



Creating Change



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Designing change self-reliantly has become a decisive competitive advantage. Increasingly short change cycles with unclear causes and drivers have already made the task of designing change more complex for organizations. In future, executives will have to take charge of change projects in addition to performing their actual supervisory tasks. For **changers**, key players and affected persons the ongoing importance of acquiring up-to-date **know-how**, transferring models and concepts to practice and assessing their suitability for daily use must not be underestimated.

Based on actual practice, and with a focus on actual experiences, we want to support you by providing you with time-tested tools employed by us. This brochure sums up the currently used concepts according to Lewin, Kotter and Streich chronologically. On the basis of Kurt Lewin's approach we want to present the key good practices in three phases "To start with« **(unfreeze)** – »Leaving the comfort zone« **(move)** – »New standards« **(refreeze)**).

This simple 3-phase model forms the foundation for the change curve according to Richard K. Streich and the 8 steps developed by and John P. Kotter.

Totally in keeping with our slogan, **enabling for change**, you will find important tips on how you can help people who are involved in change phases to release energy and find the motivation needed to implement new behavior patterns. We place special value on the phase of change (»move«), which is actually the hard part, and we have integrated the **Change Wheel** according to Rosabeth Moss-Kanter here, presenting it in the form of an excursus and a checklist.

As consultants and process facilitators we work using systemic methods. To promote communication, cooperation and trust as well as self-reliant problem-solving strategies, we design and facilitate change management with the goal of helping our clients achieve more stability and success.

Cordially,



Ralf Messbacher

How are change processes executed?

First I would like to take a look at the process of change. The change curve according to R.K. Streich is very helpful here. The stations shock – denial – anger – cognitive and emotional acceptance – giving it a try – insight and integration show the whole drama of the transition from the old to the new. In order to structure this process better, it is advisable to divide it up even further, as Kurt Lewin does in his approach.

1. To begin with (unfreeze/ thaw)

The onset of an incisive change often elicits shock. The status quo is threatened. It is comparable to news of a separation or the death of a person one is close to. The spectrum ranges from hardly perceptible surprise to utter paralysis. At the organizational level the reaction is sometimes also silence and stagnation. The first shock is often followed by denial in the sense of »this can't be true!« Paralysis is replaced by negative energy and brooding. The energy is used to search for ways of escaping and raising counter-arguments. In the third phase, anger can even take the form of open resistance and frustration management. At this point, strong emotions sometimes erupt. All three reaction patterns – shock, denial and anger – sometimes follow each other in quick succession.

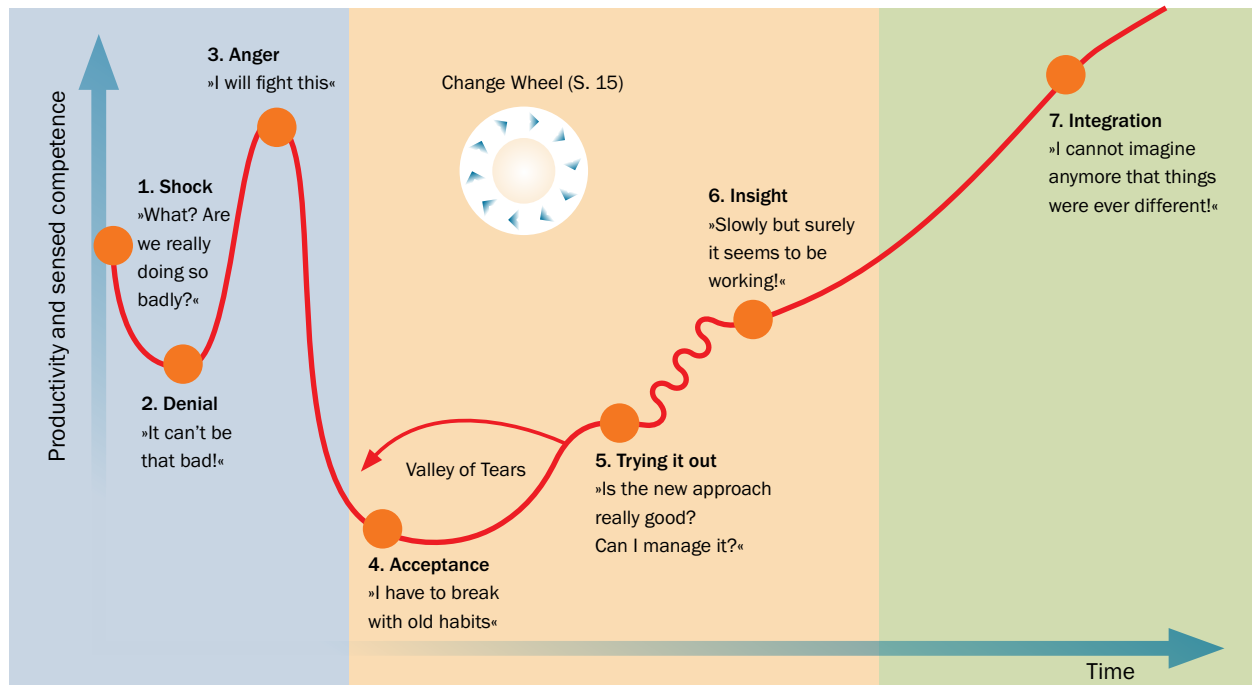
2. Leaving the comfort zone (move/ change)

