

Strategy and Leadership PV237

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Change Management



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- Change Management

- Realizing why change is ALWAYS taken badly
- Coaching through change
- Best practices
- Things to avoid
- Post-mortem coaching & self-coaching



Case study

Redesign of invoice approval process to reduce effort & errors and to get analytics

Old Way

- 168 Mouse clicks per transaction
- Manual
- Labor intensive
- Prone to error
- No analytics

Versus

New Way

- 12 Mouse clicks per transaction
- Automated
- Fully Auditable
- Advanced Analytics
- Reduction in Close Process

How do you think it was received?



Case study continued

It was not received well. To get this change approved and in production, it took:



- **7 in person meetings**
- **4 conference calls**
- **113 emails**
- **Personal involvement of the CIO, CFO, and two group VPs**



What did they miss?

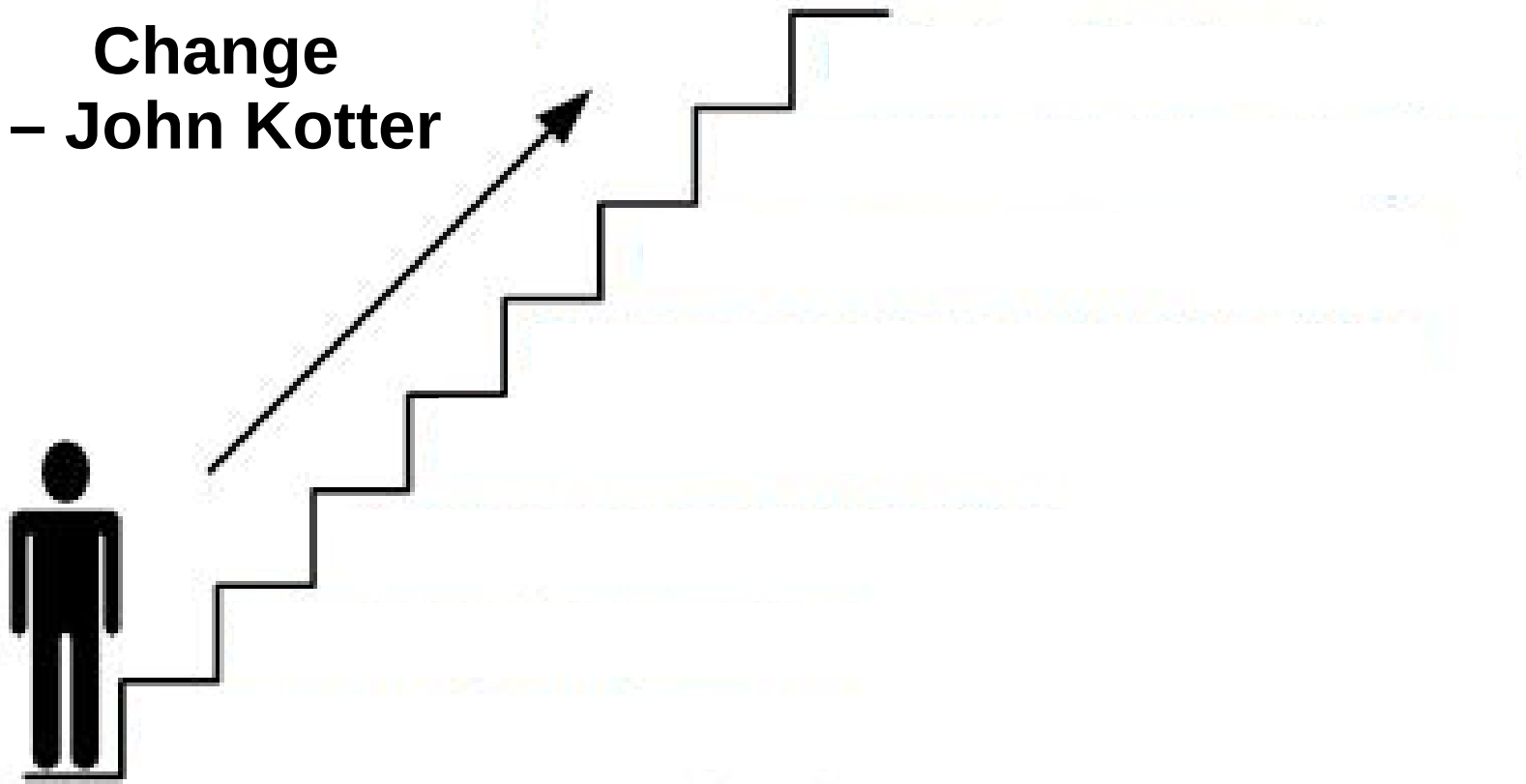


“We failed to realize that generally people fear change and the personal impact of the change”



Leadership Through Change

Eight Steps to Successful Change – John Kotter



Based on John Kotter, professor at Harvard Business School and world-renowned change expert, Kotter introduced his eight-step change process in his 1995 book, "Leading Change."



