

Change Management Event

Allegra Consulting
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Change
Management
in Europe

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Outline



Focus for today's session:

3 key learning/differences from
Change Management, European
style

- Relationships and communication
- Thinking styles
- The length of your view

Key actions/things that worked for me

Conclusions

Introduction



- Comparisons and Observations

Introduction



- Nothing new under the sun – no need to hurry

v

- What's next, what's new?

Relationships & Communication



- Collectivism v Individualism
- = moving together or not at all
- = Building relationships and communication early

Thinking styles



- Linear v Circular
- Measurements, tasks & tools v conversations, relationships, time
- Looking good on paper v complex reality on the ground

3. The length of your view



- Long term v Short term
- Backward looking v forward looking
- Patience & tenacity v immediate results & action

In summary

1. *Focus on relationships and communication as the most important part of change management or at least as important as the metrics, budget, and business case*
2. *Use different ways of thinking rather than only linear thinking and tools*
3. *Have a long term view*

How do we do that??



Models & Actions – What worked



- Relating and communicating with the humans in your change process
- The amount of change = $D \times P \times M$
>costs
- Transition Management

Using non linear methods



- Collective thinking forums and meetings
- Use of participatory dialogue tools
- Specific actions for transition management

Planning and creating space for the unknown



- Helps with long term thinking/view
- Boundary events

Summary



3 key learning/differences from Change Management, European style

- Relationships and communication
- Thinking styles
- The length of your view

3 key actions/things that worked for me

- Relating and communicating with the humans in your change process
- Using non linear thinking methods
- Creating plans with space for the unknown

Thank you



References & Resources

- Hofstede, Cultures & Organisations
- Beer, Leading Change
- Hamel, The end of Progress
- Kudray, Global Trends in Managing Change
- Bridges & Mitchell, Leading Transition
- Isaacs, Dialogue and the art of thinking together
- Spencer, Winning through participation
- Bens, Facilitating with Ease
- Institute of Cultural Affairs
- Kotter's 8 steps to change