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osb international systemic consulting

Change Navigator "Dimensions of Effectiveness"

"Evolving Organizational Effectiveness and Renewal."

Change Navigator

osb international systemic consulting

Four Ways of Planned Change

1 Optimization of the current practice

Fitness programs for the organization.

- Equipping the organization with permanent process optimization capabilities
- Creating specific structures in order to keep permanent improvement in the focus of attention
- Simplifying previous processes and developing them further in a goal-oriented way
- Design of sustainable 'fitness programs' for the organization, which will not be forgotten in daily business (models of lean management, classifications for meeting objectives, performance reviews, ...)

2 Crisis management

Either – or. Crisis management through quick and purposeful action.

- Securing liquidity as main principle. Primary focus are control of the cash flow and cooperation with banks and other financing partners.
- Consolidation of the communication in the top leadership circle, permanent evaluation of introduced measures (in the sense of 'driving at sight').
- Evaluating the measures for resizing one's own capacities and developing scenarios to safeguard one's own capacity for action.
- Intensive and periodic communication with the employees about the current state, ideally in collaboration with the management and employee representation.

3 Radical transformation

Radical modification on several levels. Leading change and changing leadership.

- Far-reaching redesign of the structures and processes, the equipment of resources and the duties and roles of the employees
- Fundamental and – if applicable – fundamental reconstruction of the internal structures, processes and cooperation patterns.
- Radical change requires a credible attitude of the top management. What are the driving forces that make such a far-reaching organizational change inevitable? Which are the threats for the company that need to be averted by such radical measures?
- Communication of a positive vision for the future, which is worth the joint effort and which justifies such radical changes and interventions.
- The leadership of change also brings about a change of leadership.

4 Anticipatory self-renewal / innovation management

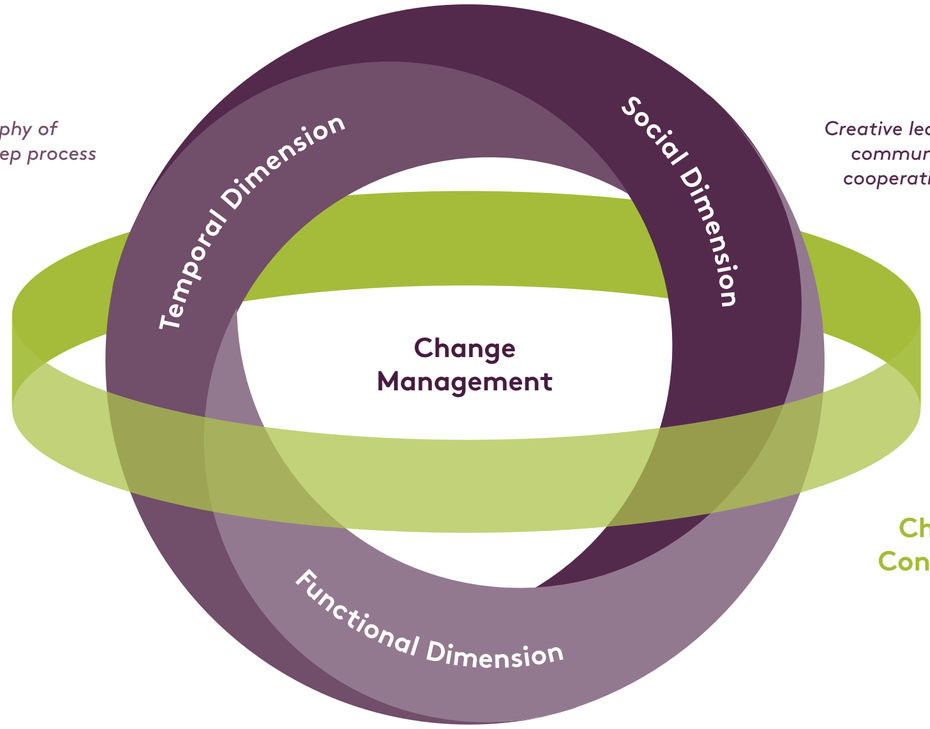
The modification of the learning loop. A sustainable development of the organization's learning and innovation capabilities.

