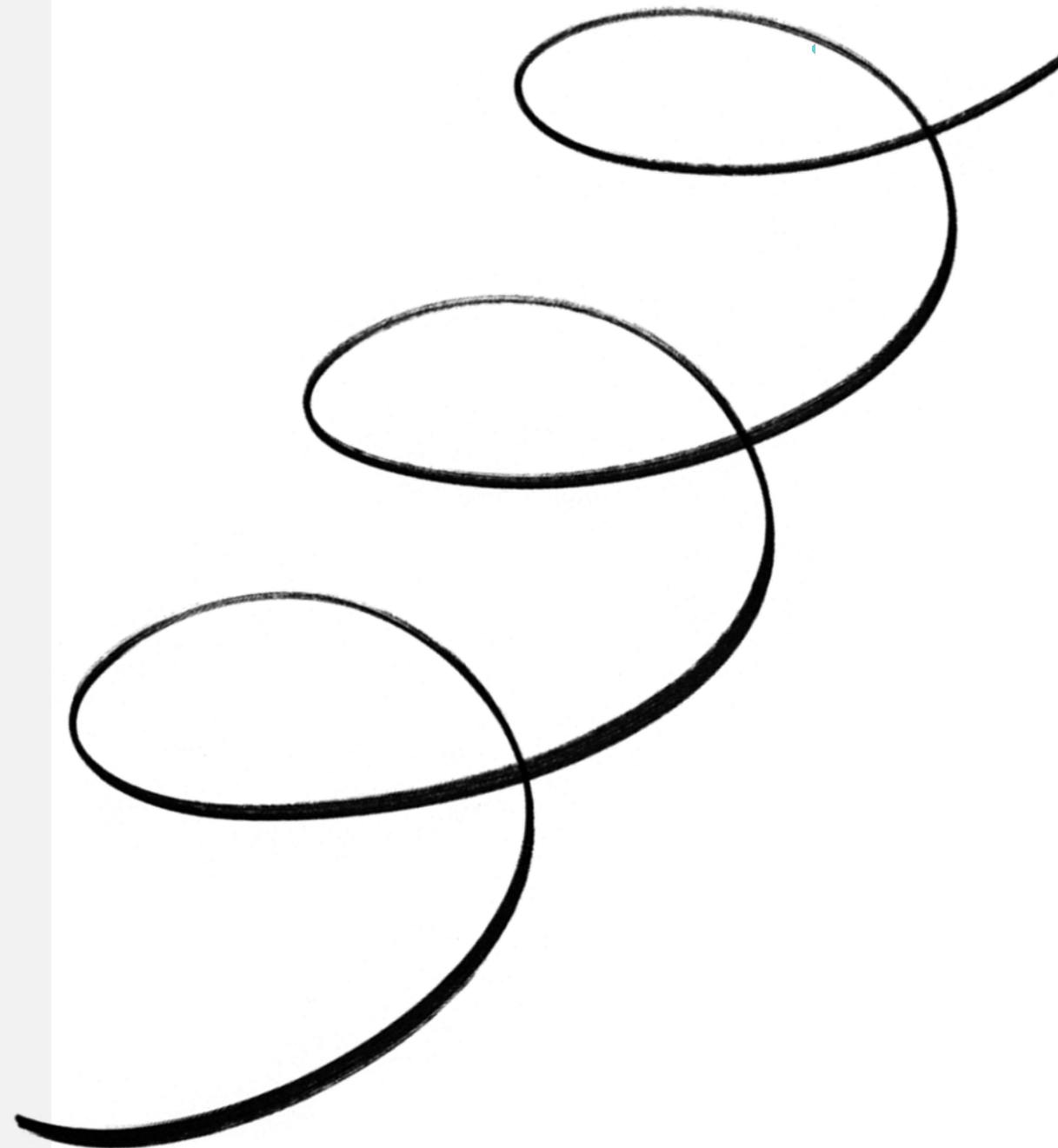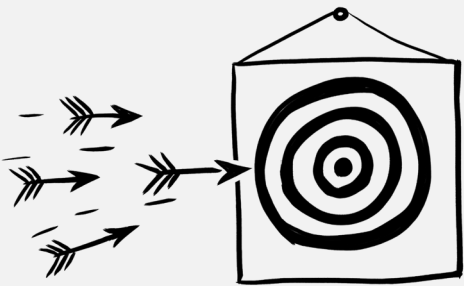**Integrated Consulting Group**

Change Workshop

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

2023

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?"

