

The impact of Change Management on Mid level Management – Future of CM

WORKSHOP MINUTES

Today's Reality: Hypothesis

- 1. In many organizations change has become the “new normal”.** The amount of significant changes has grown tremendously over the past decade. **Success rates are still not satisfying.**
- 2. In the meantime Change Management graduates to the boardroom.** It seems that change is relatively easily designed and planned by the top management with little changes for their day-to-day lives.
- 3. The real impact on day-to-day activities is on the mid level management.** In many change processes the new way of working and the new processes or ideas trickle away after the mid management level.

Key Question

"How
to manage changes
successfully to enable
your people to learn
and implement solutions
faster (than your
competitors)?

Situation of mid level manager is like a juggler

Background:

- well educated technical expert, highly motivated and committed and successful in role
- **Up-wards** career orientation
- **40+ years old**

Mindset/Believes:

- the **company will take care for his professional future** to recognize his performance & loyalty
- if he is **working hard, making no failure** he will survive in his Manager role

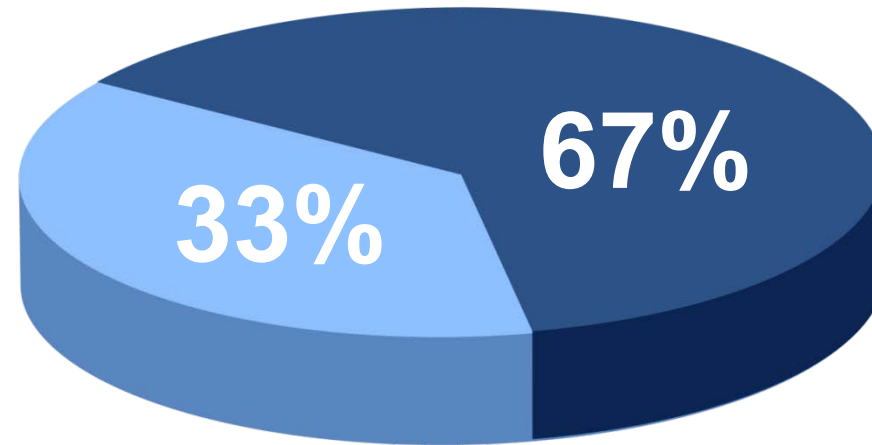


Emotion-Mix:

- unsafe, **“lost”**
- **tired, frustrated**
- struggles with his **role**
- afraid to loose his **status & power**
- **more questions than answers**

