Change Workshop

We will design and prepare the change so that people will accept it

Offer from ICG-Capability

OUR STORY: 'CHANGE MANAGEMENT WORKSHOP'

WITH EVERY EXTERNAL, ORGANIZATIONAL OR PROCESS CHANGE THERE CAN BE "RESISTANCE" FROM USERS AND THE NEEDS THAT MUST BE RESPONDED WILL CHANGE.

Every organization must implement change. The reasons for change can be internal, when the company changes its strategy, business model or just a key process, but there are also changes forced by the external environment, the competition, crisis management or the market.

The success of implementing any change is related to the quality of the management of that change. This can be understood as a set of "hard" techniques such as change design, plans, infrastructure quality or budgets, but also as "soft" techniques that focus on acceptance of change and mitigation of resistance. Both components are key to success and we can prepare you for any change.

We see change management as a structured approach to ensure that changes are thoroughly and seamlessly implemented, and that the long term 'benefits' of change are achieved. Using a series of workshops, we will guide you through the process, analyze the current state, and develop a communication and implementation plan to achieve the stated goals.

"We need to change something in the current situation - COVID has completely changed established processes and needs"

"How to convince people to pull together and not be passive and resistant "

"How to prepare people to return to a company where changes will also be introduced "

"We have to work online, but people are afraid of it, how?"

Situations we deal with

THE GOALS WE WILL ACHIEVE TOGETHER

In each project, we will select the key objectives that we will guarantee for you at the beginning of the assignment. Typical objectives from similar projects are listed below.

Main goals and benefits

Revenue / productivity
(Growing or at least maintaining sales)

Level of decision-making autonomy
and greater flexibility

Create values, vision
supporting the future

Additional benefits from the project

Build the necessary
energy for change

Respond faster to changes in
assignments (agility)

Strengthen collaborative
working and show the power of
working together

EXAMPLES OF BENEFITS FROM SIMILAR PROJECTS

To give an idea of the specific objectives and their fulfilment, we attach examples of real results achieved with a short description

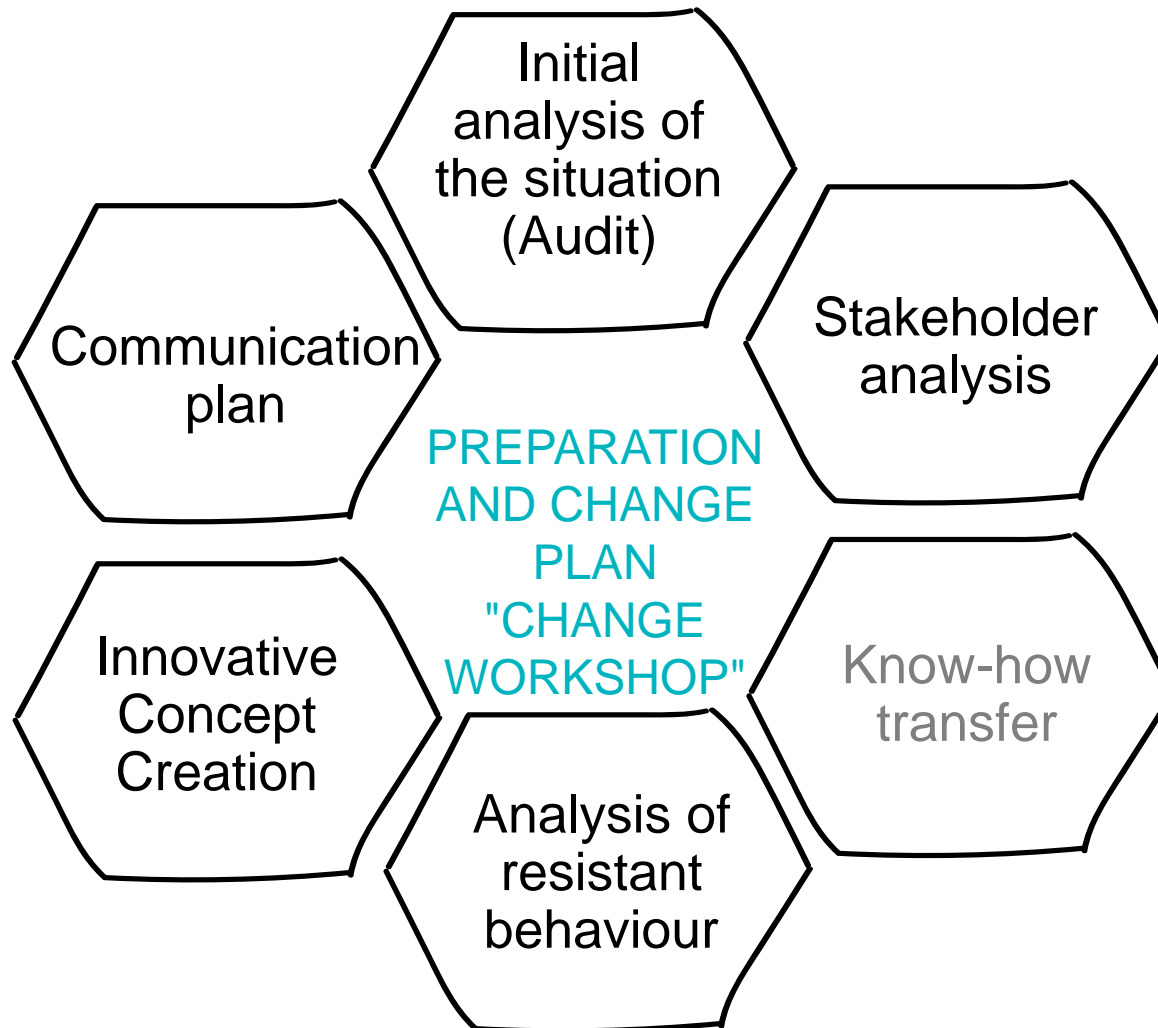|			
89%	**- 0 FTE**	**25%**	**60%**
Employees have embraced the new concept of a shared office for multiple companies.	No one left key positions when the change in the sales business model was announced.	Productivity growth thanks to electronic invoicing	Reduction of process time in the accounting and administrative process
Impact:	**Impact:**	**Impact:**	**Impact:**
Due to the large space in the company that was not 100% utilized, a flexi office was implemented, where several companies with completely different cultures and industries coexisted in one office. People embraced this change and the company saved 40% of the costs associated with renting an office.	When changing from personal sales to telesales, the entire model was prepared and communicated directly with the sales team. This co-creation of the entire strategy ensured the adoption of the entire model with zero churn.	The technical change was well thought out, but the people in the accounting department did not accept it. There was a huge resistance to the new SW. Through the Change management workshop, people understood the solution, a help plan was defined, and resistance with use (technical) was removed.	Through joint workshops with accounting staff, we analysed the existing process and identified the biggest sources of inefficiencies. We defined the requirements for the new process and facilitated an internal team discussion to design the new process. Just one month after the change was implemented, the process was reduced by 60% of the original duration.
Where:	**Where:**	**Where:**	**Where:**
Services - Facilities and Insurance	Sales team telecommunications	Billing team of a large company	Administration in a manufacturing company