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.

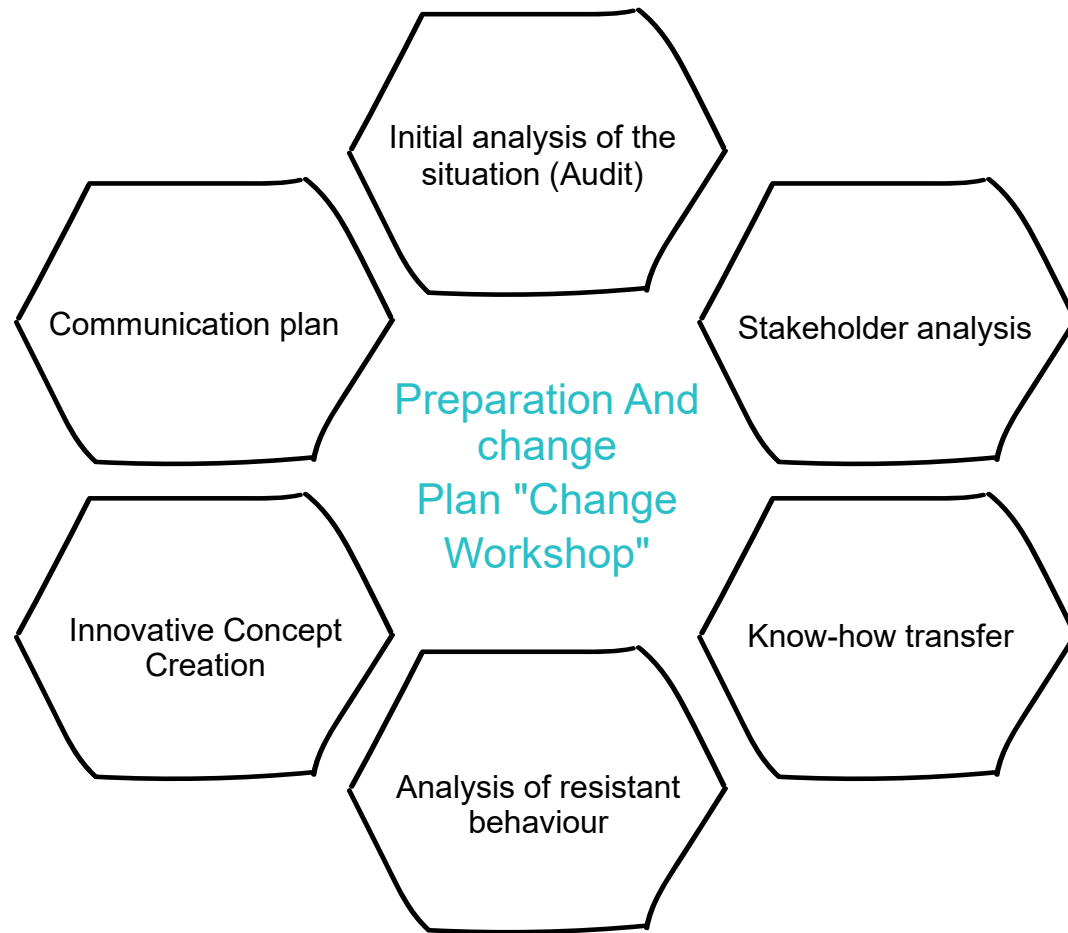| 89 %	- 0 FTE	25%	60%
Employees have embraced the new concept of a shared office for multiple companies.	No one left key positions when the change in the sales business model was announced.	Productivity growth thanks to electronic invoicing	Reduction of process time in the accounting and administrative process
Impact:			
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 cocreation 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:			
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.
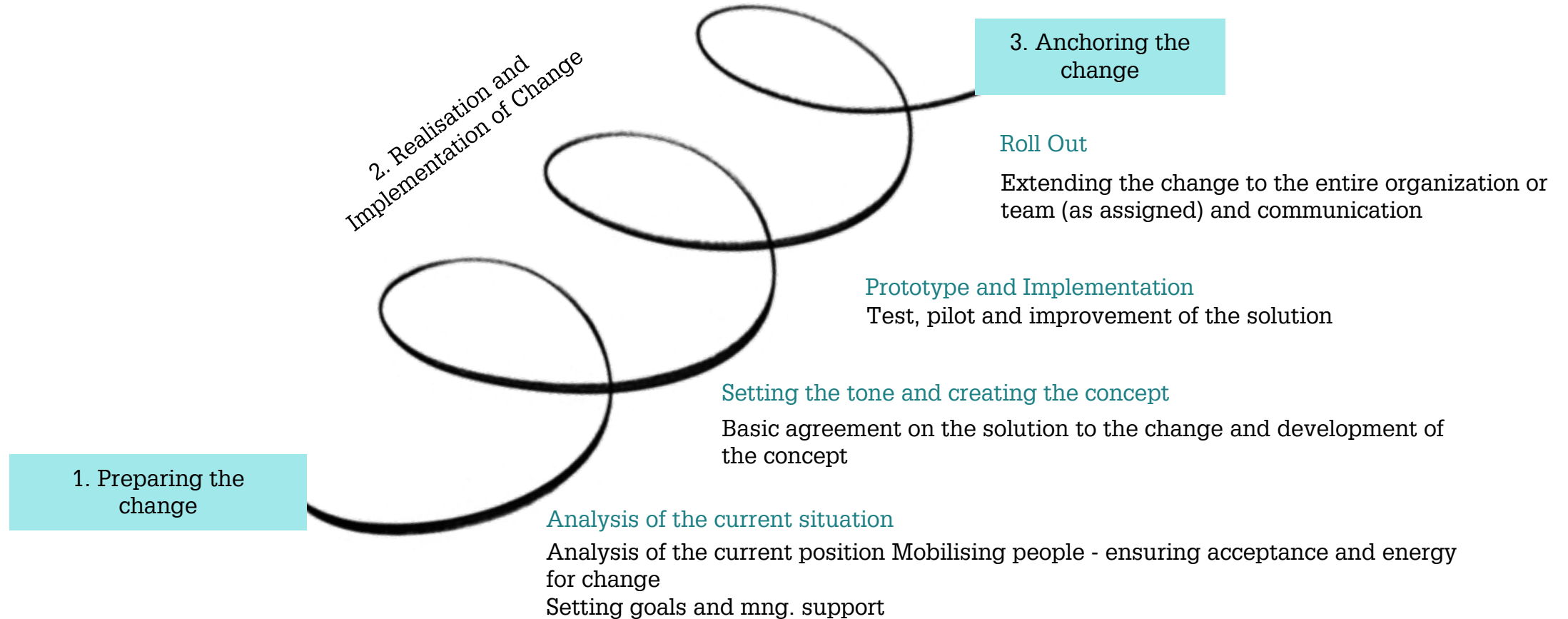
Analysis of resistant behaviour

