

# MAKING CHANGE

SYNNECT ▲ 2001



# MAKING CHANGE

**Ein Begleitheft  
A Booklet**

*Creativity is allowing oneself to make mistakes.  
Art is knowing which ones to keep.*  
**Scott Adams**

## **MAKING CHANGE**

Jede Veränderung wird neu erfunden. An ihrem Anfang stehen Träume, Hoffnungen, Ängste und immer auch der kreative Augenblick, der verspricht, fast alles neu und besser machen zu können. Und im selben Moment kommt der Zweifel, ob denn nicht das, was ist, bereits das Bessere gewesen ist und das Klugheit verlangt, es zu erhalten.

Hier spätestens kommt eine der wichtigen Eigenschaften von Leadership zum Tragen, so der Mut, die Veränderung konsequent zu wagen und andere zu ermutigen, den Weg mitzugehen. Change wird selten erfolgreich sein, wenn diese Eigenschaften der Führenden nicht wirksam werden. So wird Veränderung inhaltlich immer neu erfunden und doch gibt es Stationen, die stets wiederkehren, gibt es Schritte, die jeder Change Prozeß tun muß, wenn er sein Ziel erreichen will.

Wir haben zwölf Stationen definiert, die ein erfolgreicher Change Prozeß durchlaufen sollte. Zwölf Stationen, die von den ‚Ownern‘ der Veränderung gestaltet werden müssen.

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## MAKING CHANGE

Every change is a new invention. At its beginning, there are dreams, hopes, fears as well as always that moment of creativity with its promises of renewal and improvement of nearly everything. At that same moment, there come the doubts – wasn't that which already existed already better, and doesn't wisdom dictate to keep it like that?

At the very latest, this is the point where one of the most important leadership qualities is called upon: The courage to consistently dare to take on the change and to encourage others to come along on that way. Change will rarely be a success if these qualities of the leaders are not effectively brought to the fore. Thus, while the contents of change are constantly being re-invented, there are still stages that are there every time, steps that need to be completed in every process of change if it is to reach its goal.

We have defined twelve stages, which a successful process of change needs to complete. These twelve stages need to be shaped by the "owners" of the change themselves.

Es ist Zufall, daß die Zahl der Stationen die Monate eines Jahres zählen. Es ist kein Zufall, daß wie im Jahreslauf die letzte Station in die erste zurückläuft und es ein neues Beginnen gibt. Veränderung hört nicht mehr auf, Change Management ist zur Standardaufgabe geworden. Mit unserem Leporello möchten wir Sie durch das Jahr begleiten und zugleich durch die Veränderungen, die Sie in nächster Zukunft gestalten wollen.

Dieses Heftchen soll die Stationen der Veränderung etwas genauer beschreiben und Ihnen Anregung geben zu tun, was eine Veränderung von Ihnen fordert. Und während Sie gestalten, werden Sie die Fehler machen, die Ihren Prozeß vor allen anderen auszeichnen und in denen Sie Schritte zum Erfolg finden werden, an die wir nicht gedacht haben.

Ihr  
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It is a coincidence, that the number of stages is the same as those of months in a year. It is not a coincidence, however, that just like in the course of a year, the last stage returns back to the first and a new beginning comes around. Change doesn't stop; change management has become an every-day task. We would like to offer this reader on change to accompany you through the year and through the changes you would like to shape in the near future.

This booklet is designed to describe the stations of change a little more closely and to give you an incentive to do what change demands of you. While you shape, you will be making those mistakes that will set your process aside from all the others and which will allow you to find the steps that lead you to success – steps we had not thought of ourselves.

Your,  
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# SUCCESSFULL CHANGE NEEDS LEADERSHIP

## CREATE LEADERSHIP

Hire, promote and develop people who are  
capable of true leadership  
Dismiss people you don't trust  
Think about yourself

# SUCCESSFUL CHANGE NEEDS A SENSE OF URGENCY

## ESTABLISH A SENSE OF URGENCY

- Examine the actual or potential problems of the company aggressively
- Discuss the problems or the approaching crisis extensively throughout the company.
- Identify challenging major opportunities.

# SUCCESSFUL CHANGE NEEDS A GUIDING COALITION

## CREATE A GUIDING COALITION

- Find people who support your ideas.
- Take your time to convince your peers,  
that change is needed now.
- Meet outside of the formal hierarchy,  
formal boards and meetings.
- Develop teamwork at the top of your company.

# SUCCESSFUL CHANGE NEEDS AN ATTRACTING VISION

## CREATE A VISION

- Clarify the direction in which the company will move.
- Involve people at different levels and of different functions in creating the vision.
- Allow yourself and others to dream, before reducing the vision to the more attainable goals.
- Make your vision comprehensible.

# SUCCESSFUL CHANGE NEEDS CREDIBLE COMMUNICATION ABOUT THE VISION OF CHANGE

## LET THE PEOPLE TALK ABOUT THE NEW VISION

Communication comes in words  
and deeds – establish trust.

Use new ways and new media to communicate the vision.

Change the management education programs.

Think about people who's behaviour undermine  
the mission of change.

# SUCCESSFUL CHANGE NEEDS FOCUS ON THE STRENGTHS OF THE COMPANY

## **APPRAISE THE COMPETENCIES OF YOUR COMPANY AND YOUR PEOPLE**

Take a look at what you want to keep.

Praise it.

Communicate about it.

Use it.

# SUCCESSFUL CHANGE NEEDS NEW MENTAL MODELS

## **INVENT AND DISCUSS MENTAL MODELS**

- Get to know how your people think and act.
- Make them aware of the ways they think and act.
- Offer them new ways.
- Present new role models.
- Encourage non-traditional ideas, activities and actions.

# SUCCESSFULL CHANGE NEEDS EMPOWERMENT

## EMPOWER OTHERS TO ACT

- Invite people to participate.
- Explicitly recognize people who act according to the vision.
- Make the spectators become actors.
- Get rid of the opponents of change.

# SUCCESSFUL CHANGE NEEDS QUICK WINS

## PLAN FOR IMMEDIATE IMPROVEMENTS

- Look out for opportunities.
- Force people to work at short term gains.
- Make wins visible.
- Reward people who realized them.
- Invite others to follow their example.

# SUCCESSFUL CHANGE NEEDS COMMUNITIES

## GIVE PEOPLE THE OPPORTUNITY TO BUILD NETWORKS

- Create meeting points.
- Develop shared values to give a framework to discussions about the future.
- Give communities a room of their own.
- Visit communities and talk to them.

# SUCCESSFUL CHANGE NEEDS ACCELERATION

## EXTEND CHANGE TO ALL FUNCTIONS AND PROCESSES

Stay determined.

Stay responsible.

Reinvigorate the change process with  
new projects and new ideas.

Bring change to all functions, processes and structures  
that don't fit into the transforming company.

# SUCCESSFUL CHANGE NEEDS A REEXAMINED VISION

## REVIEW YOUR VISION

Ask yourself how the change is working.

Ask the people.

Examine the connection between the changes  
and the companies success.

Think of what kind of behaviour was essential for success.

Change the change.

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