

## Managing Change Successfully

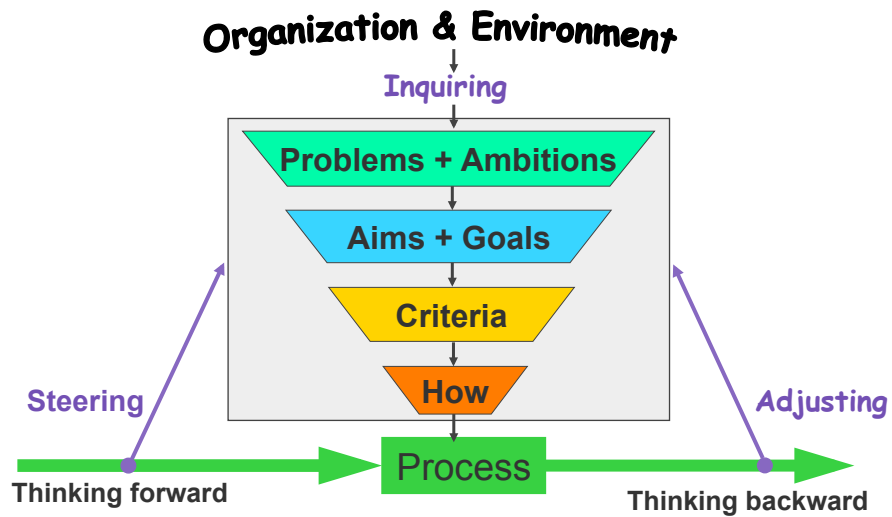


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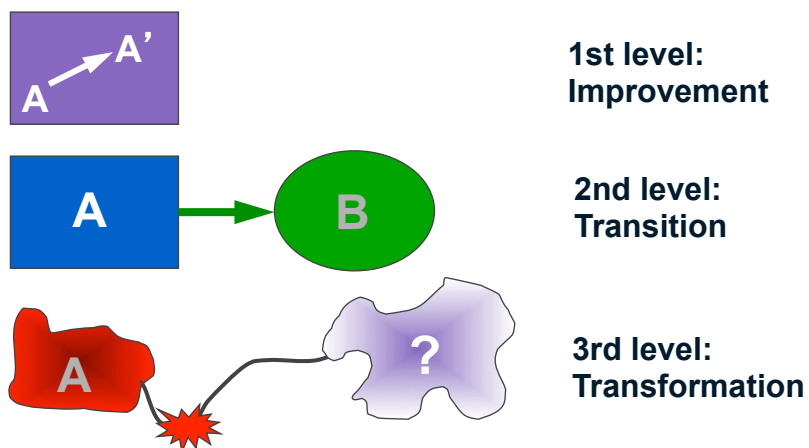
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## Managing Organizational Change



## Levels of Change



## Surviving in times of crisis



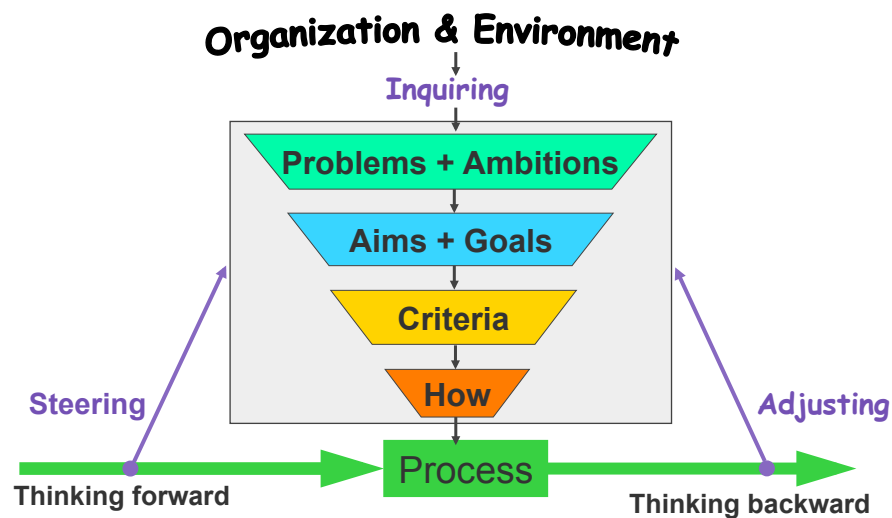
## Focus on markets and customer needs

- Good position financially and market
- Maintain and strengthen market position
- Emphasis on market needs and opportunities
- Extend and deepen market segments
- Renewal of product offerings
- Minimize poor running products
- Profiling strengths and continues innovation

## Cost conscious operating

- Improving financial position
- Targeted cost savings - cost conscious operating
- Cost savings on top and middle management
- More conscious budgeting and reducing costs
- Monitoring realizable plans
- Decentralization execution

## Managing Organizational Change



## Management Dilemmas

How are changes managed ?

