

Embracing Change Management

Life aboard the Change Express®



Name:



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The Change Express®

At times, do you feel the vibrations
of an unknown melody, playing in your head
and music to your ears?

It makes your skin crawl as you slowly become
aware

of the beauty that lies unknown.
Does that get you excited?

Does it make you want to try out something new?
Signals of change surround us, we feel them
and we sense the possibility of greatness
hidden in the unknown.

How does one tap into that music and weave it
into reality?

Enjoy change with The Change Express!

1. The Change Express® what is it all about

As a change agent you need professional tools to support you in your work. The process of change is being described from the start to the end of the change process. 72 topics are covered (spread out over eight workbooks) which you will meet during the journey.

Our approach is to support you to implement change in a structured and customized manner. 'The Change Express' will keep you as a Change Ambassador on track, from the very beginning to the 'never ending story' of continuous improvement. The key factor for the success or failure of an organization is the quality of the training used to implement and sustain change. 'Change' that will help create a socially responsible and profitable organization. With years of experience, the conclusion has reached that 'implementing change processes' requires a change in mindset and the ambition to continuously improve. These are the key elements to experience a paradigm shift. To realize transition means living the slogan: 'It's all about change.'

Workbooks for managing change

The best time for learning is in daily practice. By actually going through a particular situation, by overcoming challenges and learning what the consequences of these challenges could be, you will increase your knowledge, skills and perspective. Doing so, you can try to improve yourself and see the direct result of your actions. The same goes for the process of implementation; but the stakes (for the organization and the people in it) are too high to learn how to manage the process of implementation by simply trying things out. These workbooks will support you in learning and enjoying the process of change and achieve your goals.

These workbooks can be used in various ways:

- As a self-manager and logbook for your change efforts**

You use these workbooks thoroughly, fill in every worksheet appropriate and derive your 'to-do-lists' from these. You can keep these lists in the workbooks and also use it to note down your progress and 'key learnings'. If you use it like this, you will have a complete record of the subject discussed in the workbooks, which can be used as reference material at a later date or if and when another major organizational change becomes necessary.

- **As a reference and ‘trigger’**

In this case you use these workbooks less thoroughly, but refer to it regularly either when you get stuck or to refresh yourself on possible ways of handling issues that come up when an organizational change needs to be made. Reading through the subjects and worksheets in the workbooks will no doubt serve as a trigger or reminder of items supporting your journey.

- **In meetings as a tool to align and direct a group or team**

Aside from using this guide yourself as a trigger and bringer of awareness, you can extend this function to group or team meetings as you see fit.

- **As a combination of the above ways**

Obviously you should use these guidelines because it will assist you in handling major organizational change, manage yourself and help you structure the change in such a way that it will require the minimum of effort for a maximum return (which doesn't mean to say that little effort is required). Secondly, it will provide you, the other people participating in the change and the organization itself with a common language regarding the implementation of change.

Furthermore, it will heighten your awareness of all issues that arise before and during a change effort; on individual, team and organizational level.



2. Change Ambassadors' Role

By taking the role of a consultant, a trainer, or a coach we as the Change Ambassador guides the process of translating the vibrations of change into your company's mantra.

You create the transformation as we prepare you to not only anticipate what lies ahead but also implement the change effectively to the core of your organization. You will find yourself making choices that improve your skills in both managing and anticipating change. Our services include a professional toolkit that will give you the opportunity to continue this learning experience into the future. Life is full of music, only melodies differ.

Similarly as your organization matures and grapples with different waves of change, the knowledge/methodology that we will have transferred to you, will remain applicable. The context and aim may vary but your capacity to deal with change will not. A core part of the programme is surveys, to collate both quantitative and qualitative data, which helps set benchmarks as well as track progress. As you read our programmes, you will realize that with the necessary structure and guidance that we provide, change is both a profitable and achievable reality.

Professionalism, combined with a personal touch and a highly efficient outcome, is what we aim for. Exactly what you want? Join us in the network of Change Ambassadors.

3. Business is all about people

Business is about people. People who open their hearts and minds to change, their actions become more thorough, more creative and more relective. Isn't that what we all want? Well then, pack your bags, and join us in this journey of change where you will pick up different tools from the toolkit as you traverse through different lands. But where is the journey headed? Everybody feels attracted to a bright horizon in which different scenarios exist.