After initial cognitive acceptance comes gradual emotional acceptance. On the individual level, the person's estimation of his own capabilities is at its lowest and insecurity reaches a maximum level. At the organizational level, this would equate with an all-time low of production. The new reality is accepted. The willingness to relinquish old habits has grown but as yet there is no conception of where things should go from here. Many questions remain unresolved. In this phase, organizations introduce new practices and behavior patterns. The task is to learn and overcome obstacles. Trying out new things has absolute priority. Now a new strategy is implemented. In this phase, new insights are gained. Success in unknown territory confirms the new behavior. This phase is also referred to as the »Valley of Tears«. Relapses during the learning process and a lack of assistance can bring those involved or entire organizations back to a low point repeatedly for quite long periods of time.

3. New standards (refreeze/ stabilize)

Successful behavior patterns are integrated into one's own repertoire. Trial and error decreases. During the phase of integration, new convictions and standards establish themselves. Change is completed.

Phases of individual and organizational change processes according to Streich



Unfreeze
Initiate



Move
Change



Refreeze
Stabilize



Overview: how can those affected be supported?

Our three-phase model can be supplemented by the »8 Phases of Transformation« by J.P. Kotter. In our view, these 8 phases are particularly important at the beginning of change processes.

1. To start with: unfreeze – initiate

In order to cushion the blow of initial emotions like shock, denial and anger it is particularly important to communicate the benefit of change. Priority must be given to information. It is a question of demonstrating the new challenges, raising awareness for the current state, making the necessity for change clear and motivating the change process.

In this phase, it is important to integrate all of those affected into the change process. As long as initial defense responses fail to be overcome, there is no way of dealing with change constructively.

>> Create awareness for the urgency >> create a powerful leadership coalition >> Develop a vision and a measurable strategy >> Communicate the vision and the strategy (Kotter 1–4).

2. Leaving the comfort zone: move – change

Now the task is to promote gradually increasing cognitive and emotional acceptance through close communication and direct and genuine dialogue. The time has come to part with acquired privileges. New

challenges must be rehearsed through goal-oriented training. Trying out new things, recognition and confirmation are important aspects of helping individuals reach the point of gaining new insights.

The task is to define the target state, to develop a strategy for constantly moving from the current state to the target state and to introduce concrete measures for implementing change. In cases of resistance, it is important for individuals to recognize the benefits of change and integrate them into the process. This is the phase of maximum frustration and uncertainty. Top priority must be given to building trust.

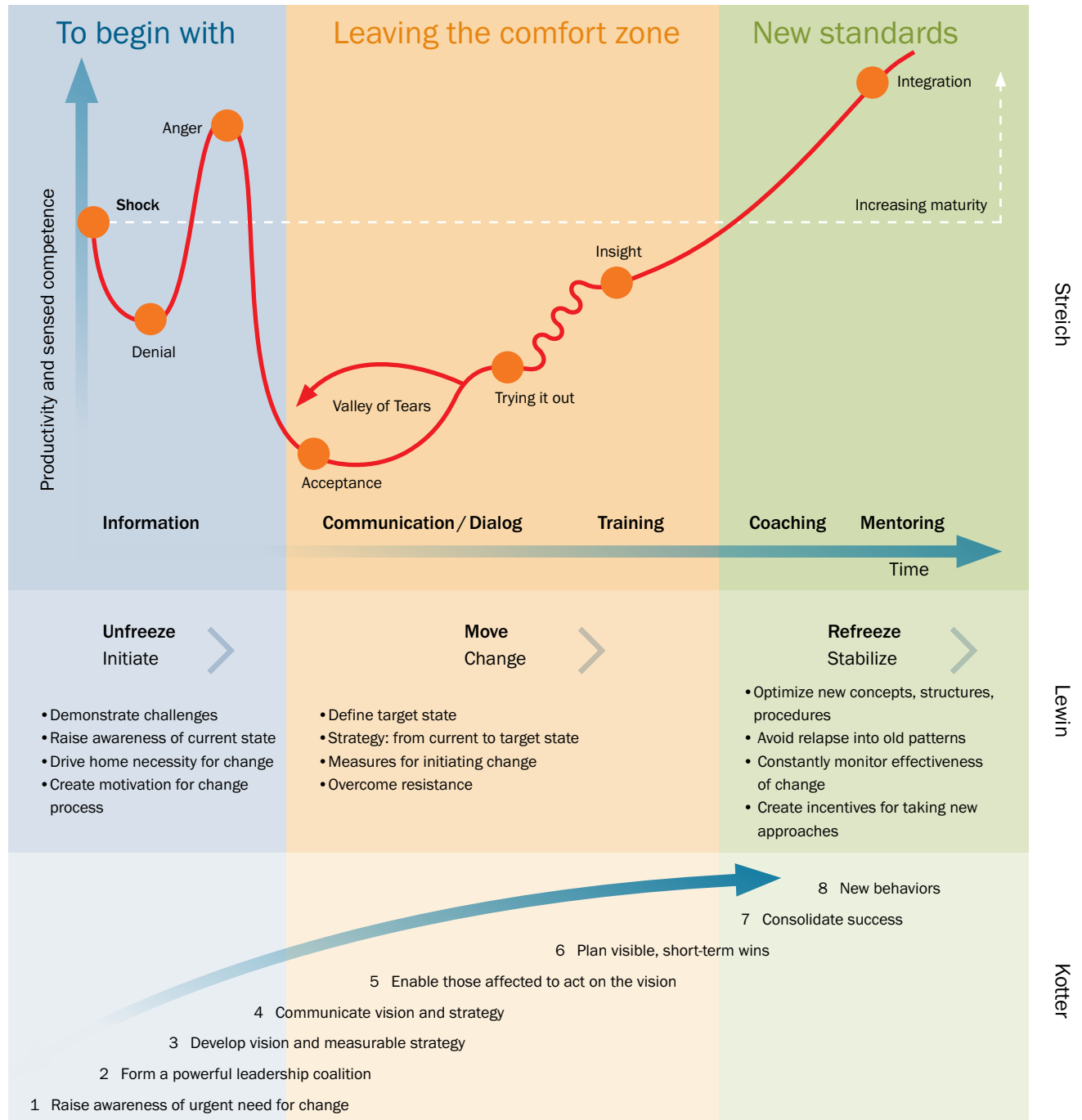
>> Enable those affected to act on the vision >> plan visible short-term wins >> consolidate wins and initiate further change (Kotter 5–7).