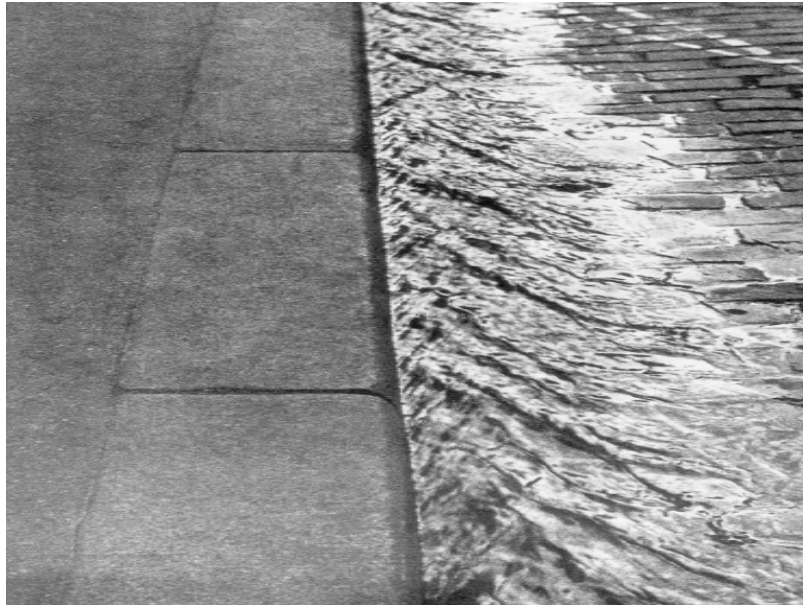
Solution-oriented	1	2	3	4	5	Problem-oriented
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Problem assumed to be known  
Formulate cut-and-dried solutions  
New design with blueprint

Joint problem formulation  
Develop solutions  
Open approach

What are the effects of this management method?

Dilemma	1	2	3	4	5	Effects
Openness approach		xxx	x	x		Problem known, fast, no creativity. No focus Too many cooks, interventions. Flexible. involvement
Participation	xx	xxxx				Much time, overrun, forgot factors, no motivation
Formalization	x	x	x	x	x	Lots of work and time, resistance. No clear approach Unclear, good outcome, smooth, much time
Iteration	x	xxx		x		Management goals, no participation, fear, not seriously resistance, frustration. Flexible continuous change
Timing	x	x		x	xx	No flexibility, hesitation, under pressure, no quality Open culture, too flexible, too late, no customer
Change org.	x	xx		x	x	Focus, know change team, not applicable Top involved, commitment, understanding, time
Process rationality		x	xx	xx		No involvement, stagnation. Political orientation/conflict Incoherency, dissappointments
Standardization	x	xxx	x			Clear outcome, uniform solutions, resistance Flexible, unclear, takes longer
Resistance	xxx	x		x		Quick, side effects, no involvement, ignorance, resistance. Unforeseen problems attacked, involvement
Openness others	x	xxx		x		No support top, relations under pressure, resistance Knowledge transfer, alignment, less uncertainty



## Designing and Developing

### Design Approach

Focus on shortcomings  
 Blue print thinking  
 Top – down  
 Solution-oriented  
 Stable end solution  
 Single linear process  
 Strict norms and planning  
 Techno-economic rationality  
 Abstract - Concrete  
 Design ↔ Implementation

### Development Approach

Focus on experiences  
 Improvements based in the organization  
 Using existing knowledge  
 Problem-oriented  
 Improving ability of change  
 Continuous and iterative process  
 Regard for abilities to change  
 Socio-political rationality  
 Concrete - Abstract  
 Smooth transitions

