



TURNING VISIONS INTO BUSINESS

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# The new change management. Fast. Focused. Repeatable.

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A successful change has a lot of success factors. How do you ensure them, so that they work together as a system? How does your organization get confidence in the implementation of the success factors? How do you implement measures to ensure that changes are implemented together with the daily business?



What we need is a new change management, which is established as a repeatable mechanism of change. We put away with with cherished mistakes, which

haven been preached for years. Change does not need particularly charismatic leaders, no communication geniuses and no heroes. Change is successful with people like you and me, which learn the practices of successful change and gain routine in doing them. If we do this, an organization can implement changes quickly, focused and repeatedly. As a result, it gains a responsiveness that is a sustainable competitive advantage.

## **Changes Are Day to Day Business**

Changes are day to day business of an organization. Every manager confirms this, and then quickly comes the question: "Mr. Foegen, this is nothing new, what's your point?"

It's simple: If changes are everyday business, why do we treat them not so? Why, then, do we implement any change as a unique piece? Why is there no system with which we routinely and systematically implement changes (e.g. every month or every 6 weeks, whatever the management cycle of your organization is)?

Each one of the success factors is nothing special - and yet we implement them as one time efforts, each time differently. The result are structural changes that are announced via e-mail, process manuals that are provided on web pages - we all know these so-called changes.

If we all know the success factors of change - why do so many changes go wrong? The answer is: because we have to implement all the factors. They are a system. If we fail just a few of them, the change fails. And if we do not practice the success factors, we will likely fail some of them.

## **Develop Routine**

So, how do we gain routine if we do every now and again an improvement? Not at all. We need to repeat actions. For change this means that an organization - and thus the people of this organization - have to learn the practices of successful change and develop routine. Then we can implement changes quickly and focused - and make it repeatable.

How do we do this? An organization must make change a part of their daily work. So she learns the craft of change. With a systematic approach, which implements the success factors as a system, the organization periodically implements to a small change. Voilà. There are the small steps. And we have a regular implementation, so we gain routine. And we need to establish the change as part of normal work, because otherwise we are always either nervous or indifferent.

So, what about large goals? How about big visions? We achieve them step by step. That is good, because it makes the goal specific and meaningful. And it is also good, because we see how we get forward. And it is good, because we can adapt while we change.

The reward: an organization with a changeability and responsiveness that is far superior to the competition.



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