MODULES AND TOOLS WE USE IN PROJECT IMPLEMENTATION

Initial analysis of the situation (Audit)

Communication plan

Stakeholder analysis

PREPARATION AND CHANGE PLAN "CHANGE WORKSHOP"

Innovative Concept Creation

Know-how transfer

Analysis of resistant behaviour

Analysis of the situation

Through the workshop we will find out how people perceive the current situation and what is their internal need to change things (tools: SCALE, OPERA, World Cafe, Weissbord, Bálint)

Stakeholder Analysis

Stakeholder = a person who is affected by the project, change or can influence the change. We will find out at the beginning and during what the initial position is.

Communication plan

We will create a communication plan for each stakeholder together in the team according to their needs.

Innovative Concept Creation

Sometimes it is necessary to propose a change, to add specific ideas in the form of a workshop. We will use innovative techniques: SCAMPER, OPERA, Heuristic techniques and standard brainstorming.
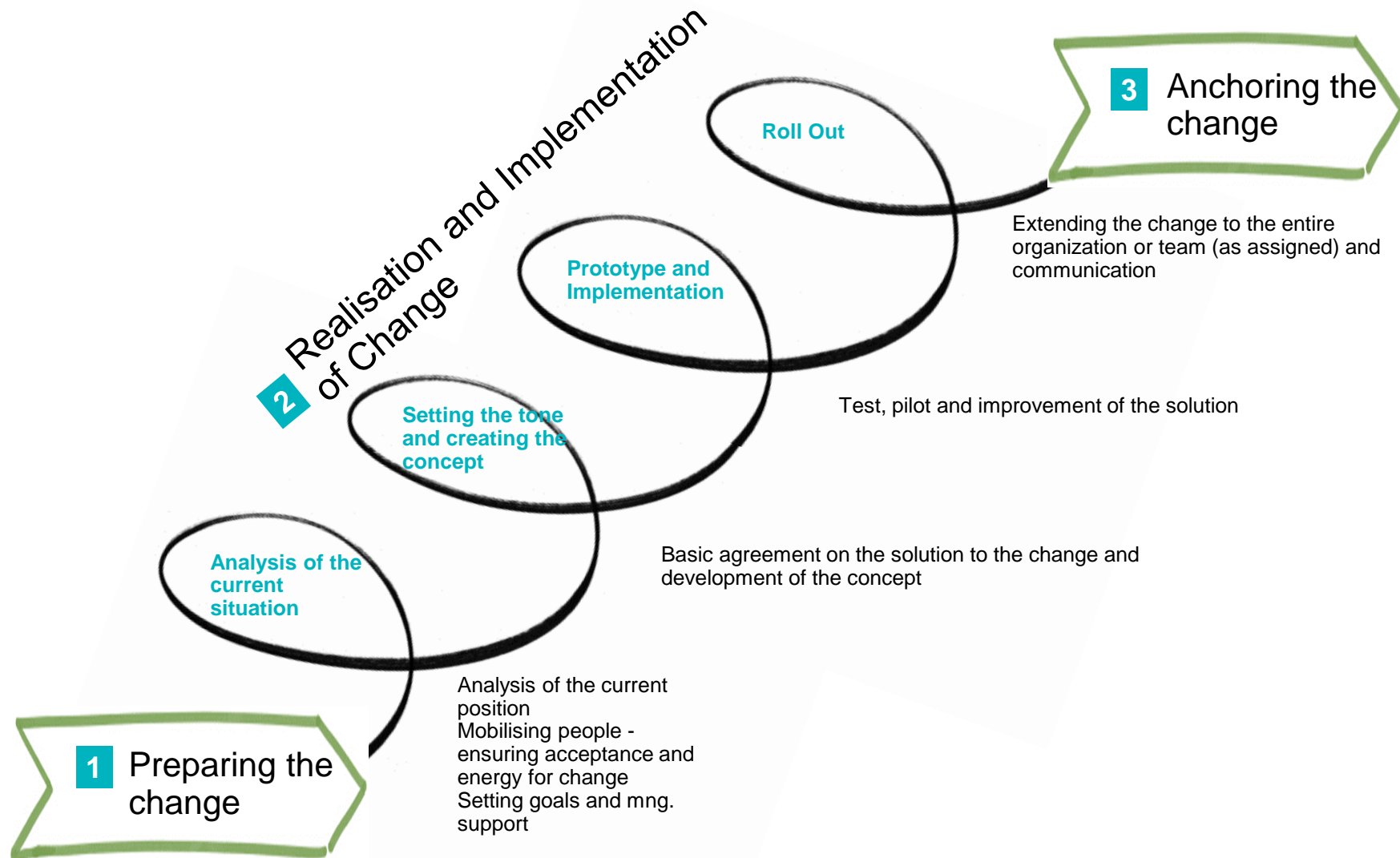
Analysis of resistant behaviour

Resistance occurs during implementation. We analyze the reason for the resistance (TPC Analysis) and prepare a plan to break the resistance (Change Curve)

Know-how transfer

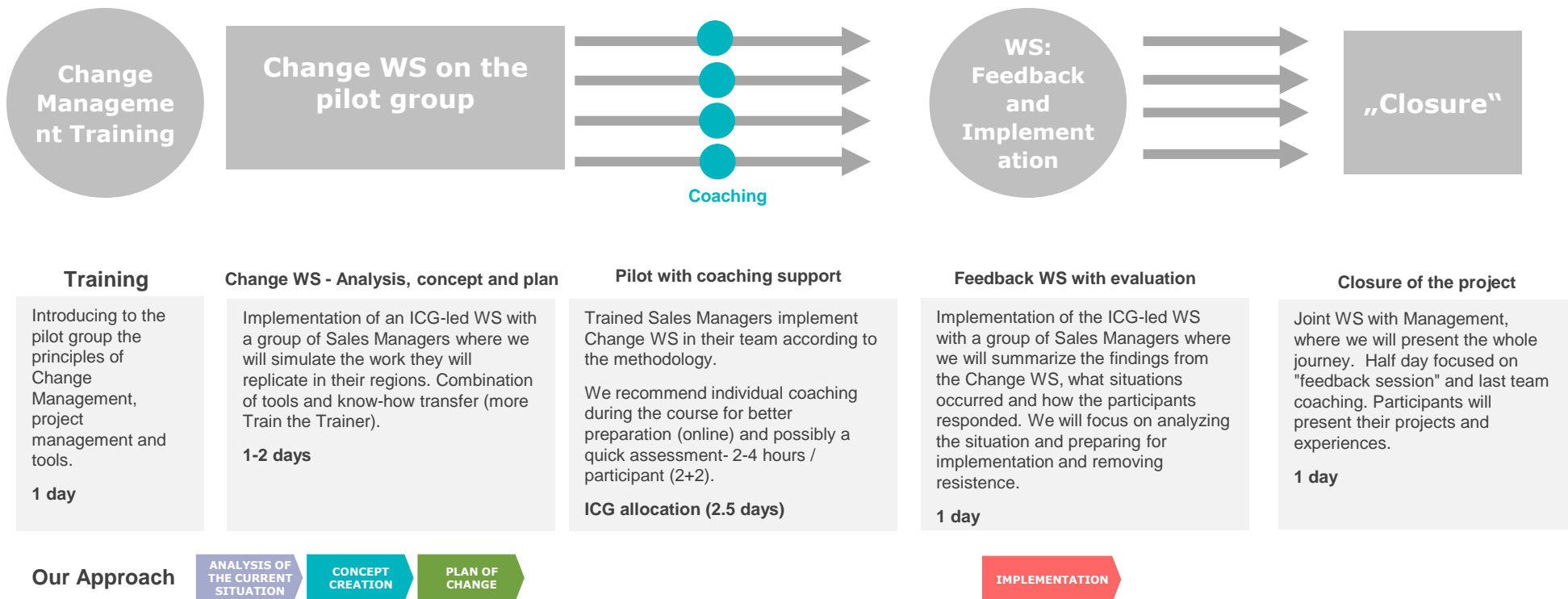We will teach you how to implement Change Management