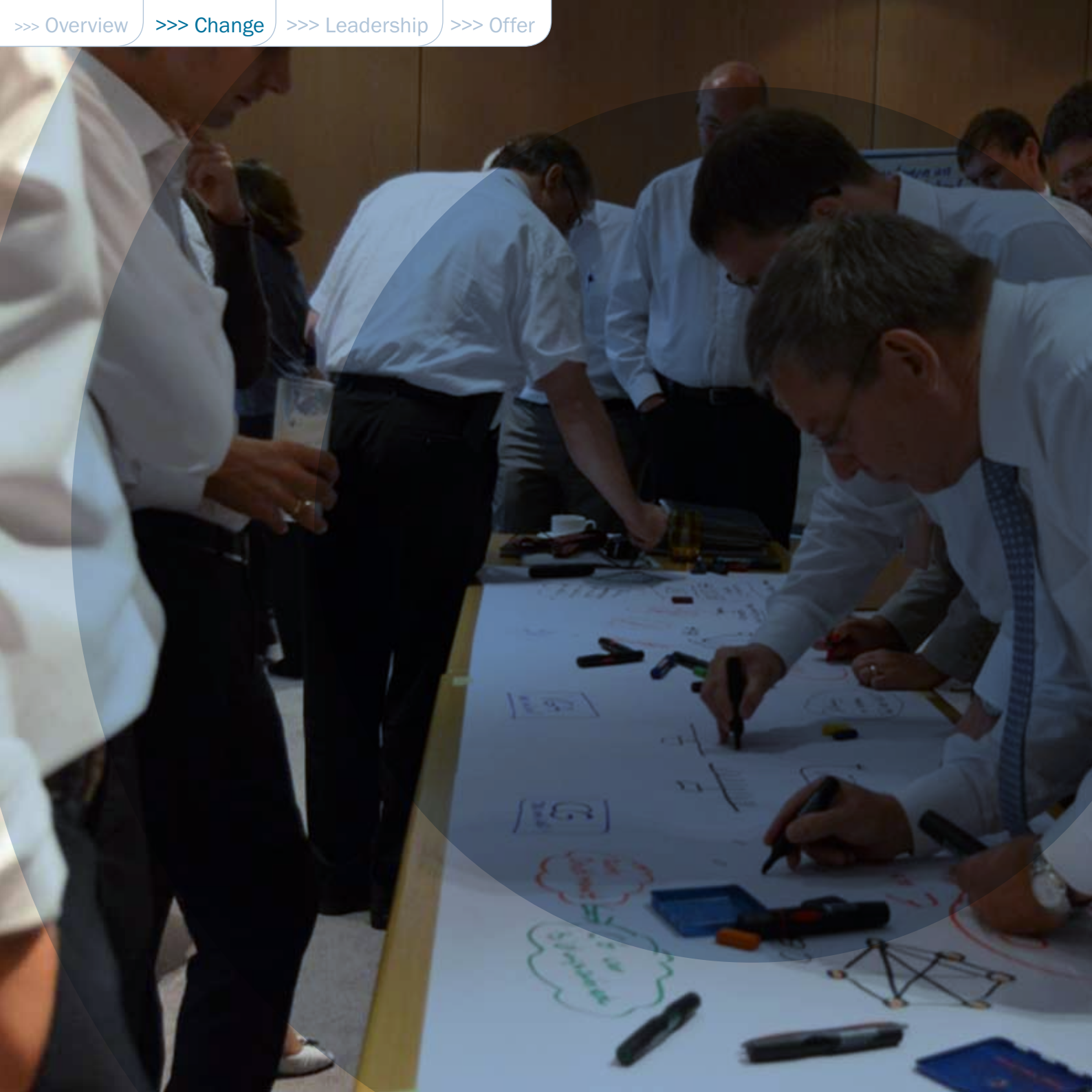
3. New standards: refreeze – stabilize

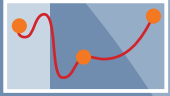
New concepts, structures and procedures must be permanently integrated. The effectiveness of change must be assessed on an ongoing basis. Incentives for doing new things must be created. Coaching, and later on mentoring, help to prevent relapses into old behavior patterns.

