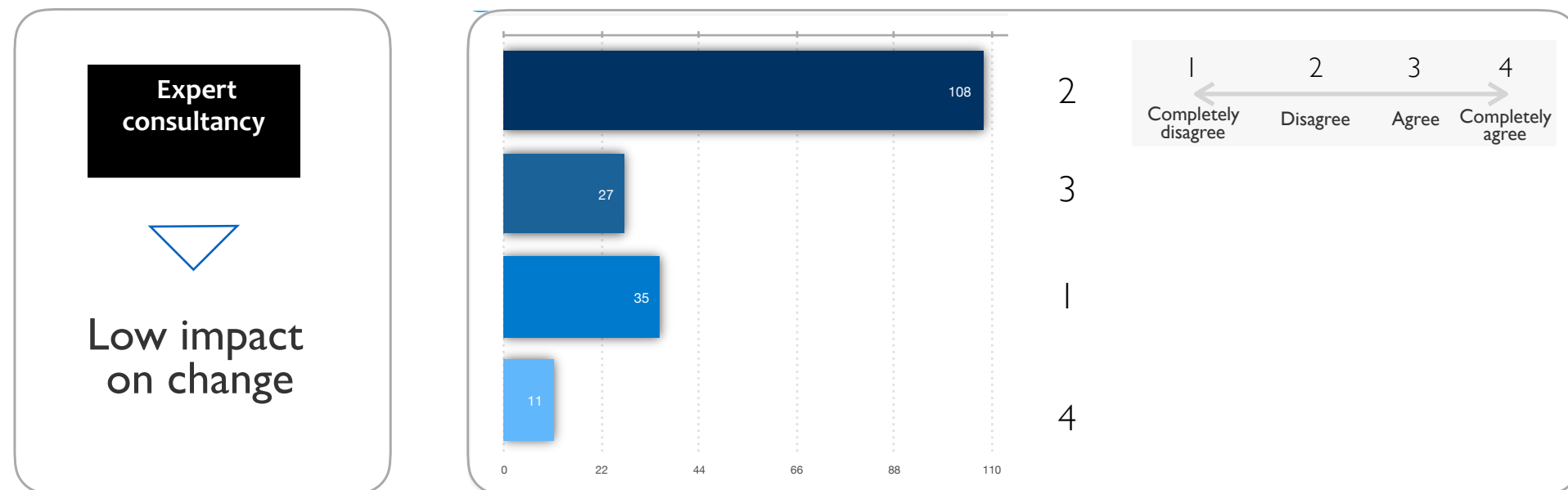### Change management is a key factor for value creation process

AS IS → TO BE

''Change management is missing. This may come as a surprise because management consultants are often seen as agents of change. More than half of consultancy projects are about change management. It does not appear in the taxonomy of Figure because change management is inherent within each category. Change management can be applied to each of the services, for instance a change of strategy and a change of operations'' Baiij, 2012.

Course of Management Consulting

The importance of CM for consulting projects

Change management is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organisations from a **current** state to a **future** state with intended business benefits. It helps organisations to integrate and align **people**, **processes**, **structures**, **culture**, and **strategy** (**Managing changing in organisations: A practice guide, PMI institute, 2013**).

Change Management: The consultants' perspective

Expert consultancy

▽

Low impact on change

108			2
27			3
35			1
11			4

0   22   44   66   88   110

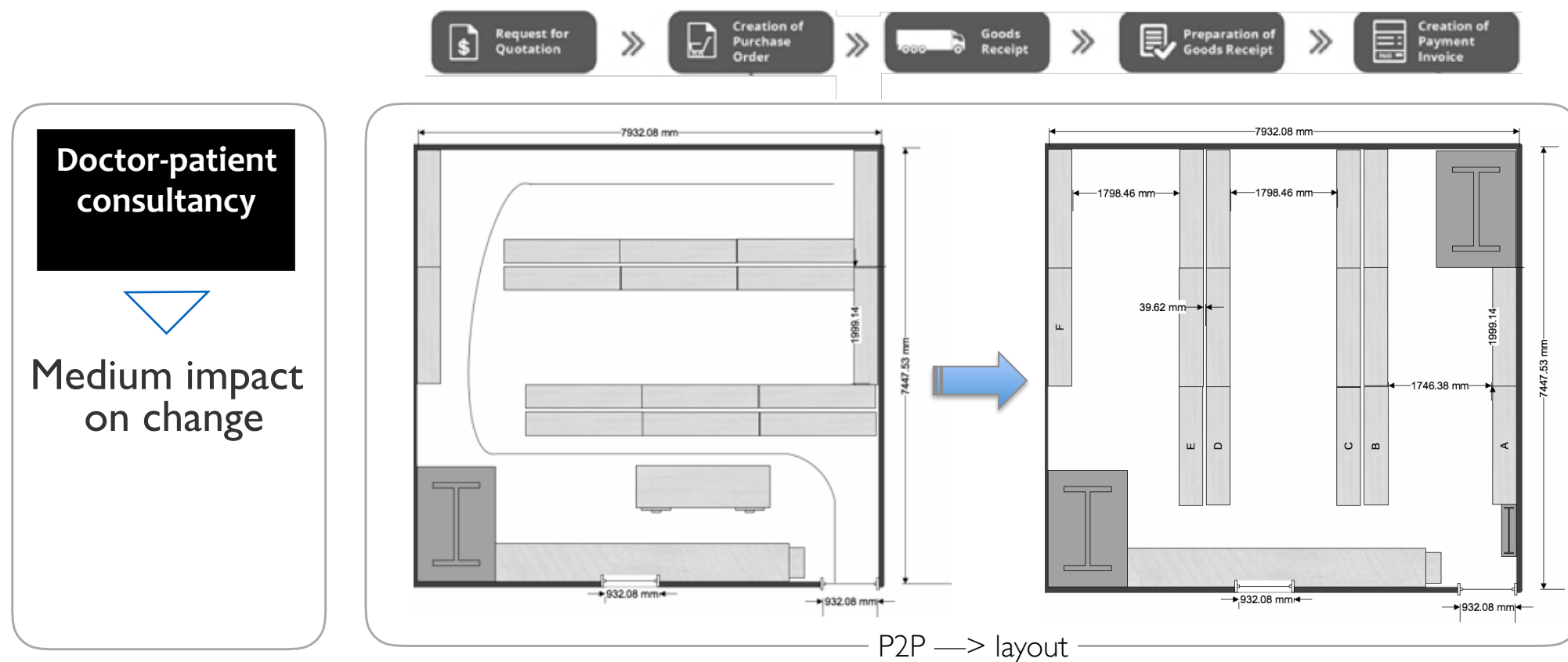| 1	2	3	4
Completely disagree	Disagree	Agree	Completely agree

Clients hire an expert to provide knowledge. Purchase specific expertise from the management consultant to solve a problem or to seize an opportunity for their organisation.

kw: (content) Solution providing

Descriptive approach

Change Management: The consultants' perspective

Request for Quotation » Creation of Purchase Order » Goods Receipt » Preparation of Goods Receipt » Creation of Payment Invoice

Doctor-patient consultancy
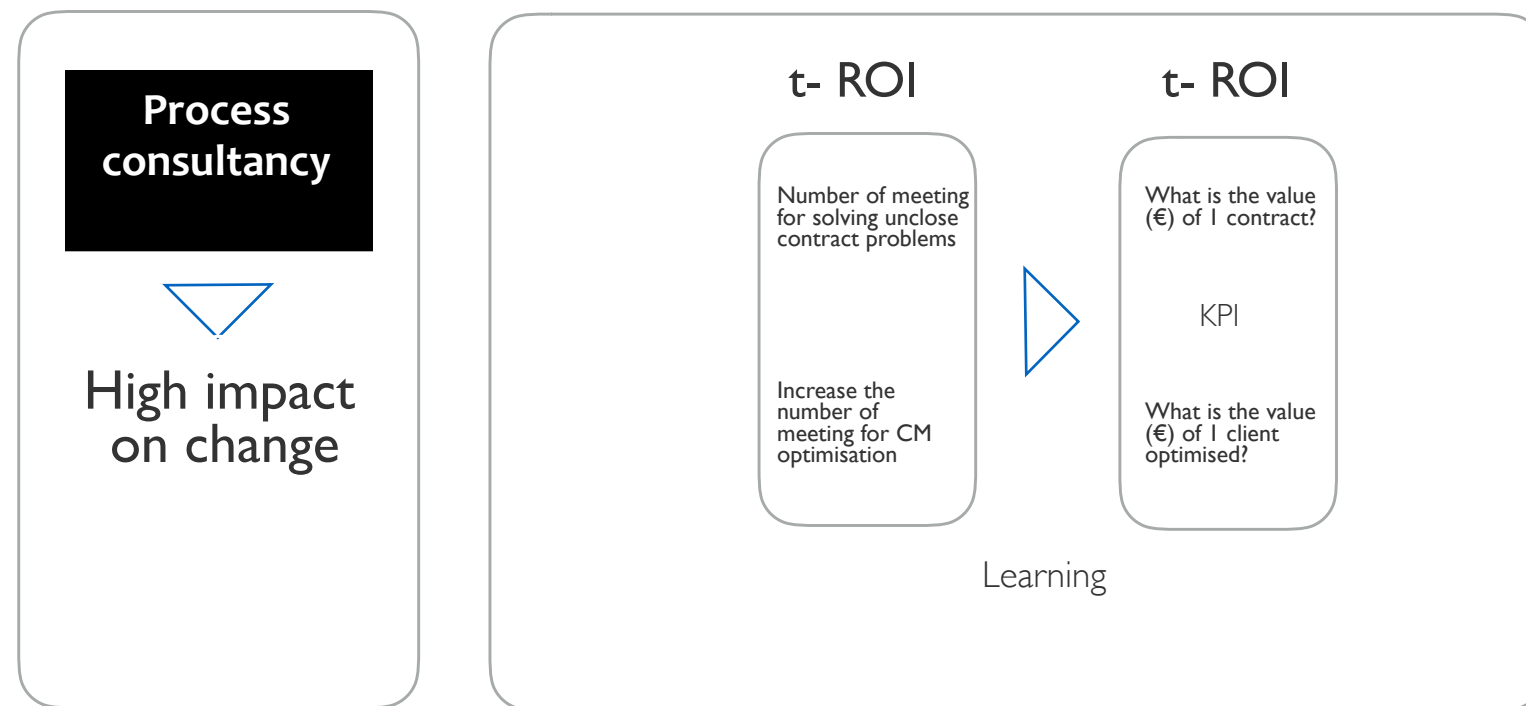
▽

Medium impact on change

P2P —> layout

Clients may think they have a problem, or an opportunity but cannot define it. Consultants diagnose the client's situation in order to define the problem, or opportunity and prescribes a treatment, develop a solution for the client's problem, or opportunity. diagnose and solve the client's problem and implement the solution.m Consultants may also assist client in monitoring and controlling the implementation of the solution.

kw: (content) Prescription providing

Prescriptive approach

Course of Management Consulting

Change Management: The consultants' perspective

Process consultancy

▽

High impact on change

t- ROI

Number of meeting for solving unclose contract problems

Increase the number of meeting for CM optimisation

▷

t- ROI

What is the value (€) of 1 contract?

KPI

What is the value (€) of 1 client optimised?

Learning

Consultants providing a process by which clients may define and solve their problems themselves. The consultant has a facilitator role and helps clients to develop the content themselves.

The client wants to develop a new strategy and hires a management consultancy firm to provide it with the method and techniques for strategy development of facing internet-based competitors. In process consultation, the client does the work under the guidance of the management consultant. Process consultation helps to get acceptance of solutions and eases the implementation of solutions because it is the client's own work.

kw: (process) Method providing

Learning approach

Change Management: The consultants' perspective

```
              ┌─────────────────┐
         ↗    │  Doctor-patient │    ↘
              │   consultancy   │
              └─────────────────┘
┌──────────────┐              ┌──────────────┐
│    Expert    │  ←────────   │   Process    │
│  consultancy │              │  consultancy │
└──────────────┘              └──────────────┘
```
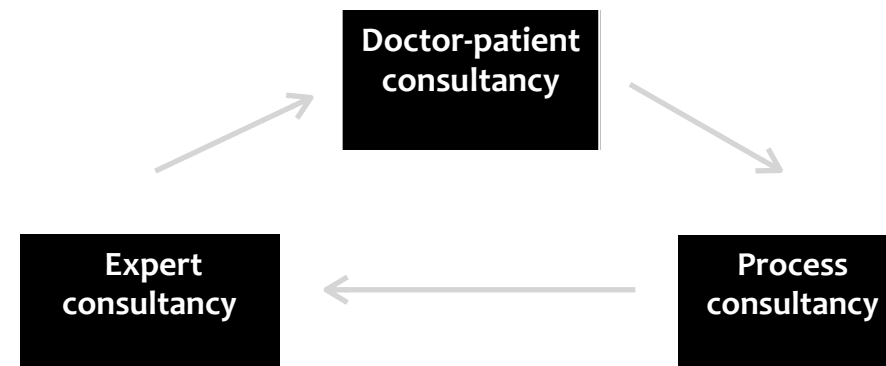
In a change management perspective, is not always possible separate the roles.