WE FOLLOW THE BASIC MODEL OF CHANGE IMPLEMENTATION

Realisation and Implementation of Change

2

3 Anchoring the change

Roll Out

Extending the change to the entire organization or team (as assigned) and communication

Prototype and Implementation

Test, pilot and improvement of the solution

Setting the tone and creating the concept

Basic agreement on the solution to the change and development of the concept

Analysis of the current situation

Analysis of the current position
Mobilising people - ensuring acceptance and energy for change
Setting goals and mng. support

1 Preparing the change

RECOMMENDED APPROACH FOR THE CLIENT

In case of your assignment, we recommend to enrich the standard Change WS project approach with "Train the Trainer", i.e. to teach participants how to implement WS. Here is a suggested approach that we will adapt together according to your specific requirements

Training	Change WS - Analysis, concept and plan	Pilot with coaching support	Feedback WS with evaluation	Closure of the project
Introducing to the pilot group the principles of Change Management, project management and tools.

1 day | Implementation of an ICG-led WS with a group of Sales Managers where we will simulate the work they will replicate in their regions. Combination of tools and know-how transfer (more Train the Trainer).

1-2 days | Trained Sales Managers implement Change WS in their team according to the methodology.

We recommend individual coaching during the course for better preparation (online) and possibly a quick assessment- 2-4 hours / participant (2+2).

ICG allocation (2.5 days) | Implementation of the ICG-led WS with a group of Sales Managers where we will summarize the findings from the Change WS, what situations occurred and how the participants responded. We will focus on analyzing the situation and preparing for implementation and removing resistence.

1 day | Joint WS with Management, where we will present the whole journey. Half day focused on "feedback session" and last team coaching. Participants will present their projects and experiences.

1 day |

Our Approach

ANALYSIS OF THE CURRENT SITUATION → CONCEPT CREATION → PLAN OF CHANGE

IMPLEMENTATION

ELEMENTS OF CHANGE WS - ROADMAP

1. ANALYSIS OF THE CURRENT SITUATION

Audit of the current situation

Requirements analysis

In the form of a workshop we will define "what has changed" what are the driving forces and barriers related to change and how we perceive them.

We define priority areas and set objectives and set success criteria for the project.

Outputs
- Analysis of the current position (where we are, what has changed, what is holding us back, what is moving us forward)
- Priority list of areas to focus on
- Project goal set, including sub-goals for each phase
- Stakeholder analysis

2. CONCEPT CREATION

Ideas for change

Creation of concepts

Based on the priority areas and their needs for change, we will define ideas for change.

We transform individual ideas into concepts and if we have more than one concept - we evaluate the best concept.

Outputs
- Ideas for change that do not create resistance (technical but also "human")
- Preparing incentives for communication
- 3 concepts to change the current situation
- Vision for change
- Designing the best concept

3. PLAN OF CHANGE

Implementation plan

Change Management Plan

For the best concept, we will create a plan to implement the change and create a communication plan based on input from the Stakeholder Analysis to break down resistance to change.

We focus on mobilizing change stakeholders.

Outputs
- Pilot plan
- Action Plan - list of changes to be implemented
- Change Management Plan (communication plan)
- Mobilization of change

4. IMPLEMENTATION PREPARATION

Pilot preparation

Elimination of resistance

The implementation of change, may trigger resistance. In the workshop we will prepare scenarios of possible situations and their solutions.

We implement the changes and communicate according to the plan.

We evaluate the situation.