>> Institutionalisation of new behavior patterns (Kotter 8).

Phases of Change Managements







1. To start with

Unfreeze – Initiate

In the »unfreeze« phase, it is important to generate motivation for the change process and to demonstrate future challenges, Kurt Lewin says. It is often necessary to raise awareness of the current state to drive home the need for change. The first 4 steps in Kotter's 8-step model correspond to this quite closely:

Create a sense of urgency (1)

To begin with, it is important to accept a crisis situation and take a close look at the market or the competition. Any existing or possible crisis must be addressed. To ensure the success of the change process, three-fourths of the executives should feel a sense of urgency.

Build an effective guiding coalition (2)

The second step entails forming a group of middle managers who have enough power to guide the change process. This group must be able to work together as a team.

Form a strategic vision and initiatives (3)

The vision of the future must be easily comprehensible and it must convince customers, shareholders and employees as well as describing the result or the effect of change. This vision provides the framework for a measurable strategy which constitutes the path towards achieving it.

Communicate a vision and a strategy (4)

The employees must be familiar with the goal and the approach used to achieve change. Executives must utilize all communication channels at their disposal to convey the content. They themselves are the models for the change process (»Walk the talk«).





2. Leaving the comfort zone

Move – Change

If you have an attractive goal, leaving the comfort zone is much easier. The target state must be clearly defined, the strategy for moving from the current to the target state must be broken down into certain steps and measures for change must be initiated. Dialogue and training help traverse the Valley of Tears. To overcome resistance, we wish to introduce steps 5-7 of Kotter's model into this phase.

Enable those affected to act on the vision (5)

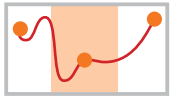
Obstacles must be overcome and executives must be recruited for the process who are crucial for its success. To do this, mechanisms or structures which pose serious obstacles to the vision must be changed. In doing this, unconventional and courageous ideas and activities must be promoted.

Plan recognizable short-term wins (6)

Long-term change processes lose their momentum if no short-term goals and milestones are defined whose achievement can be celebrated. These short-term wins must be visible and measurable. Dedicated key players must be rewarded early on.

Consolidate success and initiative further change (7)

Triumph is often announced too soon. Sustainable change of entrepreneurial cultures takes 5 to 10 years. After the first short-term wins have been made, the pressure to change often abates and old patterns and traditions creep in again. To prevent this, even more ambitious goals must be formulated. It is important to observe which persons in the organization are energized by change and which ones are not.



