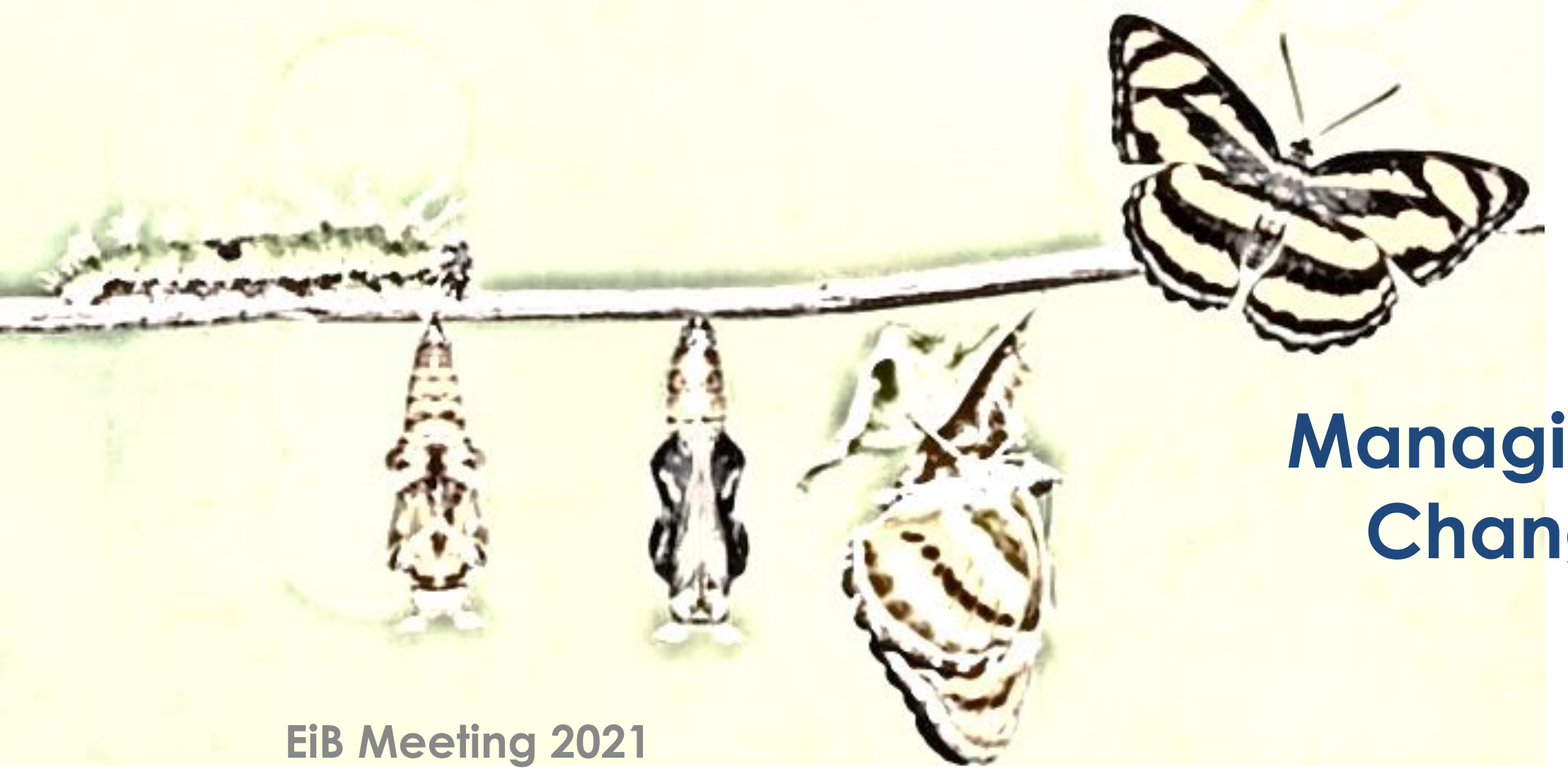

Managing Change

EiB Meeting 2021

Steffen Weber

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Thanks for inviting me to present!