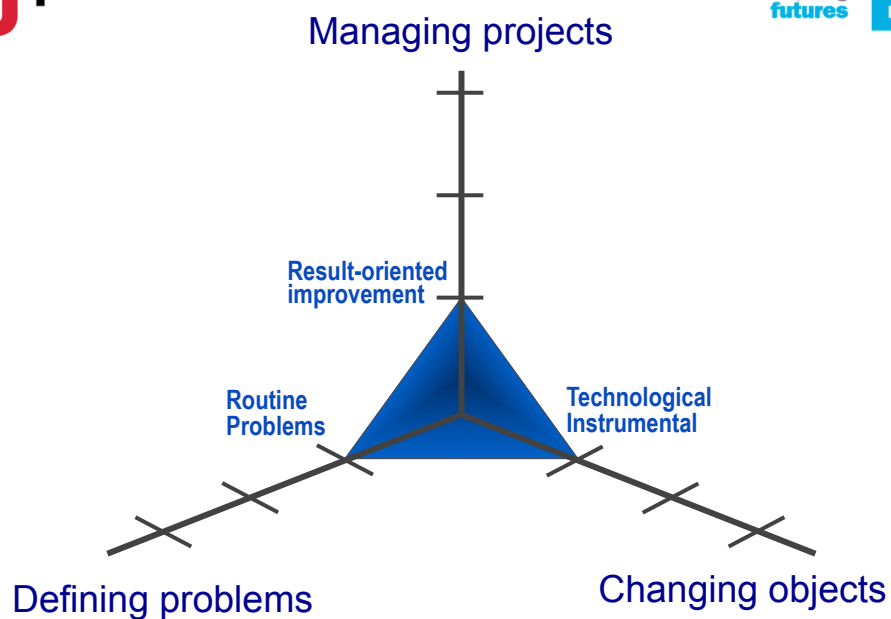
## Designing or Developing

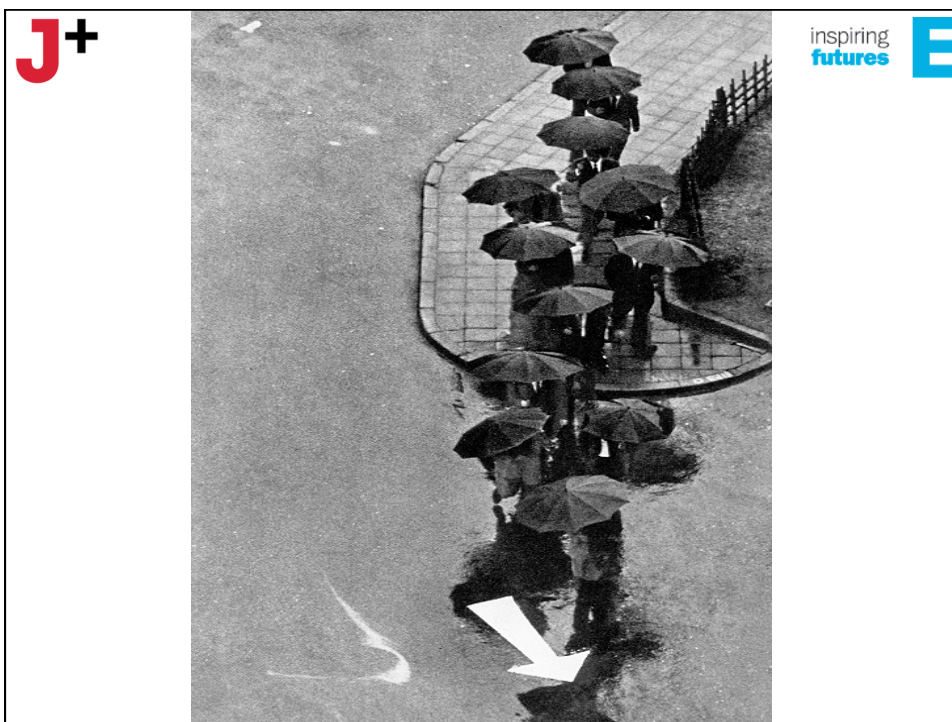
### Design Approach

Very limited time for change  
 Drastic changes required  
 Uniform large-scale implementation  
 Deliberate intention to control  
 Routine issues  
 Available knowledge not required  
 Conformity is difficult  
 Much resistance towards change  
 Poor labour relationship  
 Drastic reduction of personnel

### Development Approach

Sufficient time for change  
 No drastic changes required  
 Differentiated, small-scale implementation  
 Deliberate flexibility  
 New complex issues  
 Available knowledge vital for results  
 Conformity through participation  
 Little resistance and can be solved  
 Labour relations based on trust  
 Limited reduction of personnel





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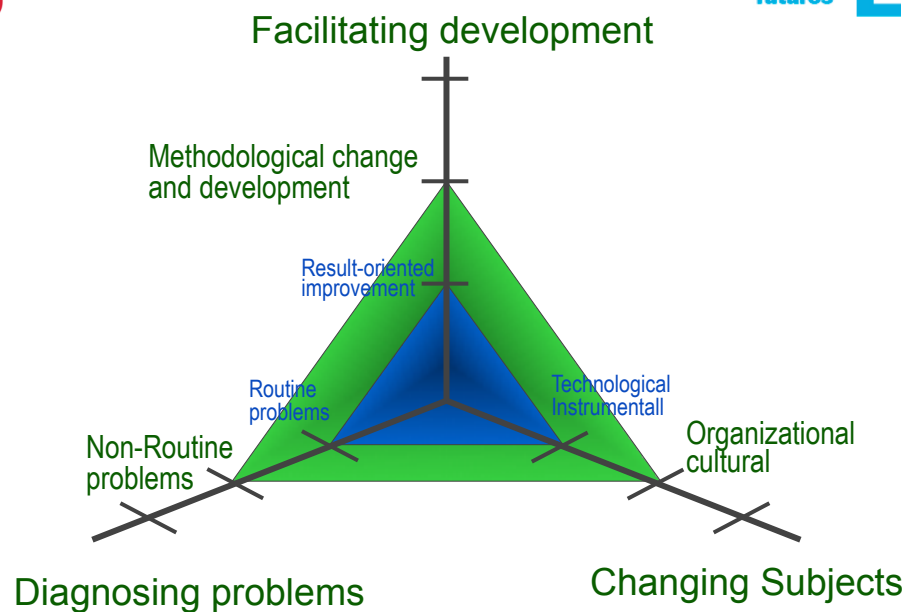
## Surviving times of crisis