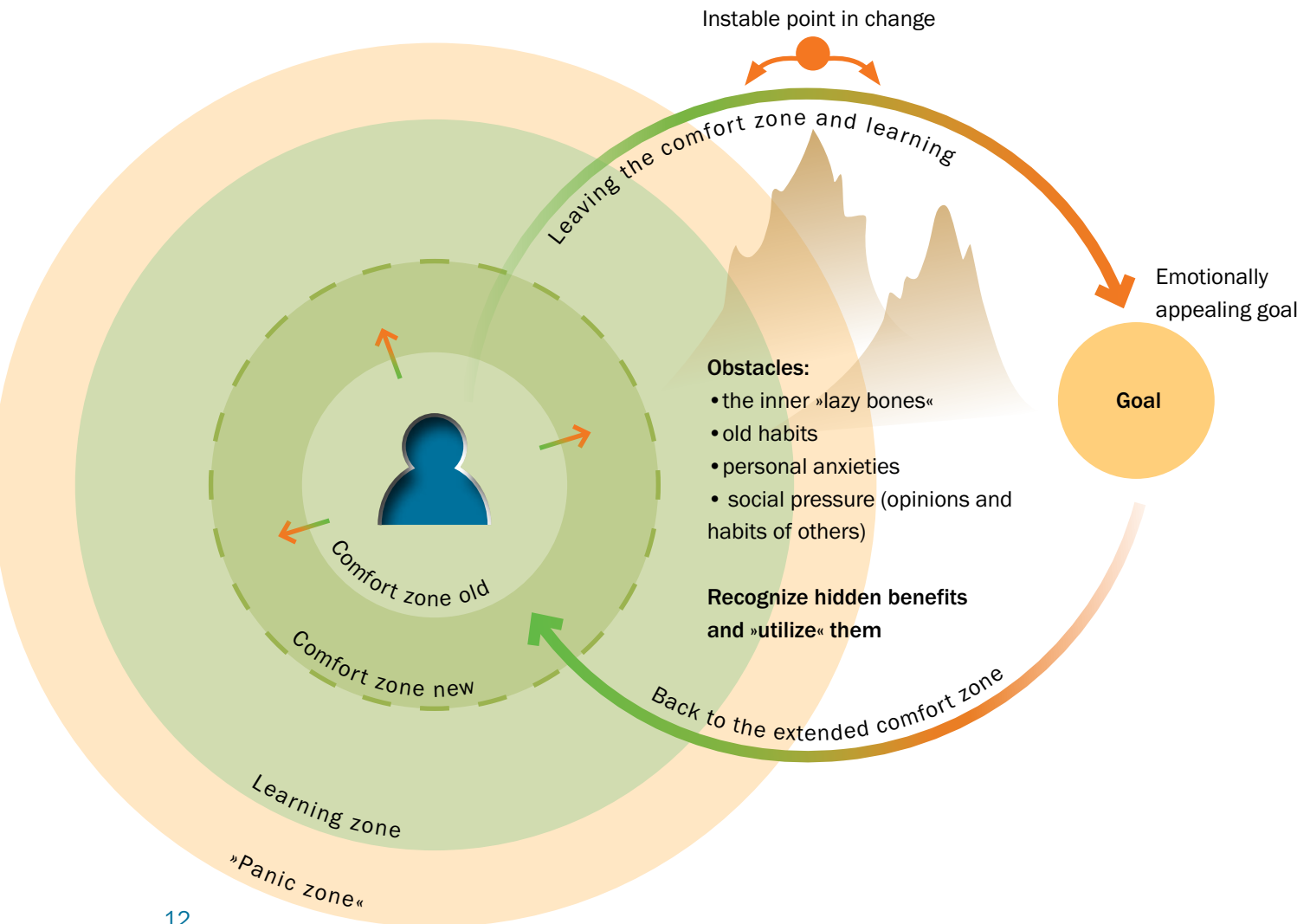
2. Leaving the comfort zone

Move – Change:

Barriers: recognize the hidden benefit

Successful change needs time and energy.

Goal and benefit influence the motivation of implementation.

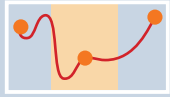


Motivation for change

To enable those of us who are affected to leave our comfort zone, we must have an appealing goal that we find worthwhile. This goal might be associated with a personal advantage or social recognition. We stand up and move out of the old comfort zone so as to grow in the learning zone. Take note: learning must be fun. Learning too much in a short period of time will overtax us and we will slip into the panic zone. Successful learning and change processes are dependent on overcoming obstacles. The object is to overcome the instable point and successfully overcome barriers. Some classic barriers are the »weaker self«, old habits and anxieties or social pressure deriving from the opinions and habits of the environment.

It does not matter whether the goal is to »get more exercise« in the New Year or to master new tasks which have presented themselves as a result of a change process at work. Behind such implementation barriers lies a hidden benefit. It is important to recognize the basic needs behind the barriers. Our

»weaker self« is famous for protecting itself against overstrain and conserving energy; old habits give us a sense of security, anxiety protects us, and social pressure ensures preservation of a community, for example. Only if we manage to integrate these basic needs as we move toward our goal, exploring them and dealing with them in a constructive fashion, will we be able to reach our change goals, difficult as this may be. This process is associated with maturation. The effect is to expand old comfort zones, to mature in the face of crisis.



2. Leaving the comfort zone. Move – Change

EXCURSUS: The Change Wheel

Checklist for managers

Recognizing the hidden benefit during the phase of change (according to Rosabeth Moss-Kanter):

1. Shared visions

The desired future must be described in concrete and easily comprehensible terms. It must be challenging but achievable. Affected employees should identify with it. The mutual development process is crucial for the power of persuasion and the motivation it triggers.

2. Symbols and signals

To promote orientation and credibility, symbolic actions taken on the part of management are particularly important. Staging a break-through in a wall, etc. generates attention and indicates the direction to be taken. Only clear signals reach everyone.

3. Control: guidance, structures and process

Change processes require structures too. A steering committee must guide the process on the basis of routinely conducted reviews and analysis of risks. Goals must be compared horizontally, assessed in terms of consistency and anchored through meetings with employees (goal development, annual meetings).

4. Training and tools

Is the project leader prepared for the task? How do the managers prepare themselves? Will additional training be needed?

5. Champions and sponsors

(Power) promoters drive the process politically at the level of top management. Champions demonstrate the new behavior and represent the positive results of change. Through their behavior they provide positive examples and inspire others. Both set energy free and set the pace of change. They take new paths and their behavior moves others to fall in behind them.

6. Quick wins

Nothing is more successful than success. Small and early success which benefits as many employees as possible must be communicated. Goals of change can be defined in concrete terms and a decentralized fashion in the various areas of the organization. Pilot projects have a motivating and inspirational effect.

7. Communication and Best Practice

What are the persons affected allowed to know? When? Who? Through which means? How should feedback be given? How does joint learning take



place and how are the achievements made in pilot areas transferred to other areas in the form of good practices?

8. Approach and adjustment/PDCA

Standards and values (unwritten laws) must be adjusted systematically. By promoting and demanding the (new) modes of behavior associated with them, stabilization and sustainability are ensured. Changes in procedures for reporting and new forms of authorization lead to a new distribution of power. According to the principle of the Deming cycle (Plan-Do-Check-Act), the process is assessed on a regular basis and measures are initiated to readjust it.

9. Measures, milestones, feedback

A project plan with a transparent timeline (roadmap/ architecture), milestones and work packets is the foundation for planning the change process. Feedback, for example from a sounding board (selection of representative stakeholders with changing members), flows back into the project constantly.

