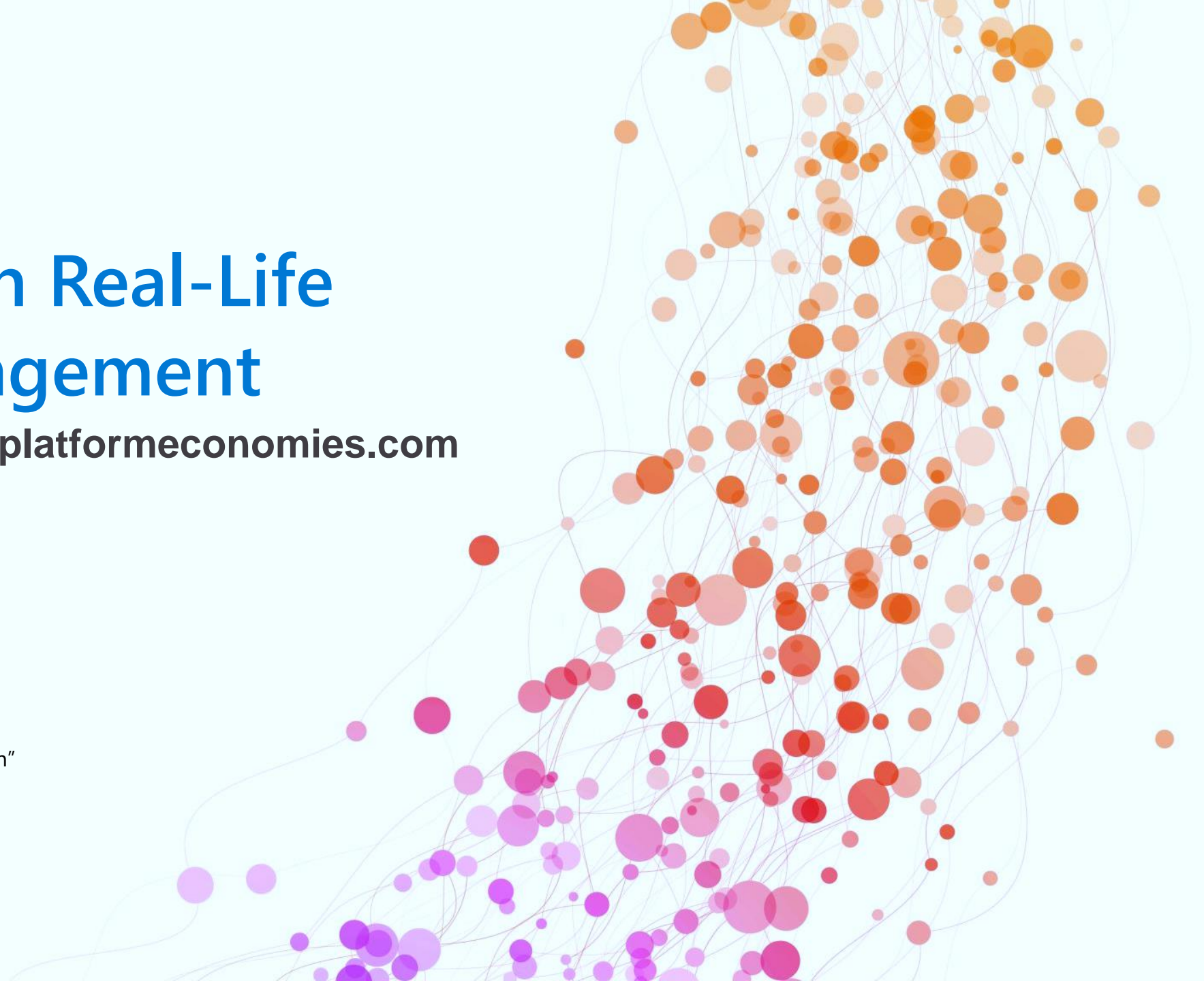


# A Hot Take On Real-Life Change Management

Mohammed Brückner @ [platformeconomies.com](https://platformeconomies.com)

Mohammed Brückner // "All views are my own"



## 70% OF ALL DIGITAL TRANSFORMATION EFFORTS FAIL



That's 900 BN \$ in hard numbers...

Not to mention Opportunity Costs.