Steffen Weber

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Turning **strategy into results**
with **empathetic leadership**
through **structured approach**

Background

- Agricultural Engineer, PhD in Plant Breeding
- 20+ years in the Ag industry
- Senior leader with international experience
- Managed product delivery, strategy implementation and change in both steady state and restructuring/M&A environments at enterprise level

Expertise

- Product management and –launch
- IT tool design, -delivery and implementation
- Mergers & Acquisitions
- Organization Design

Process management (cert. aiim BPM Master)
Agile Software Development (cert. Scrum Product Owner)
Project- & Program Management (cert. MSP© Practitioner)

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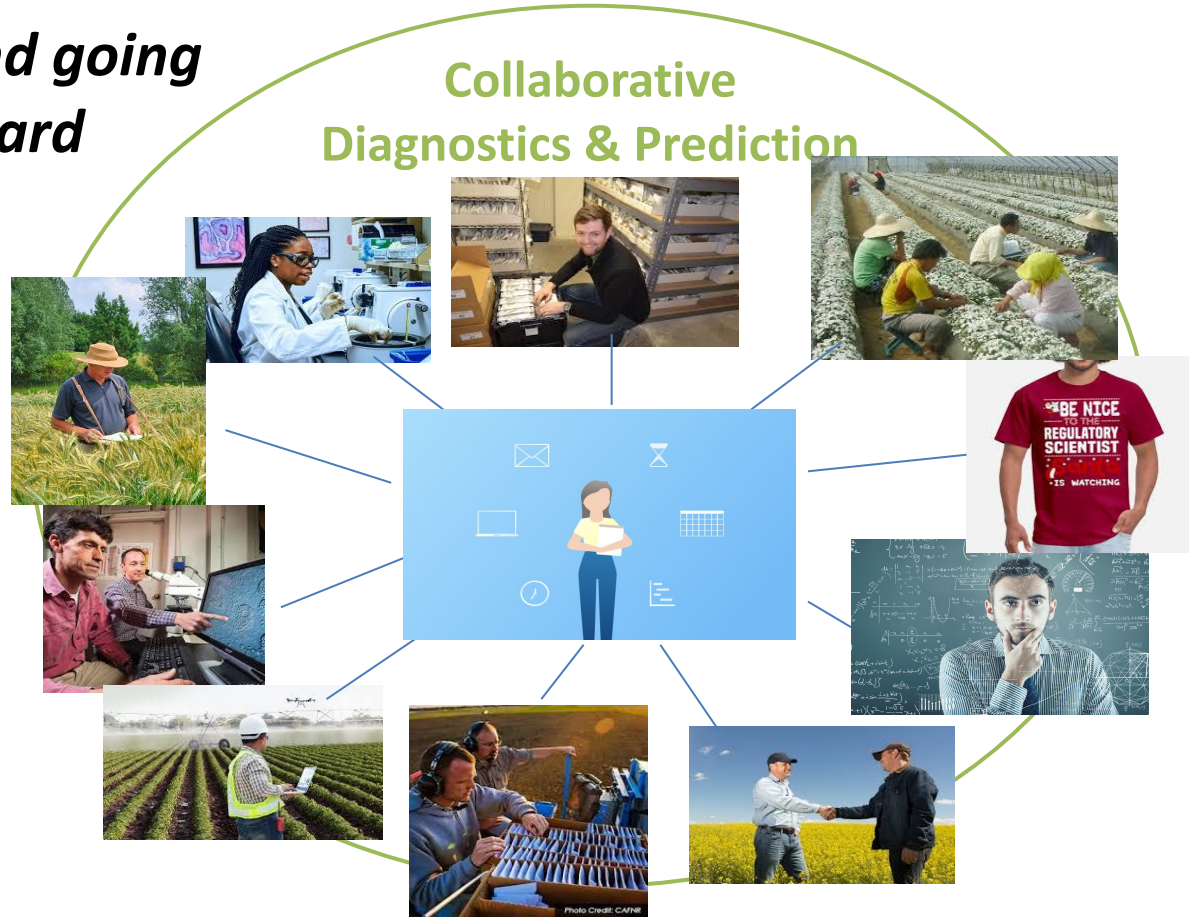
As in many other scientific disciplines,
the way how plant breeding is done is changing

