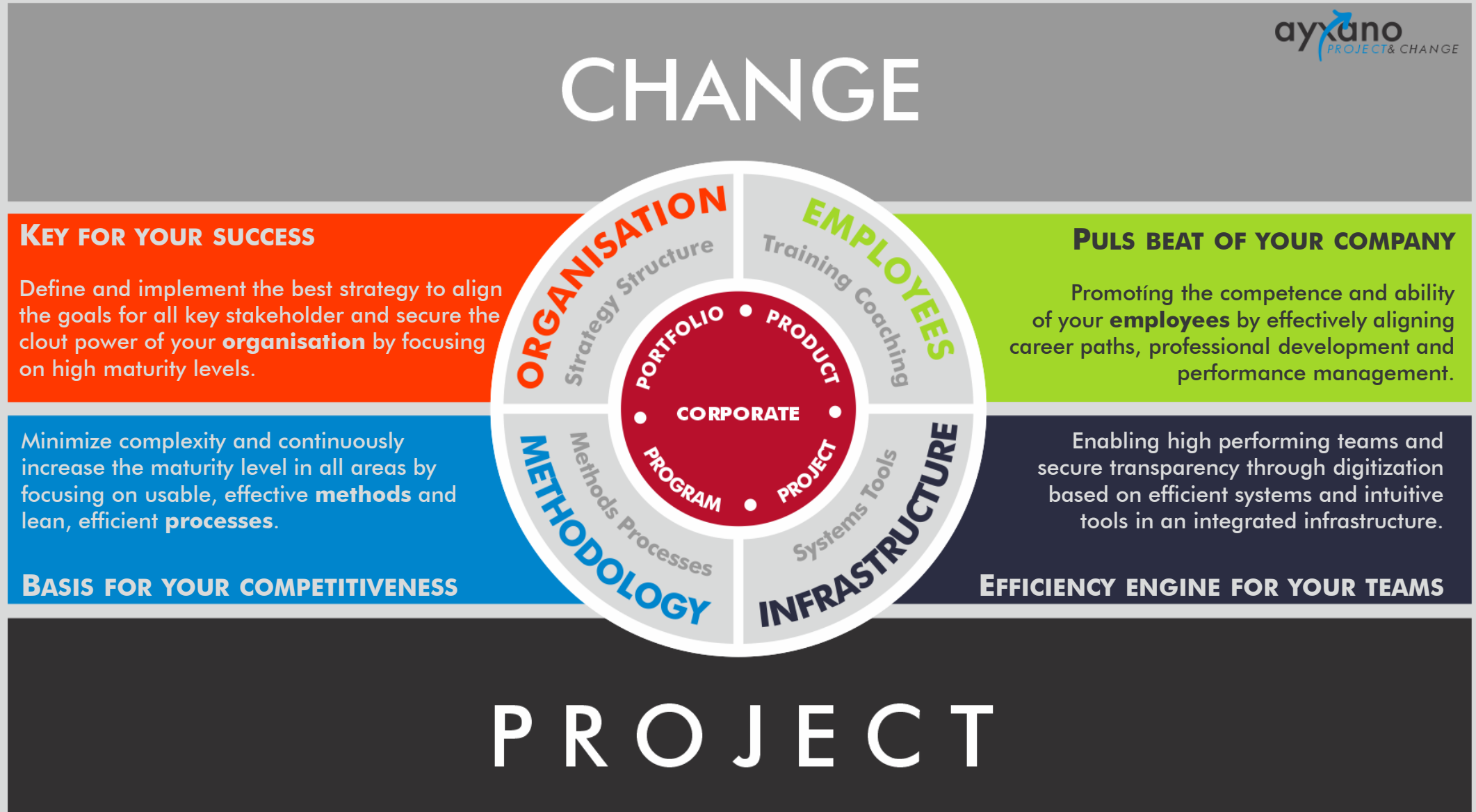




CHANGE MANAGEMENT @ ayxano



4 PILLARS FOR SUCCESSFULL PROJECTS AND CHANGE



WHY CHANGE MANAGEMENT?

