

Contents

Foreword **XI**
 It's all about the people **XII**
 Acknowledgements **XIV**

Part I: Incite

It may come as a surprise: Successful change management is mainly a matter of letting it happen **3**
 by Paul J. Kohtes
 Accept change as a constant state 4
 Dismantle obstacles 4
 Get the current flowing again 5
 Find your identity and change it constantly 7
 Less method, more personality 8
 Outlook 10

The human factor in change processes: Success factors from a socio-psychological point of view **11**
 by Marit Gerhardt, Dieter Frey and Peter Fischer
 Implementation strategies: Top-down or bottom-up? 11
 Attitude patterns of the affected staff 13
 Causes and forms of resistance 13
 Twelve success factors in change processes 18
 Conclusion 22

Accelerated change dynamics within the healthcare industry: Just a trend, or is there more to it? **27**
 by Markus Pickel
 High level of change dynamics within the healthcare industry 28

Why are change programmes more in demand today than ever before?	29
Portfolio – Process – People: The trinity of speed in change	30
A digression concerning the real power of corporate culture	33
Corporate communications as the mediator of change	34
Change communication as a key success factor for change	39
Structural prerequisites for change communication	40
Summary: Speed as a basis for change	41
The power of ideas – Reputation management and successful change	43
<i>by Robert Wreschniok</i>	
Reputation, an acquirable good	45
Reputation management in change processes: Laws and regulations	46
An example from the financial sector	47
Conclusion	52
Change management in alliances	55
<i>by Theresia Theurl and Eric Meyer</i>	
Building and managing alliances	56
The benchmark case: Continuous change	59
Change management in alliances – Considering the specifics	60
How to overcome the communication problem	61
How to overcome the competence problem	62
The role of contracts	63
Conclusion	63
Part II: Insight	
Winning people’s hearts and minds	67
<i>by Katrin Schwabe</i>	
The power of dialogue	67
Tools for successful dialogue	68
Cascading waves – ‘Time to people’	68
Town hall meetings – Keeping stakeholders in the loop	69
CEO breakfast – Forming an alliance	70
Ambassador platforms – Supporting special agents	70
Kick-off events – Enabling many-to-many conversations	70
Business simulations – Practice ‘how to fly’ before taking-off	71

Engagement throughout.....	72
Impact of change communication.....	72
Start talking.....	73

Use of multipliers in change communication: How credible personal communication can make change effective 75

by Eike Wagner

What is the multiplier approach and what is it not?	76
Where does it apply in practice?.....	76
What is the role of multipliers?	77
How much time do multipliers need?.....	78
How to choose multipliers?	78
How to prepare multipliers?	80
How to integrate multipliers into communication activities?.....	83
How to measure the success of the multiplier approach?.....	85
Benefits.....	85
Lessons learned.....	86

Why engagement matters – From command and control to collective learning via social software 87

by Sabine Stecher

Engagement in change processes.....	88
Engagement – Ideology or a measurable strategy for success?.....	88
Level of engagement	90
Engagement and communication.....	91
Social software as an engagement tool in change processes	92
Social software as a work platform	92
Paradigm shift in corporate communication.....	93
2.0 = Too much effort and 0 results?.....	94
Social software in change communication	96
Chances and risks of social software in change communication.....	98
Cultural bridges	99
Conclusion.....	99

The importance and use of analyses in change management..... 103

by Rainer Lang and Julia Zangls

Change controlling	104
Demands on the execution of change controlling.....	106
Staff and change controlling.....	107
Areas of application for change controlling	108
Evaluation at staff level	109
Quantitative and qualitative methods	110

Feedback systems	111
The ratio-oriented approach: The Change Scorecard	112
Improving the prospects of success in change – ‘Change Explorer’ ..	113
Outlook	114

Part III: Inside

The quiet transformation of an ugly duckling: The German Federal Employment Agency’s gradual transition – From a bottomless pit for taxpayers’ money to an efficient service provider	119
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------

by John-Philipp Hammersen

How to develop a strategic business unit within a historical and sound structure: The formation of Radeberger Group	127
----------------------------------------------------------------------------------------------------------------------------------	------------

by Ulrich Kallmeyer

A brief look back	128
Paradigms as the solid foundation of all business decisions	128
Radeberger Group as a new strategic business unit.....	128
Change in progress	130
The beginning: Bringing it all together	132
Change chronology.....	132
The human factor: Involvement by communication.....	133
Conflicts, hidden agendas and resistance	135
Conclusion.....	135

Managing complex change: Challenges at the National Health Service Greater Glasgow and Clyde	137
-----------------------------------------------------------------------------------------------------------	------------

by Nic Beech and Robert MacIntosh

The complicated nature of organisational life	140
The research process.....	140
The need for speed.....	141
Achieving the right balance of internal and external expertise	142
Paying the communication and consultation tax	142
Learning lessons across the public-private sector divide.....	143
Is the change working?.....	144
Conclusions	145

Taming the lion: How to keep a programme office up and running. 147

Interview with André Krause, O₂ Germany

Part IV: Beyond

**A matter of trust – A journey through the
Five Continents of Change Management..... 159**
by Joachim Klewes and Ralf Langen

New schools of thought 161

A metaphorical journey 163

The golden city of El Dorado: Setting out for new horizons 165

Fleeing from a volcanic island: change in a crisis 167

Olympica: Not doing everything differently, but with much more
energy 169

Recovery Island: Process optimisation as a principle..... 171

United States of Integration: Melting pot of cultures 173

At the end of the journey 175

Talking about change – The communications approach 176

A word on tools 177

Godspeed! 181

About the authors 183

Index..... 187