Plant Breeding then…

Individual
Heuristics & Empirics

… and going forward

Collaborative
Diagnostics & Prediction



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There is no way to get the

wrong change right

but thousand ways to get the

right change wrong

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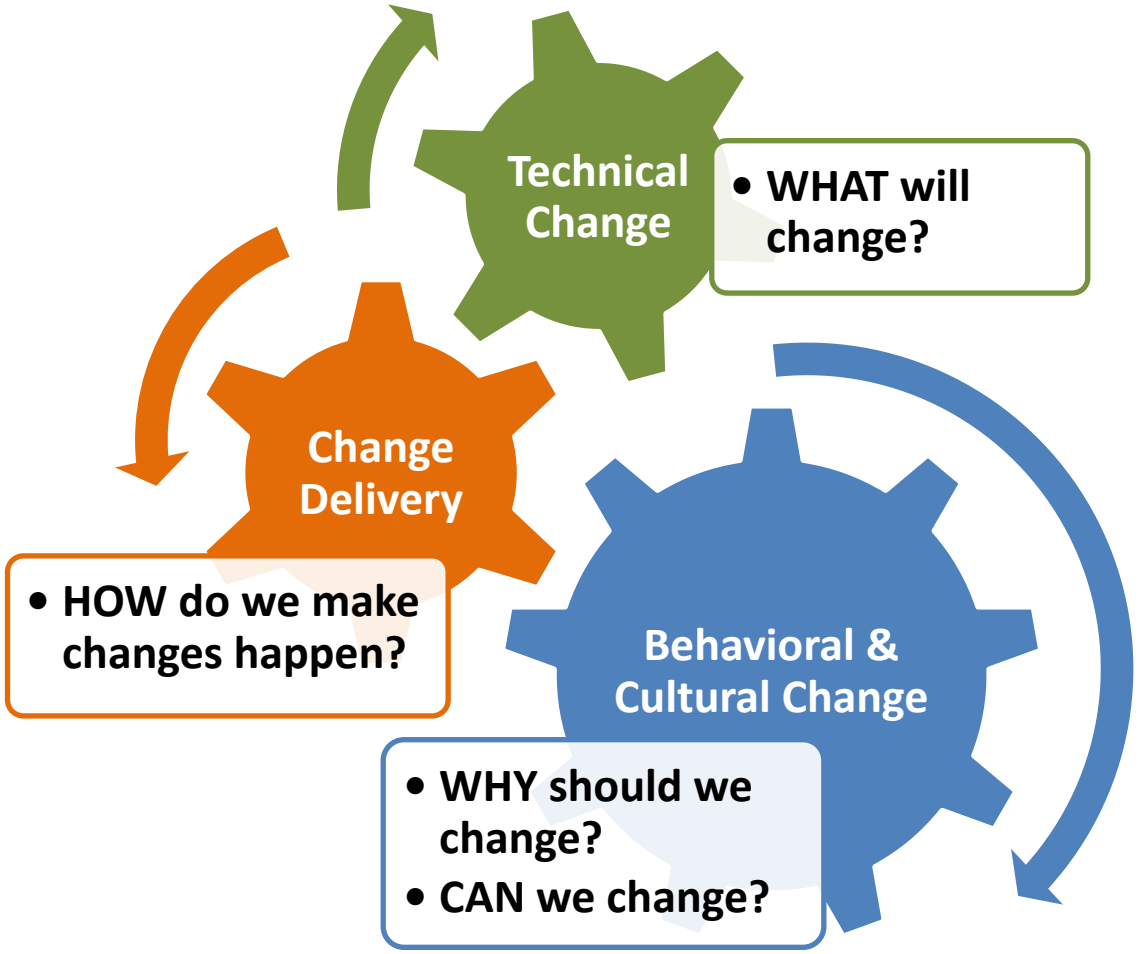
“Change Management” means a lot
Break it down to make it mean something!