Increase

probability of project success

Dissolve

resistance among employees and management

Build

change management competence

Consider

human factor at economic efficiency (ROI)



PEOPLE AS THE SUCCESS FACTOR - LINKING BUSINESS GOALS AND PERSONAL MOTIVES



TOP ERFOLGSFAKTOREN & RISIKEN



ERFOLGREICHES CHANGE MANAGEMENT



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Awareness

RECOGNITION

"I understand why..."

Desire

DECISION

"I have decided to engage..."

Knowledge

UNDERSTANDING

"I know how to change..."

Ability

COMPETENCE

"I have the capability..."

Reinforcement

ADAPTION

"I take ownership..."

CREATE AWARENESS

Change begins with **understanding why**

↪ **What** is the nature of the change?

↪ **Why** is the change needed?

↪ What is the **Risk** of not changing?



Awareness

Desire

Knowledge

Ability

Reinforcement

INDIVIDUAL DECISION

Change happens on a **personal level**

↪ What's in it **for me?**

↪ My own **choice!**

↪ My decision to **admit** and **participate!**



Awareness

Desire

Knowledge

Ability

Reinforcement

KNOWN HOW

Change requires **knowing how**

↪ **Understanding** how change works

↪ **Training** for new methods, processes, tools

↪ **Learning** new skills

Awareness

Desire

Knowledge

Ability

Reinforcement

EMPOWERMENT FOR ACTION

 Awareness Desire Knowledge **Ability** Reinforcement

Change requires targeted **action**

 The **ability and competence** to change

 Creating change in **behavior**

ENSURE SUSTAINABILITY

 Awareness Desire Knowledge Ability Reinforcement

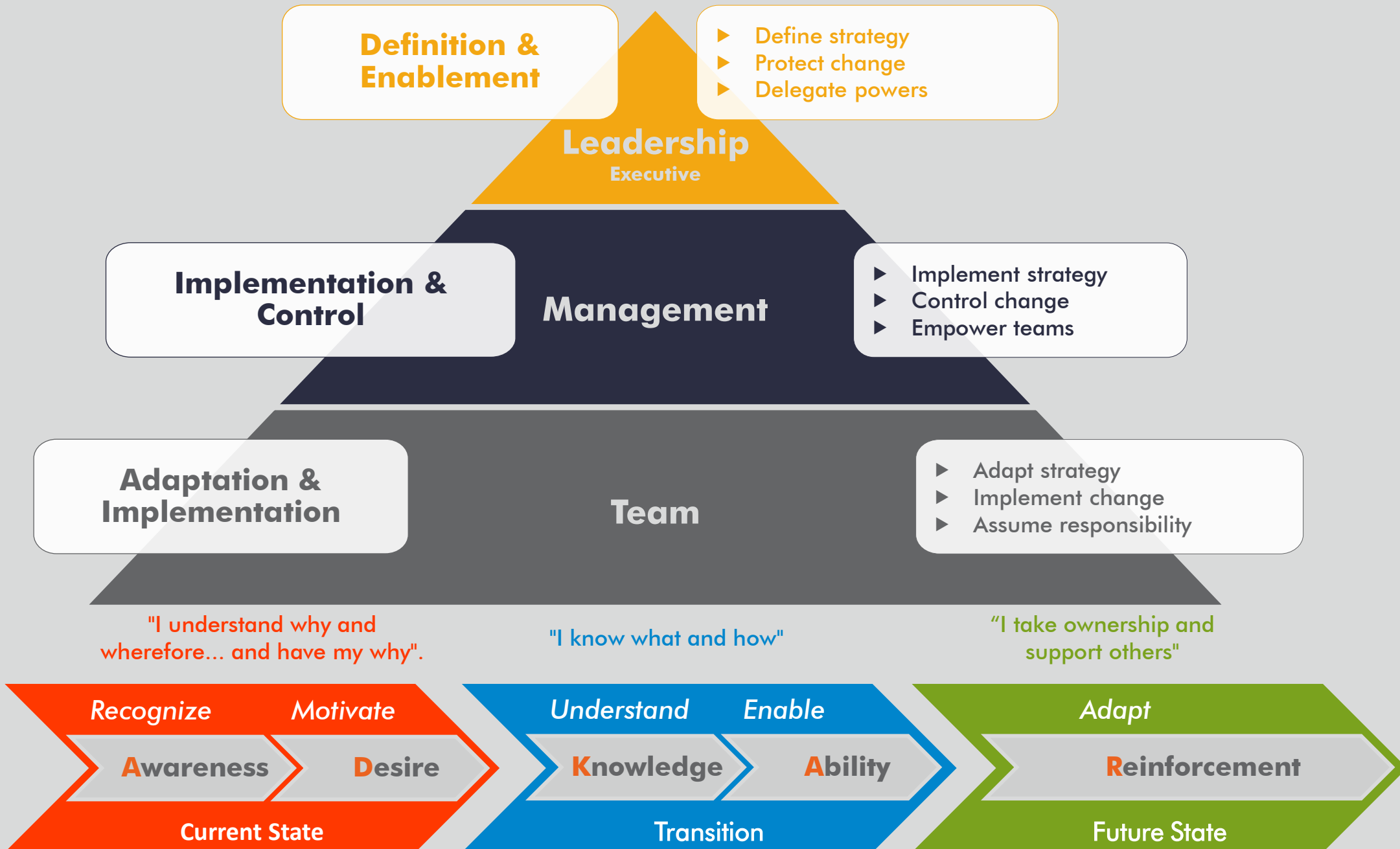
Change must be **reinforced** to be sustained