10. Perception and recognition

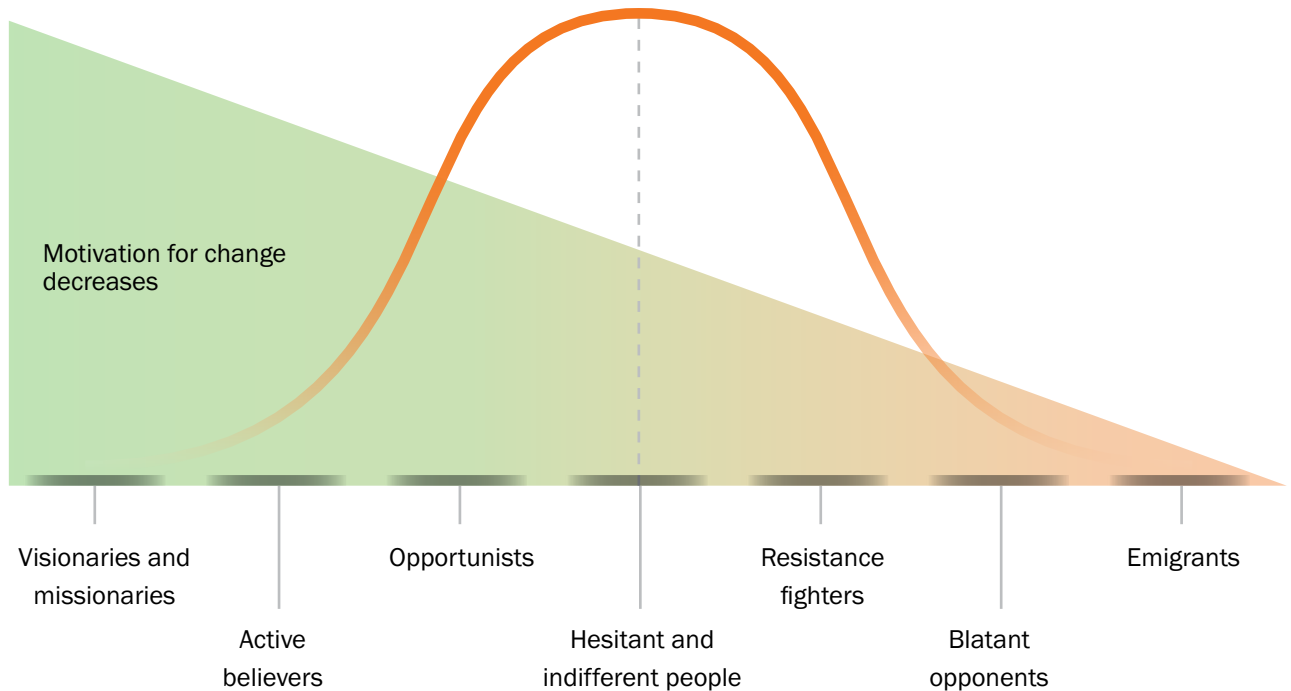
Milestones which are reached are rewarded by recognition and bonuses. Success is shared, models and heroes generate identification and motivation, and an exchange of best practices takes place.



2. Leaving the comfort zone

Move – Change: Dealing with resistance during change

Typical attitudes towards organizational change



Changes in enterprises can mean that employees often have to let go changes they grew fond of. Loss of control, fear, helplessness, uncertainty and instability are seen as concrete dangers by many people. Therefore, resistances are a normal effect in times of change. Resistance occurs as active or passive rejection and can be understood as mental barrier.

In the Change Management, 3 groups of people can roughly be distinguished: about one third thinks openly and positively of the change, another third stays neutral and expectant and a last third rejects the change. The curve on page 17 distinguishes seven groups of persons:

Visionaries & Missionaries

Mostly Top Management & Change Manager themselves, have worked on the goals and measures and are convinced of their correctness.

Active Believers

Let themselves be inspired by the visionaries and thus become important multipliers. They use all of their energy for the change and bring the new ideas into the organization.

Opportunists

Search for the personal advantages and disadvantages. They show a positive attitude to their superiors, a reserved and sceptical attitude to their colleagues. Words are seldom followed by acts, weak form of resistance.

Expectants and indifferent people

Low willingness to contribute. Often the majority of people affected. They may already have experienced phases of change without result several times. They want to experience that something really happens. Obvious success and an improvement of the personal working situation are important for them!

Guerilla fighters & open enemies

Active enemies of change. Operate secretly by cheap propaganda or openly. Open enemies fight for the cause and not for personal privileges. Therefore, they are important dialogue partners and their objections can lead to a process improvement!

Emigrants

Don't support the change in any case. They often are go-to guys who don't get enough perspectives. Their number is an important indicator for the success of the change process.

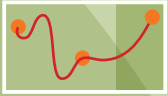


Herausforderung

- Zusammenwachsen
- Doppelte IT-Landschaft
- Integration / der Aufgaben innerhalb

Fragen?

Wie werden die Aufgaben innerhalb der IT-Landschaft integriert?