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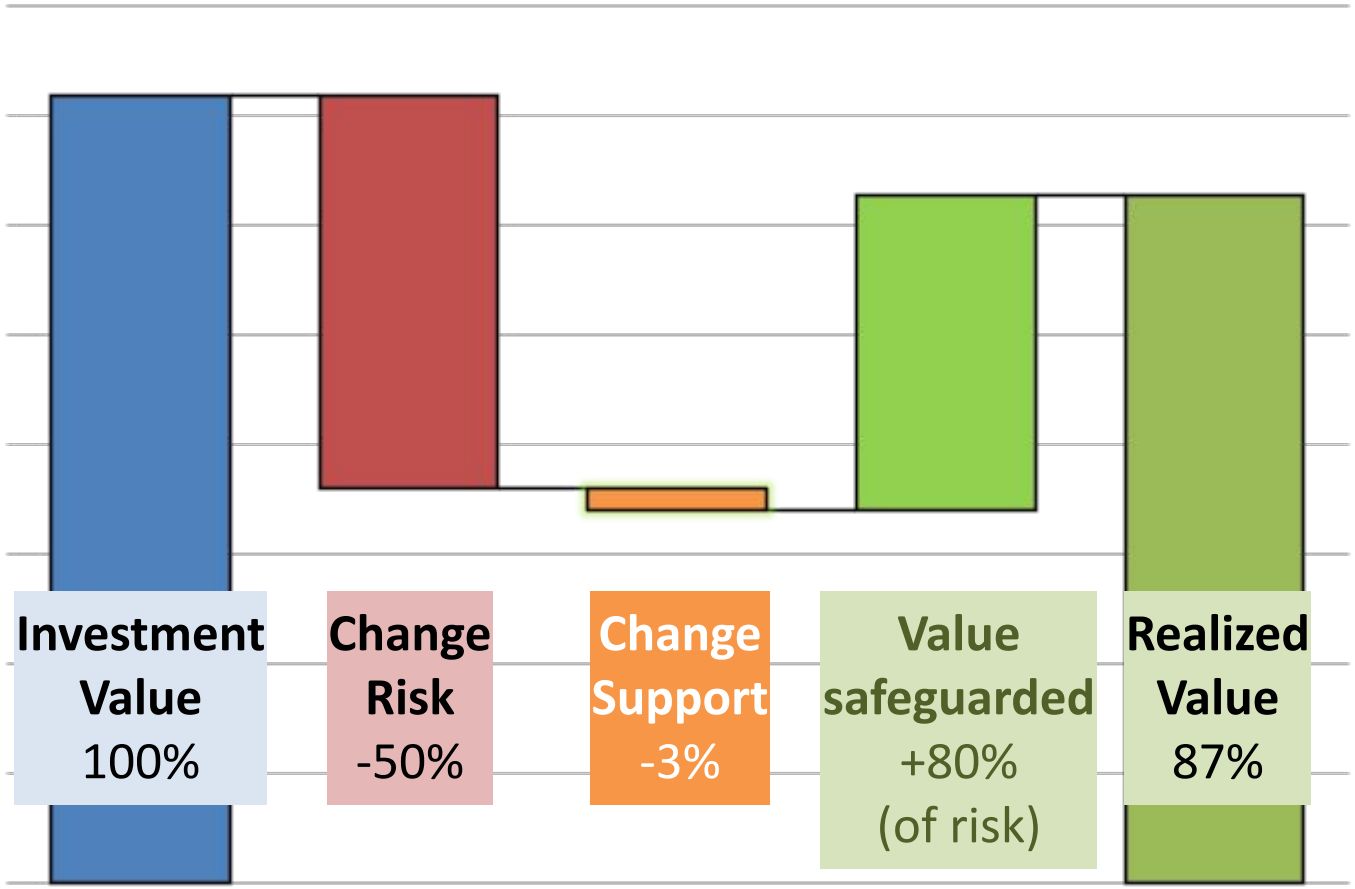
Business Case for Change Management

'The complexities and difficulties of delivering change are well established, with failure rates frequently cited as high as 70%.'

BALOGUN, J. and HOPE HAILEY, V. (2014) Landing transformational change. https://www.cipd.co.uk/Images/landing-transformational-change_2014_tcm18-16180.pdf



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Every transformation is

personal

Every transformation is

local

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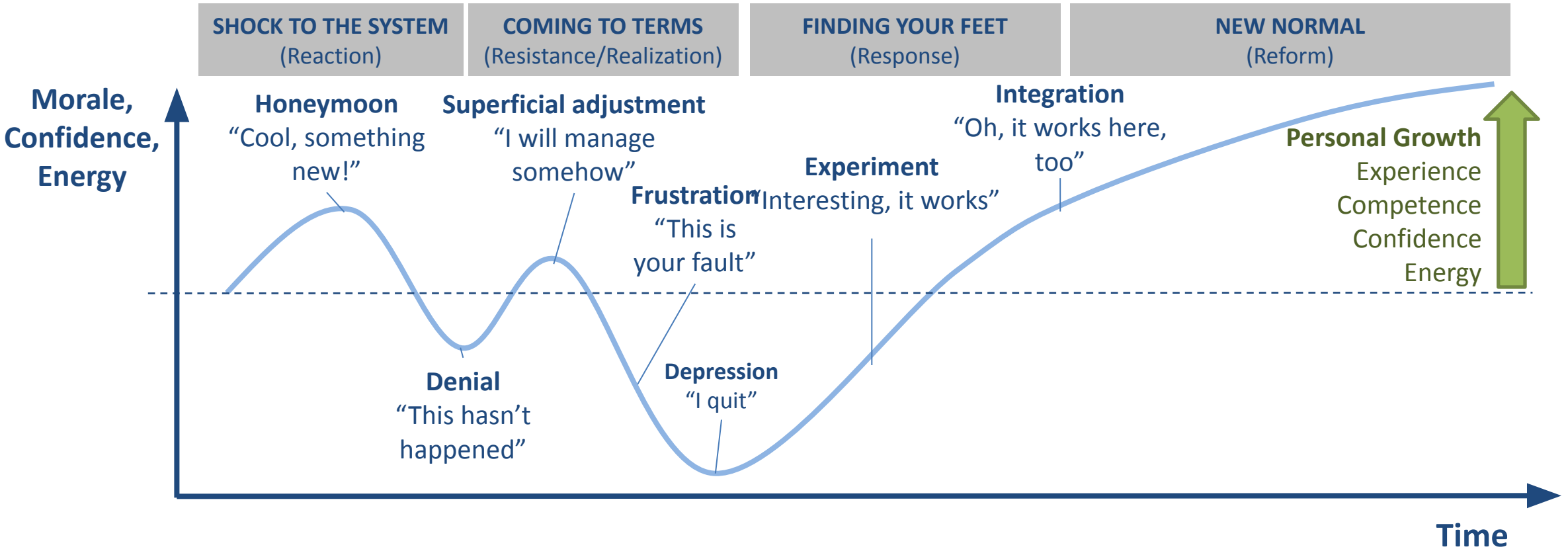
Going through change is an emotional roller coaster - for anybody!