In fact, a project:

starts with solution providing
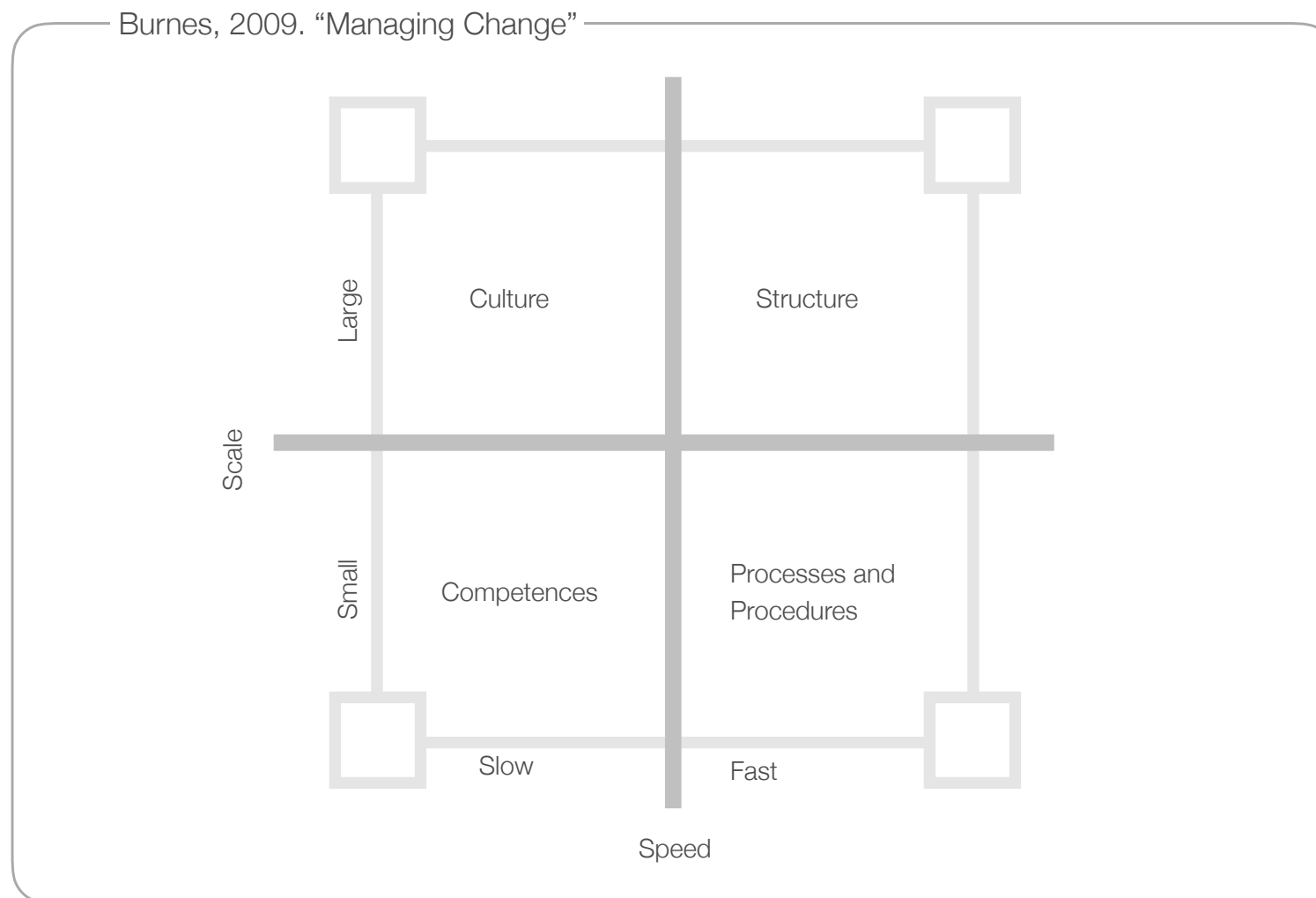
continue through prescription

ends with clients learning

Change Management. The consultant perspective

- The importance of Change Management for consulting projects

- The objects of change and the role of the consultants

- Planned Change and Emergent Change

- RtC: the consultants' perspective
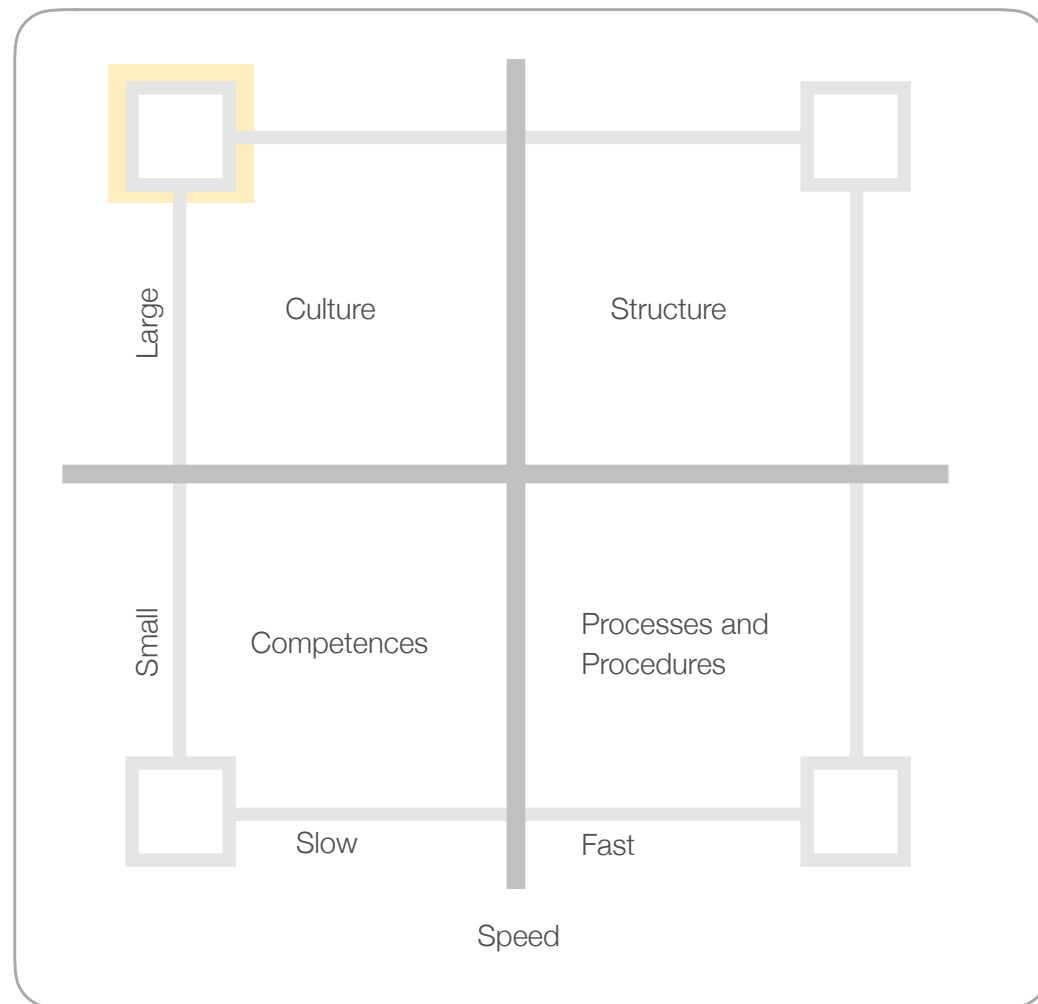
- Design thinking. Introductory concepts

Artefacts of change

Burnes, 2009. "Managing Change"

Culture | Structure

Competences | Processes and Procedures

Large / Small — Scale

Slow / Fast — Speed

The objects of change and the role of the consultants

Culture

The consultants' role

A: how people dress at work, speak to and behave toward one another, and talk about and treat their customers.

V: the shared standards that members use to evaluate whether they have helped the company achieve its vision and goals.
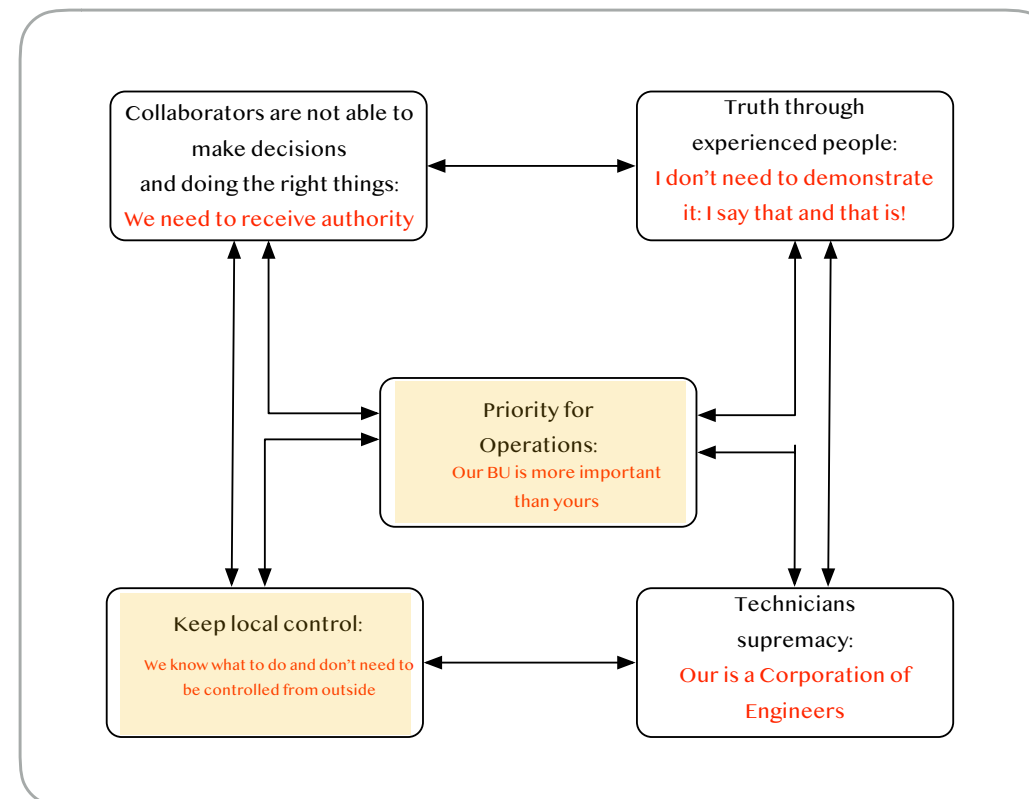
Excellence, stability, predictability, profitability, economy, creativity, morality, and usefulness.

As: how people really behave in order to solve a certain issue.

Understanding the culture by discovering assumptions

Basic assumptions of a sub-culture team that works in the field of logistic distribution.

Collaborators are not able to make decisions and doing the right things: We need to receive authority

Truth through experienced people: I don't need to demonstrate it: I say that and that is!

Priority for Operations: Our BU is more important than yours

Keep local control: We know what to do and don't need to be controlled from outside