Outputs
- Implementation of communication
- Evaluation of the pilot
- "BAU" handover and presentation

1. ANALYSIS OF THE CURRENT SITUATION
ANALYSIS OF THE NEED FOR CHANGE AND DIRECTION SETTING

- In the form of a workshop we will define "what has changed" what are the driving forces and inhibiting forces related to change and how we perceive them.

- We carry out several exercises within the WS where we analyze the attitude on:
  - What has changed or will change and how does it affect me?
  - What internal motivation and support do I have for change?
  - What are the priority areas for change - what do we need to address?

- We define the future state and the goals we want to achieve. This will help us to evaluate each concept for change. We will set measurable goals for clearly measurable success, but also focus on "human" feelings and resistance.

- We look for priority areas for change.

- We define the team, the stakeholders and conduct a Stakeholder Analysis - the position of each stakeholder to the change.

OUTPUTS
- Analysis of the current position (where we are, what has changed, what is holding us back, what is moving us forward)
- Priority list of areas to focus on
- Project goal set, including sub-goals for each phase.
- Stakeholder analysis

Examples of outputs:

Change WS

Force Field Analysis

OPERA - Priority areas

2. CONCEPT CREATION

WE LOOK FOR THE BEST IDEAS ON HOW TO IMPLEMENT CHANGE SO THAT PEOPLE EMBRACE IT

- For each priority area of change - we identify detailed needs and define specific change ideas based on their fulfilment.

- We transform individual ideas into concepts and if we have multiple concepts - we evaluate the best concept. This is not the end of the work, we want people to embrace the change. We create a VISION of the change, i.e. inspiring the future state where we want to get to.

- Based on the Stakeholder Analysis, we will prepare an inventory of threats and opportunities to embrace change, which will be the basis for the Communication Plan.

- Tools used in this phase: the Creative WS for idea generation, the Threats and Opportunities Matrix, the Vision of Change, the PUGH Matrix and the Morphology Matrix used in the WS for concept generation and evaluation.

OUTPUTS

- Ideas for change that do not create resistance (technical but also "human")
- Preparing incentives for communication
- 3 concepts to change the current situation
- Vision for change
- Designing the best concept

Examples of outputs:

$$Q \times A = E$$

Quality of Change (kvalita změny)

Acceptance of Change (akceptování změny)

Effectiveness of Change (efektivita implementace změny)
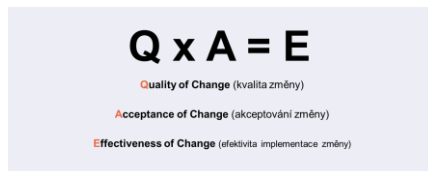
Equation of Change

Co-creation - we solve everything through workshops

3. PLAN OF CHANGE
CREATE AN IMPLEMENTATION (ACTION) PLAN AND FOCUS ON COMMUNICATING THE CHANGE

- For the best concept, we will create a plan to implement the change (Action Plan). We will focus on including every member who defines their contribution (OKR principle).

- We focus on mobilizing the change participants and creating a "Change Plan" - which is primarily focused on the arguments, feelings of the change participants to accept the change without resistance. We perceive that each participant has different feelings (change curve) and adapt the communication and change plan to their needs.

- We implement a pilot - a communication forum for a selected group of people where we test the change and its acceptance. We gather feedback and integrate it into the concept (adjust if needed).

OUTPUTS

- Action plan - list of changes to be implemented
- Change Management Plan (communication plan)
- Pilot Plan - Communication "test" workshop
- Change Mobilization - Focus on acceptance of change by all participants

Examples of outputs:

Action Plan
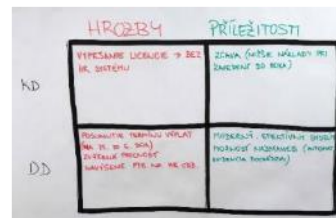
Resistance Elimination Plan / Communication Plan

4. IMPLEMENTATION
IMPLEMENTATION OF CHANGE AND ITS ACTIVE ACCEPTANCE

- We implement changes and communicate as planned. We hand over responsibility to the team - our role can be project-based or just consultative in the form of "coaching". We evaluate on a regular basis according to OKR performance.

- Implementing change can create resistance. In the workshop we prepare scenarios of possible situations and their solutions. These are "activated" if there is a noticeable resistance - i.e. a rejection of the new change by the group or individual.

- We will evaluate the new situation - We will prepare a "Storyboard" - documentation of the change, describing the whole journey and presenting the result.

