

Why is change so difficult?

Management and employees must confront changes to a greater extent. In most organizations, there are traditional, "homemade" problems standing in the way such as the lack of willingness to integrate ("department silos"), outdated processes and procedures, lack of acceptance for change and, to an even greater degree, insufficient willingness to assume a leadership role in the process. This means that change programs soon face resistance on every level of the hierarchy. Typical reactions when plans are announced are to dispute the necessity of the change or relevance of the concrete project proposals as well as to cast doubt on the feasibility of implementation. Change management measures that simply serve to fulfill project milestones without taking into account the willingness to evolve within the organization often make the situation worse.

Common problems with this type of change management include:

- ◆ The overarching vision is not clearly formulated, so employees do not understand the motivation for change.
- ◆ A communicated vision is perceived as inconsistent or implausible.
- ◆ The affected (groups of) people cannot recognize why they are affected and what the transformation means for them ("What's in it for me?").
- ◆ Change management tools and processes are implemented for their own sake and not adapted flexibly to conditions within the company and the project.
- ◆ The fear of loss of any kind (prestige, position, prospects) outweighs expectations of the achievable benefits for the company and for its development.
- ◆ Management doesn't succeed in motivating employees or to function as role models for a demonstrable willingness to evolve.
- ◆ Change is part of a very specific project and is planned and budgeted for as part of fixed measurement criteria.

In the worst-case scenario, these issues lead to the phenomenon of "change fatigue", whereby the mere announcement of a new change project prompts reflexive rejection among those affected.

TYPICAL (NEGATIVE) REACTIONS TO THE ANNOUNCEMENT OF PLANNED CHANGES

- ◆ "It's an important issue, but I don't believe that we can implement it at our company."
- ◆ "Not another new project!"
- ◆ "Why does that need to change? It works fine as it is."
- ◆ "The project doesn't address our needs at all."
- ◆ "We have bigger things to worry about than this project."

➤ The right mix of activities, methods and tools in change coaching and change management are crucial to successful, sustainable change. ◀

Characteristics of a successful change project

Successful transformation programs make "sense" of changes for those affected by offering them answers to these basic questions: Why? Why now? Why me?

This can mean, for instance:

- ◆ Affected parties and people recognize and accept the opportunities that the change offers. The results of the transformation are recognized as "normative" and crucial, and are integrated into the execution of day-to-day processes.
- ◆ The willingness to help shape the future structure increases – both on management level and among employees.
- ◆ The change process is explained in plausible terms and is implemented consistently (end-to-end); changes in the methodology are avoided.
- ◆ The transformation is supported by coordinated information and training programs (multi-channel).

It is not so much about administering the processes as assuming a leadership role in it within the company, and establishing a broad coalition for its implementation within the organization.

This means the change manager becomes a "change coach". Change coaching deals with motivational factors for and against change among all affected groups. It combines traditional change management disciplines with participatory methods to achieve sustainable change.

A manager must not only be able to master the basic methodology for creating and implementing development programs, communications as well as training plans for the affected groups, but must also function as a coach who encourages affected parties to actively engage with the change and its implementation.

Change Processes In International Organi

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