Technicians supremacy: Our is a Corporation of Engineers

Such assumptions are informative for understanding change reactions.
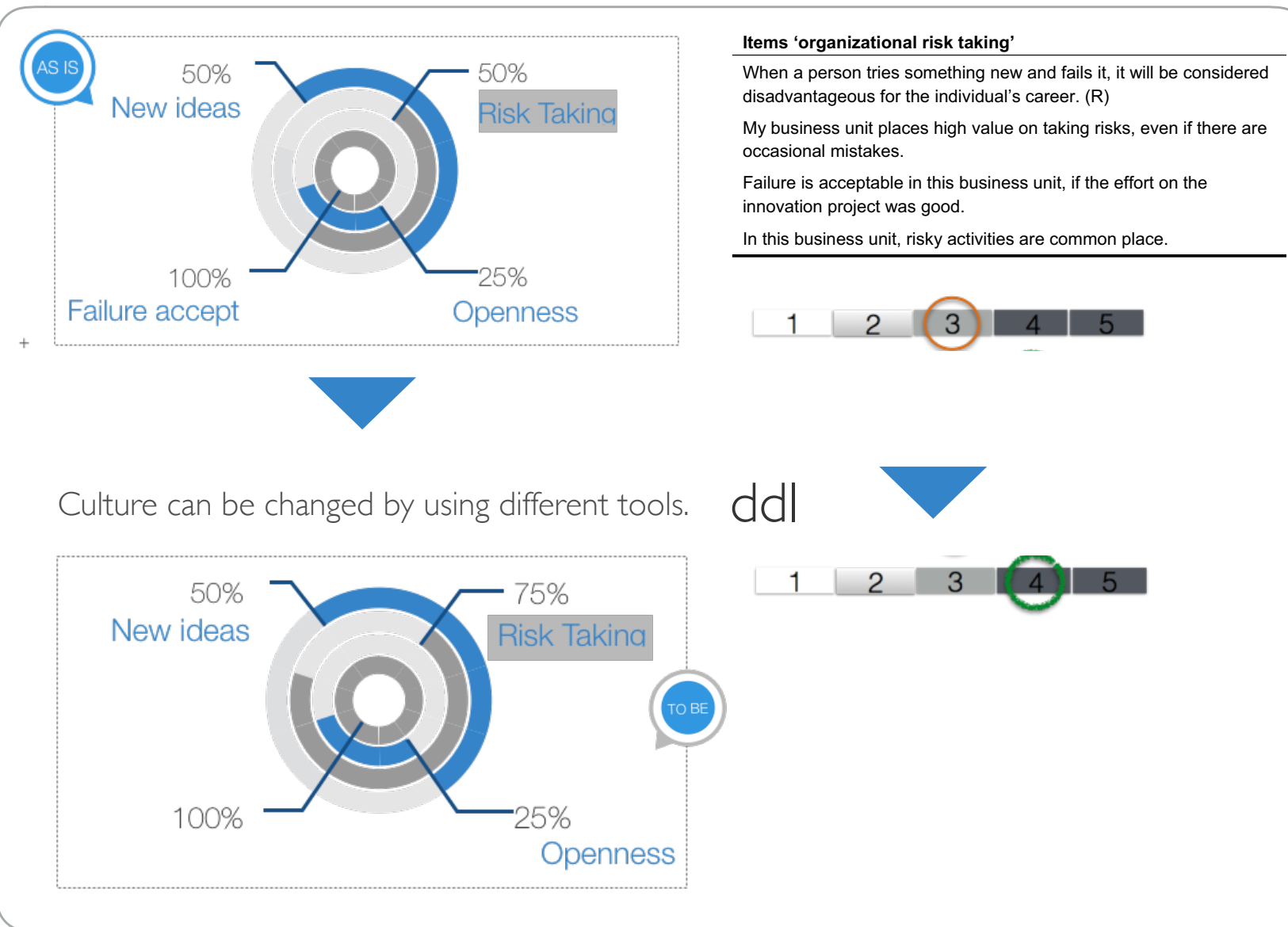A centralised (holding related) geographic tracking system (GIS) can't find consensus among people despite the awareness of the benefits related to technology.
In order to understand resistance the assumptions "Keep local control" should be discovered: team believes that control should be a local issue, linked to their units and boss.
Such assumptions, linked to that one related to the importance of organisational unit creates a culture for which it is important defend the unit in terms of control, that should be local and not centralised. This is a setback for changing

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The objects of change and the role of the consultants

Culture can be analysed by asking people their perceptions about specific items.

AS IS

50% New ideas

50% Risk Taking

100% Failure accept

25% Openness

Items 'organizational risk taking'

When a person tries something new and fails it, it will be considered disadvantageous for the individual's career. (R)

My business unit places high value on taking risks, even if there are occasional mistakes.

Failure is acceptable in this business unit, if the effort on the innovation project was good.

In this business unit, risky activities are common place.

| 1 | 2 | 3 | 4 | 5 |

Culture can be changed by using different tools.

ddl

| 1 | 2 | 3 | 4 | 5 |

50% New ideas

75% Risk Taking

100%

25% Openness
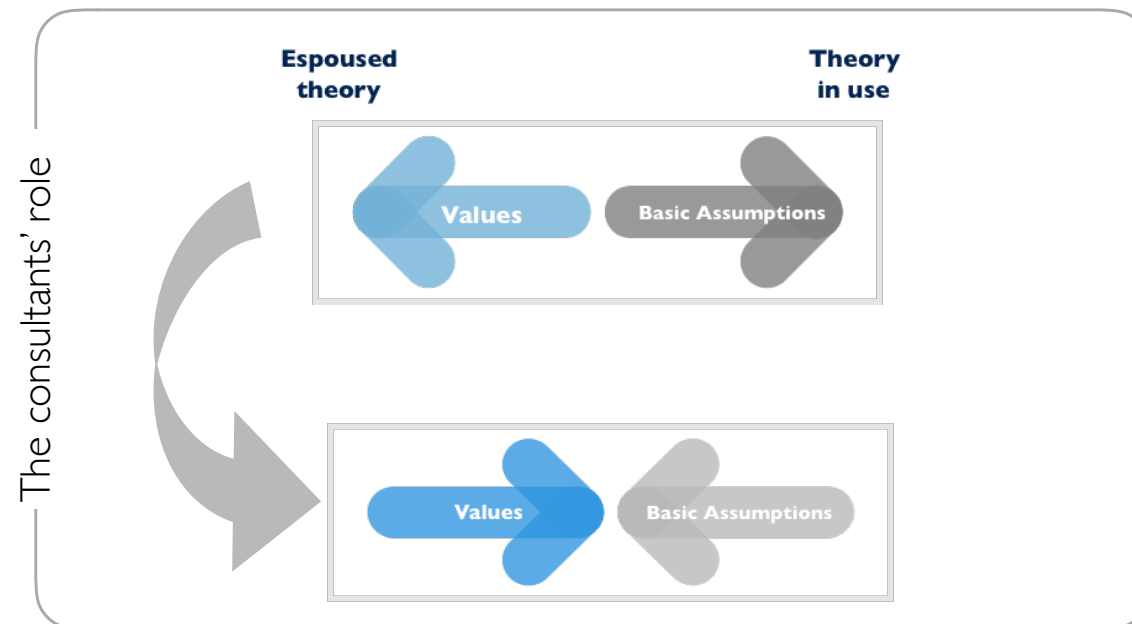
TO BE

Culture for innovation

New ideas new ideas – regardless if the idea comes from internal or external sources – requires employees to pay attention to and appreciate new ideas

Risk Taking usually associated with greater risk and experimentation. Therefore, firms with a strong innovation culture create an atmosphere where risk taking is encouraged.

Failure accept teams are not punished when innovation projects do not deliver expected results.

Openness innovation participants do not perceive pressure to adhere to group and if conflict is viewed rather as a chance for improvement than as being destructive.

Course of Management Consulting

The objects of change and the role of the consultants

The consultants' role

Espoused theory | Theory in use

Values | Basic Assumptions
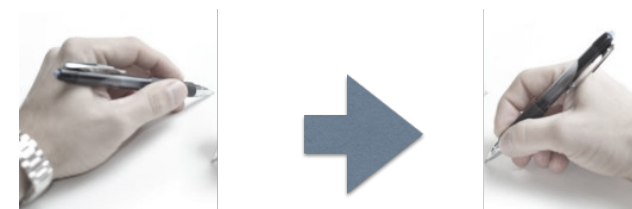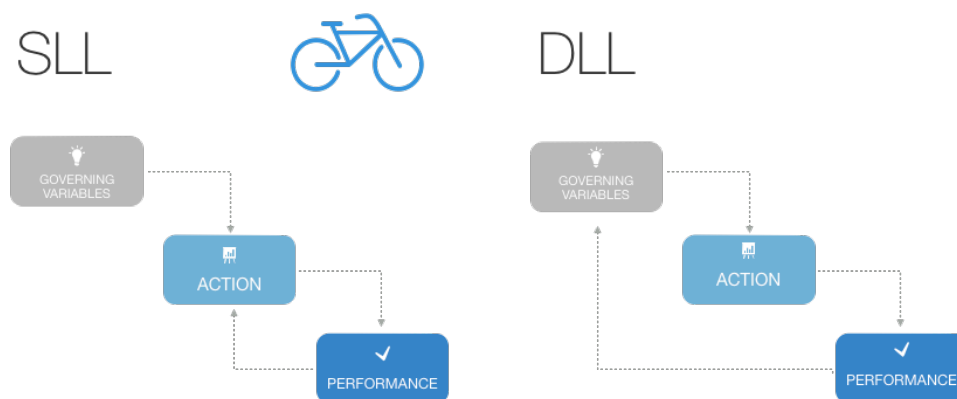
Values | Basic Assumptions

The consultants' role and the gap

The boss declares to make his decisions only after having collected and carefully checked all the relevant data (ET), while he decides on the basis of what he knows and what satisfies him at that moment (TU)

The boss declares to be willing to innovate (ET), while in concrete he pursues a conservative policy (TU)

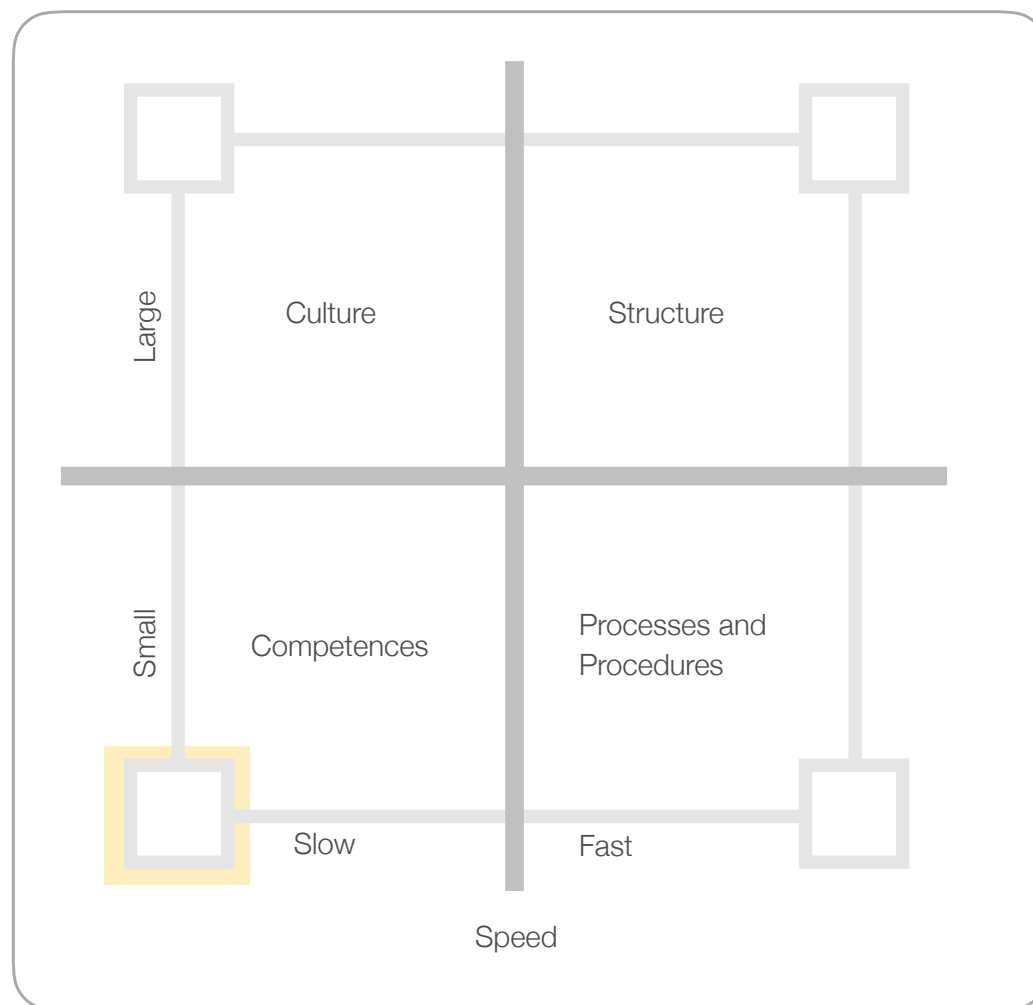A head of department declares that all information relating to the functioning of the office (ET) is transferred to the superiors, while in fact it does not communicate the negative data that