Choose, focus and decide! A clear destination can trigger people's dreams. They all want to add value to the journey before reaching the final destination. We will help you draw the roadmap, a roadmap made by your company's heart - your team. So let's start the engine and move. Both your knowledge and your change experience will prepare you as you make it happen. 'The Change Express ®' works with 7 fundamental steps. Each move will bring you closer to your goal of a profitable organization in a challenging environment. Let's start.

4. The 7-step program

Step 1: Open your heart to change

The world is a village. There is a burning need for you and your business to adapt and integrate. Left behind, you will miss the opportunities offered by the challenging, globalizing environment today.

Refresh your team; breathe life into your management style, and shift your paradigms. Introspect. Think. Act. by your side, independent, educated individuals with personal ambitions are manoeuvring your company. Stimulating and empowering these individuals to achieve their aspirations will lead to realization of mutual goals. A motivated and involved team is the road to success. Awareness of one's own actions and thoughts can be incredibly daunting.

Are you a democratic leader? Do you communicate clearly? Are you ready to face the mirror? In order to change your environment you need to understand it holistically. You will have to defeat the chaos of unwritten rules that stick in your head, take a step back, and look at your enterprise through a different pair of lenses.

Guiding you through your own progress

The first step of The Change Express® is organizing dialogues and special events in the workplace that encourage resistance. Events can range from a music session to a golf clinic or an art workshop during which everybody exchanges paradigms and personal experiences. Practice taught us that this is an invaluable step in the process of transformation.

However, an open mind is not enough. You should review the contents in your 'bag'.

Is your toolkit 'change' proof?

....'I learned through The Change Express programme that if I don't change in time, time will change me. Stepping out of my comfort zone is now part of my business approach'...

Step 2: Pack your bags

Shifting paradigms is easier said than done. Step 2 consists of integrating theoretical concepts with real-life business cases as well as applied research, analysis and experimentation with varying behavioural outcomes. By means of a collective development process, participants will enhance their knowledge of organizations and their work culture. By trying, failing, accepting, and understanding the consequences of what you do, a constructive process starts – ‘The Change Express®’ starts moving.

What and how

The ‘what’ of change is closely related to the core business of an organization. It is formalized in annual business plans and discussed in shareholder meetings. These thoroughly discussed projections, benchmarks, and targets are substantiated with budgets, new project structures, and task forces. It is meticulously documented and measured.

The ‘how’ part is usually hazier, the word ‘change’ is not often included in business plans, and rusty patterns of corporate culture therefore dominate many companies’ daily activities.

Due to extensive experience in this field, over the years, the network of Change Ambassadors has developed a methodology to measure the ‘how’ of change and the achieved progress. Implementing change is a process of dynamic interaction amongst a variety of actors including managers, staff, professionals, stake- (or share-) holders and members of social communities. Our primary focus is on the ‘how’ part, the behavioral patterns of business interactions and their meanings for the actors involved. Then, at a later stage, we integrate the ‘how’ with the ‘what’.

We guide you in this step by sharing knowledge, international experiences, and through workbooks. We assist you such that you are able to tackle problems and grasp hidden opportunities as you decide what all you need to pack. This enables you to visualize your destination.

...‘To improve my skills I’ve had to learn some things and unlearn others. That’s what we call change’....