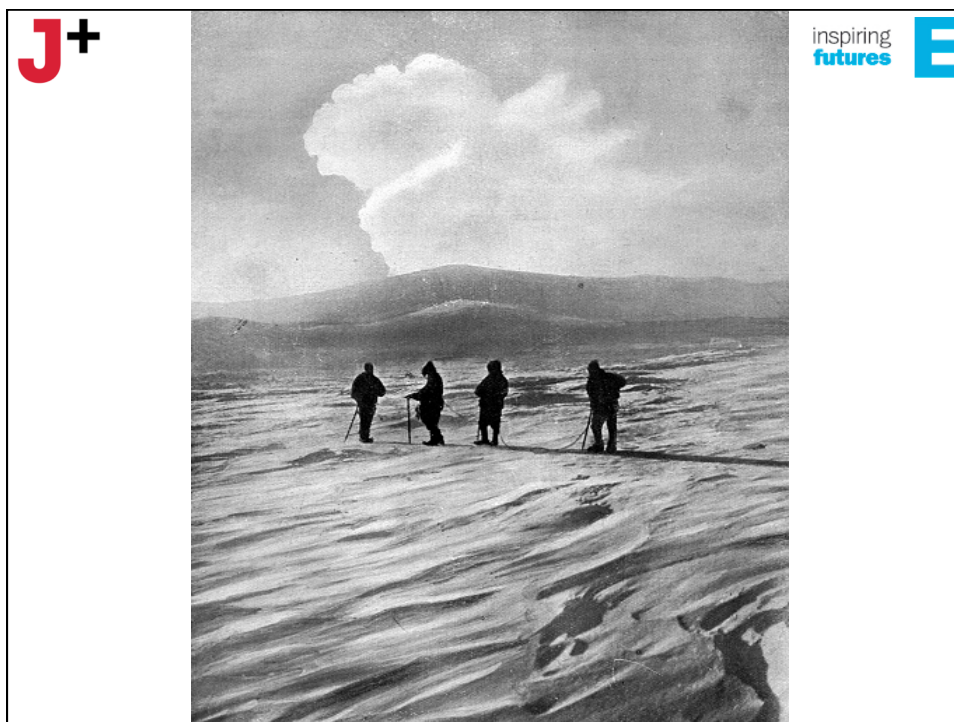
The collage features several elements: a hand holding a smartphone with a green hand icon on the screen; a man in a green KPN shirt; a map of Europe; a man in a white shirt working on a server rack; and a KPN logo with a man's face.



## Fair process

- Open and clear about context and situation
- Sense making and sharing experiences
- Not disqualifying the past – qualifying for the future
- Time and possibilities to share emotions
- Clear about steps to be taken
- Influence for people involved
- Clear decision making proces
- Final decision clear and fair
- Explicit what decision means for individuals
- Clear what is expected from specific people



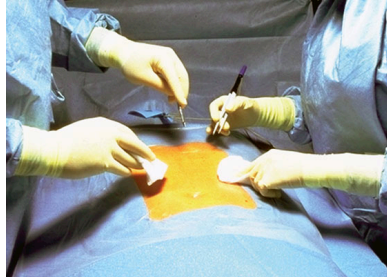




## Collaborative process

- Relations between organization and environment
- Joint values and norms: business idea
- Clarity on backgrounds and problems
- Clarity aim and approach of the change
- Insight into change processes
- Top management's role of pioneer
- Certainty about work and terms of employment
- Clear terms for directives
- Management's confidence in delegation
- Willingness to co-operate
- Experience in teamwork