- Creating a mindset which allows the management to recognize the mechanisms of evolution and the abundance of variation in the environment.
- Development of structures for leadership and cooperation which strengthen the view on the preservation of one's own capability for change.
- Opening up the borders of the organization inside and outside. Development of observational routines, in order to provide the company with innovative impulses (customer monitoring, culture of failure, knowledge management, ...)

Basic re-alignment with simultaneous change on several levels (strategy, structure, processes, ...). Acquiring change 'fitness'.	3rd order change	4 Anticipatory self-renewal	3 Radical transformation
Retention of existing strategies and norms, no change in organizational culture. First steps towards specific change within the system.	2nd order change	1 Optimization of current practice	2 Crisis management
Permanent and continuous evolution. Unconscious interventions into evolutionary dynamics (variation and selection).	1st order change	permanent	occasional

Choreography of the step-by-step process

Creative leadership of the communication and cooperative dynamics



Change Consulting

Content design of organizational areas

The Temporal Dimension

The 'when' – the temporal rhythm of change.

Organizations are increasingly finding themselves in a state of 'permanent alarm', but even here, any notion of controllability would be an illusion. The accelerator and brakes never respond directly in change management. Change structuring in the temporal dimension must appropriately bring the past of one's own organization (the 'having been') into relation with the present and especially with the future.

- How can a flexible process architecture be designed that fits the market dynamics the organization is facing and provides enough room for evolutionary development within the change?
- How can the risk of change fatigue in the affected units be prevented?
- How can the tension between short-term and long-term change goals be dealt with?
- How can change progress and target achievement be made observable? How can fitting feedback loops be implemented (designing the sequence of action and reflection)?
- How can the different speeds of technical (IT) possibilities and organizational capacities be handled?
- How can quick wins be gained?
- Lessons learned: What can be transferred from former organizational changes? What has to be unlearned?
- How can simulations be used as an organizational stress or acid test for the future setup?

The Functional Dimension

How is the 'what for' of a change project defined?

The functional dimension is content and subject-matter-related. It is concerned with the design of the organizationally necessary developments

- What is the business case? How is the 'what for' of a change project defined? What is its interpretation as per the strategic orientation?
- What 'existential' problem is the change project supposed to solve?
- Which aspects of the organizational activities are particularly affected? (tasks, organizational design, processes, role profiles ...)
- What follow-up and reciprocal effects can be expected at the IT level? How can the responsible persons appropriately consider the IT dimension?
- What vision of the future is worth working towards jointly? What threat scenarios are conceivable?
- What fundamental change movements (from ... to ...) are desired and what concrete changes will result from them at the different levels?
- How can organizational efficiency be maintained during the change?
- How must the leadership and decision-making model be adapted to the desired changes?
- How is your own change project positioned in the competition among internal projects?

The Social Dimension

The 'how' of involvement and communication?

The social dimension was the primary perspective of classic organizational development for a long time. Every initiative for change is also a social intervention.

- What are the interests of the main internal and external stakeholders? What are the consequences regarding the dynamics of change acceptance and communication?
- How can appropriate participation be organised to ensure a buy-in of the affected managers and employees? How can a good balance be reached between requirements from top management and involvement of the other hierarchical levels?
- How can leadership coalitions be built up and supported that are convincing enough, both on a rational and emotional level, to empower the change initiatives?
- How can communication be set up to support productive dispute on change issues?
- How could the horizontal and vertical networks be taken into account to support the change?
- How could feedback loops be integrated into change architecture and used to identify communication obstacles and collaboration patterns, as well as raising awareness amongst the responsible managers of the effects?
- How can change anxiety be countered?
- How can poor credibility of the top management level be dealt with?
- How can management ensure process security for their employees and be the lighthouse for orientation?