↪ Measures to **demand** change in the long term

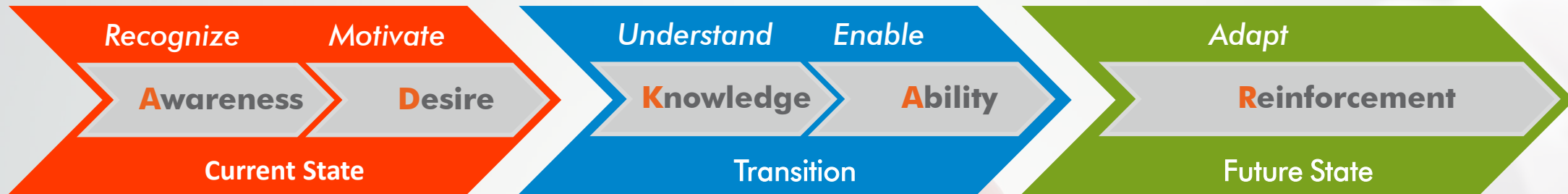
↪ Encourage change through **recognition and reward**



CHANGE THROUGH HIERARCHY LEVELS



PHASES OF CHANGE AND RELATED RISKS



Without awareness and desire

- ▶ Employees asking the same questions over and over
- ▶ Lower productivity & higher turnover
- ▶ Hoarding of resources and information
- ▶ Delays in implementation

Without knowledge and ability

- ▶ Lower utilization or incorrect usage of new systems
- ▶ Uncertainty among employees
- ▶ Greater impact on customers and partners
- ▶ Sustained reduction in productivity

Without Reinforcement

- ▶ Employees revert back to old ways of doing work
- ▶ Ultimate utilization is less than anticipated
- ▶ The organization creates a history of poorly managed change

THE TOP REASONS FOR RESISTANCE

Employees

1

Lack of Awareness of why a Change is needed

2

Change specific Resistance

3

Change Saturation

4

Fear

5

Lack of Support from Management or Leadership

Managers

1

Organizational Culture

2

Lack of Awareness and Knowledge about the Change

3

Lack of Buy-In

4

Misalignment of Project Goals and personal Incentives

5

Lack of Confidence in their own Ability to manage People side of Change

AAA RATING FOR SPONSORS

A

Active

Actively and visibly participate throughout the project

- ▶ Set expectations and establish clear objectives for the project
- ▶ Hold the team accountable for results
- ▶ Attend frequent project review meetings and actively review progress

A

Allied

Ally peers and managers to build a coalition of sponsorship

- ▶ The coalition is not just an organizational chart
- ▶ The coalition is based on 'who is being impacted'
- ▶ Bottom's up approach!

