

CHANGE
MANAGEMENT
.CPC



HOW DOES CHANGE SUCCEED?

Over twenty years ago, CPC began its consulting business with a focus on reorganizing medium-sized companies. Today, **we are a leading change partner for large corporations**. The experience of our **100 consultants** proves that stock solutions are not enough because every change initiative is unique.

In more than **500 national and international projects**, we have developed a method and format toolkit and have learned to skillfully apply it towards organizational change and to create precise, customized solutions.

On the following pages I will introduce you to our **ten-step approach** and tell you how we can make your organization even more successful. This way, we will make your change succeed as well.

Torsten Peis, Partner at CPC

1 CRYSTAL-CLEAR MESSAGES

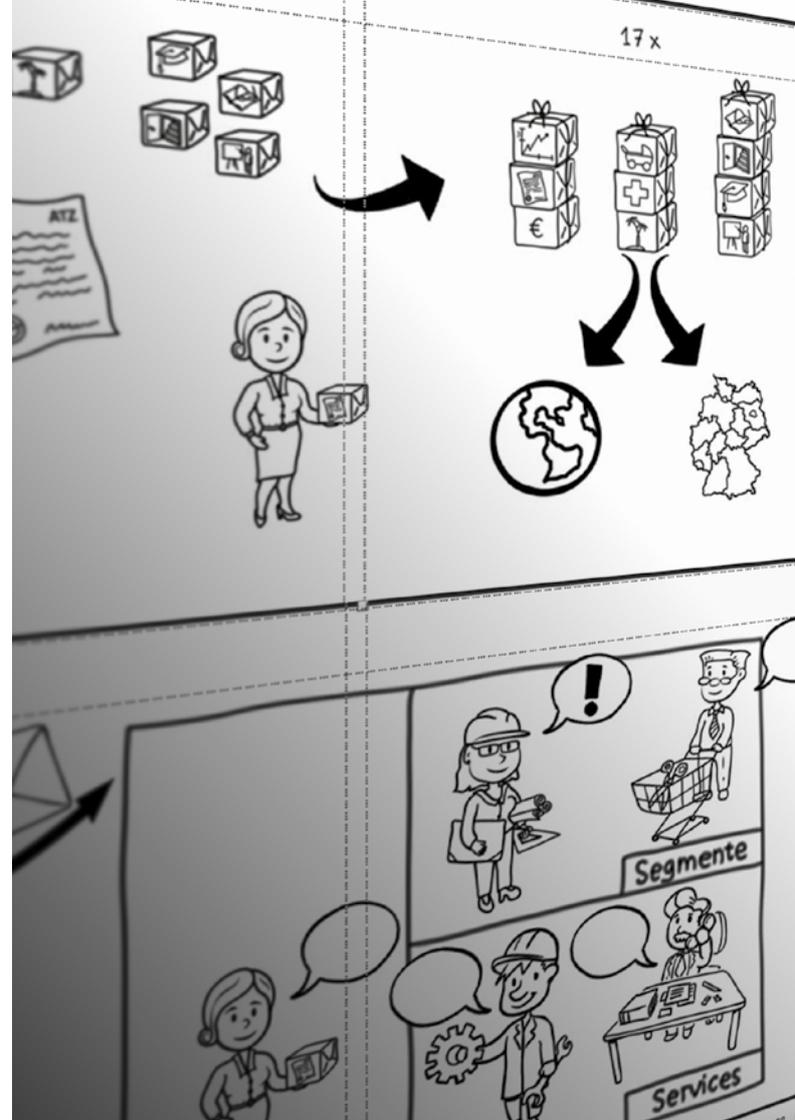
Problems and solutions are narrowed down in just a few minutes using a simple approach. That way every employee and manager clearly understands the initial situation, the need for change, and the goal from beginning to end.

EXAMPLE: ANIMATED CHANGE STORY

The core messages are conveyed in just a few minutes in an easy-to-understand way.

The idea is explained in 5 minutes, creating a sense of urgency.

Diana Herr, Manager at CPC



2 CREATE THE VISION

The employees most affected by the change design and review the overall concept.

GOALS:

- . The new concept is demonstrably better than the old.
- . Employee participation produces commitment at the functional level.
- . Operational experience is leveraged.
- . Dialog is stimulated across areas.

EXAMPLE: BUSINESS CASE SIMULATION

The responsible employees simulate the new overall concept by acting out new processes and roles using typical business cases. Using defined variables, the benefits of the new organization are demonstrated point by point.

Employees participate in creating the new vision and review the differences between before and after in just a short time.

Anne Babilon, Manager at CPC

3 EXPERIENCE CHANGES

Changes are usually defined and communicated in an abstract way. The actual impact on the corporate culture and management responsibilities often remains nebulous. In order to lead their employees through change, it is especially important for managers – in their dual role as recipients and agents of change – to do some serious personal stocktaking.

EXAMPLE: REALITY TRAINING CULTURE CHANGE

Reality Training is a flight simulator for managers and experts. Each and every aspect of an organization is mapped exactly as is, including offices, products, company history, and of course, the employees. In this risk-free practice environment, managers are tasked with creating the new culture, explaining it clearly to the employees, and above all, acting as role models. This allows them to experience, up close and personally, how their behaviors conflict with the vision and how those behaviors make their employees feel. This emotional experience, combined with the open feedback from the coaches and the employees of the virtual company, quickly creates a powerful impetus for change and hence permanent learning effects.

One thing is particularly true for companies embarked on a course of cultural change, for example to realize a new service or management vision: Only after the executives embrace the change cognitively as well as emotionally are they able to model the change convincingly.

THE RESULT:

In Reality Training, managers tackle their personal change curve and are therefore able to succeed as role models based on their own positive experience.