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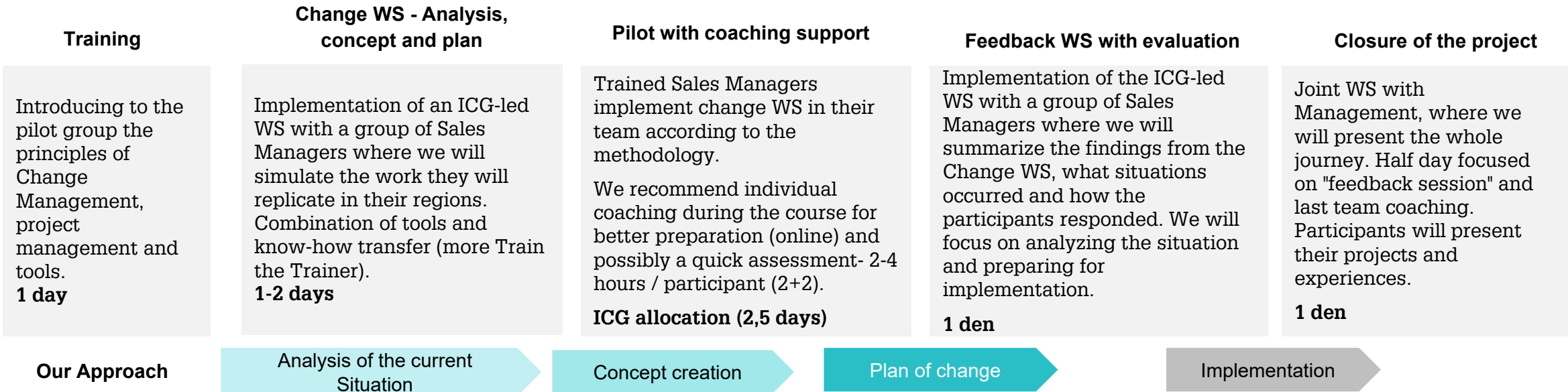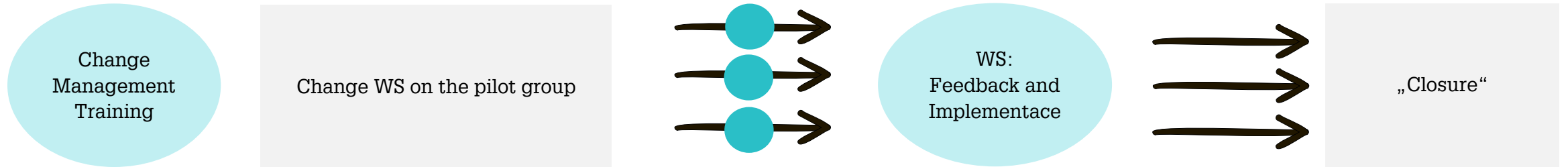
Know-how transfer