3. New Standards

Refreeze – Stabilize

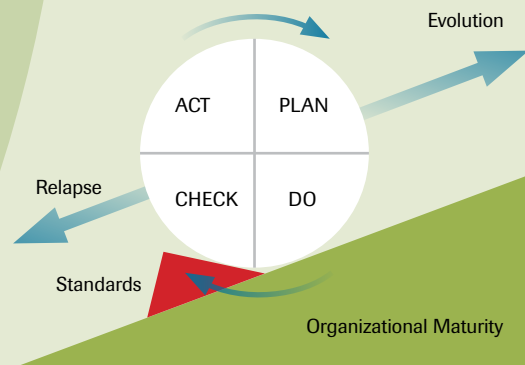
To stabilize the situation new concepts must be optimized further. Structures and procedures must be adjusted in order to prevent relapses into old patterns. Propagators must be reinforced through coaching and mentoring by champions. The effectiveness of change must be monitored on an ongoing basis. New incentives for applying the new approach in everyday practice must be created repeatedly. Kotter's model ends with Step 8.

Institutionalization of new behavior patterns

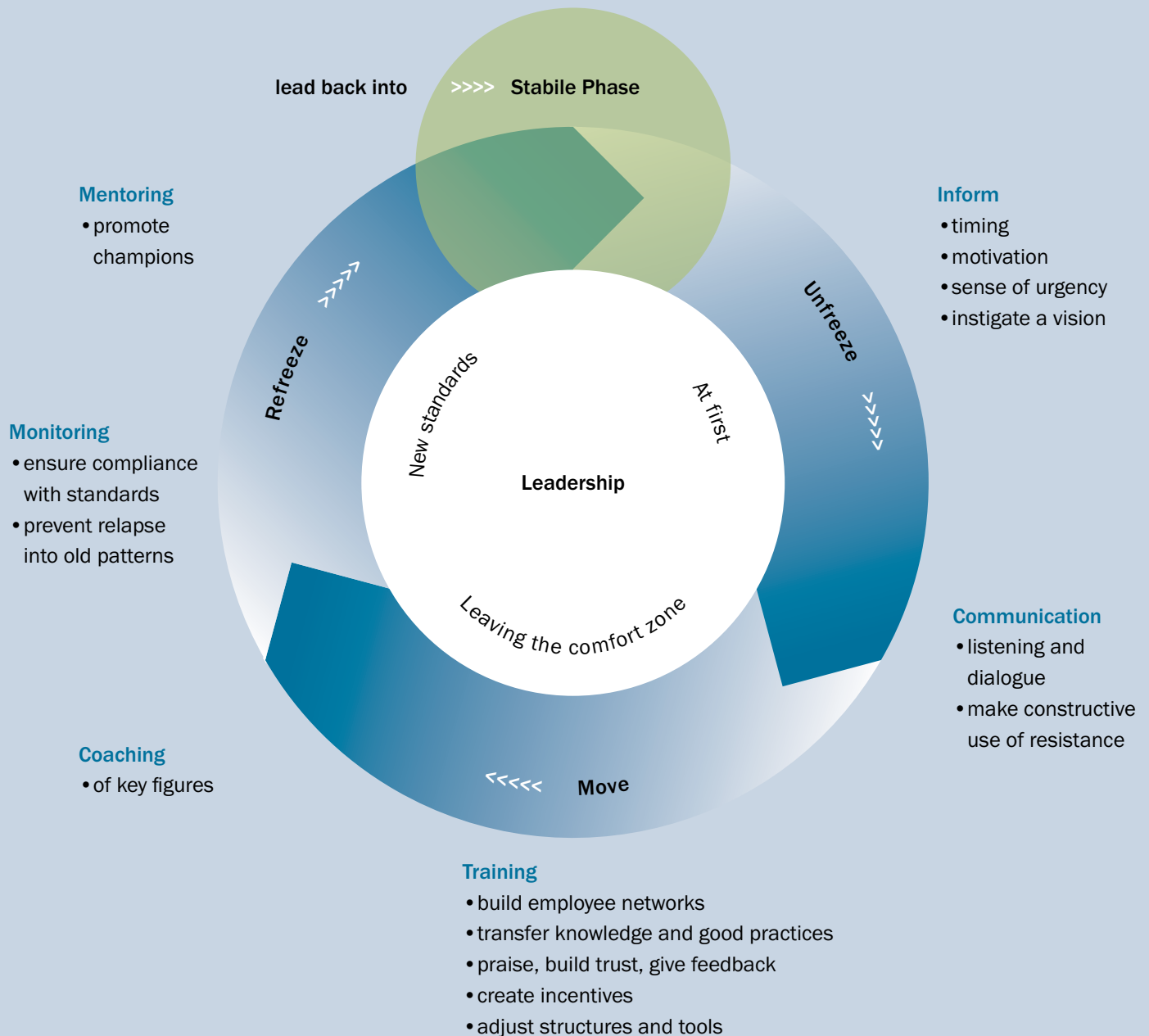
This level is not reached until the changes which have been striven to reflect themselves in the values of the enterprise. In this last phase, it is especially important to show how new attitudes and behaviors have contributed to improvement of the company's performance. New executives must identify with change too and continue to actively drive it.

Clear standards for orientation

The Deming Cycle as a management model serves to enhance development of the organization and increase its level of maturity. Defined targets and strategies (Plan) are implemented (Do), their success is monitored (Check) and deviations are responded to by readjustment (Act). By setting a new goal, the cycle starts at the beginning again. Measureable standards should ensure the maturity of a process or an organization. Standards serve as a basis for orientation and control so as to avoid relapses. If the organization continues to develop, standards must be modified accordingly.