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Mastering Behavioral and Cultural Change

	Motivation " WHY should we change?"	**Ability** "CAN we change?"

Personal
The individual
	• How is ensured that people take **personal satisfaction** from doing the required activity or exhibiting the desired behavior?	• How is ensured that people
		  • **are trained on new capabilities**?
		  • **can operate in a new culture?**

Social The team	• How is **role modeling** made attractive and promoted?	• How is ensured that people make **best use of the "social capital"** in their team/function/center?
Structural The organization	• How is ensured that appropriate **incentives** exist that drive the desired behaviors?	• How is ensured that the **environment** (equipment, infrastructure) **is set up to support** the change?

Developed from: Kerry Patterson et al. Influencer: the power to change everything; McGraw Hill, New York, 2007

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Mastering Behavioral and Cultural Change: THE challenge for any organization in motion

	Motivation " WHY should we change?"	Ability "CAN we change?"

Personal
The individual
	• **Who** ensures that?
	  • Leadership
	  • Communication
		• **Who** ensures that?
		  • Leadership
		  • Training & Support functions
		  • Coaches

Social
The team
	• **Who** ensures that?
	  • Leadership
	  • HR
		• **Who** ensures that?
		  • Peer-to-peer coaches
		  • Leadership
		  • HR

Structural
The organization
	• **Who** ensures that?
	  • Management
	  • HR
		• **Who** ensures that?
		  • Change Portfolio Management
		  • Training Function
		  • Leadership

Developed from: Kerry Patterson et al. Influencer: the power to change everything; McGraw Hill, New York, 2007

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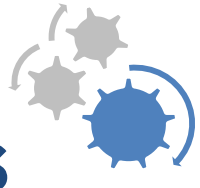
Build effective change leaders:
Develop empathetic, resilient & motivating coaches



Understand!

People **will** get

frustrated!

Level!

Walk in

my shoes!

Encourage self reflection!

What is the **cost** of

not changing?

Engage!

New systems, tools and processes can only be as good as you **define** them!

Challenge!

Change

or

be changed

Encourage learning from peers!