Experience and try
out the change with
all the senses, well
ahead of the actual
implementation.

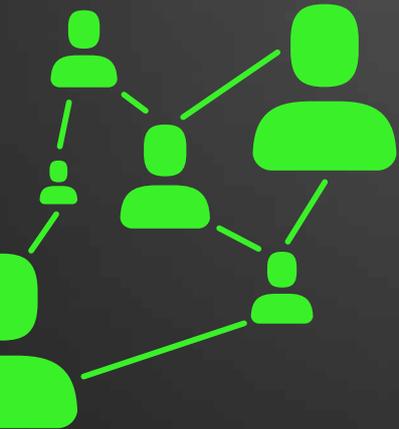
Gunnar Schultze, Manager at CPC

4 WIN OVER MULTIPLIERS

Employees who approach the planned changes enthusiastically are identified and enlisted early on. They are trained as multipliers and serve as agents of change and messengers for the change project.

GOALS:

- Enlarge the base of proponents.
- Respond adequately to employee concerns and questions.



We need employees who fully embrace the change and are invested in it emotionally.

Michael Kempf, Partner at CPC

5 AGILE PROJECT MANAGEMENT

In change projects, project management is often underestimated and inadequately staffed. One of the key factors in the success of the overall change project is its supervision. Measures toward change must be seen as an essential component of the whole project, not just an optional add-on.

UNIQUE ASPECTS OF CHANGE PROJECTS:

- . Many stakeholders with widely varying interests
- . Tightly linked to expertise
- . Criteria for success difficult to measure
- . Management expectations frequently too high
- . No disruption to daily operations during implementation

EXAMPLE: PROJECT MANAGEMENT APPROACH FOR CHANGE PROJECTS

A custom-developed project management approach oriented specifically to the change curve of the target group is adapted to the specific project and agreed with the customer. Project management is characterized by strong emphasis on stakeholder management, high communication density, and extremely short response times. One special focus is the definition of suitable change indicators that allow progress to be measured objectively. One individual takes on the role of project manager, someone who is an expert in both project and change management and operates at the same level as management.

Changes need a project leader who is both a project management and a change expert.

Oliver Kleinknecht, Manager at CPC



6 WATERTIGHT DETAIL CONCEPT

Identification of errors, gaps, and conflict prior to implementation.

Gerald Kimmel, Partner at CPC

In every change project, processes, roles, interfaces, and organization structures are altered from the ground up. Even small gaps and errors threaten acceptance and therefore the success of the entire initiative. For this reason, the entire concept must be validated at the detail level as well as road-tested using disruptions and worst-case scenarios.

EXAMPLE: CONFERENCE ROOM SIMULATION

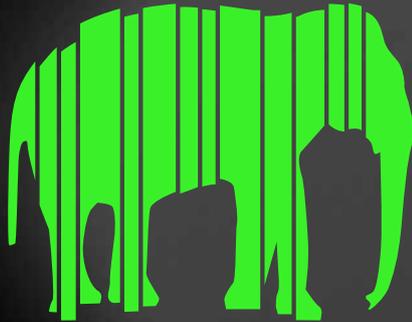
The new processes, interfaces, roles, etc. are simulated together with the managers and employees. During the simulation, everyone on the team realizes that the devil is in the details. All errors and gaps in the concept are exposed in a no-holds-barred approach. Furthermore, the simulation greatly promotes cooperation and exchange of ideas about the new processes and structures. Conflicts between the involved areas and resistance to the new concept often come to light, are discussed, and solved in a spirit of cooperation.

THE RESULT:

- Quality assurance of the concept at the detail level
- Elimination of all errors during the simulation and follow-up
- Rehearsal of the new roles on the job
- Identical expectations shared by all

7 EARLY SUCCESSES

The detail concept is first implemented in small steps. That way, early successes can be planned, highlighted, and celebrated. In the period that follows, regular success stories confirm that the change is working. Change needs time, which is exactly why phases for settling in and reflection are deliberately built in.



**How do you eat an elephant?
One bite at a time.**

Jens Wilke, Manager at CPC



8 INVOLVE EMPLOYEES

As part of the implementation, we have to reach and convince employees who until then only knew of the new concept through hearsay.

Jan Philipp Hölz, Manager at CPC

Employees who were not previously involved in the changes familiarize themselves with the new processes and roles.

EXAMPLE: ORGANIZATIONAL WORKSHOP

Employees do not sit passively through dry presentations. In a 1-2 day practice workshop, they try out the new processes using typical business cases and rehearse their new roles. The exchange of ideas about the new organization is one focus of the workshop. The benefits of the changes are identified and the downsides are openly discussed.

9 RECOGNIZE ACCOMPLISHMENTS

All the managers and employees affected by the change participate in a major rally, which has both informational and emotional elements. Each area presents its successes, creating a group experience in the new organization: “We did it together.” Employee accomplishments during the change project are recognized. The willingness to change is reinforced, ensuring it will last.

Managers and employees know they have done something special and are on the right track.

Jennifer Ahlheim, Senior Consultant at CPC

10 CREATE A TEAM

Most employees do not totally grasp the significance of organizational concepts. However, they do sense whether management believes in and fully supports the concepts. Change therefore requires a team, usually comprised of executives, managers, and specialists, that truly stands behind it. In the final analysis, it is this team that determines the credibility and ergo the success of the change.

Behind every successful change project is a successful team.

Nicola Berger, Senior Consultant at CPC



Collaboration with a great team!*

I have personally experienced 11 years of successful projects with CPC.*

Great people who make things happen with commitment and fun.*

A company that fundamentally approaches people with respect.*

For me, CPC is a reliable partner.*

Excellent cooperation, brilliant ideas, fantastic team!*

* Statements from our customers during the "20 Years of CPC" anniversary celebration.

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