OUTPUTS
- Implementation of communication
- Evaluation of the pilot
- "BAU" handover and presentation

Examples of outputs:
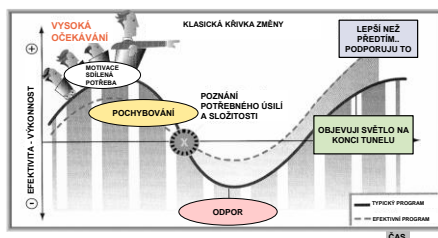
Change curve - Acceptance
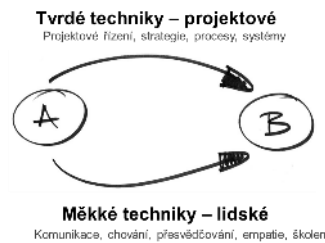
We combine hard and soft techniques

About us:
ICG Integrated Consulting Group

ICG INTEGRATED CONSULTING GROUP

ABOUT US

We are a consulting company operating in 12 European countries with more than 35 years of experience. We focus on process improvement using methodology of Lean Six Sigma, business innovations and change management. We deliver particular projects, trainings and combined programs to our clients in both service and manufacturing organizations.
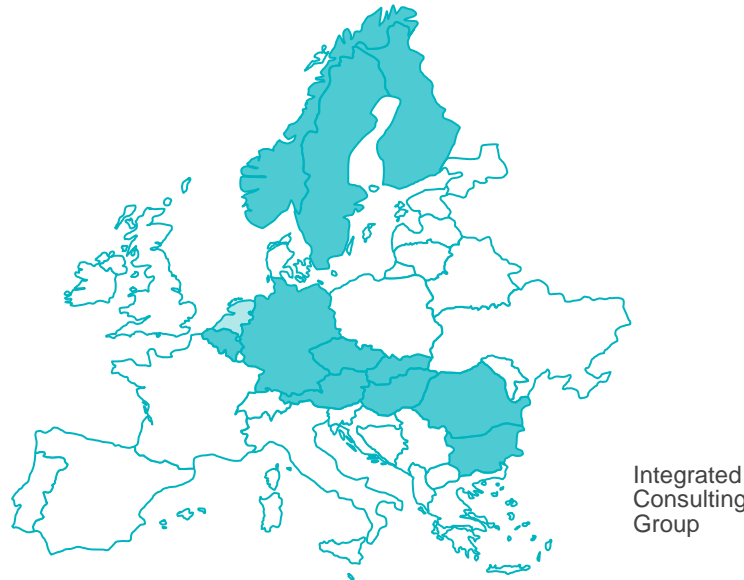
140

CONSULTANTS

12

COUNTRIES

35

YEARS

Integrated
Consulting
Group

**Global
Partnerships**

innova
management institute

CHINA

SCHAFFER
CONSULTING

USA

change factory

EUROPE

7 values of our company

1. The customer is always our top priority. We build long-term relationship based on trust.

2. We deliver more than the customer expects.

3. We are committed to results. We are rewarded for the supplied value.

4. We fully adapt to specific needs and requirements of the client.

5. Positive feedback from the customer is the main indicator of success for us.

6. Whatever we do, we want to do it as the best one in our field.

7. We do, what we enjoy, and we want you to enjoy it as well.

WAY OF OUR WORK: CO-CREATION

- In our work, we effectively combine expert project knowledge with soft techniques to work with people and develop people. We offer and combine tutorials, training and coaching.

- Our work is based on engaging people and using innovative approaches. Consultations and analyzes are combined with group workshops to ensure the necessary commitment to change.

- We implement the projects together with the client. This will make it easier to accept the proposed changes and help transfer knowledge and methodology to the organization of the client.

- In case of interest from the client we provide detailed certified internal staff training for selected methods and procedures for process management, improvement or change management.

We transfer our know-how to your employees so that you stay in your company after the project is over