When the winds of change blow,

some people build walls,

others **build windmills**

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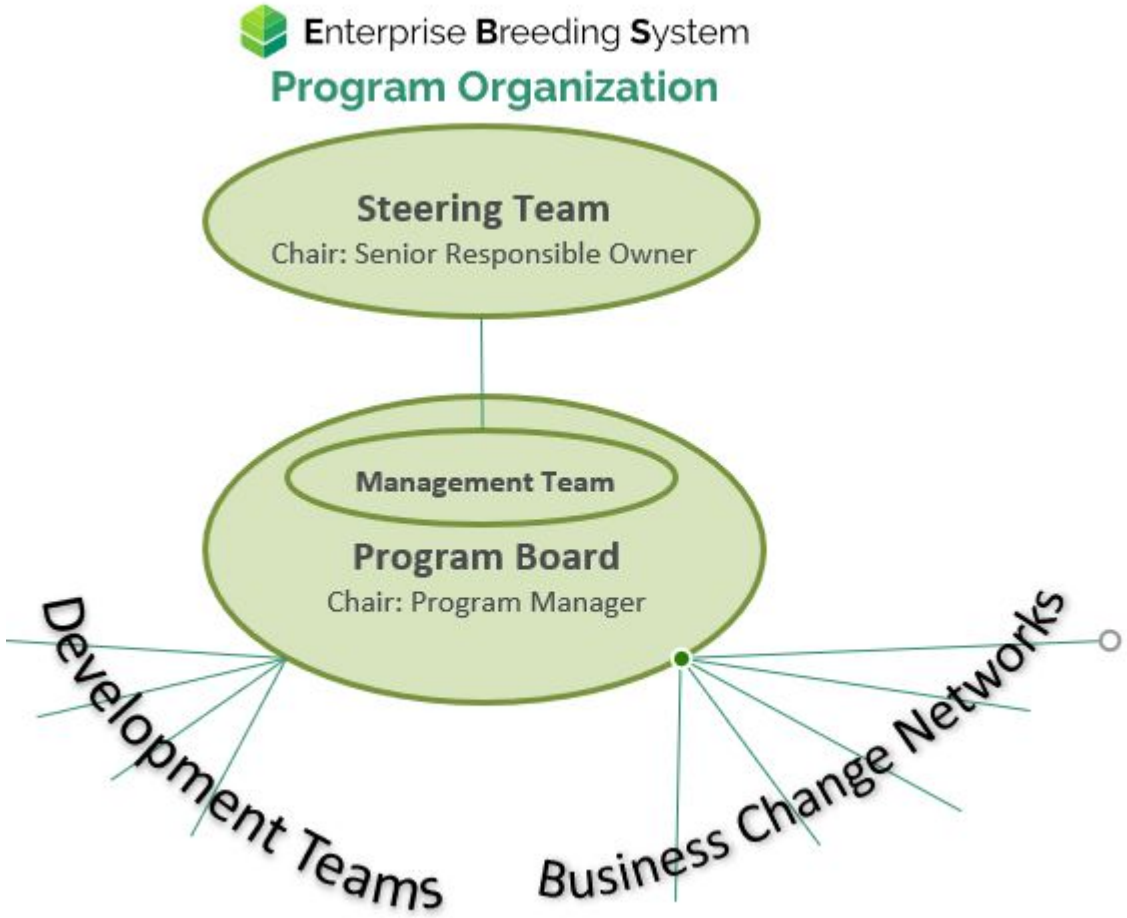
Build effective Change Teams:
Be strategic about systematic collaboration



- Set up the right hands-on team
- Ensure quality of decision-making
- Support the teams
- Embed the teams in the organization

