Managing Change

EiB Meeting 2021
Steffen Weber
Thanks for inviting me to present!

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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

Turning strategy into results
with empathetic leadership
through structured approach

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)
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
There is **no way** to get the **wrong change right**

but **thousand ways** to get the **right change wrong**
“Change Management” means a lot
Break it down to make it mean something!

- Why should we change?
- Can we change?
- How do we make changes happen?
- What will change?
- Why should we change?
- Can we change?
Business Case for Change Management

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

Every transformation is personal

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

- **Shock to the System (Reaction)**
  - Honeymoon: “Cool, something new!”
  - Denial: “This hasn’t happened”

- **Coming to Terms (Resistance/Realization)**
  - Superficial adjustment: “I will manage somehow”
  - Frustration: “This is your fault”

- **Finding Your Feet (Response)**
  - Experiment: “Interesting, it works”
  - Depression: “I quit”

- **New Normal (Reform)**
  - Integration: “Oh, it works here, too”

**Morale, Confidence, Energy**

- **Time**
  - Honeymoon: “Cool, something new!”
  - Superficial adjustment: “I will manage somehow”
  - Frustration: “This is your fault”
  - Depression: “I quit”
  - Integration: “Oh, it works here, too”
  - Experiment: “Interesting, it works”
  - Personal Growth: Experience, Competence, Confidence, Energy

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# Mastering Behavioral and Cultural Change

## Motivation

"WHY should we change?"

<table>
<thead>
<tr>
<th>Personal</th>
<th>How is ensured that people take <strong>personal satisfaction</strong> from doing the required activity or exhibiting the desired behavior?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>How is <strong>role modeling</strong> made attractive and promoted?</td>
</tr>
<tr>
<td>Structural</td>
<td>How is ensured that appropriate <strong>incentives</strong> exist that drive the desired behaviors?</td>
</tr>
</tbody>
</table>

## Ability

"CAN we change?"

| Personal | How is ensured that people are trained on new capabilities?  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>How is ensured that people make <strong>best use of the &quot;social capital&quot;</strong> in their team/function/center?</td>
</tr>
<tr>
<td>Structural</td>
<td>How is ensured that the <strong>environment</strong> (equipment, infrastructure) is set up to support the change?</td>
</tr>
</tbody>
</table>

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Developed from: Kerry Patterson et al. Influencer: the power to change everything; McGraw Hill, New York, 2007
# Mastering Behavioral and Cultural Change: THE challenge for any organization in motion

<table>
<thead>
<tr>
<th></th>
<th>Motivation “WHY should we change?”</th>
<th>Ability “CAN we change?”</th>
</tr>
</thead>
</table>
| **Personal**             | • **Who** ensures that?  
                          |   • Leadership  
                          |   • Communication                                | • **Who** ensures that?  
                          |   • Leadership  
                          |   • Training & Support functions  
                          |   • Coaches                                                   |
| The individual           |                                                                                                    |                                              |
| **Social**               | • **Who** ensures that?  
                          |   • Leadership  
                          |   • HR                                               | • **Who** ensures that?  
                          |   • Peer-to-peer coaches  
                          |   • Leadership  
                          |   • HR                                                   |
| The team                 |                                                                                                    |                                              |
| **Structural**           | • **Who** ensures that?  
                          |   • Management  
                          |   • HR                                               | • **Who** ensures that?  
                          |   • Change Portfolio Management  
                          |   • Training Function  
                          |   • Leadership                                                 |
| The organization         |                                                                                                    |                                              |

Developed from: Kerry Patterson et al. Influencer: the power to change everything; McGraw Hill, New York, 2007
Build effective change leaders: Develop empathetic, resilient & motivating coaches

Understand!
People will get frustrated!

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

Level!
Walk in my shoes!

Challenge!
Change or be changed

Encourage self reflection!
What is the cost of not changing?

Encourage learning from peers!
When the winds of change blow, some people build walls, others build windmills
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
Build effective Measures & Incentives: Be strategic about benefits management

- **Output**
  - New Functionality
  - New System

- **Capability**
  - New Technology
  - New Method

- **Behavior**
  - Effectiveness of Adoption
  - Effectiveness of Sustained Use

- **Outcome**
  - Improved Process
  - Improved Service

- **Benefit**
  - Increased Genetic Gain
  - Increased variety turnover

- **Rewards**
  - Directly actionable
  - Indirectly actionable

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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
Questions?

Thank you!