Change is not always crowned with success

Average rate of success



Average rate of failure

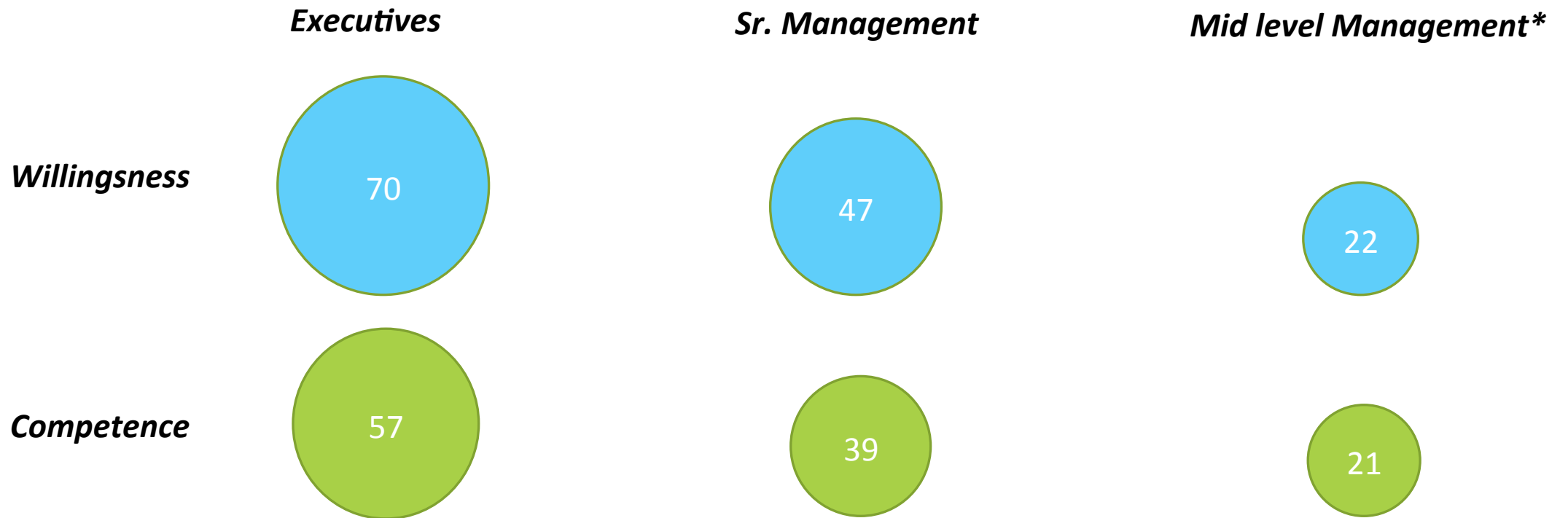
Success rates

58%	Strategy deployment	33%	Mergers & acquisitions
46%	Restructuring & downsizing	30%	Process re-engineering
40%	Technology change	19%	Culture change

Source: Smith, Martin E., "Success Rates for Different Types of Organizational Change", *Performance Improvement Journal*, 41 (1) pp. 26-33, 2002.

