

White Paper Compact



Change Management

Frequently, transformations fail – is it really a staff reason only?

Yes! It's a staff reason, but it's not their fault. A 2006 study by Harvard Business Review found that 66% of change initiatives fail to achieve their desired business outcomes. Why is change so difficult? Three most common obstacles to change are: employee resistance, communication breakdown and staff turnover during transition – all due to uncertainty, fear, distrust, etc.

It's your responsibility and opportunity as a leader to smooth these obstacles - change management is the right approach.

Change management is a critical part of any project that leads, manages, and enables your people to accept new processes, technologies, systems, structures, and values. It is the set of activities that help your people transition from their present way of working to the desired way of working. Change management is also the continuous process of aligning your organization with your marketplace—and doing it more responsively and effectively than competitors.

According to John P. Kotter (Konosuke Matsushita Professor of Leadership, Emeritus, at the Harvard Business School, and a New York Times best-selling author of "Leading Change"),

Miebach Consulting Whitepaper compact, September 2019

organizations often commit common errors that will hinder their change efforts.

As consequences, new supply chain strategies aren't implemented well, reengineering of supply chain processes takes too long and quality & improvement programs don't deliver hoped-for results - forecasted savings will not be realized and ROI will be dissatisfying.

Therefore, re-think your understanding of the complexity of a change management initiative and your important role and responsibilities in leading and supporting the change.

Whether you are embarking on a supply chain transformation or just considering a change in your organization or company, Miebach Consulting is the right partner for you.

Miebach Consultants have been successfully transforming supply chains for more than 45 years. Change Management is an integral component of all our projects – our consultants are trained to manage the Change.

Get in touch with us if you would like to discuss how to manage your current challenges.

Change Management

How to prepare for effective change

8 ERRORS HINDERING THE CHANGE EFFORTS

- | | |
|---|---|
| 1 Allowing too much complacency | 5 Permitting obstacles to block the new vision |
| 2 Failing to garner leadership support | 6 Failing to create short-term wins |
| 3 Underestimating the power of vision | 7 Declaring victory too soon |
| 4 Undercommunicating the vision | 8 Neglecting to anchor changes firmly in the culture |

8 PRINCIPLES FOR EFFECTIVE CHANGE MANAGEMENT

- | | |
|---|--|
| 1 Establishing a sense of urgency
Raising a feeling of urgency is the first and most critical step in a successful change effort. With low urgency and complacency, the change effort cannot get off the ground. | 5 Empowering others to act on the vision
Empowering action should be seen as removing barriers to those whom we want to assist in pushing the change effort. Removing obstacles should inspire, promote optimism and build confidence around the change effort. |
| 2 Forming a powerful guiding coalition
It is important to get the right people in place who are fully committed to the change initiative, well-respected within the organization, and have power and influence to drive the change effort at their levels. | 6 Planning for and creating short-term wins
Short-term wins nourish faith in the change effort, emotionally reward the hard workers, keep the critics at bay, and build momentum. By creating short-term wins, and being honest with feedback, progress is achieved and people are inspired. |
| 3 Creating a vision
While creating a shared need and urgency for change that may push people into action, it is the vision that will steer them into the new direction. | 7 Consolidating improvements and producing still more change
In successful efforts, people build on this momentum to make the vision a reality by keeping urgency up, eliminating unnecessary, exhausting work and not declaring victory prematurely. |
| 4 Communicating the vision
Once a vision and strategy have been developed, they must be communicated to the organization in order to gain understanding and buy-in. Sending clear, credible, and heartfelt messages about the direction of change establishes genuine gut-level buy-in, which sets the stage for the following step: getting people to act. | 8 Institutionalizing new approaches
By creating a new, supportive and sufficiently strong organizational culture, the change should remain. A supportive culture provides roots for the new ways of operating. |

For the transformation change management is our natural method and tool to develop and keep a spirit of success, being stronger than the fear of crisis for our customers and their employees to make it a success story and bring it to a good end.

