MOVINGMINDS

International Partners for Leadership & Change

Moving Minds
Case Studies:

Introduce a "New
Way of Working"
based on new
technology

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Introduce a "New Way of Working" based on new technology

Project Description

Our client decided to introduce a new individual work environment for more than 100.000 employees, as well as a new solution for collaboration based on Microsoft and IBM products.

To approach the challenge, a global program was set up. Its main responsibilities were to develop the technical infrastructure, customize the technical standard product, address governance topics of global relevance and develop concepts for the operational roll-out of the hardware. Whereas the operational roll-out and concept adjustments have been delegated to approximately 250 local projects, in different regions and business areas.

The Moving Minds team has worked as an integrated part of the change work stream within the global program aiming to set change management targets, develop a customized change management approach and provide operational support for local projects.

Eventually all 100.000 employees should be able to regain their productivity in a short term without big technical issues and develop the "New Way of Working" moving towards the change management targets (Target Scenario).

The "New Way of Working" includes new behavioral patterns of the employees and processes within the organizational context, which directly or indirectly contributes to better economic positioning of the company. Direct contribution may result from the intelligent collaboration within the business processes and effective communication, conscious knowledge management, innovation and etc. Whereas indirect contribution may derive from the efficient self-organization, collaboration in internal social platforms, etc.

Project Objectives

Having introduced the new technical solution, the global program envisioned to be the front-runner in internal and external collaboration and communication processes. The collaboration and communication efficiency significantly improves with the new technology, resulting in a more productive, agile, and flexible business performance. The customer is to become an attractive employer, retaining and recruiting a dynamic, diverse, innovative, and high-performing workforce.

Project Facts

Company Size:

> 100.000 employees

Industry:

Chemicals

Project Focus:

Technical Migration

Approach

The project execution followed a concept of three major phases Plan, Build and Change. These were consistently framed during the entire process by Project Management, User Journey Management (the personal change journey of each stakeholder) and Communication which had smooth transition from phase to phase.
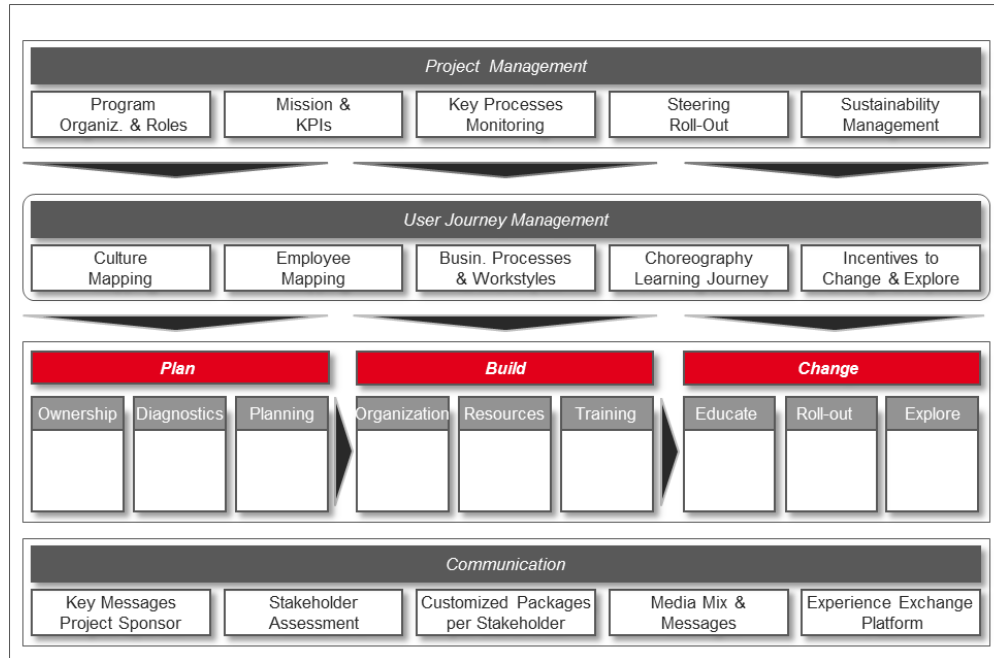
Each of the three major phases Plan, Build and Change consists of Topic Areas (e.g. Ownership) and Modules (e.g. culture mapping). Each Module is described and delivered in a format for practical and immediate execution.

We have chosen this approach in order to easily synchronize our change management activities with the technical project phases Plan, Build Run, to be able to provide an overarching change and roll-out concept to the responsible in local projects.

The selection of modules from a broad library of change management tools was done in a joint agreement with the customer. However some new change management modules had to be additionally developed to ensure the best fit.

Measures and Tools

Due to the wide scope of the project, different measures and tools were used within the change management process. Therefore, we just want to outline some of our important measures:

- **Target Scenario:** Create a common understanding about the Target Scenario and its content. The Target Scenario describes the behavior while using the new technology. This behavior is necessary to develop and maintain the targeted capabilities, thereby achieving business benefits. However the development of the

future organization and processes will be necessary. These activities are strongly linked to Organizational Readiness. Depending on the size of the project and the diversity of the business, an adaptation to local specifics is needed. The applicability of targeted behavior - "the New Way of Working" - may vary in the localization process.

- **Driver and Inhibitor Analysis:** Before any Change Management measures can be planned, the project manager has to understand the status quo of the organization, the attitude towards what is new, willingness to adapt to the "New Way of Working", understanding of the rationale behind the change, necessity for training etc. The assessment of the organization and its individuals can be done with in-depth interviews and surveys. Having understood the "gap" between the Target Scenario and status quo effective change management measures can be set up.

- **Enablement of the change organization:** For the translation of the change management measures an effective change organization has to be set up. Different change management roles have to be defined to represent the diversity of the organization. Members have access to resources in the library of change management tools and receive proper role training.

- **Change Networking Platform:** To ensure the proper implementation of the change management concepts in local projects, provide operational support and exchange experiences a change management networking platform has been set up. The platform is actively managed by the global change work stream. The core element is the change managers' network call, which is conducted every two weeks. The selection of topics varies depending on the progress of the roll-out in the respective project.

Results

There is an extract of the change management results achieved with our change management approach:

- Clear target setting and management alignment (Target Scenario)
- Degree of change readiness of the organization and employees
- Clear ownership of the project
- Consistent simple and repeated messages throughout organization
- Success measurement based on targets
- Effective platform to interactively develop and cascade change measures
- Positive examples and strong signal for change
- User participation in the change management process
- Clear guidance and guidelines

All results are tightly linked to the overall target achievement.

Imprint

This document was created by the following project team:

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