Step 3: Visualize your destination

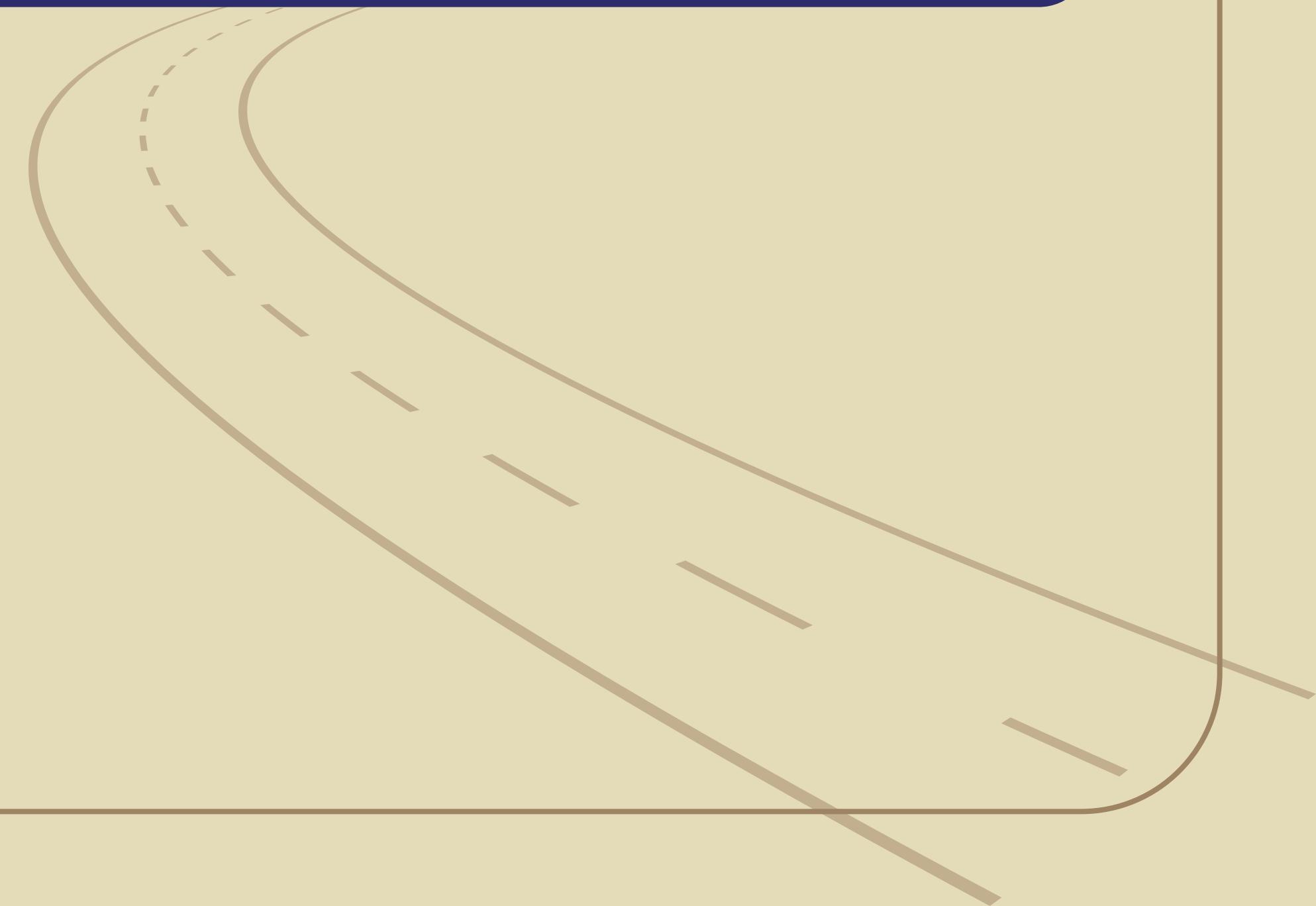
All change evolves from a need, which culminates in realization of ambitions and ideals. The need comes from one's inability to realize objectives. Together, we analyze the levels at which your company's objectives are being hindered, and then work together diligently to realize your company's full potential. Opportunities stimulate people when they feel they are within their reach. When you believe you can make your own future, you are motivated enough to carefully review and analyze your approach. You are aware of possibilities and confident of your ability to achieve the goals you set.

People will naturally sense new opportunities in an attractive future and find the direction they need to take. But the future is attractive when there is a clear goal. A vision. A destination to live for. Something that gives meaning and direction to one's job; sets people's imagination to work and mobilizes their energy.

A vision goes beyond daily restraints. To develop a vision you need courage, creativity and imagination. The vision will activate both ideas, and actions. Stated publicly or not, people need a reason for their job outside of the financial realm.

The vision can give them that reason. It will open their hearts again and they will sharpen their tools. Sharing a vision is essential to the process of transformation. It distinguishes an action-oriented organization from a reactive one.