## Qualifying for the future: innovation



## Qualifying for the future: innovation

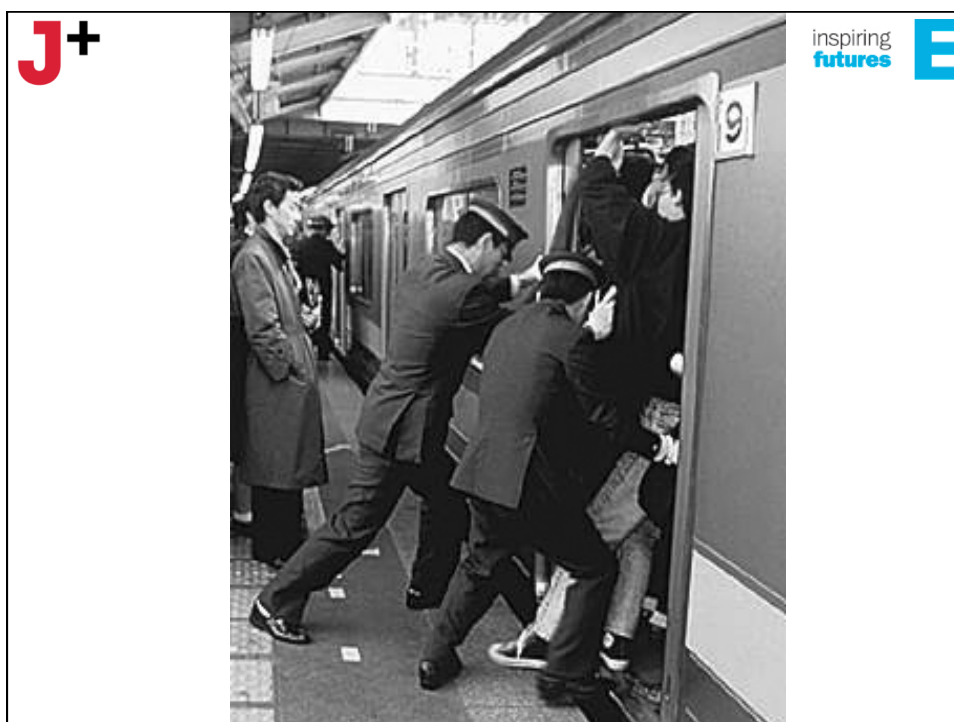
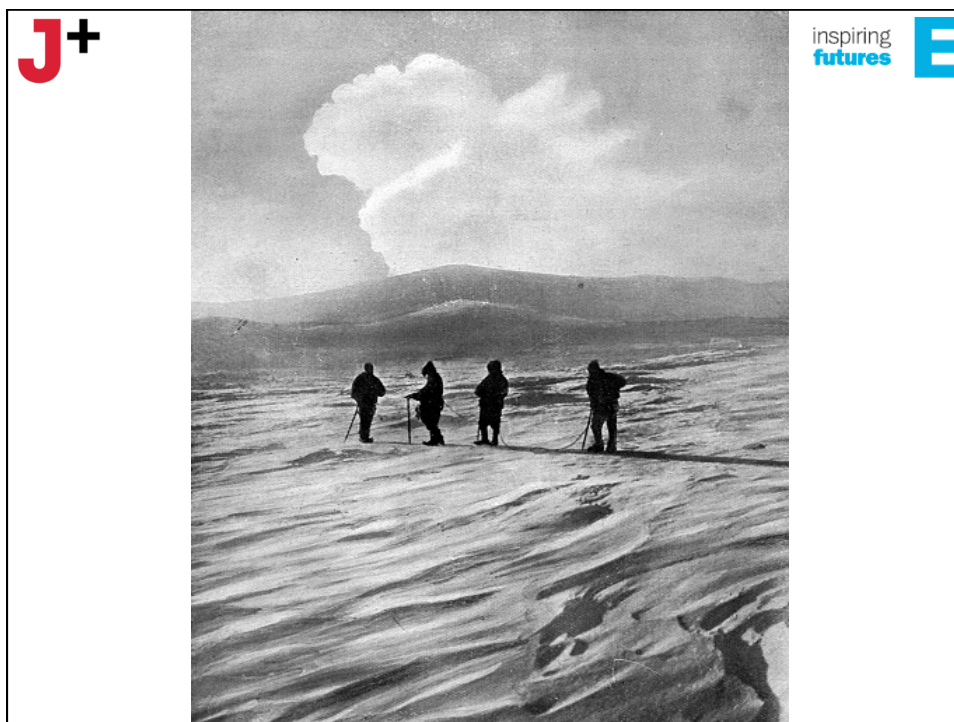


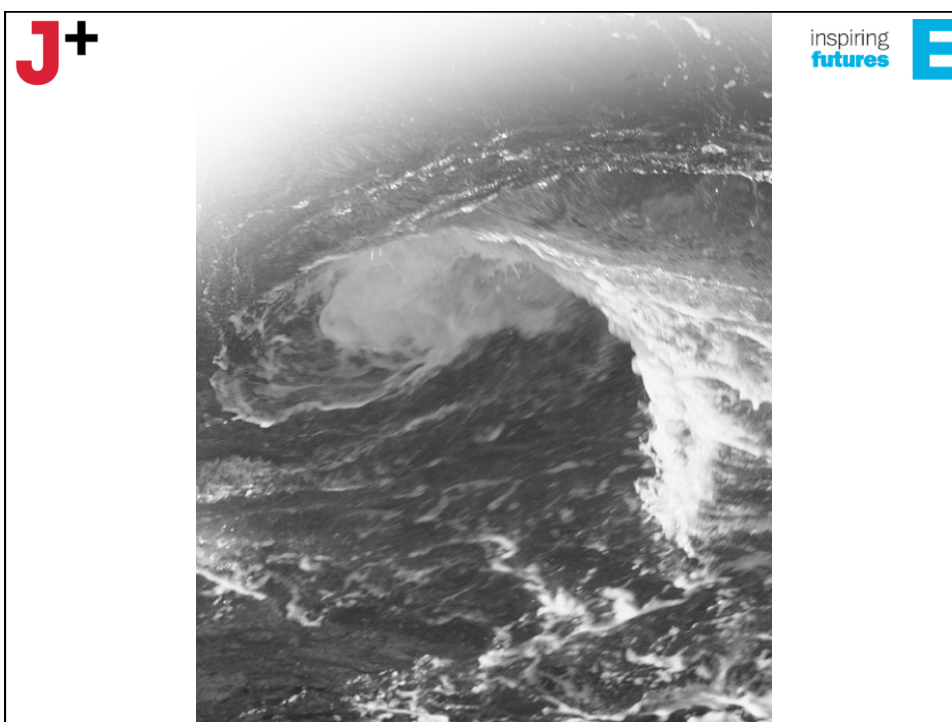
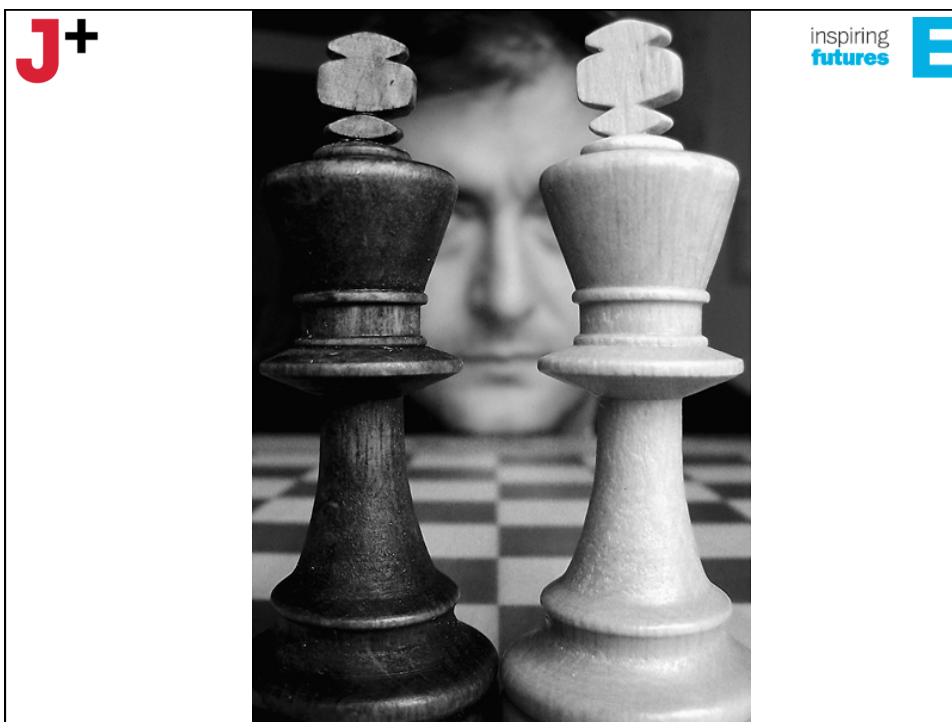
## Leading innovation