Leadership during Change Processes



In difficult change processes, we accompany executives in their efforts to meet complex challenges and do justice to their various roles. **At first**, the focus is placed on preparing the right soil for change, providing the right information at the right time, generating a sense of urgency and involving those affected in the development of a positive vision for the future.

During the phase of change, while **leaving the comfort zone**, executives are usually confronted with change earlier than the employees are. Hence, they must cope with a parallel process, dealing with the effect which change has on them as well as providing guidance to employees when they feel the time-displaced effect of change. What matters most here is to engage in dialogue and answer questions as well as to make constructive use of resistance.

In the difficult phase of change processes, it is important to make sure that new challenges are accepted and new behavior is rehearsed. There are often no ready-made solutions for this and

executives must see that possible solutions are pursued and ideas for solutions are exchanged. The new behavior must be reinforced by praise and feedback. To do this, clear incentives must be created, structures must be adjusted and new tools must be introduced. During this phase the executive is often the coach on the way from point A to point B.

To consolidate **new standards**, executives must monitor the process early on and counteract deviations so as to prevent any relapse into old patterns. Representatives of the new culture can be promoted as champions through mentoring and become models for others. Permanent change is strenuous. Therefore, executives must ensure phases of stability.

Our Offer

1. The pressure for change

3. Leaving the comfort zone

Training and coaching:
Core team /Change agents



4. New standards

Review



2. To start with

Guiding coalition:



Design and Support
Guidance coalition:
Architecture / Project plan



In keeping with our mission of »enabling for change«, we tailor our approach to our clients. After extensive clarification of our task and the formulation of a goal by our client, we draw up a tentative roadmap for change. Depending on the goal and the extent of the change project, this can include significant interventions. In doing this, we utilize previously existing structures and expand on them (e.g. communication of rules, agreement on goals). We usually work with already existing teams and at various hierarchical levels. We start with a core team which represents all areas of the organization which are affected by the process. As change agents, these propagators perform their tasks on-site. They function as contact partners, models, drivers, mediators, moderators and troubleshooters. We generate feedback loops between the core team, the managerial coalition, the client and the employees.

In the final phase, we help management and the employees consolidate new standards, creating stability in this way.

messbacher Coaching & Consulting is a byword for the design of valuable change processes for organizations and teams. We integrate coaching and training as custom-tailored support services for our clients. Experts from various fields work hand in hand with us for international clients. Whether we design change processes, strategy workshops or individual trainings and coaching tasks, the first goal is to develop creative, sustainable solutions. Our clients appreciate our refreshing and activating approach.

Our team of consultants



Ralf Messbacher

Born in 1972, from 2003–2008 change manager in the automotive industry for international projects. Systemic coach and business mediator, EFQM assessor with assessment experience in intercultural contexts (USA, China, Korea, India). Ralf has designed team development processes for various branches since 1999. His core competencies: process support for change, complex moderation (in international settings as well), large group events.



Peter Neumann

Born in 1970, certified social pedagogue, is a trainer and coach with many years of experience. Peter assists and supports teams in development and change processes. Through his appreciative manner and skill in using a large number of methods, he quickly succeeds in motivating participants, making their resources visible and pooling them. His seminars are characterized by a pleasant atmosphere and a high degree of productivity. In addition to working as a trainer, he has his own systemic consultancy practice.



Dirk Scharler

Born in 1968, physiotherapist, trainer and experienced coach, Dirk has worked with managers and top athletes for many years. Apart from working in his own practice, he has worked as a seminar facilitator and instructor Europe-wide for 16 years. Participants of his seminars in particular value his competent and humorous manner of conducting seminars. His Core competences: health coaching and stress management (life-work-balance).



Jochen Haase

Born in 1968, systemic coach and consultant (IFW, Munich), state-certified mountain and ski guide (IVBV), state examination in mathematics and sports, additional qualification in communication psychology (Schulz von Thun, Hamburg). Jochen has led ten expeditions, among them two eight-thousanders. Main focus of activity: coaching teams and executives in firms and organizations, employee qualification regarding communication, cooperation and management, workshop moderation, team and management development in mountain environments.



Nora Fitting

Born in 1979, degree in business administration (technical college), certified project manager (GPM) and systemic organization consultant. Nora has gathered more than 8 years of experience in project management, consultancy and training, predominantly in the automotive industry. Her main focus of activity: strategy and organization consultancy, management of international/interdisciplinary projects, workshop moderation.



Gudrun Kreisl

Born in 1961, certified social pedagogue, additional training in programming database systems, business administration, project management. Qualified trainer, moderator, coach, change manager. Gudrun has worked for international technology and service providers on a freelance basis since 1995 with activities focusing on strategy and organizational consultancy, strategy implementation in middle management, management coaching, consultancy in problem and crisis situations.

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We thank our customers for the approval to publish pictures. This brochure is also available in German. A good complimentary addition is our brochure Working in teams, also available in English.



messbacher

Coaching & Consulting

Schanzenstr. 79

34130 Kassel

Germany

Tel. u. Fax: +49 (0) 5 61 4 00 98 07

Mobil: +49 (0) 1 60 8 55 56 15

E-Mail: info@messbacher.de

www.messbacher.de