.....'Once you know your destination, your vision, all you need to do is clearly draw out the roadmap, the process that will take you there. 'After intense dialogues, we discovered that our personal goal is linked to the organization's vision. We feel at home in the workplace'



Step 4: Draw your roadmap

We are half way there. The road map gives you directions for your journey. The ball is rolling. The map shows you the point where you are and the place you want to reach. There will be many obstacles. Roads, mountains, bridges, and rivers to cross. In other words, you may need to re-organize the organizational structure, balance resistance, re-do budgets. The game we are playing consists of removing stacles quickly, and moving forward constructively. That is the challenge of the roadmap. For successful and effective implementation of change, a neatly framed, clear vision is required. This will help develop the criteria we need to develop the roadmap.

We help create not only detailed roadmaps but also “mental maps”. If you have really opened your heart to change, optimized your “bags”, and have a clear vision then you are in the middle of the process of redrawing your mental map. You will need that for playing a new game in a new paradigm. Every roadmap will prove to be different in practice. We offer support during this critical process of transformation, as it is a fundamental step towards progress.

The following subjects may be included in a roadmap:

- Crystallising the vision
- What needs change and the starting point
- The approach to be adopted to achieve goals
- Understanding both the limiting and stimulating factors, and circumstances surrounding change
- Structuring negotiations and arranging feedback sessions
- Planning, and prioritising of program activities
- Creating performance indicators to keep you on track
- Customised planning for different parts of the organisation.
- Concrete actions and estimated interim-result.
- Who is doing what, when, why how and with whom.

Step 5: Start the engine and move

This will be illustrated with a Real-life case: study that was managed by a professional team of Change Ambassadors.

There was a merger of two organizations from the banking and financial sector, which were in deep trouble. Inadequate communication, insufficient time to adapt to the new situation, and a rushed move to a newly built headquarters led to disruption, frustration, and resistance from many employees. The organizational structure underwent massive change. Elder male employees found themselves reporting to newly brought in younger female managers. There was tremendous resistance, which delayed the process of merging substantially. This cost the company a significant amount of money.

To cite an example, the union leader, a well respected employee disagreed over a professional matter with his colleague Deepti, a mid-level manager. John, Deepti's colleague, confronted the union leader in the cafeteria one day. 'I will not accept any excuse from this man for his intimidating behaviour', said John, Deepti enjoyed John's paternal behaviour, eagerly anticipating the crowd's reaction. To her surprise, nobody moved.

The union leader approached John. 'Are you defending your colleague just to be heard, or are you protesting against the content of my discussion with Ms. Deepti?' he asked John, and continued: 'This issue is none of your business. As long as you haven't done the kind of work I have, I will not discuss these matters with you'. Deepti felt uncomfortable and left the canteen. Everybody laughed and applauded. They reconnected with their union leader and each other.

This case illustrates the lack of leadership, lack of empathy and lack of sensitivity, which brings about a vacuum that can escalate extensively and manifest itself at the mid management level. In addition to the management issue, no one acknowledged or addressed the internal cultural differences between the two institutions. This created further disruptions. These are all clear elements of an ineffective merger.

.....'Change is like driving a car; you need to understand the car, the driver, the speed and distance'.....

To resolve this crisis, we focused on mutual ambitions of the merging partners and invested in building employee self-esteem and self-respect at all levels. This helped them to overcome the problems of rivalry, and conflicts.

An intensive Change Management training with the team of ChangeAmbassadors equipped all employees with tools to address potential setbacks constructively. They were able to redefine their destinations and draw mutual roadmaps, which in turn led to a healthier atmosphere, increased motivation, and better results.

In Step 5 'Start the engine and move', we make use of creative learning tools like management games. We invite top managers and professionals to create a magazine together. The production of the magazine involves expressing their vision, writing on market needs, technological developments, and sharing aspirations and innovations.

For instance, we may ask top managers to interview their clients and stakeholders or anyone else they find inspiring. We use the process of developing a magazine as a way to enhance the participants' learning capacity and increase their productivity. Participating in a joint project gives people a feeling of belonging and they take pride in the professional contribution.



Step 6: 'Make it happen'

Change is everywhere. Worldwide, we see transformation in all sectors and at all levels. This global development shows us how closely connected we all are. But are we all in rhythm? Is it possible to have unity in diversity?