SLL | DLL

GOVERNING VARIABLES | ACTION | PERFORMANCE

GOVERNING VARIABLES | ACTION | PERFORMANCE

Argyris and Schon, 1978 "Organizational learning, a theory of action perspective"
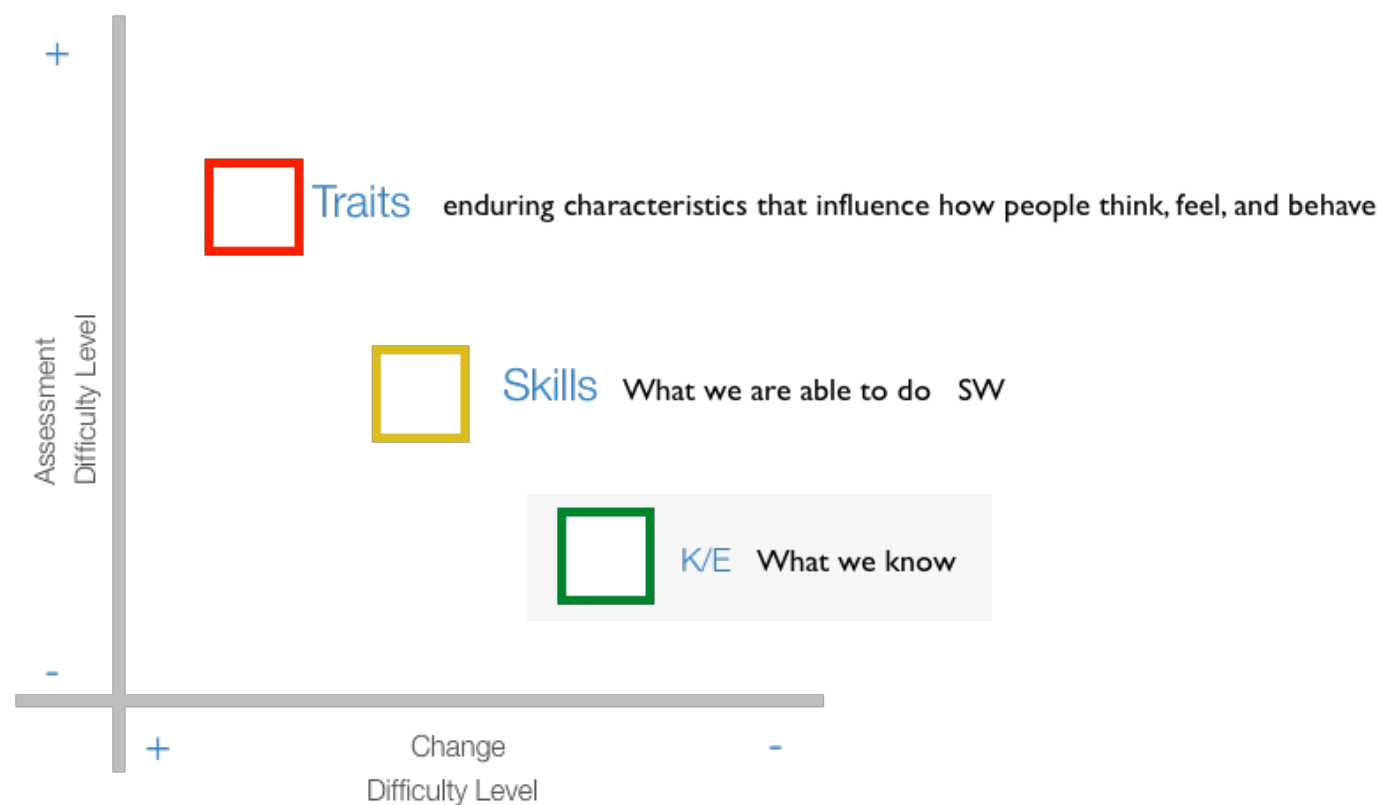
Course of Management Consulting

The objects of change and the role of the consultants

Competences are ''underlying characteristics of people' that are 'causally related to effective or superior performance in a job', 'generalizing across situations, and enduring for a reasonably long period of time' (Boyatzis, 1982; Spencer and Spencer, 1993)

Large

Culture   Structure

Small

Competences   Processes and Procedures

Slow   Fast

Speed

openness to experience
conscientiousness
extraversion
agreeableness
neuroticism

Traits   enduring characteristics that influence how people think, feel, and behave

Skills   What we are able to do   SW

K/E   What we know

Assessment Difficulty Level

Change Difficulty Level

Knowledge

Traits — enduring characteristics that influence how people think, feel, and behave

Skills — What we are able to do   SW

K/E   What we know

The consultants' role

Knowledge are quite simple to transfer: what I'm doing in this lecture, and are quit simple to absorb.
Knowledge Change: Formal Training (i.e. frontal lecture), as well as experiential learning;
Knowledge Evaluation: It is simple as we can read a CV of a person in order to understand if he-she fits on a vacancy.

Course of Management Consulting

The objects of change and the role of the consultants

Skills

Traits — enduring characteristics that influence how people think, feel, and behave

Skills — What we are able to do — SW

K/E — What we know

Assessment Difficulty Level (+/−) vs *Change Difficulty Level* (+/−)
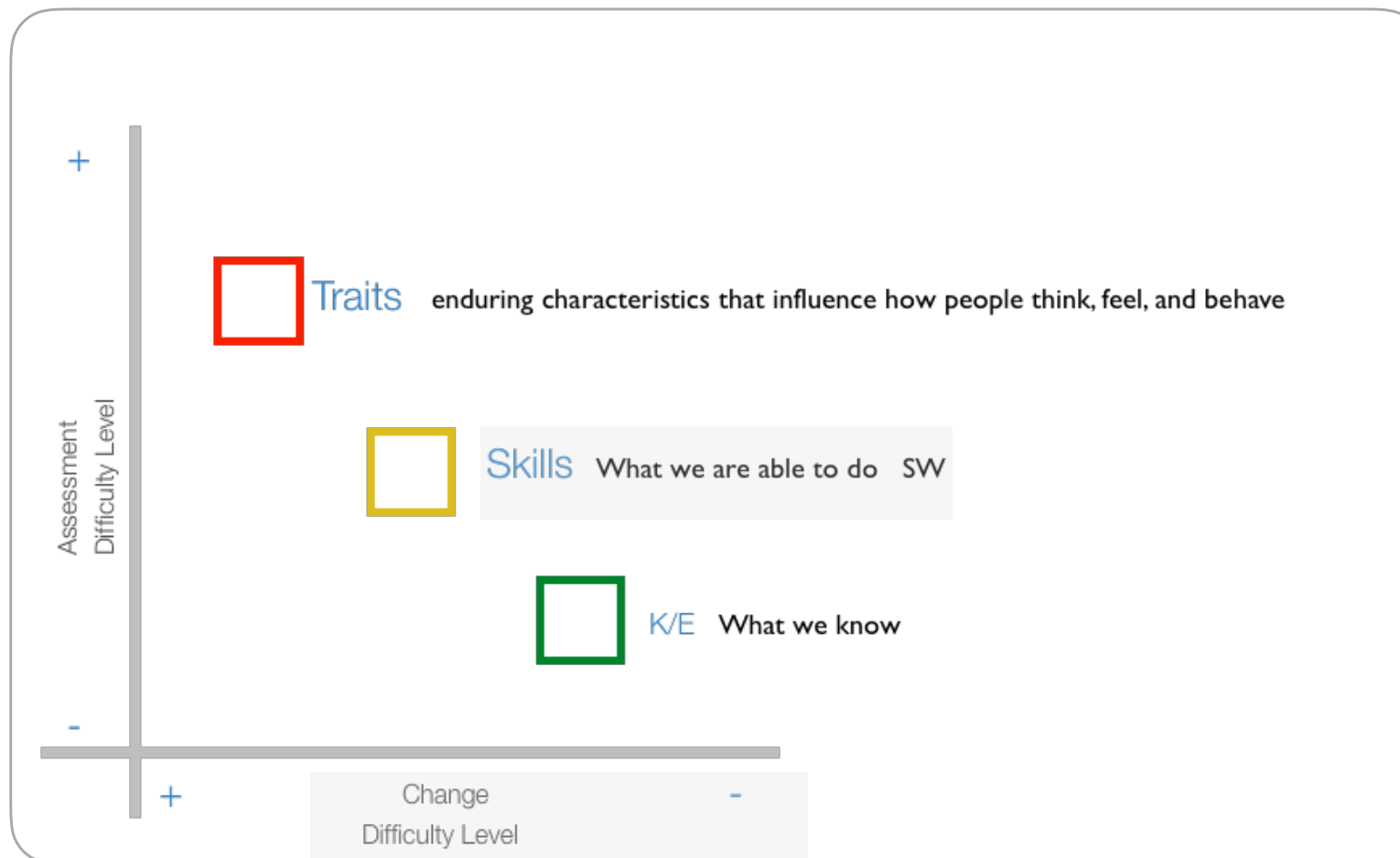
The consultants' role

What we are able to do. Basically skills are less modifiable than knowledge.

1. intellectual capacity: the ability to frame a problem in a theoretical way;
2. relational capabilities: be a leader or a follower, by accepting or exercising influence;
3. achievement capabilities: related to the ability of achieving objectives;
4. emotive capabilities: related to the stress management;
5. innovative capabilities: oriented to the possibility of thinking in a creative way

Skills

Assessment Difficulty Level

+

Traits — enduring characteristics that influence how people think, feel, and behave

Skills — What we are able to do   SW

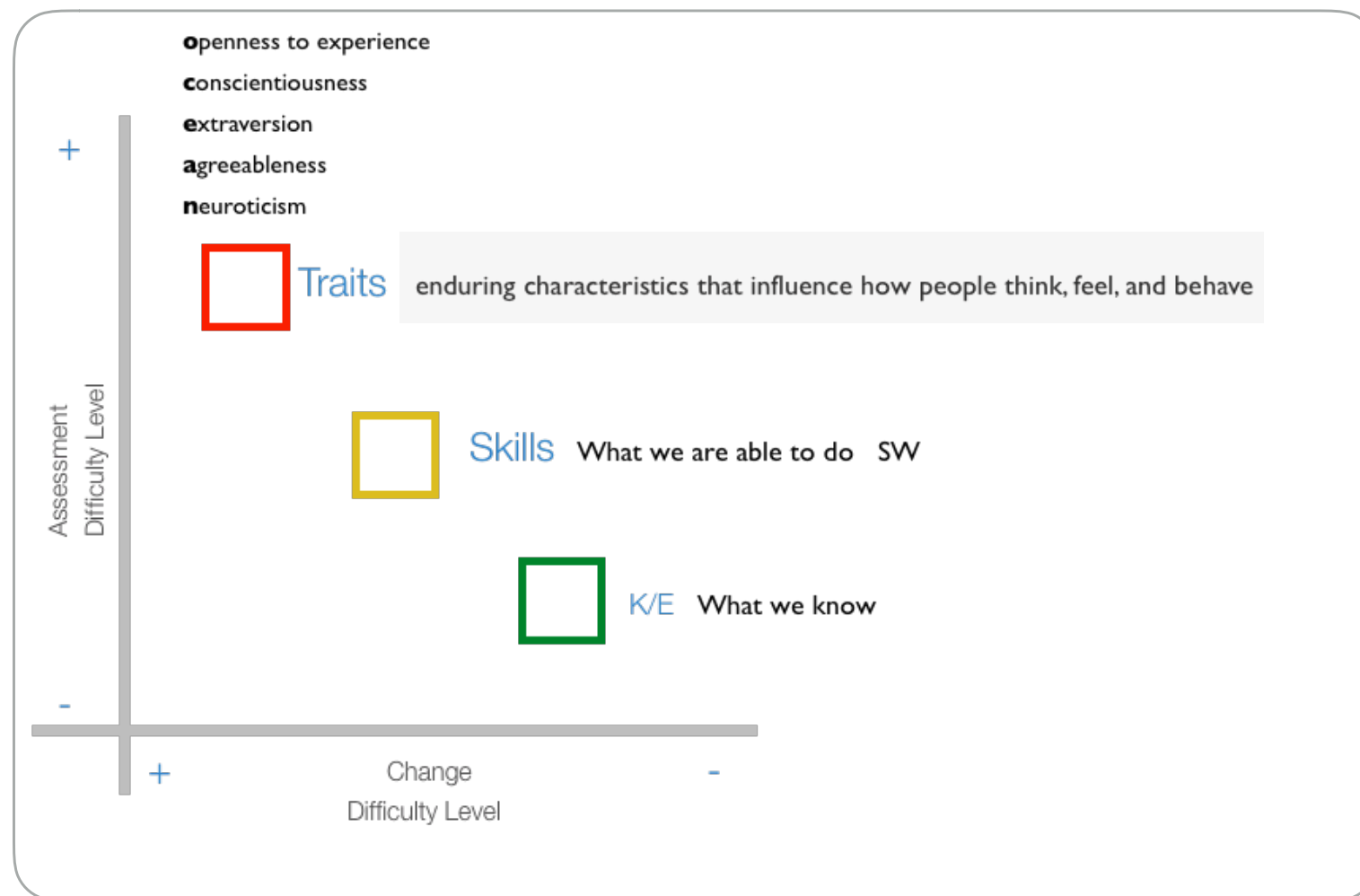K/E   What we know

-

+   Change   -
Difficulty Level

The consultants' role

Observe in terms of **evaluation**, Change (with more difficult than knowledge), they are strengthens and weakness, therefore, we can only improve the strengths and reduce the weakness, but our weakness can't never become a strength.

Skills are **modifiable** by job rotation: we can occupy different position in order to improve strengthen and reduce weakness, and also by coaching: a coach usually provides feedback in order to allow the growing of people and through feedback it is possible to improve skills.