- Valuing history and distinctive competences
- Traveling through contested terrain
- Looking with an open mind (not an empty head)
- Developing networks for innovation and learning
- Utilize tensions for creativity and renewal
- Start experiments and guide transformations
- Articulate confidence in shared ambitions
- Sensitive to aspirations and anxieties of people
- Monitoring and communicating early successes
- Anchoring and up scaling results





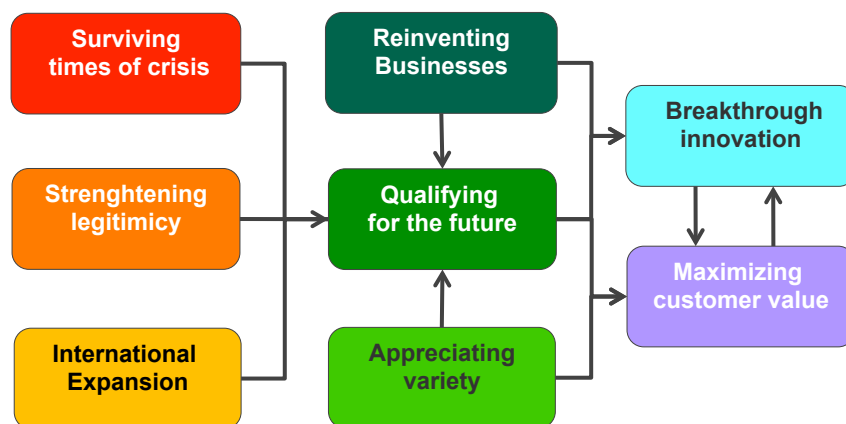




## Change strategies

					
<b>Power Strategy</b>	<b>Planned Strategy</b>	<b>Negotiating Strategy</b>	<b>Step-by-step Strategy</b>	<b>Learning strategy</b>	<b>Interactive Strategy</b>
<b>Forcing</b>	<b>Pushing</b>	<b>Exchanging</b>	<b>Developing</b>	<b>Learning</b>	<b>Discovering</b>
Steered by top Goal oriented Position power Input controllers Linear process Pressure Tell & Sell	Initiated by top Solution oriented Expert power Input consultants Linear process Persuasion Convincing	Multiple actors Result oriented Position power Different coalitions Iterative process Negotiation Compromising	Transformative Problem oriented Seductive power Input employees Iterative process Participation Guiding	Active & reflective Transition oriented Informal power Input learners Circular process Action learning Coaching	Interactive Future oriented Visioning power Collaboration Cyclic process Mutual learning Dialoguing