Leadership Through Change

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Communicate the vision

Create a guiding coalition

Consolidate and build on the gains

Institutionalize the change

Empower people to act on the vision

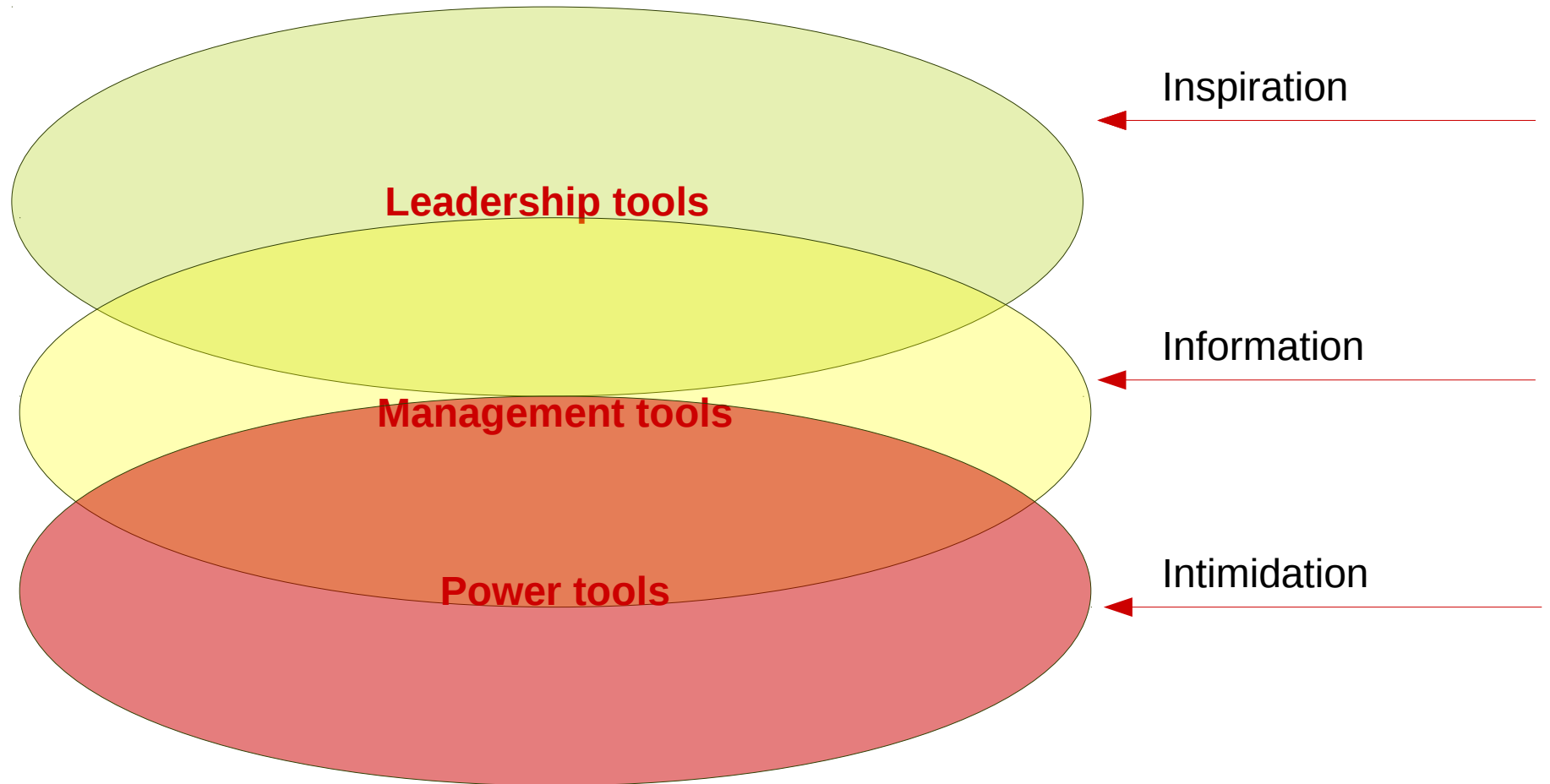
Create short term wins

Establish a sense of urgency

Develop a clear shared vision



Organizational tools for changing minds



Organizational tools for changing minds

Strategic planning
Measurement
Conversation
Threats
Promotion
Story telling
Punishment
Negotiation
Incentives
Learning
Firing
Operating procedures
Rituals
Hiring
Training
Role modeling
Persuasion
Vision
Tradition
Role definition
Coercion
Control systems
Decision making



Assignment 6

24/7 takeaway

- **Those who did not attend, complete Eight Steps of Change Management on their own (I don't want you to google it, use your critical thinking)**
- **Those who are not playing, categorize the key words from slide 10 and plot them on slide 9 - your task is to figure which tools fall under which category (leadership, management, power) or which two categories if they fall into two of them.**