Course of Management Consulting

The objects of change and the role of the consultants

Traits

openness to experience
conscientiousness
extraversion
agreeableness
neuroticism

+ Assessment Difficulty Level

Traits   enduring characteristics that influence how people think, feel, and behave

Skills   What we are able to do   SW
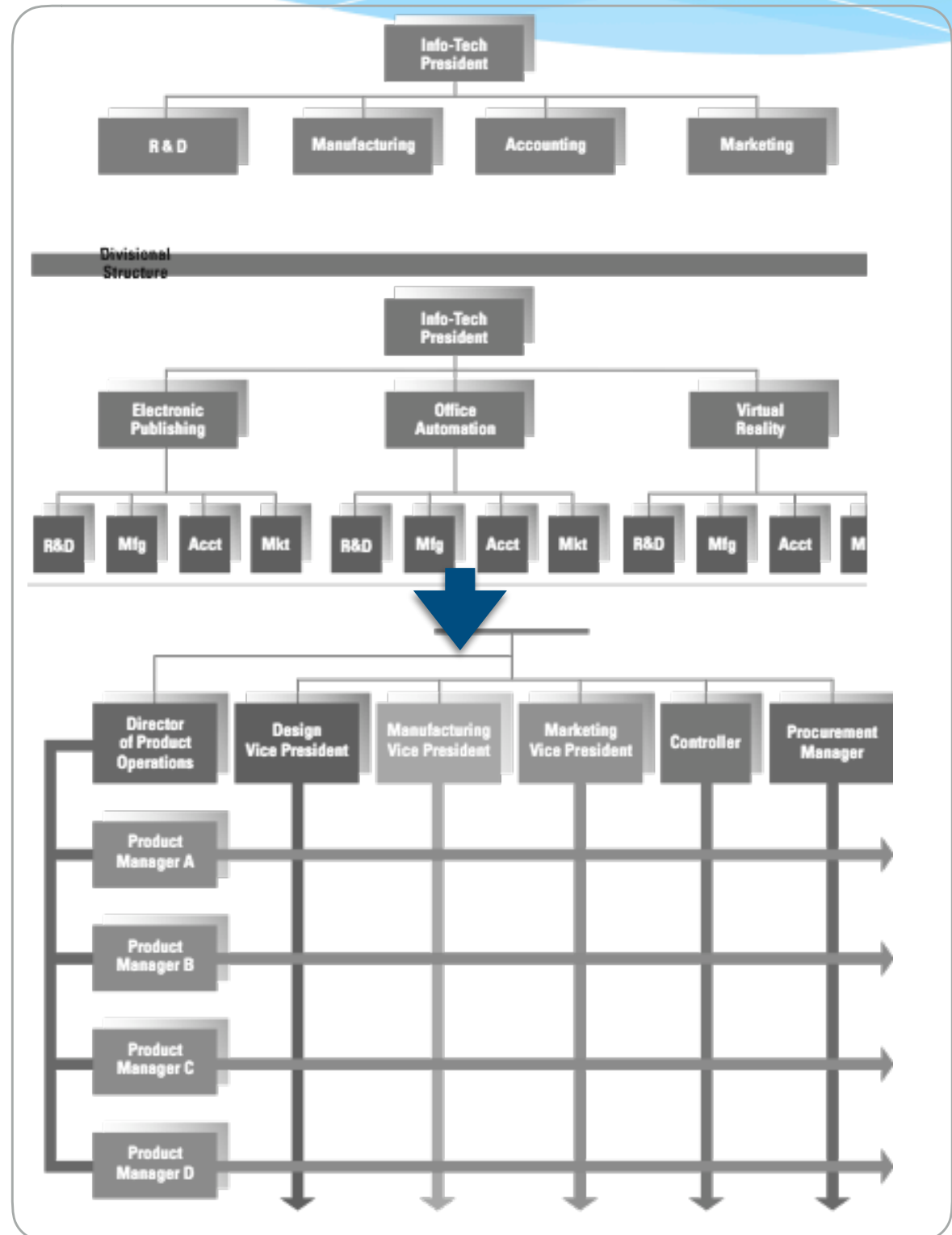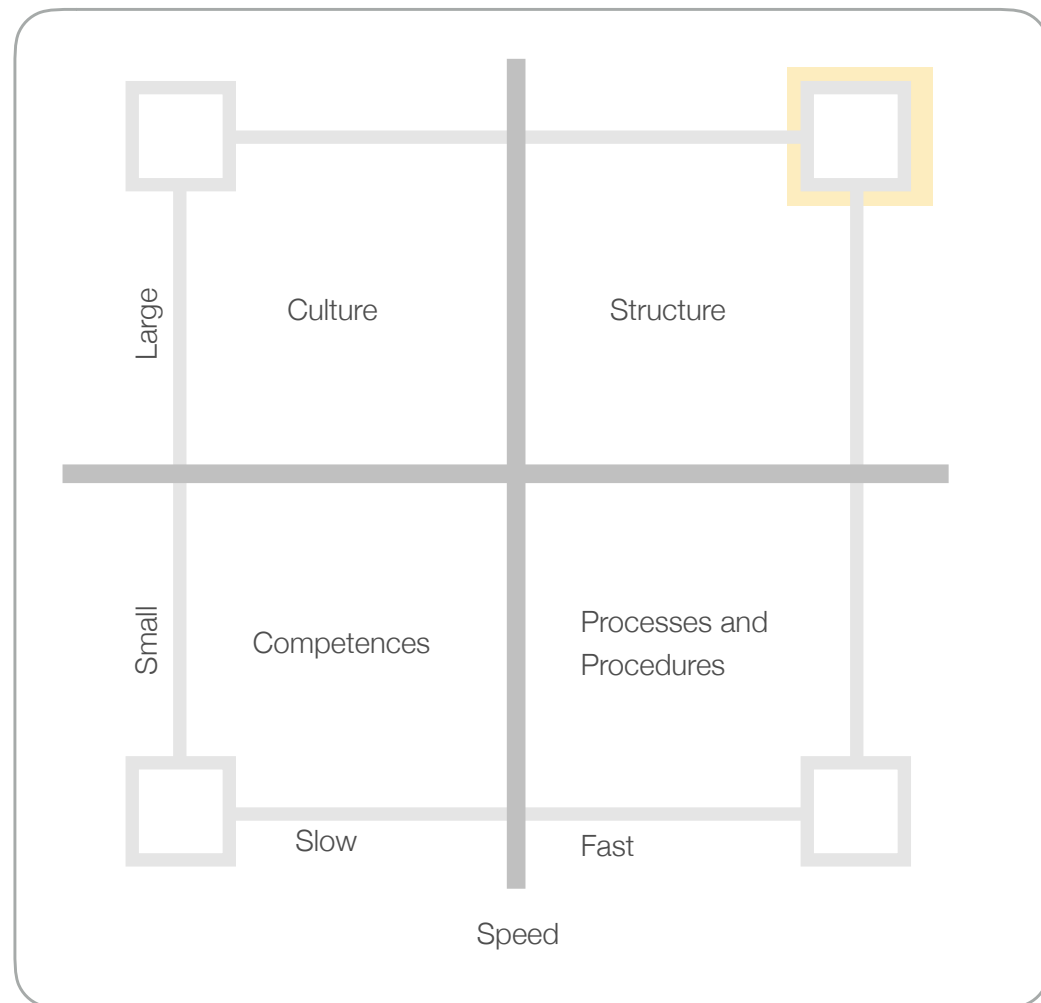
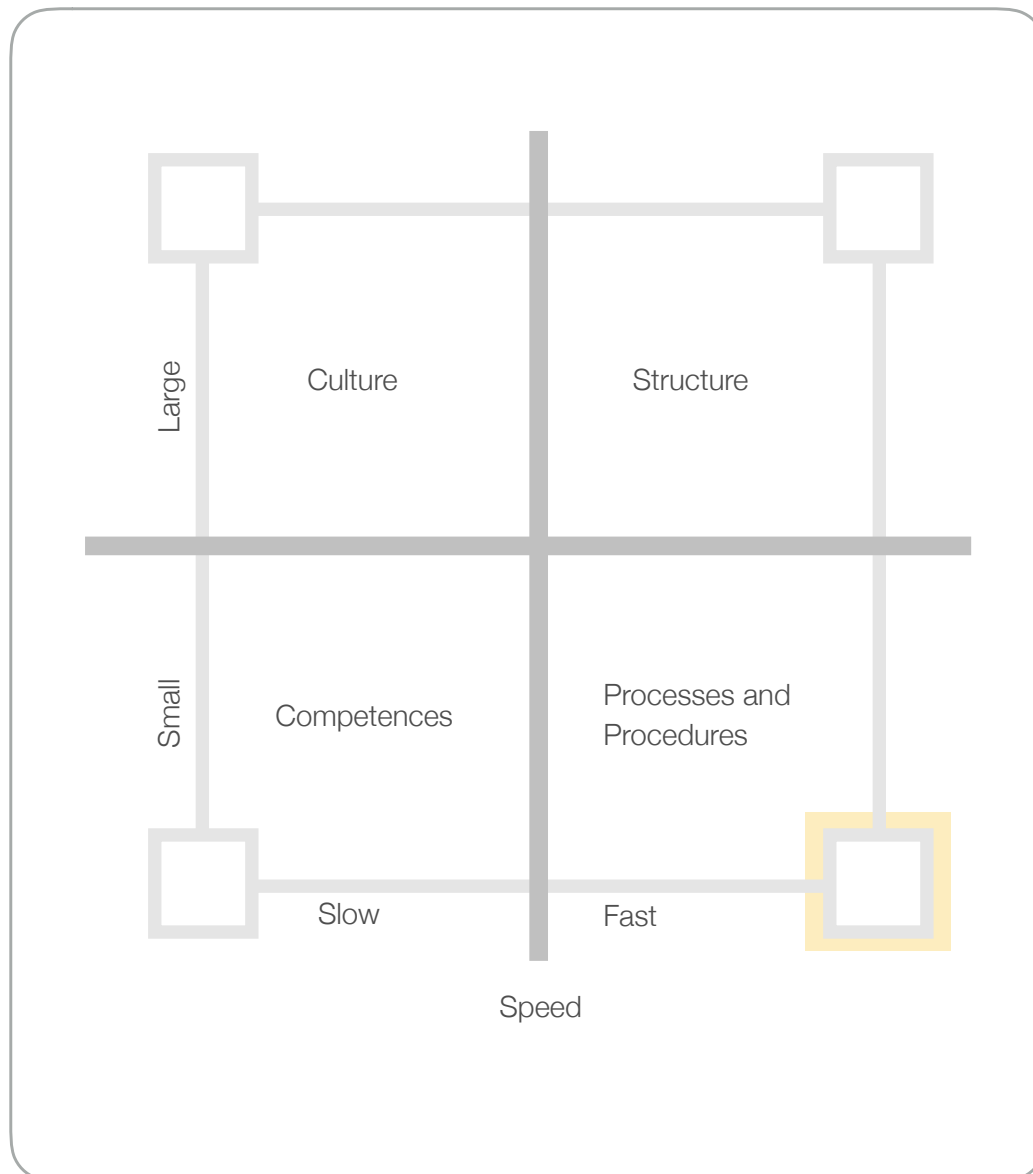K/E   What we know

-

+   Change   -
Difficulty Level

The consultants' role

Personality. Can be assessed but it is impossible to change.

The objects of change and the role of the consultants

Culture

Structure

Large

Small

Competences

Processes and Procedures

Slow

Fast

Speed

Info-Tech President

R & D   Manufacturing   Accounting   Marketing

Divisional Structure

Info-Tech President

Electronic Publishing   Office Automation   Virtual Reality

R&D Mfg Acct Mkt   R&D Mfg Acct Mkt   R&D Mfg Acct M

Director of Product Operations   Design Vice President   Manufacturing Vice President   Marketing Vice President   Controller   Procurement Manager

Product Manager A

Product Manager B

Product Manager C

Product Manager D

BPM

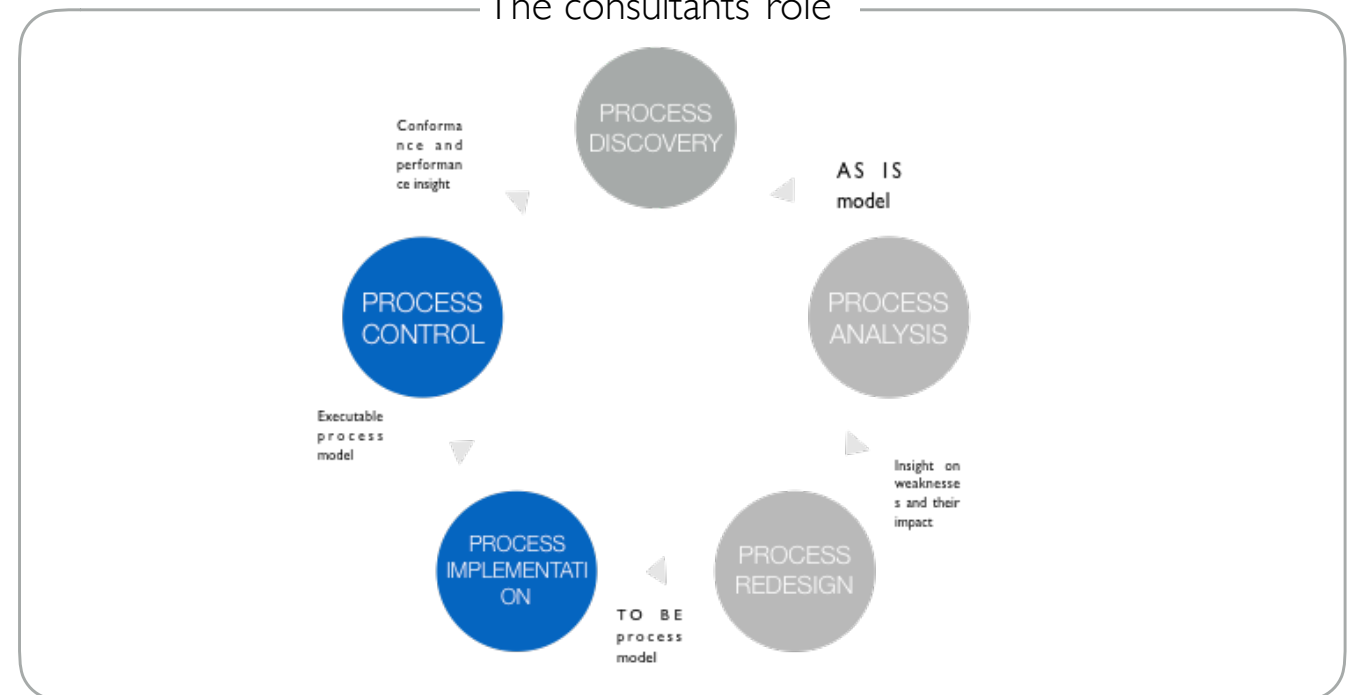|		
Large	Culture	Structure
Small	Competences	Processes and Procedures
	Slow	Fast

Speed

Improvement: focused on **analyzing** existing business processes in pursuit of continuous or incremental process improvement (Total Quality Management, Lean Management, and Kaizen.