Adapted from: Conner Partners, 2009

Willingness & Competence across Management Teams

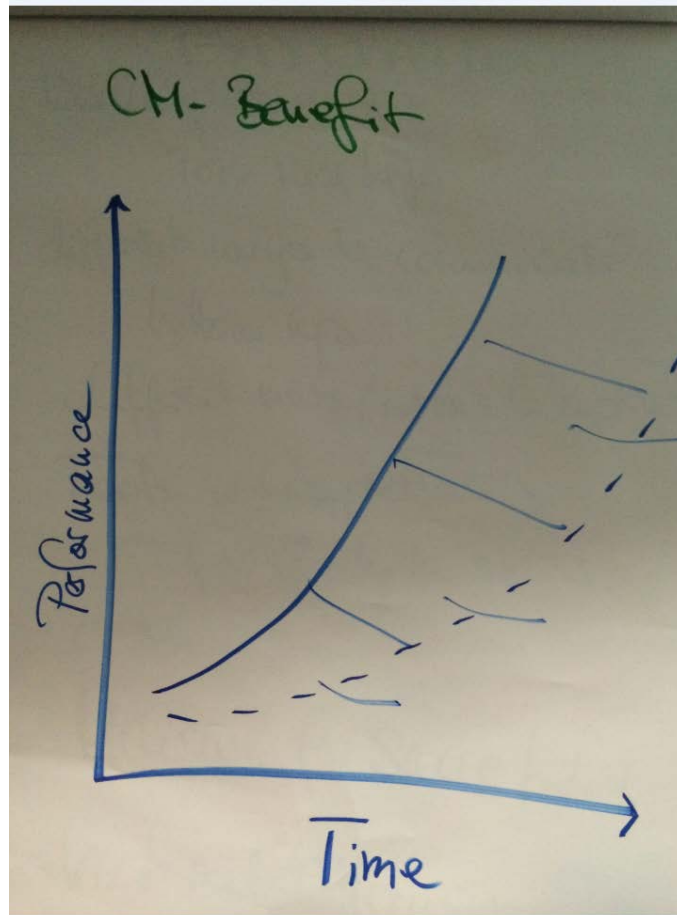


Source: Capgemini Consulting, Change Management Study 2012

Lack of willingness*: Some Reasons

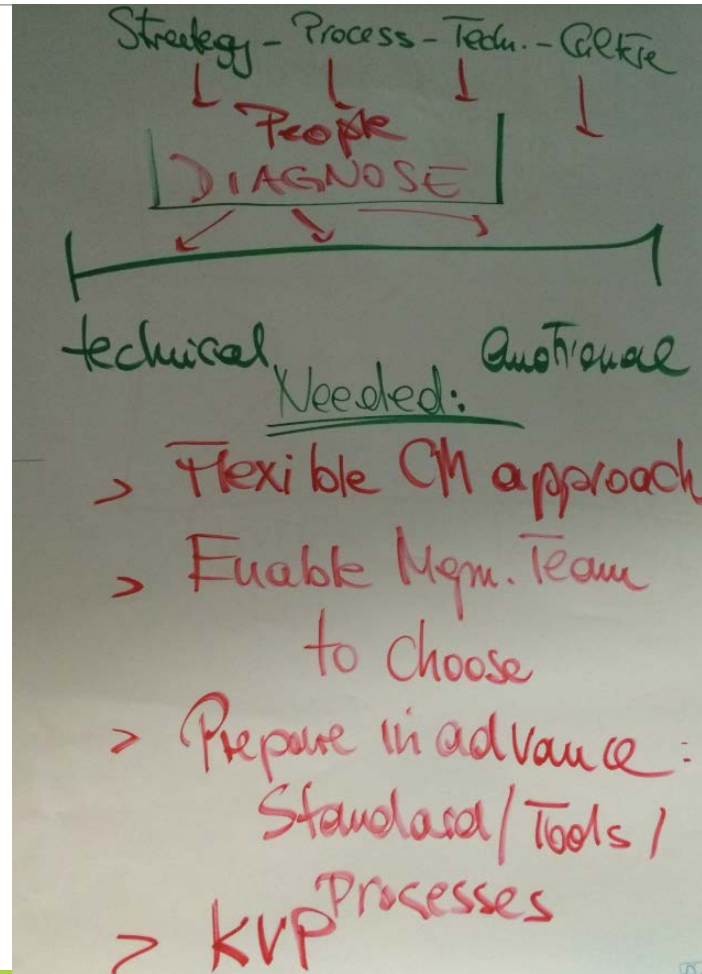
- Afraid to loose status and power
- Too many changes within the last couple of years
- Capacity overload
- Frustration based on past expiriences
- Lack of understanding of the intent
- Fear to manage difficult decisions
- Lack of trust in change management approach

Managing Change actively



- = Change mit aktivem Change Management
- - - = Change ohne aktives Change Management