We will teach you how to implement Change Management

We follow the basic model of change implementation

2. Realisation and Implementation of Change

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

1. Preparing the change

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

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.

	Change WS - Analysis, concept and plan	Pilot with coaching support	Feedback WS with evaluation	Closure of the project
Training				

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. **1 den**	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 den**

Our Approach → Analysis of the current Situation → Concept creation → Plan of change → Implementation

Jednotlivé elementy Change ws – Roadmapa

Analysis of the current situation

Audit od 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.

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

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

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

Evaluate the situation

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

- 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

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

- Implementation of communication
- Evaluation of the pilot
- "BAU" handover and presentation
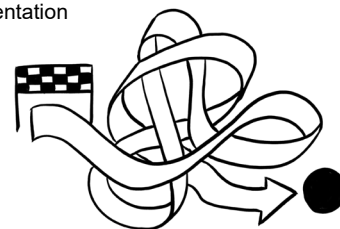
1. Analysis of the current situation

Analysis of the need for change and direction setting

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

- 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.

Examples of outputs:

Change WS

Force Field Analysis

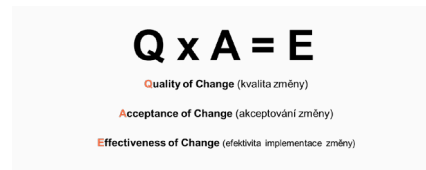OPERA - Priority areas

2. Concept creation

We look for the best ideas on how to implement the change so that people will accept it

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

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

- We convert 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:

Examples of outputs:

$$Q \times A = E$$

Quality of Change (kvalita změny)

Acceptance of Change (akceptování změny)

Effectiveness of Change (efektivita implementace změny)

Equation Changes

Co-creation - we solve everything through workshops
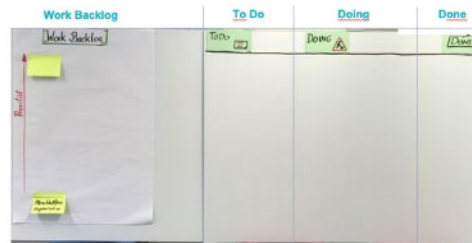
3. Plan of change

Create an implementation (action) plan and focus on communicating the change

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

- 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 incorporate it into the concept (adjust if needed)

Examples of outputs:
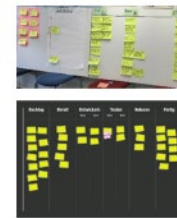
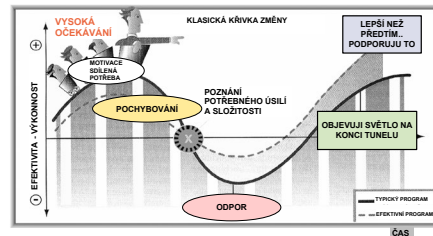Action Plan   Resistance Elimination Plan / Communication Plan

4. Implementation

Implementation of change and its active acceptance

Outputs

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

- 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 regularly according to the OKRs (Goal Setting Objectives).