Process Reengineering: Hammer and Champy (1993) presented an approach that **questioned** existing business processes and demanded the radical redesign of extant processes from end-to-end in light of organizational goals, particularly capitalizing on the potential of information technology (IT)

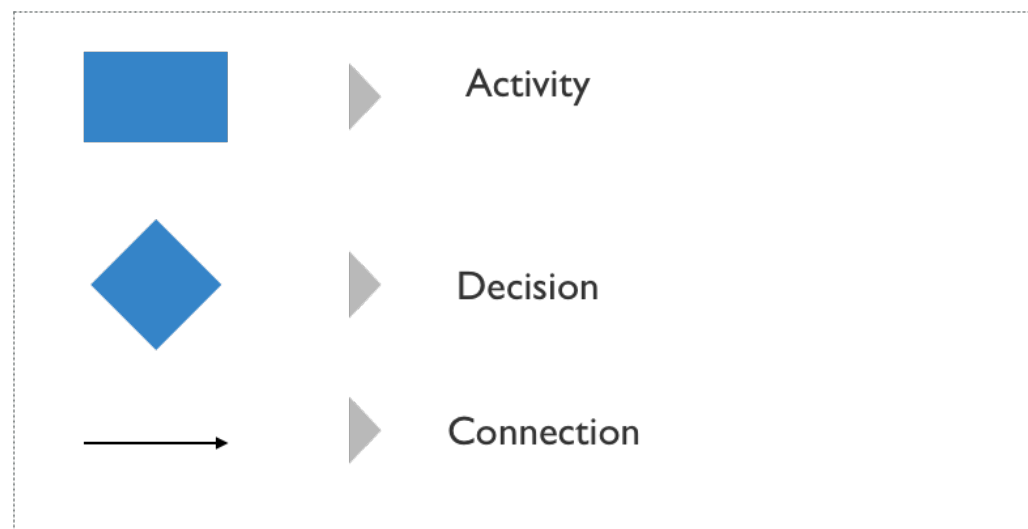## The consultants' role

Conformance and performance insight

PROCESS DISCOVERY

AS IS model

PROCESS CONTROL

PROCESS ANALYSIS

Executable process model

Insight on weaknesses and their impact

PROCESS IMPLEMENTATION

PROCESS REDESIGN

TO BE process model

AS IS process for purchasing a book from a physical bookstore.

Purchasing a book from a physical bookstore requires many steps to be performed by both the seller and the customer.

Consider what happens when a customer visits a physical bookstore and searches its shelves for a book. If he or she finds the book, that person takes it to the checkout counter and pays for it via credit card, cash, or check. If the customer is unable to locate the book, he or she must ask a book- store clerk to search the shelves or check the bookstore's inventory records to see if it is in stock. If the clerk finds the book, the customer purchases it and leaves. If the book is not available locally, the clerk inquires about ordering it for the customer, from the bookstore's warehouse or from the book's distributor or publisher. Once the ordered book arrives at the bookstore, a bookstore employee telephones the customer with this information. The customer would have to go to the bookstore again to pick up the book and pay for it. If the book- store is unable to order the book for the customer, the customer would have to try another bookstore.

|	
▮	Activity
◆	Decision
→	Connection

* Laudon and Laudon, 2015

22

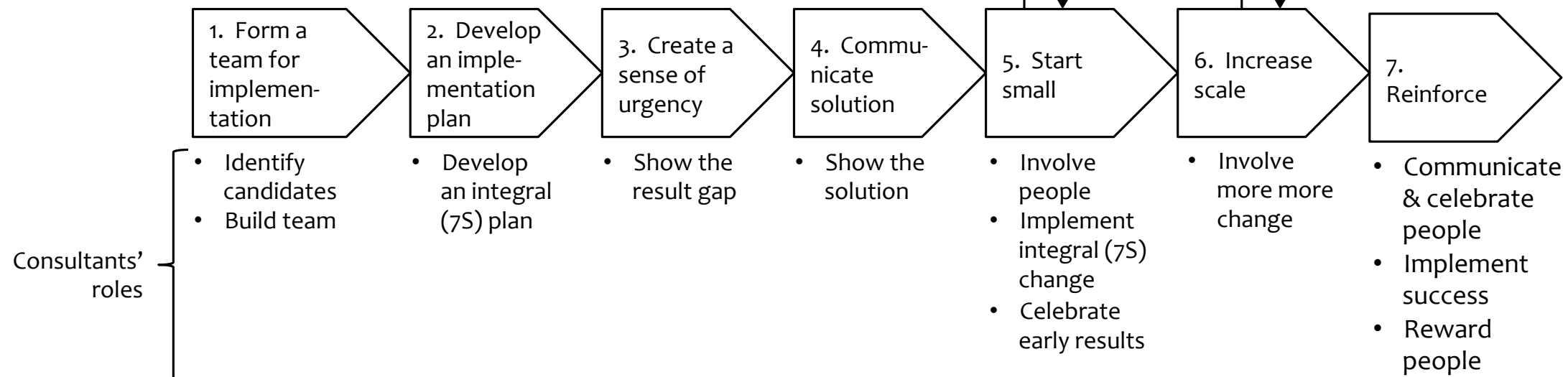# Change Management. The consultant perspective

- The importance of Change Management for consulting projects

- The objects of change and the role of the consultants

- Planned Change and Emergent Change

- RtC: the consultants' perspective

- Design thinking. Introductory concepts

Structured implementation

Unfreeze	Move	Refreeze
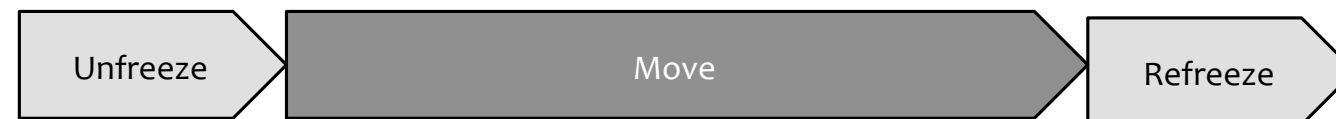
Change always has **2 components**: the <u>plan</u> and the <u>people</u>. Even the best plan will fail if it does not consider the *human dimension*!

We assume that the consultants have already *developed a solution* and that the *client has accepted* the consultant's *recommendation*.

Control

Monitor   Monitor

Adapt   Adapt

Consultants' roles

| 1. Form a team for implementation	2. Develop an implementation plan	3. Create a sense of urgency	4. Communicate solution	5. Start small	6. Increase scale	7. Reinforce
• Identify candidates • Build team	• Develop an integral (7S) plan	• Show the result gap	• Show the solution	• Involve people • Implement integral (7S) change • Celebrate early results	• Involve more more change	• Communicate & celebrate people • Implement success • Reward people

12

Planned approach to change

Planned change is aimed at improving the operation and effectiveness of the human side of the organisation through participative, group- and team-based programmes of change

An overview of Planned Change

As: - Human behaviour is based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces.

- Equilibrium needs to be destabilized (unfrozen) before old behaviour can be discarded (unlearnt) and new behaviour successfully adopted.

Consultant should support organisation to move from a starting point to a new direction
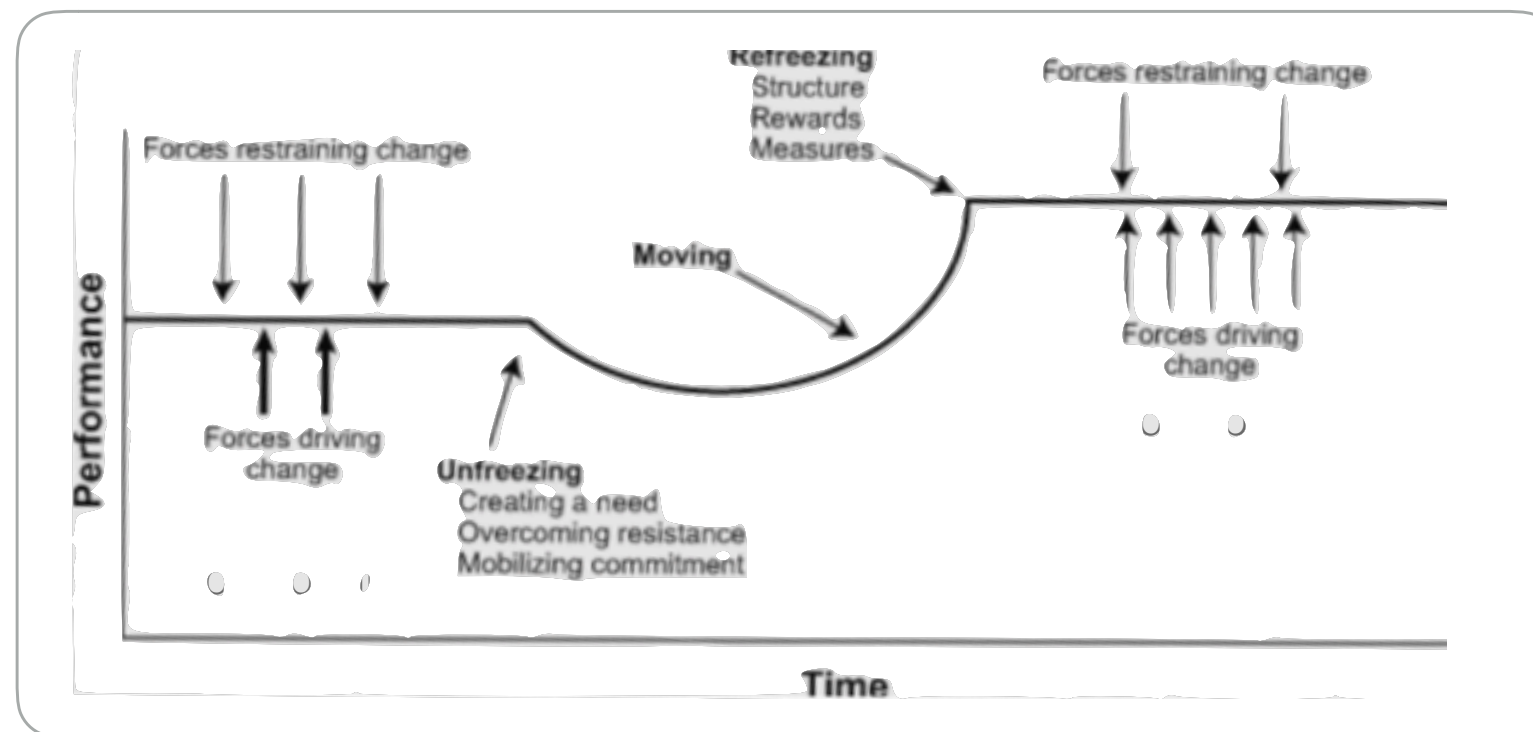
Planned approach to change

Unfreezing

Model Prescriptions

Company perspective

Consultant's Role

1) Disconfirming data

> discomfort and disequilibrium

sales are off, customer complaints are up, products with quality problems are returned more frequently, managers and employees are quitting in greater numbers than usual, employees are sick or absent more and more, and so on

Reaction

"It is only the bad people who are leaving, the ones we don't want anyway."
"This is only a reflection of a minor recession."

(2) connect data to organisational goals

> anxiety

"Sales are off as we need more training about "Customer experience""

(3) learning anxiety

> psychological safety

"Cannot learn this without losing a feeling of self-esteem or group membership."

Diagnostic approach to describe organisational problems.

Pronounce the business problem, goal, potential resources, project scope and high-level project timeline.

Data collection for establishing process performance baselines.

List and **prioritize** potential causes of the problem

Prioritize the root causes (key process inputs) to pursue in the Improve step Identify how the process inputs (Xs) affect the process outputs (Ys).

Data are **analysed** to understand the magnitude of contribution of each root cause, X, to the project metric, Y.

Statistical tests using p-values accompanied by Histograms, Pareto charts, and line plots are often used to do this.

Planned approach to change

Unfreezing is not an end in itself; it '…creates motivation to learn but does not necessarily control or predict the direction'.

| Model Prescriptions | Company perspective | Consultant's Role |

Moving

Cognitive restructuring

(1) Unlearning

The most difficult challenge is unlearning: what we have learned has become embedded in various routines and may have become part of our personal and group identity.