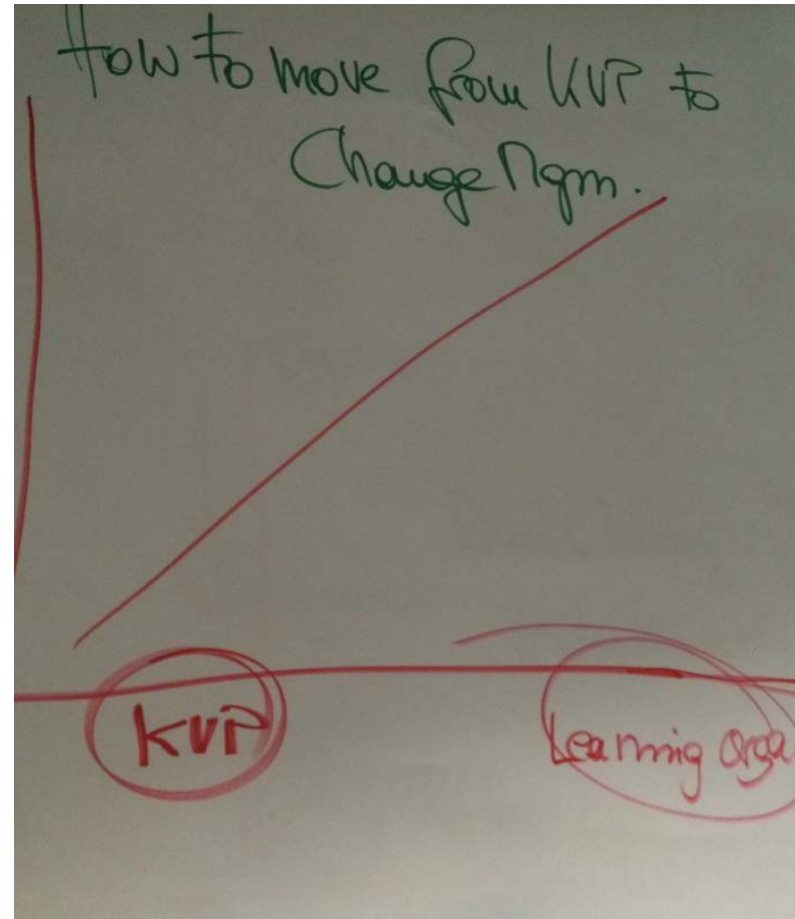
Diagnose impact on people



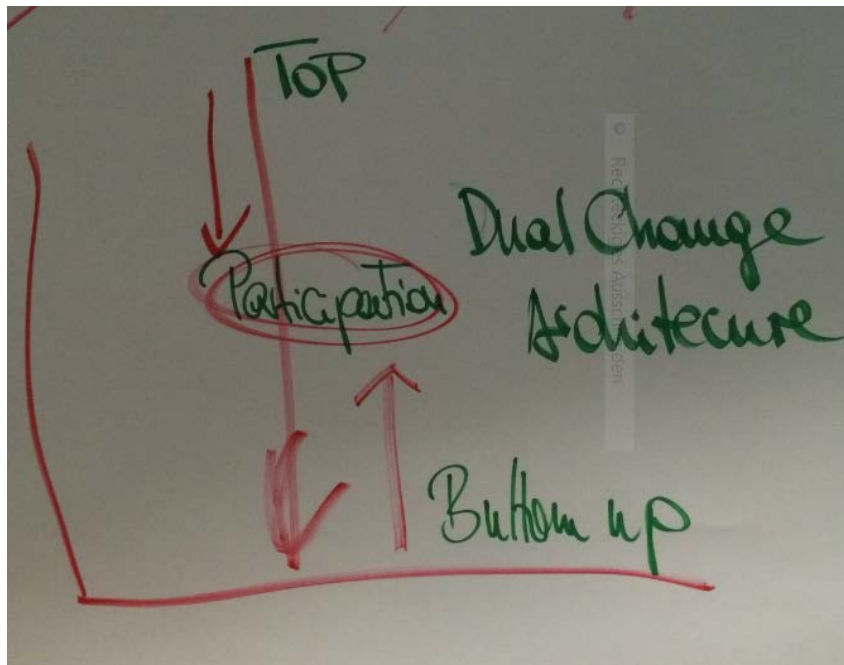
➤ What has to be done to enable mid level management to manage changes?

➤ Some ideas...