Did we learn anything from Maslow? Lewin?  
(Apparently no, we'll find out.)

# AN OVERSIMPLIFIED / INHUMANE NOTION OF CHANGE

- ☐ Manage that system consolidation program... "Change Management" y'know ☆
- ☐ Get some architecture diagrams ⋮
- ☐ Issue tickets to XYZ to set up some new networks and stuff ⋮
- ☐ Distribute that Statement of Work to all IT folks setting things up ⋮
- ☐ Deprovision old system ⋮
- ☐ Turn on new systems ⋮
- ☐ Provision new licenses ⋮
- ☐ Report smashing success for board review ⋮
- ☐ Done & celebrate 🎉🎉 ⋮

NOT  
CHANGE  
MGMT

CHANGE  
MGMT

## Answering questions like...

How does this affect me?  
 What is my personal stake?  
 How will it work in the future?  
 Who will help me getting started?  
 What happens in the transition phase?  
 What is the plan?  
 Who will deal with design flaws or any other issues – if someone will?!

.... and answering questions like these on all ends, be it the customer/user or the partner or you or your colleagues!



## TAKE CONCERNS SERIOUSLY

Most common pushback?

“We don’t have time for this”



“We don’t have time for this”  
sometimes just means “We don’t  
have time for this”... and not “We do  
not want to”

As a Change Manager, we need  
to do our best to make sure  
they  
DO have “time for this”

- ▶ Reduce other activities
- ▶ Bring in help

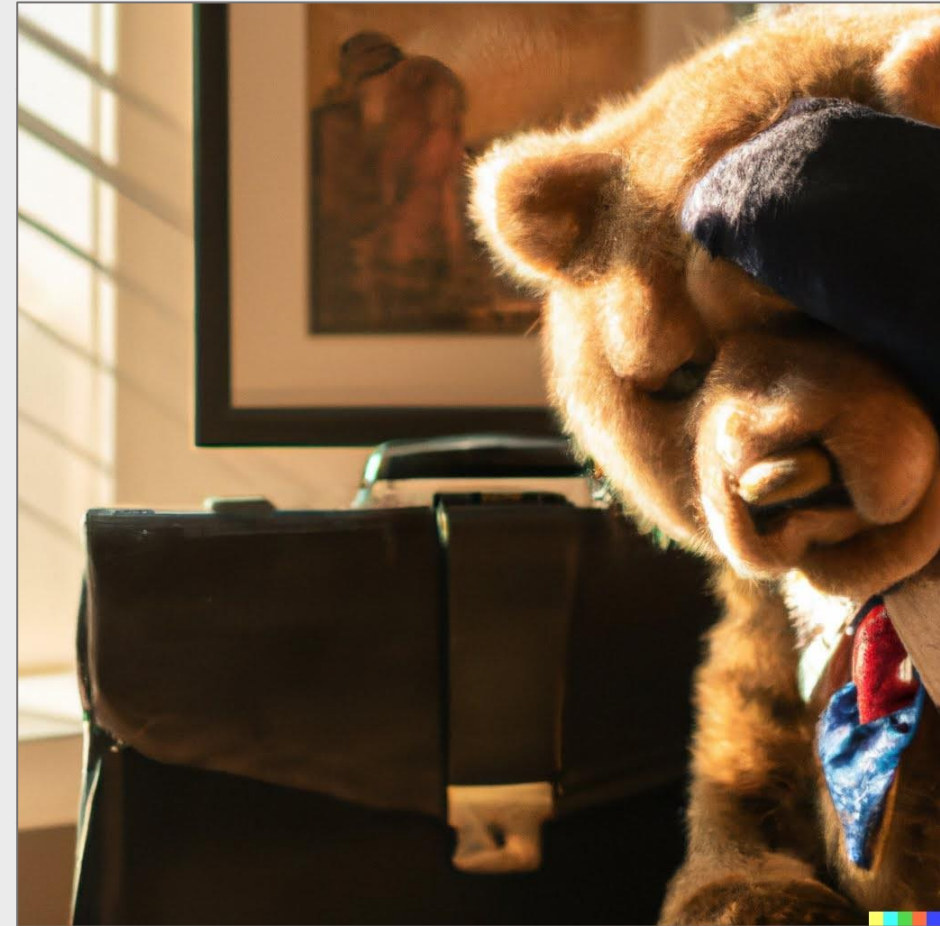
And we need to find out who really  
“Does not want to”