(2) Learning

Learning New Concepts and New Meanings for Old Concepts. You were asked to think of yourself as a member of a consulting organisation selling its services to customers who could purchase those services elsewhere if they did not like your deal.

"being a member of a division working as an expert technical resource with a clear career path and a single boss"

Competence destroying vs enhancing

"sells services for set fees"

The key to understanding resistance to change is to recognise that some behaviour that has become dysfunctional for us may nevertheless be difficult to give up because this might make us lose group membership or may violate some aspect of our identity.

Identify and **implement** a solution to the problem

Identify **creative solutions** to eliminate the key root causes in order to fix and prevent process problems.

Training. For example, if the new way of working requires teamwork, then **formal training** on team building and maintenance must be provided.

Involvement. Each learner will learn in a slightly different way, so it is essential to involve learners in **designing their own optimal learning** process.

Practice fields, coaches, and feedback. Learners cannot learn something fundamentally new if they don't have the time, the resources, the coaching, and valid feedback on how they are doing. Practice fields are particularly important so that learners **can make mistakes without disrupting the organisation**

Planned approach to change

Unfreezing   RtC   Moving

The Per.sa engineers simply could not imagine how they could function as freelance consultants. They had no skills along those lines as they are technical skills and not consulting skills

Power electrical workers were in a panic because they did not know how to diagnose environmentally dangerous

DEC, engineers knew how to do things differently, but it was a formidable task for them to change manufacturing processes from building everything to just putting together components purchased from others.

Temporary Incompetence.

give up the old way and master the **new** way. The best examples probably come from the efforts to learn to use computers.

Punishment for Incompetence.

If it takes one a long time to learn the new way of thinking and doing things, **lack of productivity may exists**. In the computer arena there are some striking cases in which employees never learned the new system sufficiently to take advantage of its potential, because they felt they had to remain productive and thus spent insufficient time on the new learning.

Loss of Personal Identity.

may **not wish to be the kind of person** that the new way of working would require one to be. For example, in the early days of the breakup of the Bell System many old-time employees left because they could not accept the identity of being a member of a hard-driving, cost-conscious organisation that would take phones away from consumers who could not afford them.

Loss of Group Membership.

The shared assumptions that make up a culture also identify who is in and who is out of the group. If by developing new ways of thinking one will become a deviant in one's group, one may be rejected or even ostracized. To avoid loss of group membership one will often resist learning the new ways of thinking and behaving. This fourth force is perhaps the most difficult to overcome because it requires the **whole group to change** its ways of thinking and its norms of inclusion and exclusion.

Schein, 2003

Planned approach to change

The final step in any given change process is refreezing.

Refreezing

Model Prescriptions

▷ New behaviour and set of cognitions to be reinforced, to produce once-again confirming data.

Company perspective

"sells services for set fees"

If such new conformation is not forthcoming, the search and coping process continues.

As soon as confirming data from important environmental sources, external stakeholders, or internal sources are produced, the new beliefs and values gradually stabilize, become internalized, and, if they continue to work, become taken-for-granted assumptions until new disconfirmations start the change process all over again.

Consultant's Role

Ensure **sustainability**, referred to as making the change 'stick'.

Amend-**refine** ways of working;

Quantify and sign-off **benefits**;

Track improvement;

Officially **close** the project;

Control chart can be useful to assess the stability of the improvements over time by serving as

1. a guide to continue monitoring the process and

2. provide a response plan for each of the measures being monitored in case the process becomes unstable.

Planned approach to change

Example of nowadays planned change approach

TQM

BPR
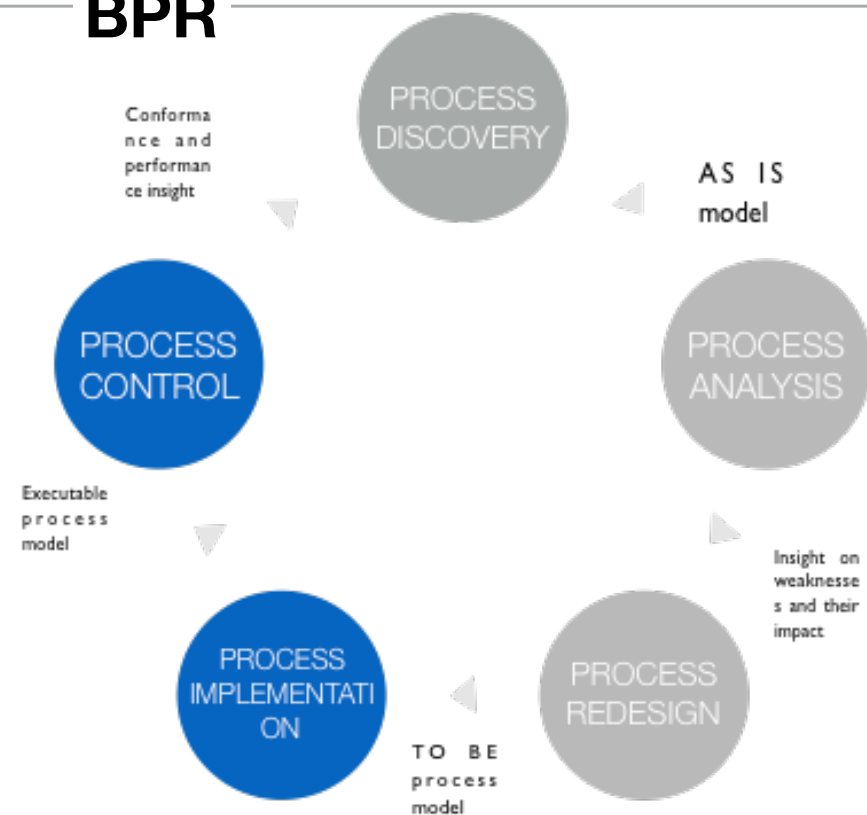
Planned approach to change

D

Define the following:

A problem
The customer(s)
Critical to Quality (CTQs) — what are the critical process outputs (time, quality, efficiency)

M

Establish current baselines as the basis for improvement.
Data collection step, the purpose of which is to establish process performance baselines

A

Identify, validate and select root cause for elimination. A large number of potential root causes of the project problem are identified via root cause analysis (for example a fishbone diagram). The top 3-4 potential root causes are selected using multi-voting or other consensus tool for further validation.

List and prioritise potential causes of the problem
Prioritise the root causes (key process inputs) to pursue in the Improve step
Identify how the process inputs (Xs) affect the process outputs (Ys). Data are analysed to understand the magnitude of contribution of each root cause, X, to the project metric, Y. Statistical tests using p-values accompanied by Histograms, Pareto charts, and line plots are often used to do this.
Detailed process maps can be created to help pin-point where in the process the root causes reside, and what might be contributing to the occurrence.

I
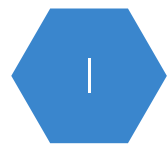
Identify, test and implement a solution

Use brainstorming or techniques

Focus on the simplest and easiest solutions

Test solutions using (PDCA) cycle

Create a detailed implementation plan

Deploy improvements

C

The purpose of this step is to embed the changes and ensure sustainability, this is sometimes referred to as making the change 'stick'.

A Control chart can be useful during the Control stage to assess the stability of the improvements over time by serving as

1. a guide to continue monitoring the process and 2. provide a response plan for each of the measures being monitored in case the process becomes unstable.
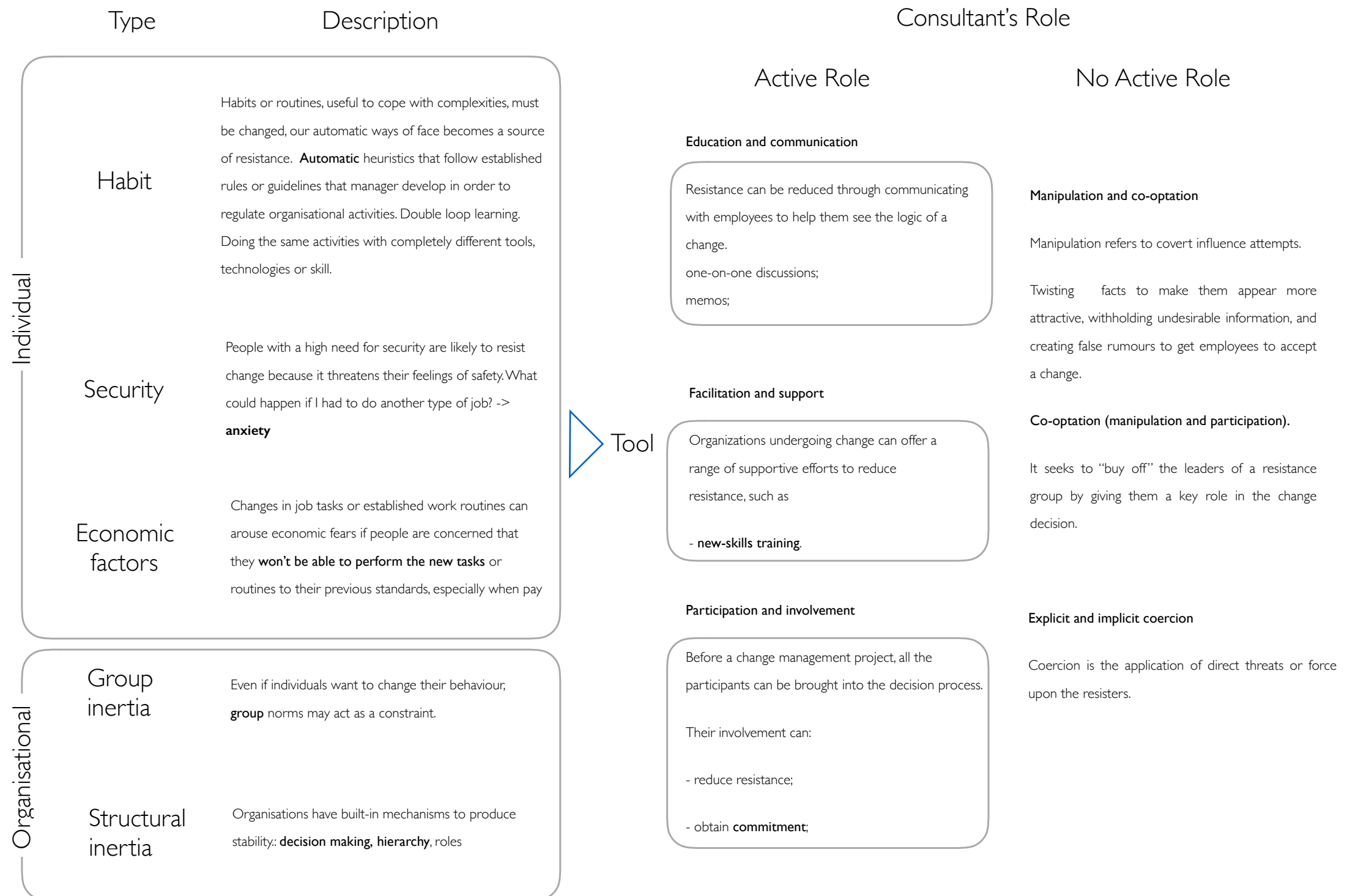
Resistance to Change: the consultant perspective

Type	Description		Consultant's Role	

Type   **Description**

Consultant's Role

Active Role

No Active Role

<table>
<tr>
<td rowspan="3">Individual</td>
<td>Habit</td>
<td>Habits or routines, useful to cope with complexities, must be changed, our automatic ways of face becomes a source of resistance. Automatic heuristics that follow established rules or guidelines that manager develop in order to regulate organisational activities. Double loop learning. Doing the same activities with completely different tools, technologies or skill.</td>
</tr>
<tr>
<td>Security</td>
<td>People with a high need for security are likely to resist change because it threatens their feelings of safety. What could happen if I had to do another type of job? -> anxiety</td>
</tr>
<tr>
<td>Economic factors</td>
<td>Changes in job tasks or established work routines can arouse economic fears if people are concerned that they won't be able to perform the new tasks or routines to their previous standards, especially when pay</td>
</tr>
<tr>
<td rowspan="2">Organisational</td>
<td>Group inertia</td>
<td>Even if individuals want to change their behaviour, group norms may act as a constraint.</td>
</tr>
<tr>
<td>Structural inertia</td>
<td>Organisations have built-in mechanisms to produce stability.: decision making, hierarchy, roles</td>
</tr>
</table>

Tool

Education and communication

Resistance can be reduced through communicating with employees to help them see the logic of a change.
one-on-one discussions;
memos;

Facilitation and support

Organizations undergoing change can offer a range of supportive efforts to reduce resistance, such as

- **new-skills training**.

Participation and involvement

Before a change management project, all the participants can be brought into the decision process.

Their involvement can:

- reduce resistance;

- obtain **commitment**;

Manipulation and co-optation

Manipulation refers to covert influence attempts.

Twisting facts to make them appear more attractive, withholding undesirable information, and creating false rumours to get employees to accept a change.

Co-optation (manipulation and participation).

It seeks to "buy off" the leaders of a resistance group by giving them a key role in the change decision.

Explicit and implicit coercion

Coercion is the application of direct threats or force upon the resisters.