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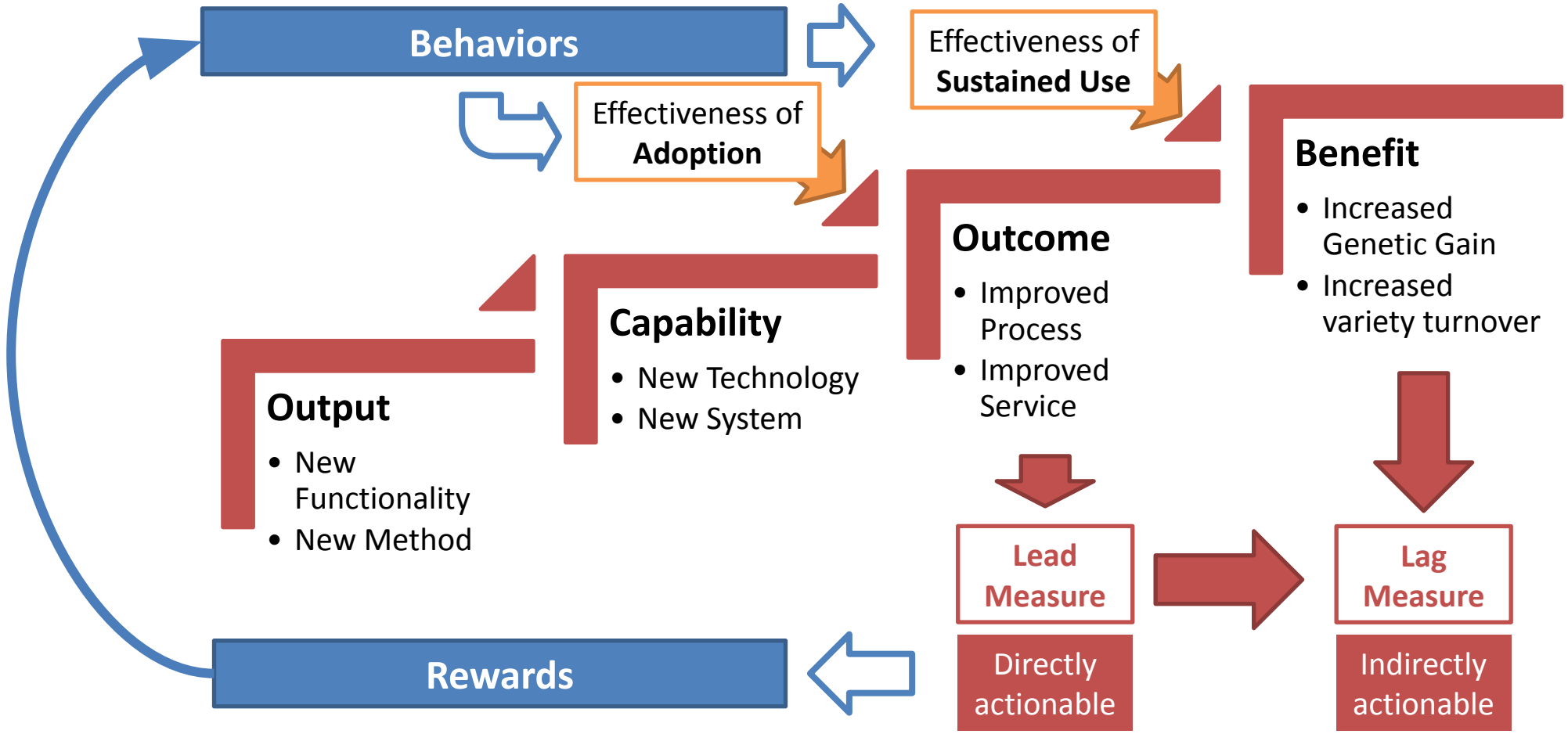
Build effective Measures & Incentives: Be strategic about benefits management



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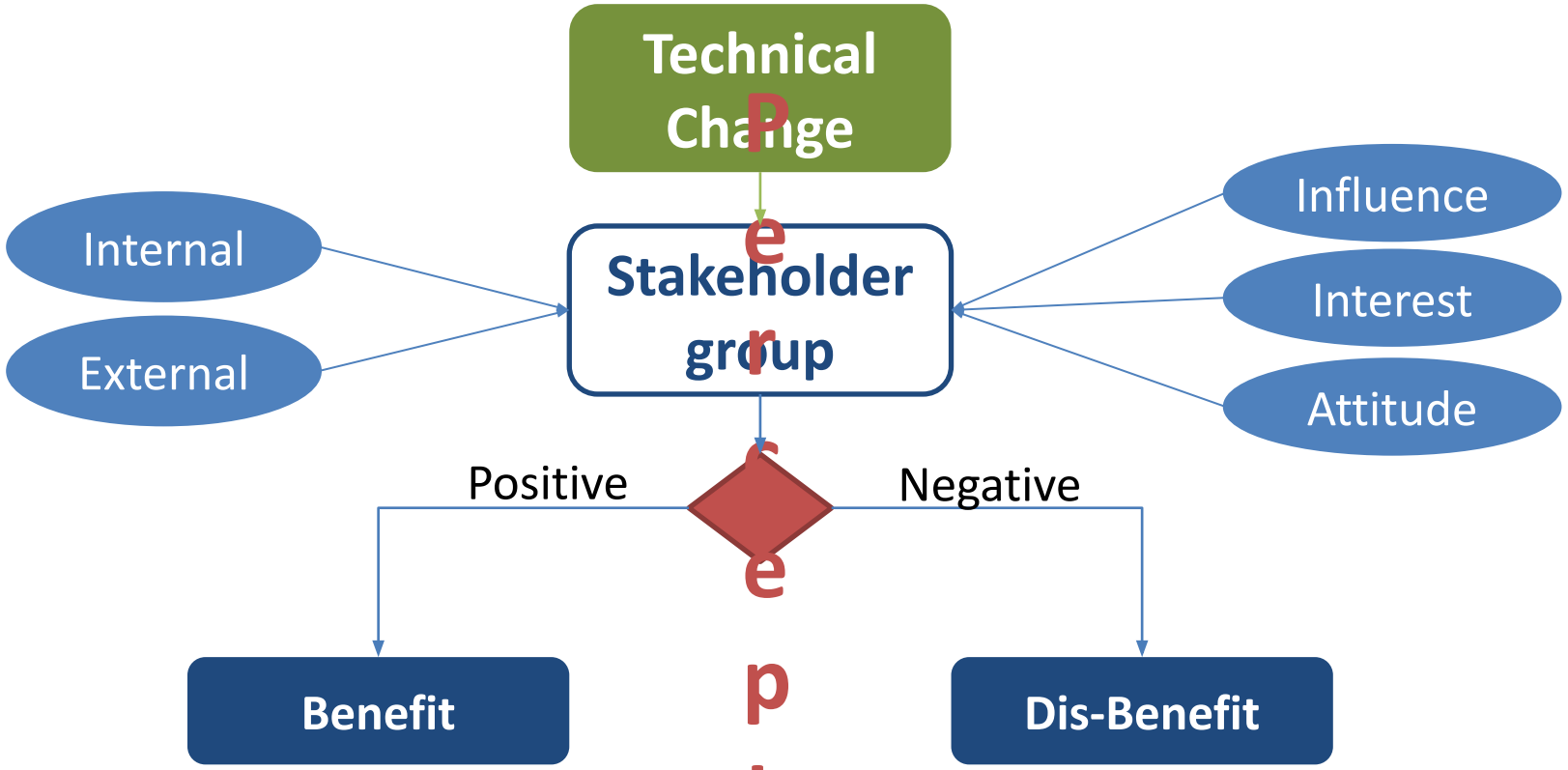
Build effective Change Communication:
Be strategic about stakeholder engagement