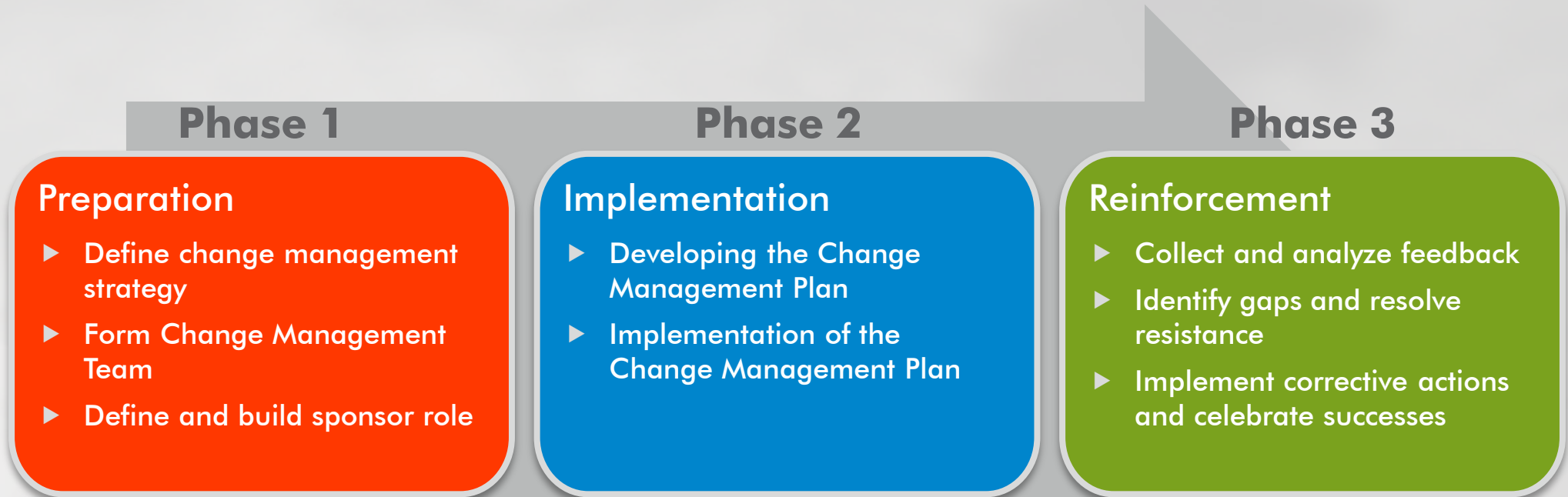
A

Adaptive

Adaptive interaction with employees and members

- ▶ **Why** do we need to change?
- ▶ **Where** do we change to?
- ▶ **What** should change and **how**?
- ▶ **What** will **not** change?
- ▶ **Who** should change (and **why**)?
- ▶ **Risk** if we do not change anything?

ORGANIZATIONAL CHANGE MANAGEMENT



Prosci® 3-Phase Change Management Process

Why?

To develop a specific and adapted strategy, the necessary team structure and an effective sponsorship model.

Why?

To create feasible plans based on which all affected individuals and the entire organization can accomplish the change.

Why?

To ensure that changes are implemented consistently and permanently.

A structured approach to considering **people** in change projects

- ▶ Scientific
- ▶ Holistic
- ▶ Simple
- ▶ Scalable

**LEADERSHIP
SPONSORSHIP**

provides orientation
and steers

Project objective
sachieved

Project in budget
and on time

ROI realized

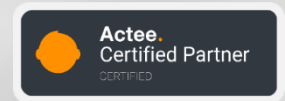
**PROJECT
MANAGEMENT**

ensures planning, implementation,
monitoring and control

**CHANGE
MANAGEMENT**

leads the people
through the change

Successfully change and drive adaption



Change Manager

Professional practitioners and certified experts.

Take the scariness out of your change projects.

To plan and successfully realize your strategy.

Change Pilots

Support and coaching for your change managers.

Helping hand in the back and bodyguard in difficult situations.

Safe competency development in your running projects.

Implementation

Certified partner of Prosci ADKAR and Actee.

Up to date methods, processes and tools for lasting success.

From implementing new systems to organizational restructuring.

Gamification

Learning playfully with fun in competitive gaming environment.

Experience action and reaction in learn what works best.

Preparation for the realization of your changes.

You want to know more



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