- 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.
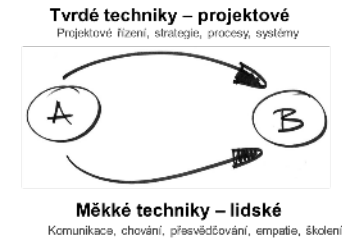
Examples of outputs:

Change curve - Acceptance

We combine hard and soft techniques

About Us

About Integrated Consulting Group

We are a consulting company operating in 10 European countries with over 40 years of experience. We focus on process improvement using Lean Six Sigma methodology, business innovation and change management.

We deliver particular projects, trainings and combined programs to our clients in service and manufacturing organizations. We see our contribution in delivering concrete results and transferring our knowledge to the client side so that they can further use the experience gained.
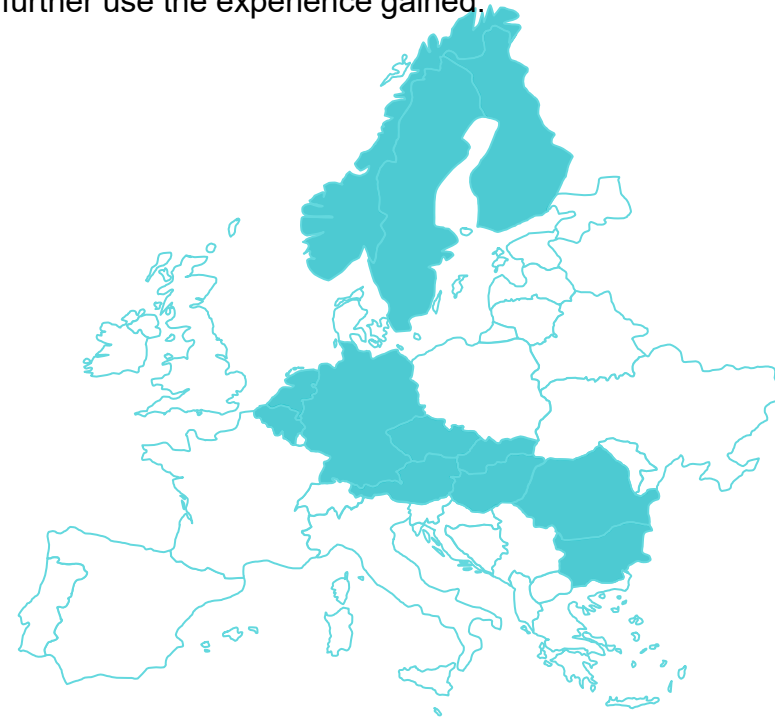
100+
CONSULTANTS

10
COUNTRIES

40
YEARS

15
LANGUAGES

Global Partnerships

deloop@
CHINA

**Kotter** SCHAFFER CONSULTING
USA

change factory
EUROPE

How We *Work*

We effectively combine expert project knowledge with soft techniques focused on working with people and people development. We offer and combine consulting, training and coaching.

Our work is based on engaging people and using innovative approaches. We combine consultation and analysis with group workshops to ensure the necessary commitment to embrace change.

We implement projects together with the client. This process ensures easier acceptance of the proposed changes and helps transfer knowledge and methodology to the client's organisation.

If the client is interested, we provide detailed certified training for internal employees on selected methods and procedures for process management, improvement or change management.

Change
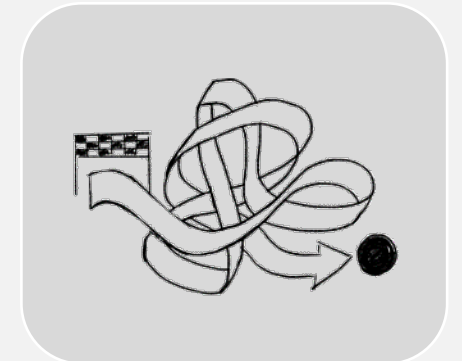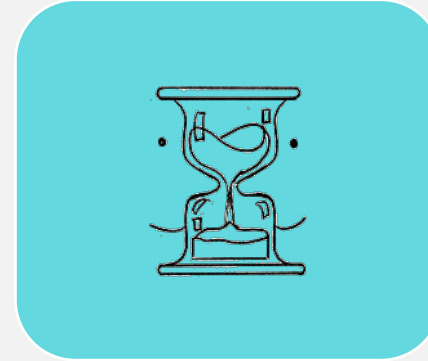
Our services