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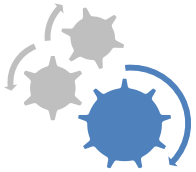
Build Training & Support capability: be strategic about competency development



Competency Definition

- Based on what future state of operations requires:
- Knowledge,
- Skills,
- Behaviors

Competency Target Definition

- Differentiation of performance levels:
- Basic,
- Proficient,
- Advanced,
- Expert

Conduct Competency Assessment

- Identify and quantify gap between organizational need using individual Competency – Performance level matrices

Define Training strategy

- Based on competency assessment: Define Training Program and Training Deployment

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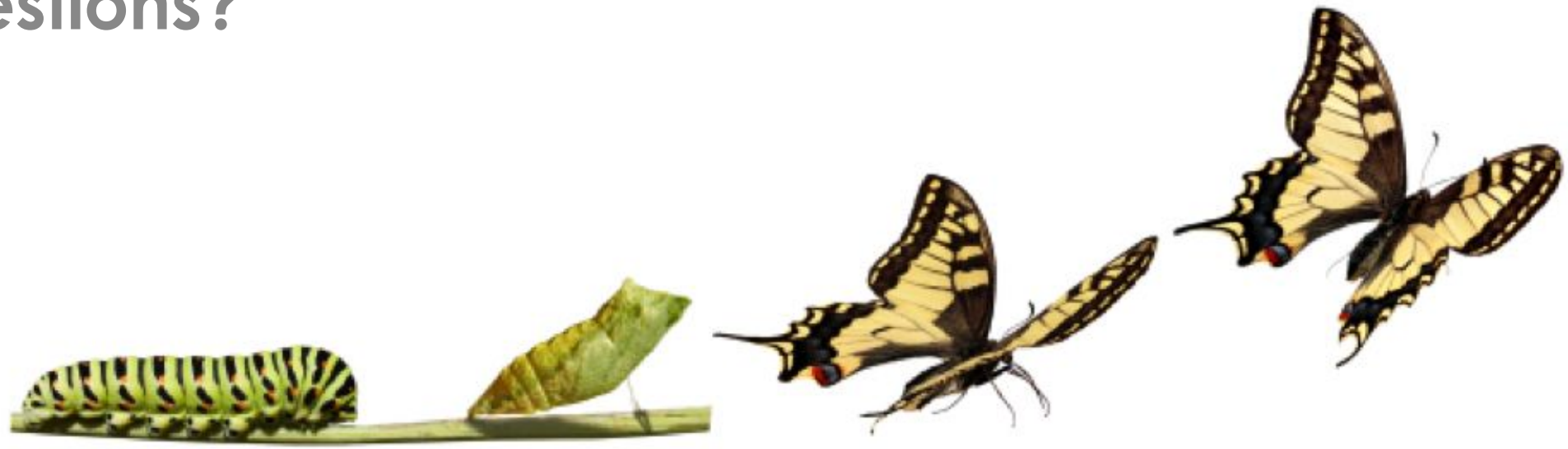
Questions?



Thank you!

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