Lift up your organization



Engagement of mid level Management



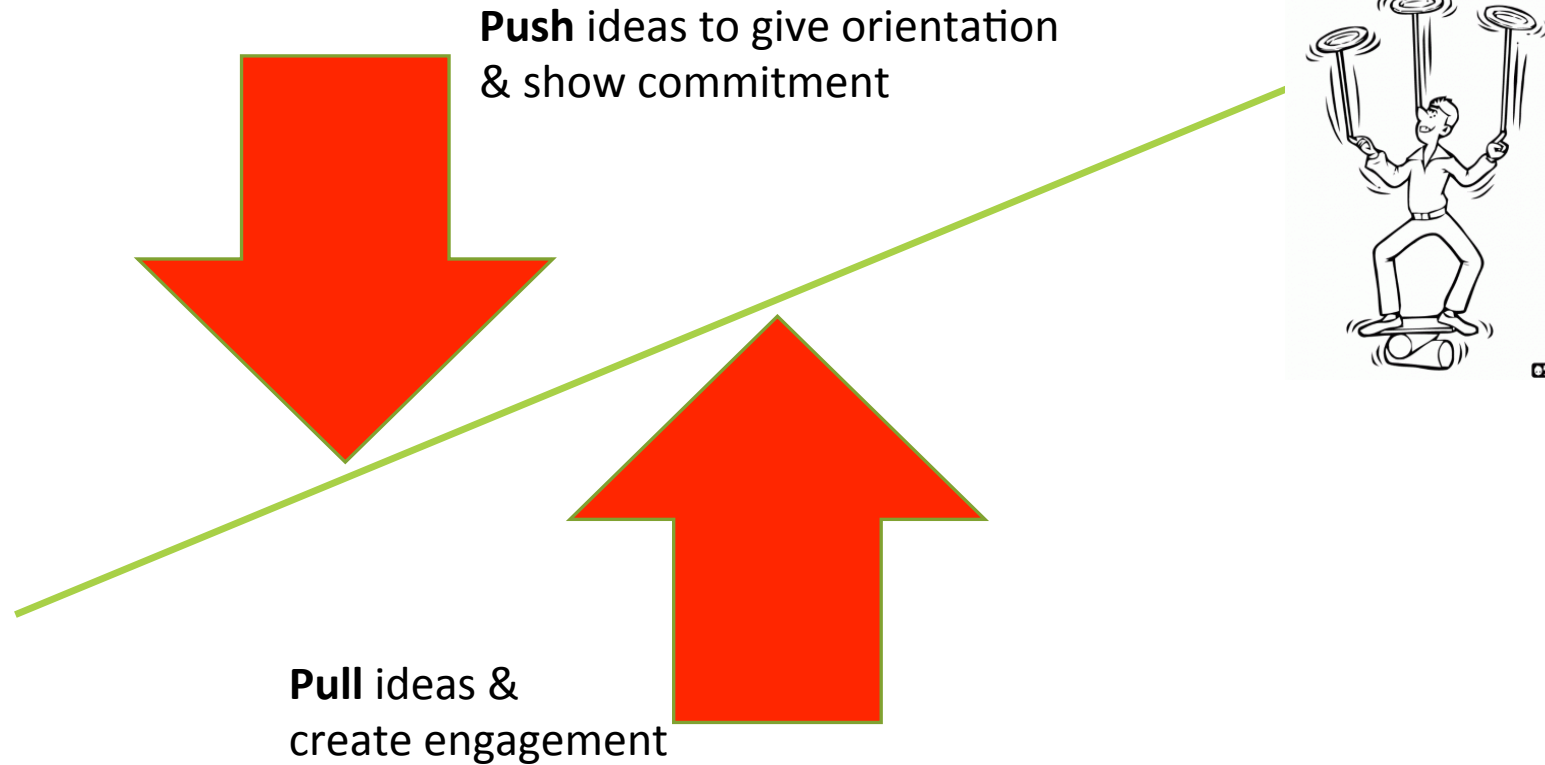
The success of Change Management Projects is depending on Leadership!

How do we need to design a change and build competencies in order to shift mid level managements behaviour as a potential “barrier” into a supporting function?

Involvement and commitment across the whole Leadership Team (every level) is needed!

Push & Pull to create Commitment

Create an open atmosphere to engage mid level management through dialogue!



Future of Change Management

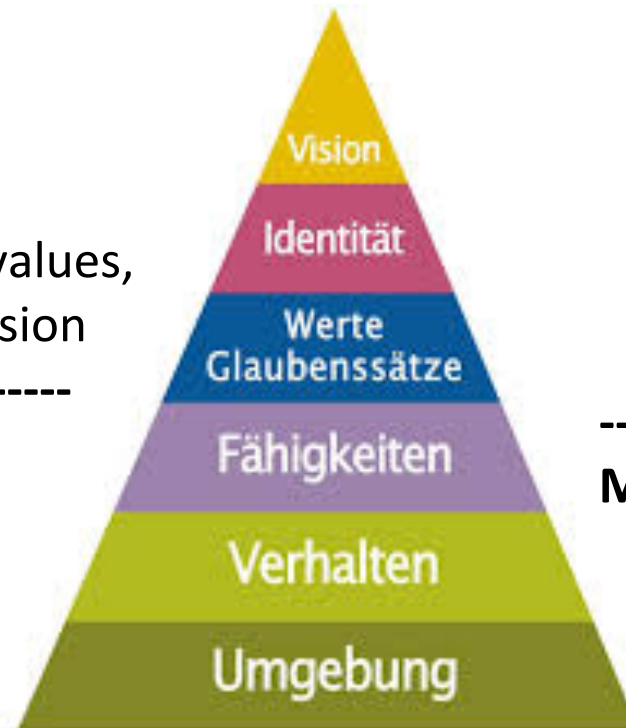
Change Management = Change Leadership



Change Leadership

What has to be done to move from Change Management to Change Leadership?

Leadership: Work on values,
attitudes, identity & vision



Management

Source: Robert Dilts, Pyramid

Contact Data

Monika Eifert-Wirth

monika.eifert@gmx.de

Mobil:+49-1520-8685358