Operational Excellence

Process optimization | Identify opportunities - Process Audits | Process mapping | Process design | Cost reduction | Business process management

Lean

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

Project Management

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

Workshops & Events

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

Agile

Agility training | Agile transformation projects | Organizational agility assessment | Agile moderation | Lego 4 Scrum simulation | Scrum and Kanban

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

Change Management

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

Innovation & Creativity

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

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

Our *Clients*

Production Industry

ABB | ACO | Ahlstrom | AkzoNobel | Alcatel Lucent | Andritz | AVL | BASF | Bayer Material Science | BMW | Boehringer | Bosch | Bridgestone | Carlsberg | Coca-Cola | Constantia | Continental | Dacia Renault | Daiichi-Sankyo | DS Smith | DuPont | Egis | Ericsson | Evonik | Festo | Fortum | Foxconn | Fresenius | GE Healthcare | General Electric | GlaxoSmithKline | Hauni | Head | Heineken | Heraeus | Hoffmann La-Roche | Klarwin | Knorr-Bremse | Kone | KraussMaffei | Lenzing | Magna | Mercedes Benz | Metso | Mitsubishi | Momentive | Neste Oil | Nokia | Nokian Tyres | OMV Petrom | Orion | Panasonic | Pepsi | Philips | Richter | Sandvik | Sanofi-Aventis | Scandia | Shell | Siemens | SMS Siemag | Stora Enso | STRABAG | Teleste | TMD Friction | Tridonic | Unilever | UPM | Vacon | Valio | Velux | Versapak | Voith | Wacker Neuson | Wärtsilä | Wienerberger | ZF | Zwack

Retail and Service Industry

A1 Telekom Austria | Acredia Insurance | Adobe | Airport Graz/Vienna | Allianz | Arvato Bertelsmann | .A.S.A. | Austrian Airlines | Austrian Post | AVIS | Budget Group BSC | BKS Bank | Budapest Bank/GE | Conwert | CSOB | D.A.S. Insurance | dm drogerie markt | Enel | E.ON | Erste Bank | Erste Group Immorent | Finnair | Finnish Fair Center | Finnish Railroads | German Railway | GSK Stockmann | Helsinki OP Bank | HOPI | ING | Innogy | ISS | Joanneum Research | Kleine Zeitung | Klöckner | LOGICDATA | Metro Group | MOTIONDATA | Neuroth | NORDEA | OeEB | OeKB | One / 3 | Orange | OTP | Rabobank | Raiffeisen International | Randstad | REWE | Saubermacher | Sodexo | Styrian Savings Bank | Suntours | Trans-Sped | T-Systems | Vodafone | Zurich Group

State-Owned Companies, Health Organizations

AKH Vienna General Hospital | Austrian Federal Computing Centre | Austrian Federal Forests | Austrian Federal Theater | Austrian National Bank | Austrian Railways | Barmherzige Brüder | Energy Styria | Feibra | Finnish Institute of Occupational Health | Finnish Railroads | Forest Ministry | GIZ | Holding Graz | Hospital Köln | ITSV | Linz AG | Maasstad Ziekenhuis | Magyar Posta | Medical Delta | NATO | Österreich Werbung | Posti Finland | ProRail | Social Security Institution | SUVA Swiss Insurance | Theater of Graz | Veikkaus

Public Administration, Universities, NPO & NGO

Aalto University | Austrian Federal Ministries: Agriculture, Culture, Education, Environment, Finances, Health, Internal Affairs, Social Security | Caritas | Cities: Alkmaar, Graz, Helsinki, Linz, Rotterdam, Vienna | Euma | European Commission | European Institutions | EUSA | Graz University of Technology | Kemi-Tornio University | Leiden University | Provincial-Governments: Berlin, Hamburg, Lower Austria, Salzburg, Styria, Upper Austria, Vorarlberg | Romanian Federal Ministry of Finance | University of Music Vienna | University of Veterinary Medicine Vienna | Utrecht University | Vienna University of Economics and Business

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