



Wege im Change Management

Ralf Langen

19-01-2017

70 % aller Change-Initiativen scheitern

OLD NORMAL



1

Change als Projekt

- Episodisch
- Piktualismus („Punctuated Equilibrium“)
- Pläne, Programme

2

Change Leadership

- Charismatischer Führungsstil
- Top-Down
- Kaskade

3

Abbau von Barrieren im Change

- Psychologie
- Macht und Interessen
- Vertrauen und Sinn

① Change als Prozess

- Kontinuierliches Experimentieren
- Impuls und Selbststeuerung
- Emergenz

② Change als Fähigkeit

- Change-Routinen
- Lernende Organisation
- Plattformen

③ Aufbau von positiven Kräften

- Netzwerkintelligenz
- „Crowdsolving“
- Communities
- Soziale Architektur



John P. Kotter: A sense of urgency and a sense of enthusiasm is needed to engage people for a big opportunity.

- 1 Establish a sense of urgency
- 2 Create a coalition
- 3 Develop a clear vision
- 4 Share the vision
- 5 Empower people to clear obstacles
- 6 Secure short term wins
- 7 Consolidate and keep moving
- 8 Anchor the change

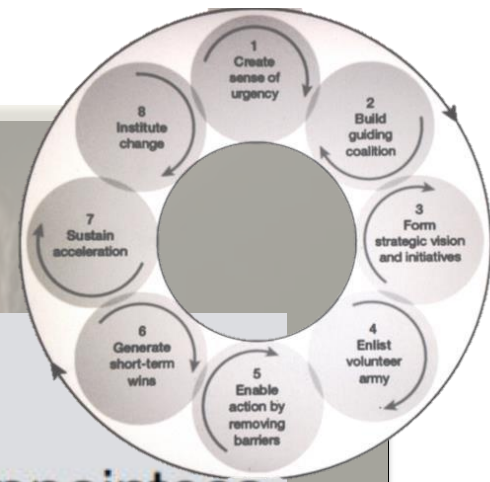
“The **8-steps-model** is still a valid and proven framework for successfully managing change in larger organizations, tested and applied by many change practitioners over the past 20 years.”

“Creating a **sense of urgency** still is the most important step to start a substantial, far-reaching change initiative – but today this urgency has to be a **sense of enthusiasm**, a very positive quest for grasping a big opportunity for an organization to make the next step in its evolution.”



Source: Langen, Ralf and John P. Kotter (2014): The Power of the Network, Zeitschrift für Organisationsentwicklung. Nr.3|2104.

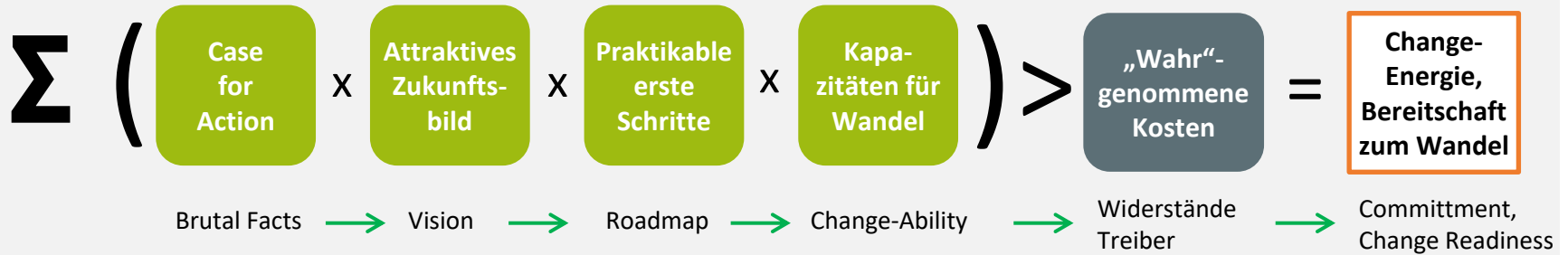
Die magische Formel: 5 Principles + 8 Accelerators



Kotter's Five Principles

1. Many change agents, not just the usual few appointees.
2. A want-to and a get-to—not just a have-to—mind-set.
3. Head and heart, not just head.
4. Much more leadership, not just more management.
5. Two systems, one organisation.

Do we have a magic formula?



**Welche Hebel haben wir
beim fundamentalen
Wandel?**

#sensemaking

1

LEVER: Safe Space

A safe SPACE for a JOINT EXPERIENCE to explore the meaning of the new culture.