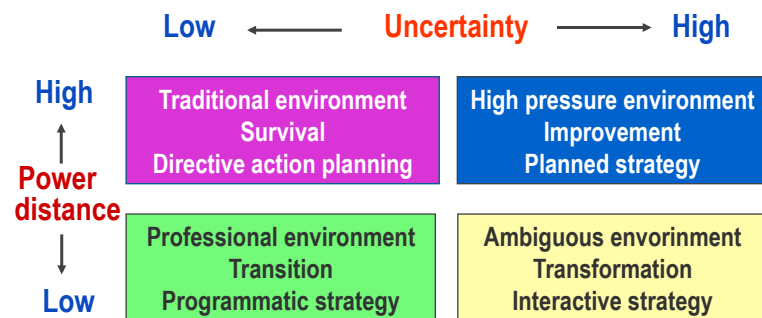
## Trajectories for change



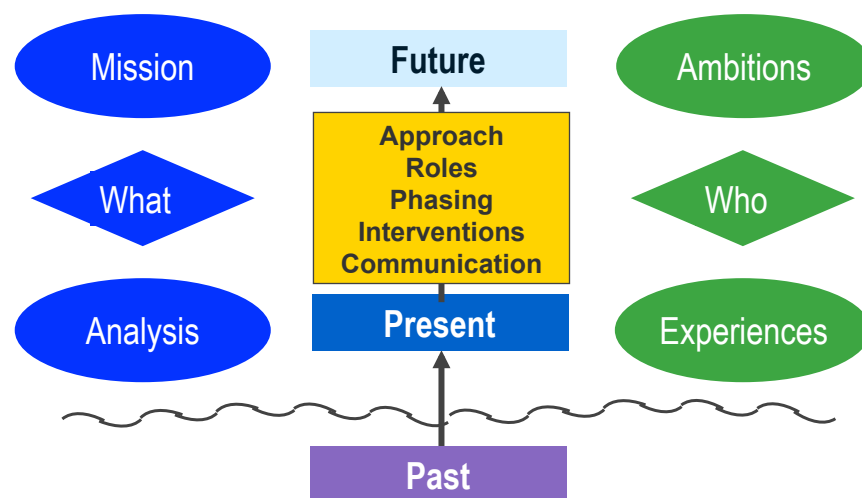


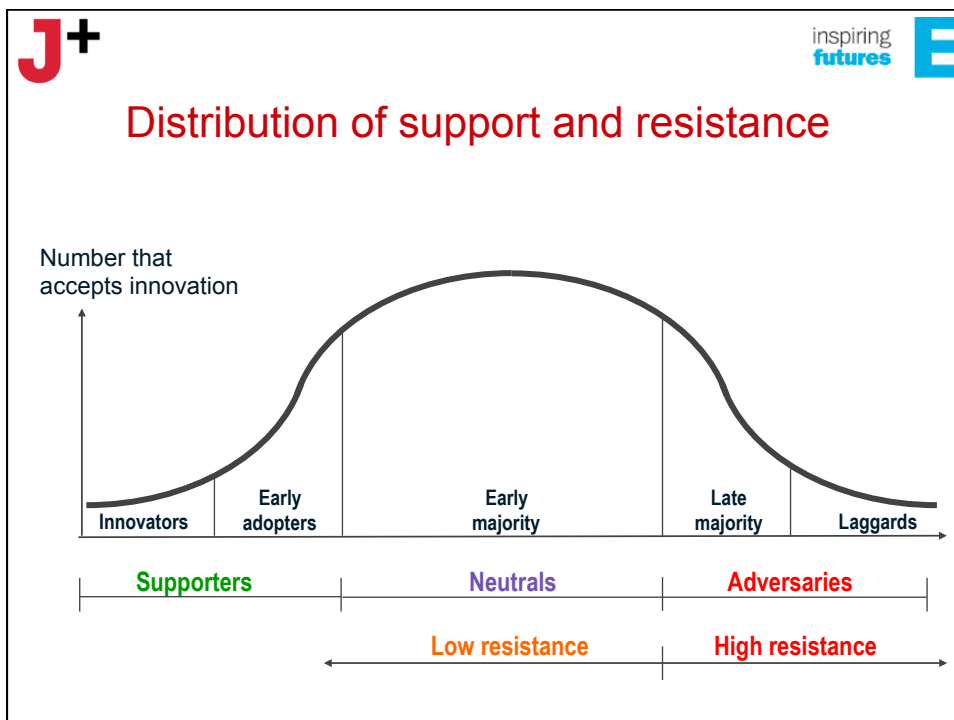
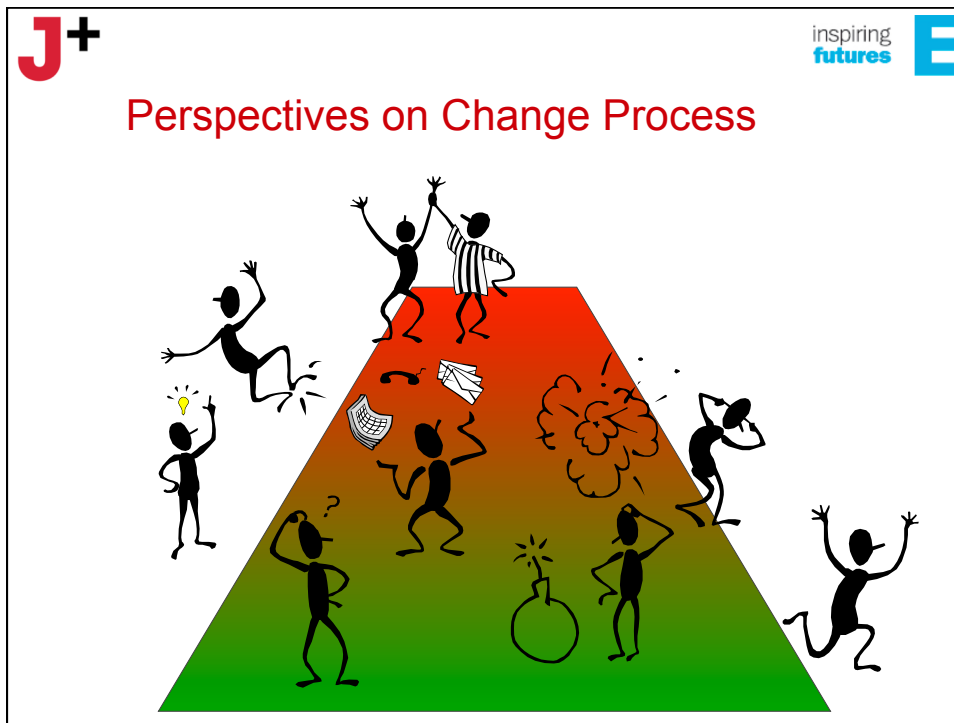
## Choosing change strategies