OUR SERVICES
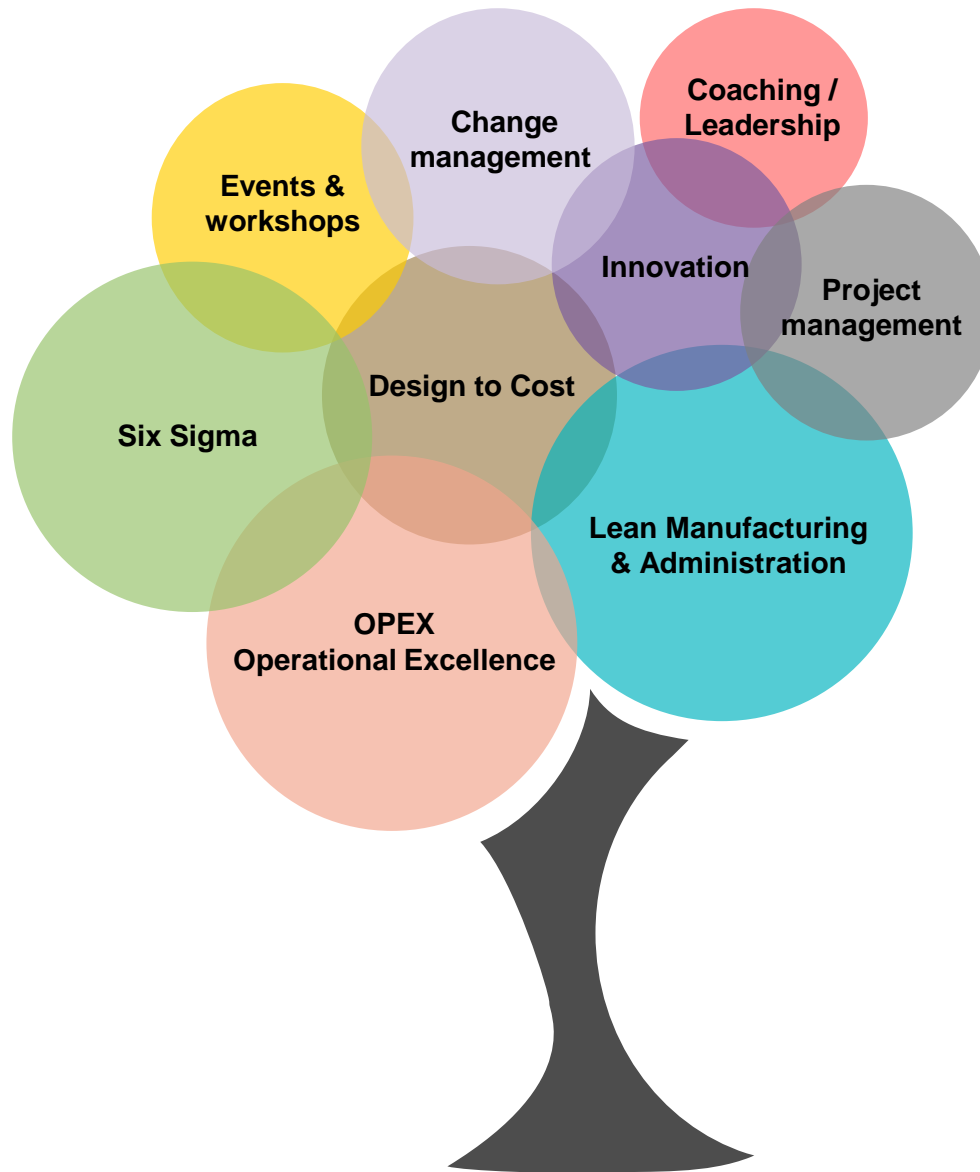
Operational Excellence
Process optimization | Identify opportunities - Process Audits | Process mapping | Process design | Cost reduction | Business process management

Six Sigma
Certified Lean and Six Sigma | Training | Six Sigma coaching | Implementing Lean Six Sigma into an organization | Interim Six Sigma Black Belt | Data analysis

Lean
Training of Lean techniques and tools | Value Stream Mapping | SMED optimization | Lean Culture | Simulation for Lean Tools Exercise | KAIZEN workshops | Lean Administration

Change Management
Change management | Changes with rapid results | Culture Diagnosis| Communication of changes | Change management training | Motivation and goal setting training

Project Management
Project support | Project management | Strategy of PMO Project office | Project management training

Innovation & Creativity
Innovation of products and services | Innovation workout | Strategic innovation | Innovation trainings | Creative problem solving | TRIZ | Design Thinking

Workshops & Events
Increase the efficiency of internal workshops | Mobilizing Large Groups | Specific problems solving | Training of workshop facilitation | Outdoor Training Programs

Design / Design to Cost
Design for X | Design to Cost Academy | Development of new products and services | Developing new „Business Model"| Total Costs Management

Leadership / Coaching
Coaching | Presentation skills | Right communication | Conflicts and how to deal| Sales skills| Mentoring | Trainings

A TEAM OF PROFESSIONAL PERSONALITIES

- Our team consists mainly of experienced consultants and some high potential junior consultants

- Our ambition is to have a good mix of different personalities, women and men, old and young, with different nationalities and academic backgrounds

- Every consultant has strong process competences and appropriate social skills

- Every consultant has know-how in at least one of our key competences: strategy, innovation, organization, controlling or leadership

- We all enjoy our work and engage ourselves fully in our projects – there are no strict management functions, all consultants are key persons

- For each core competence we have at least 5 in-house top professionals with a strongly established market position

- It is important to maintain the variety of different personalities in preferably hierarchy-free environment – we are all vivid personalities of different age
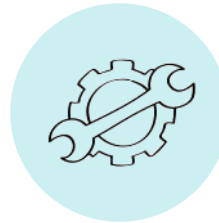
HUNDREDS OF CUSTOMERS
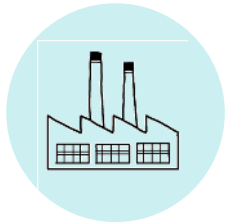
Production Industry