Emergent approach to change
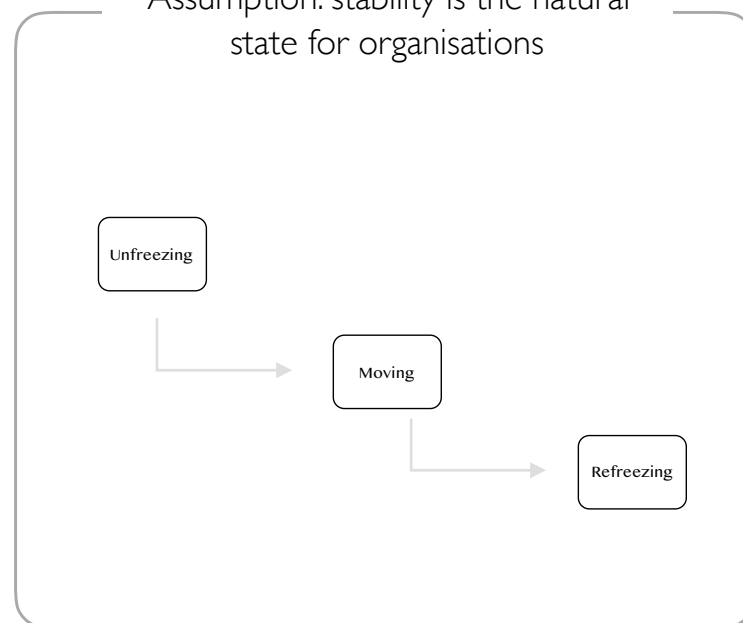
Planned model

Quaintly **linear** and **static** conception

so wildly inappropriate (?)

organizations **are never frozen**, much less refrozen, **but are fluid** entities with many' personalities'.

stages overlap and interpenetrate one another in important ways.

Processual (Emergent) approach

Complex and **dynamic** process which should not be solidified or treated as a series of linear events. ... central to the development of a processual approach is the need to incorporate an analysis of the politics of managing change.

ongoing accommodations, adaptations, and alterations that produce fundamental change without a priori intentions to do so.

People re-accomplish routines and when they deal with **contingencies**, **breakdowns**, and opportunities in everyday work. Much of this change goes unnoticed, because small alternations are lumped together as noise in otherwise uneventful inertia.

Assumption: stability is the natural state for organisations

```
Unfreezing
    ↓
  Moving
    ↓
  Refreezing
```

Assumption: turbulence and unpredictability is the natural state for organisations

self-organization, iterative, continuous learning and on-going realignment with the environment.

Control or stable structures can be counterproductive. Instability should create the ability to stay responsive according to the environment, as a compensation to reach a greater stability at the end.

Emergent change

Step 1: Establishing a sense of Urgency

Create a sense of urgency around a single **big opportunity**

Atmosphere of commitment and drive, to keep the goal visible for everyone and to align it with the overall strategic direction of the organisation.

The visibility of the possibility enables the workforce to see the "**big picture**".

It transfers the necessity to prevent risks or to take opportunities and relating the mission towards the emotion of the employees. Hierarchy driven managers need to take a step back, away from their strategic papers.

Step 2: Creating the guiding coalition

The guiding coalition **volunteers** from the existing hierarchical system from each department and from each hierarchical level.

The guiding coalition is forming the heart of the network. Everyone should have the ability to join.

The focus is placed on **diversity**.

People with diverse backgrounds and a broad range of skills, develop solutions, that employees with the same knowledge characteristics, would not be able to achieve.

All members of the volunteer army are equal.

Teamwork can be uncomfortable, but it has the ability to create incredible social dynamics.

Step3: Developing a Vision and Strategy

The vision serves as guidance for the **dual organisation**.

It will deliver an orientation basis for the volunteers.

A vision is a phrase, a simple and easy formulated future goal that is catching the attention of the employees and is understandable for everyone.

This goal should be linked to **emotions**, to create **motivation** for the workforce.

The overall vision is important to keep the implementation procedure on the right direction.

According to this direction, initiative can be selected, which are supporting the broad perspective.

Step 4: Communicating the change Vision

Communicate the vision and the strategy to create **buy-in** and attract growing volunteer army

right communication and transmission of the vision and strategy, can create a multiply effect.

motivation is created not by forcing people to **participate**, furthermore the people engage, because their colleagues are participating.

People with established relationships inside the hierarchical system and the right know-how should be included. This guarantees that the mission has a growing support inside the company.

Volunteers, who will participate in the network structure, will cut back ineffective work processes

Emergent change

Step 5: **Empowering** broad based actions

Accelerate movement towards the vision and the opportunity by ensuring that the **network** removes barriers.

Enable an uncomplicated development of solutions without bureaucratic processes between departures.

The focus is based on empowering employees to remove obstacles, created by hierarchical structures. The empowering process need to address structures, skills, system and supervisors.

HI: problems are identified at step 5(!)

For example a problem will be identified by the sales team, communicated to the network and solved by a diverse team. Such a teams could include from sales representatives to employees from the R&D department anyone throughout the organisation.

Step 6: Celebrate visible short-term wins

Success must be made visible. It will remove **scepticism** about the strategy and the new changes. Furthermore employees will be attracted in participating and sharing their knowledge. It strengthens the credibility of the Network structure, supports the decision of their creation and gives a massive boost to the volunteers.

Short-term wins deliver the impression, that the change initiatives are creating the expected results.

Short-term wins motivating across the whole organisation.

Step 7: Consolidating gains and producing more change

Never let up. Keep learning from experiences. Don't declare victory to soon: Continue to focus on the improvements. Don't loose control of the accelerators. The establishment of an on- going process is the key.
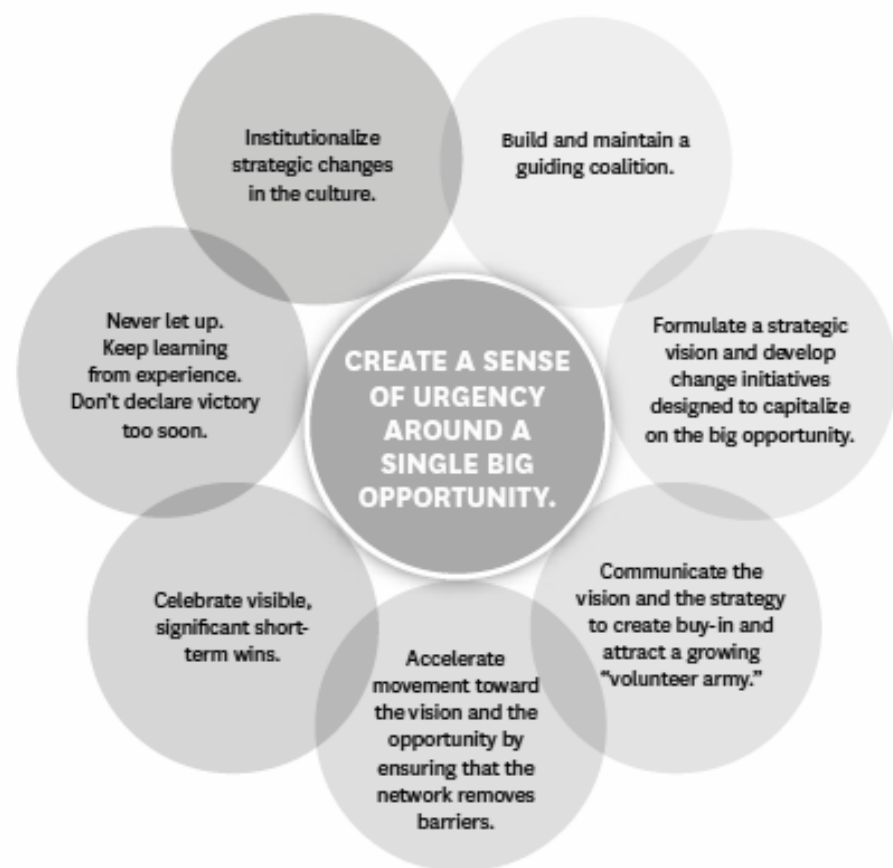
The **mentality** of constant change needs to be implemented in the organisational culture.

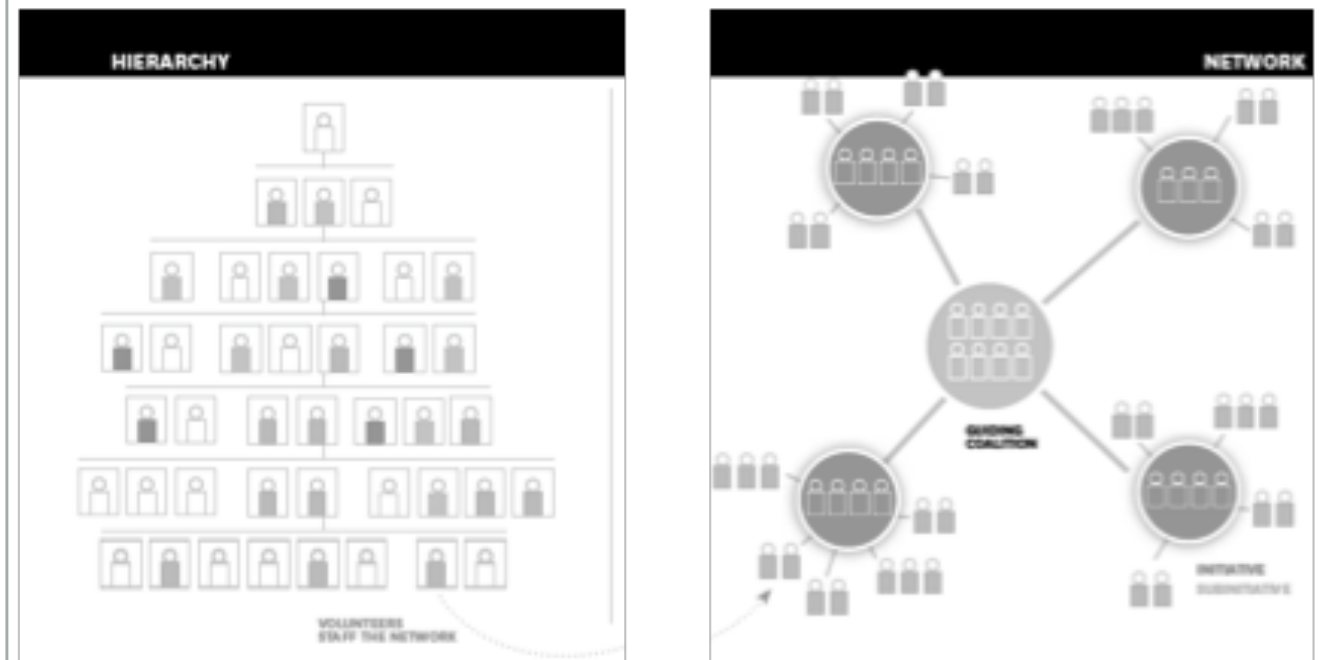## Step 8: Anchoring new approaches in the culture

Institutionalize strategic changes in the culture: Initiatives need to be implemented in the "day-to-day" working environment. Success needs to be made visible. The approaches and beliefs should be established into a certain The approaches and beliefs should be established into a certain routine.

Kotter's model

Accelerators

Institutionalize strategic changes in the culture.

Build and maintain a guiding coalition.

Never let up. Keep learning from experience. Don't declare victory too soon.

CREATE A SENSE OF URGENCY AROUND A SINGLE BIG OPPORTUNITY.

Formulate a strategic vision and develop change initiatives designed to capitalize on the big opportunity.

Celebrate visible, significant short-term wins.

Accelerate movement toward the vision and the opportunity by ensuring that the network removes barriers.

Communicate the vision and the strategy to create buy-in and attract a growing "volunteer army."

Dual Model

HIERARCHY

VOLUNTEERS STAFF THE NETWORK

NETWORK

GUIDING COALITION

INITIATIVE

Core Business

Problem solving

Innovation

Problem finding

Kotter's model

Agility

- The dual organisation serves for reaching agility and adaptability.

- The completion of one step is not any more necessary to reach the next step.

- Organisation can choose the steps according to the relevance of the context: change is more than simple planned methods with their orderly fashion of completion. Accelerators are designed to be executed parallel and so fostering the whole speed of adaptability and change.

- Through the empowerment of the employees, opportunities can be detected faster, structures are getting more dynamic, leading in a faster decision-making and implementation process.

- The dual organisation support companies in giving a contemporary management technique, demonstrating a new way to reach more agility inside an organisation.

Efficiency

- Hierarchical structure keeps up the core business reliable, including functions as production processes, budgeting activities or monitoring procedures accomplished. Network structure ensures agility and quick reactions.

- This system is build up on the assumption of balancing the chaos that can result out of loose network structure with the connection to the classical organisation.

- To ensure stability and connectivity, the network structure will be linked to every hierarchical level.

- The core business continuous to work exceptional well in combination with a grater dynamic and flexibility.

Change Management. The consultants' perspective

- The importance of Change Management for consulting projects

- The objects of change and the role of the consultants

- Planned Change and Emergent Change. The consultants'perspective

- RtC: the consultants' perspective

- Design Thinking. Introductory concepts

Course of Management Consulting