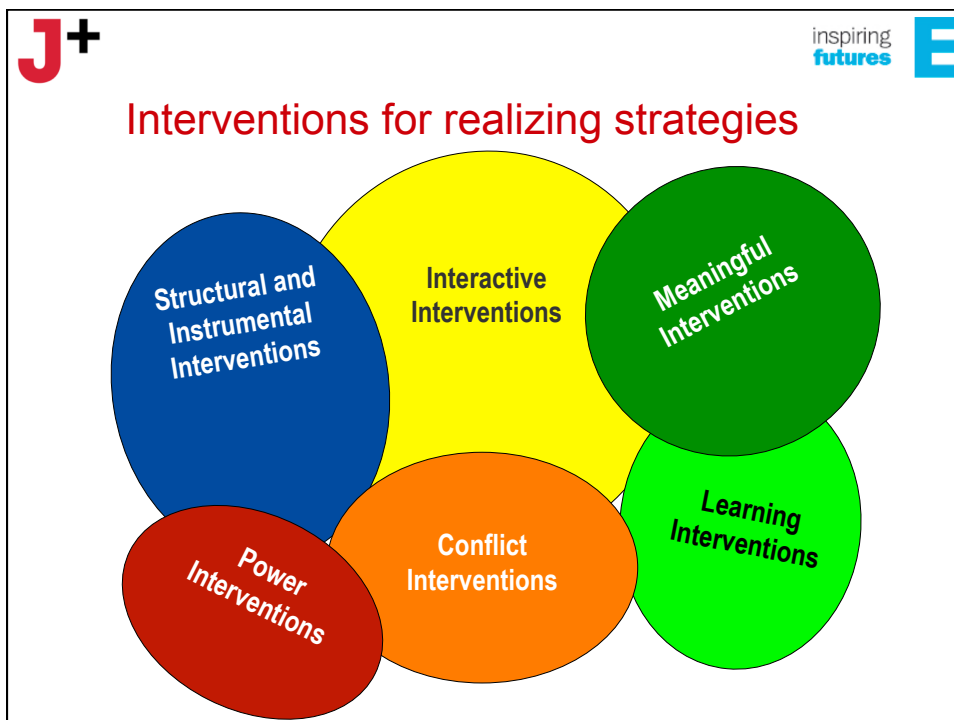
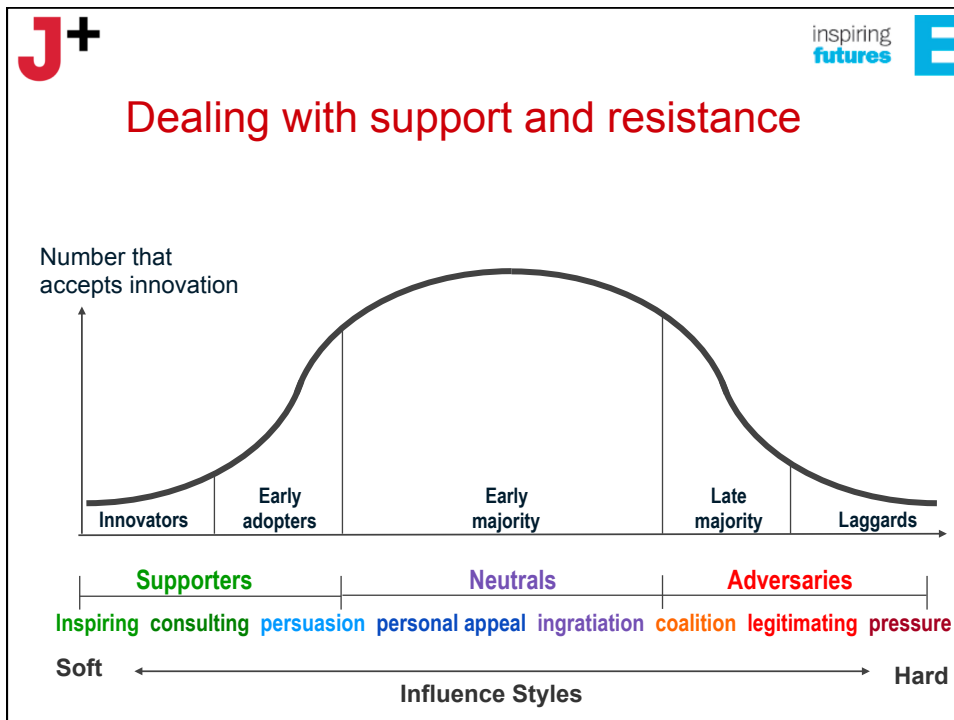
### Deliberately choosing strategies



## Designing change







## Interventions for realizing strategies