Employees and team leaders experience together what the new culture asks for. They explore together how it can be translated into their context:

- What it means for us as a team
- What we want to change
- How it relates to myself and my team

Sense Making



#voice

2

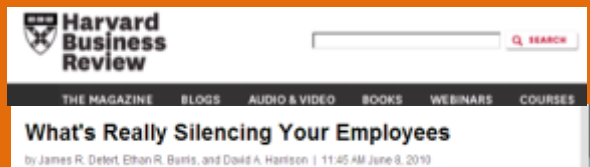
LEVER: Voice

Climate of FAIRNESS to raise VOICE and have an open dialog.

People are able to have conversations around culture topics on eye-level and are able to speak out openly about concerns:

- What I think about it
- How I will deal with the challenges presented
- How I support it

Employee Voice



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What's Really Silencing Your Employees

by James R. Detert, Ethan R. Batts, and David A. Harrison | 11:45 AM June 8, 2013

**LEADERSHIP BEHAVIOR AND EMPLOYEE VOICE:
IS THE DOOR REALLY OPEN?**

JAMES R. DETERT
Cornell University

#competition

3

LEVER: Competition

Opportunities to build positive **PSYCHOLOGICAL CAPITAL** by being part and achieving.

People have several opportunities throughout the year to strengthen their own confidence (self-efficacy) and motivation to succeed in challenging tasks:

- Winning the contest...
- Passing the test...
- Finding a solution...

Positive Psychology

Leadership Institute Faculty Publications

Leadership Institute

1-1-2007

Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction

Fred Luthans

Bruce J. Avolio

Psychological capital

- Optimism
- Resilience
- Hope
- Self-efficacy

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Sense Making

LEARNING IN ORGANIZATIONS
CATHERINE FILSTAD · GUNHILD BLAKA

Making Sense of the Organization

THE FIFTH DISCIPLINE
The Art & Practice of the Learning Organization
PETER M. SENGE

2

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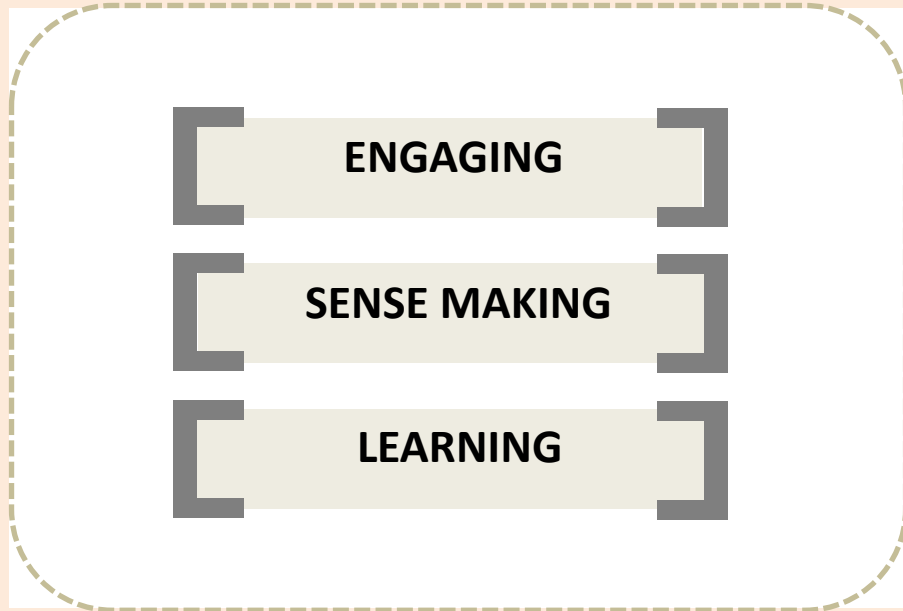
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**Oder ist Change
Management
inzwischen obsolet?**

Modell für ein agiles Change Management



BASISPROZESSE

Awareness

Be vigilant.

Be „pre-adapted“ for disruption

Design

Develop capabilities that differentiate in the marketplace

Tailor

Configure the organization’s unique capabilities and resources

Monitor

Detect error and learn from success

CHANGE ROUTINEN

Beispiele

Dual statt nur Top-Down.

① Es geht um die Verbindung zwischen Hierarchie und Netzwerk.

Plattformen statt Programme.

② Es geht um ernst gemeinte Einladungen zum Mitmachen.

Agil statt traditionell.

③ Es geht um organischen Change, der zunehmend selbstgesteuert verläuft.

Ralf Langen

cc:langen gmbh

München | Berlin

www.cc-langen.de

**Vielen
Dank!**