A South African national once gave us an informal invite to a musical performance in the suburbs of Johannesburg. Twelve local musicians drummed together on the streets and entertained passers by with their rhythms. We watched the band and wished we could throw ourselves in. They had already started the engine. Reading the eagerness on our faces, they invited us to come and play with them. Not knowing what to expect but sensing what to do we took a seat in the front row and listened.

We looked at the director and noticed his intense concentration and particular style of leadership. He slowly demonstrated with his body what the rhythm should be. The team translated this intuitively to the rhythm of the band. At that point, something inside us changed, we were able to switch to that paradigm and found ourselves slowly tapping the drums.

Insecure at first, but willing to surrender to the rhythm, we continued and found ourselves totally swept away.

The band members did not need to look at each other. They were so connected by their music that everyone understood, everyone was in rhythm. For a brief moment we belonged. After an hour of playing drums, we nodded; our eyes full of happy tears. They nodded back and played a farewell rhythm. Joining them, we had instinctively discovered our personal store of musical knowledge. We listened to the players and translated their musical message into our own rhythm. We made it happen. For in that moment a new cross-cultural musical paradigm existed! This can be the humbling power of surrendering to change.

After you start the engine and move forward, we guide you to remain focused on your destination. Organizations receive wake-up calls every day. Sometimes leaders are able to listen, take decisive actions, and prevent serious damage. At times, they ignore the signals, or do not perceive them in time. Sometimes they deny their validity.

Listening seriously to a wake-up call requires vision. Not everyone may be equipped to recognize these calls and that is exactly where we come in. We will help you steer the boat until such time that you find your own rhythm. You are on the move now, and steady. It is essential to manage your company's engine as well as steer it in the right direction. 'Managing' here means steering/coaching, using various tools and sharpening your skills.

We will set controls in place, which will regularly assess whether the objectives you set out with, are being met within set periods or not. We follow your road map and guide you accordingly.



Step 7 Sustain your future

Friends Having journeyed this far you must simply be able to learn how to sustain the benefits. We, as Change Ambassadors, will never leave you at crossroads. We keep in touch; train your team and update you as long as you want to be part of this global network of change. We provide platforms for you to illustrate your work, share experiences, and exchange success stories.

The eChange Express® in an Indian hospital,
How did we introduce The Change Express® model in a hospital,
train their staff intensively, and realize capacity building to sustain
their future?

Through an innovative business model, a four bed clinic expanded into a massive hospital in 35 years. Many hospitals abroad got curious and were eager to learn about this successful business model. More than 80 doctors and sisters, from all departments, were interviewed to understand their perception of the quality of interaction they had with patients.

The participants were able to express themselves and came up with many innovative and simple ideas to help improve the quality of their interaction with patients.

In order to understand the quality of their service, we conducted a survey amongst 450 patients in one week. We needed help from the employees, so we conducted a train-the-trainer session with a team of doctors, HR managers and coordinators. The training consisted of interviewing techniques, conversational skills and the art of collecting and analyzing data. During the data collection period, the team immersed itself into the patients' minds to understand their perception of quality improvement. As a result, they were able to perceive the patients as a whole, as humans with emotions instead of just a patient requiring eye treatment. This team continues to use the tools given to them and is able to sustain its efforts even now. They still apply what they learnt, and continue to conduct surveys, and research themselves with the endeavor to improve the service provided by the hospital. As a result, they are always a step ahead of their competition. This is how we facilitated them in the art of packing their bags.

The hospital's destination is elimination of needless blindness across the globe through expansion. They are now training other client-hospitals in their business model; thereby inching closer to their destination.

What is enabling them are the tools they were provided and the technique they were taught of how to pack what you need, having a clear vision and never losing focus of the destination.

Our research and experiences show that people are able to learn the basic principles of managing change. With our empirical knowledge and the toolkit, The Change Express® offers pragmatic exercises. Our clients have embraced change and are living examples of the fact that each person can tap into their unlimited reservoir of melodies. Each has the potential and by continuously tapping into that reservoir, they can sustain their future.

Are you ready for The Change Express®?



5. The 7-step program

Think of an example and describe your 7 step journey, keep in mind your change management experiences.



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