Retail

Service Industry

State-Owned Company

Health Organization

Public Administration

University

Non-Profit-Organization

PRODUCTION INDUSTRY: ABB | Ahlstrom | Alcatel Lucent | Andritz | AVG Technologies | AVL | Bayer Material Science | Bayer Schering | Berndorf | BMW | Boliden Kokkola | Bosch | Carlsberg | Carrier – United Technologies | Coca-Cola | Constantia | Dacia Renault | Daiichi-Sanko | Danisco | Dorma | Ericsson | Evonik | Fazer | Fortum | Fresenius | Geberit | Head | Heineken | Heraeus | Hoffmann La-Roche | Knorr-Bremse | Kone | Konecranes | KWB | Lenzing | LISEC | Magna Steyr | Mann+Hummel | Mayr Melnhof AG | Metso | Michelin Romania | Mitsubishi Heavy Industries/Rocla | Momentive | Neste Oil | Nokia | Nokian Tyres | Norpe | Novartis | Orion | Outokumpu | Pepsi | Petrom OMV | Philips | RÜTGERS | Sandvik | Sanofi-Aventis | Sappi | Scandia | Schaeffler INA | Schenck Process | SMA Solar Technology | SMS Siemag | Speech Processing Solutions | Stora Enso | STRABAG | Teleste | Texas Instruments | Thyssen Krupp | Tieto | TMD Friction | Tondach | Tridonic | UPM | Vacon | Vaisala | Valio | Velux | Videoton | VTI | Waagner Biro | Wacker Neuson | Wärtsilä | Zwack

RETAIL AND SERVICE INDUSTRY: Airport Graz/Vienna | Accenture | Acredia Insurance | Allianz | ASA | Austrian Post | AVIS | BKS Bank | Budapest Bank/GE | Conwert | Coop eG | DB Regio | DB Schenker | E.ON | E-Plus | Erste Group Immorent | German Railway | Helsinki OP Bank | ISS | Kleine Zeitung | Klöckner | Metro Group | Neuroth | NORDEA | One / 3 | Praktiker | Prisma – Euler Hermes | Raiffeisen International | Saubermacher | Service Innovation Group | Styrian Saving Bank | Suntours | Telekom Austria | Verbund | Vodafone | Zurich Group

STATE-OWNED COMPANY, HEALTH ORGANIZATION: AKH Vienna General Hospital | Austrian National Bank | Austrian Patent Office | Austrian Railways | Cncaf Minvest | Energy Styria | Federal Computing Centre | Federal Forests of Austria | Federal Theater | Feibra | Finnair | Finnish Institute of Occupational Health | Finnish Railroads | Forest Ministry | German Society for International Cooperation (GIZ) | Holding Graz | Hospitals Köln | ITSV | Linz AG | Magyar Posta | Municipality Munich | ÖBB Austrian Public Bus Company | Romanian Post | Social Security Institution | Styrian Medicine Institutions | SUVA Swiss Insurance Company | Tarom | Theater of Graz | Veikkaus

PUBLIC ADMINISTRATION, UNIVERSITY AND NON PROFIT ORGANIZATION: Aalto University | Austrian Federal Ministry of Agriculture, Education, Environment, Finances, Health, Internal Affairs, Science and Culture, Social Security | Business University Vienna | City of Graz, Helsinki, Linz | Euma | European Commission | European Forum Alpbach | European Institutions | EUSA | Federal Chancellor Department | Fraunhofer | German Academy of Technical Sciences | Graz University of Technology | Highschool in Gävle | Kemi-Tornio University of Applied Sciences | Labor Union of Private Employees | Provincial-Government of Berlin, Hamburg, Lower Austria, Salzburg, Styria, Upper Austria, Vorarlberg | Romanian Federal Ministry of Finance | Senior Expert Service | Tekes | University Klagenfurt | WKO

Adventure Change Management

A handbook for all those dealing with change

"Adventure Change Management", authored by ICG consultants, is an inspiring book to browse through for day-to-day management. 85 stories, models and experiences show managers and their employees what really matters when it comes to the effective management of change and agile transformation.
The book is innovative and entertaining: it provides a mix of proven theoretical models, practical experiences from successful and unsuccessful change projects, complemented by insights related to current trends (agility, digital transformation, innovation culture) – all of that garnished with out-of-the-box-thinking and humorously translated into cartoons.

The book can be borrowed from the library in our office.

Integrated
Consulting
Group

Make an impact.

Your Partner in Change.