# The soft things are the hard things

## WE NEED TO GET TWO DIMENSIONS ALIGNED



**ORGANIZATIONAL BIAS  
FOR CHANGE**



**INDIVIDUAL BIAS  
FOR CHANGE**

## WE NEED TO GET TWO DIMENSIONS ALIGNED



### GET ALL 3 RIGHT

PROCESSES

PEOPLE

TECHNOLOGY

Great intentions  
but not supported  
by tech maturity

Poor processes  
(inconsistent or unfit)  
hindering Change

Leaving people out of  
the equation



CAUSE EXTRA  
INERTIA AND/OR  
RESISTANCE

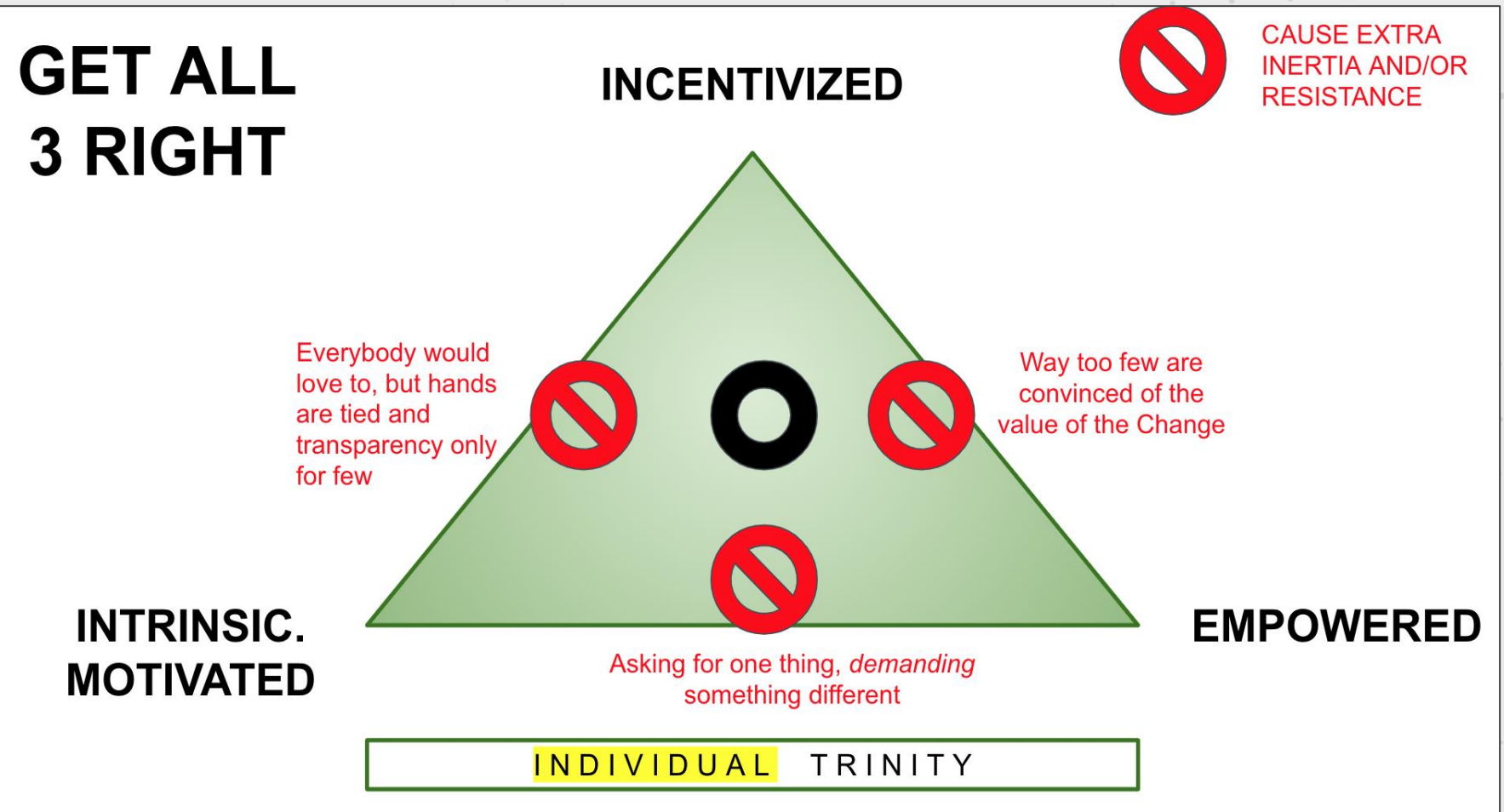
ORGANIZATIONAL TRINITY



## WE NEED TO GET TWO DIMENSIONS ALIGNED



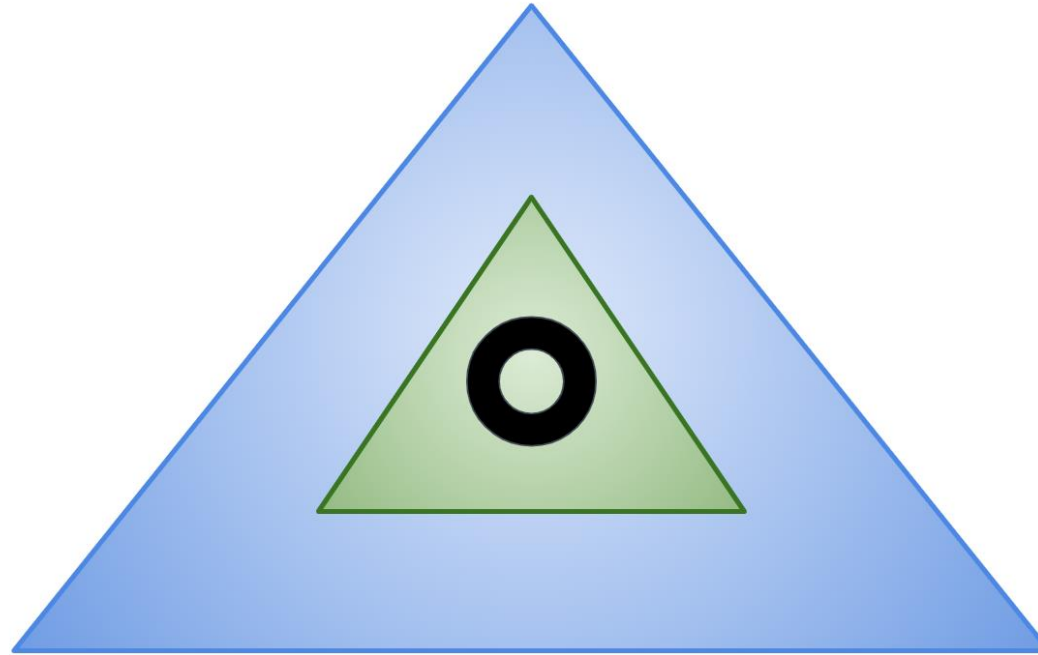
### GET ALL 3 RIGHT





IT'S THE DOUBLE BULL'S EYE WE AIM FOR

**SWEET  
SPOT  
FOR  
CHANGE**



# IT'S A JOURNEY... ALWAYS.

**ENSURE executive BUY-IN!**



You may forget about  
Stakeholders. They won't  
forget about you.



## NEVER STOP NEGOTIATING THE CHANGE AT HANDS





## WHAT CAN YOU DO?

Be empathetic

Establish a feedback culture right from start

Expect pushback

Take concerns seriously

Do not hesitate to ask for support

Communicate! There is thing like “too much”



Sources



The slides of this presentation and more  
(including the great Dalle2 pictures ;) )



70% of all investments into Digital Transformation are waste, according to Harvard Business Review. [That's 900 BN \\$ in hard numbers.](#)

Great talk about the human side of Change: <https://www.pegacom/insights/resources/customer-engagement-summit-london-2019-pegacom-keynote-heart-matter-human-side>

The way we talk about Change Management is not really hitting it: <https://hbr.org/2013/04/change-management-needs-to-cha>

How Digital Champions invest: <https://www.bcg.com/de-de/publications/2019/how-digital-champions-invest.aspx>

Why Business Capabilities restore [order to the chaos](#)