

Change Management

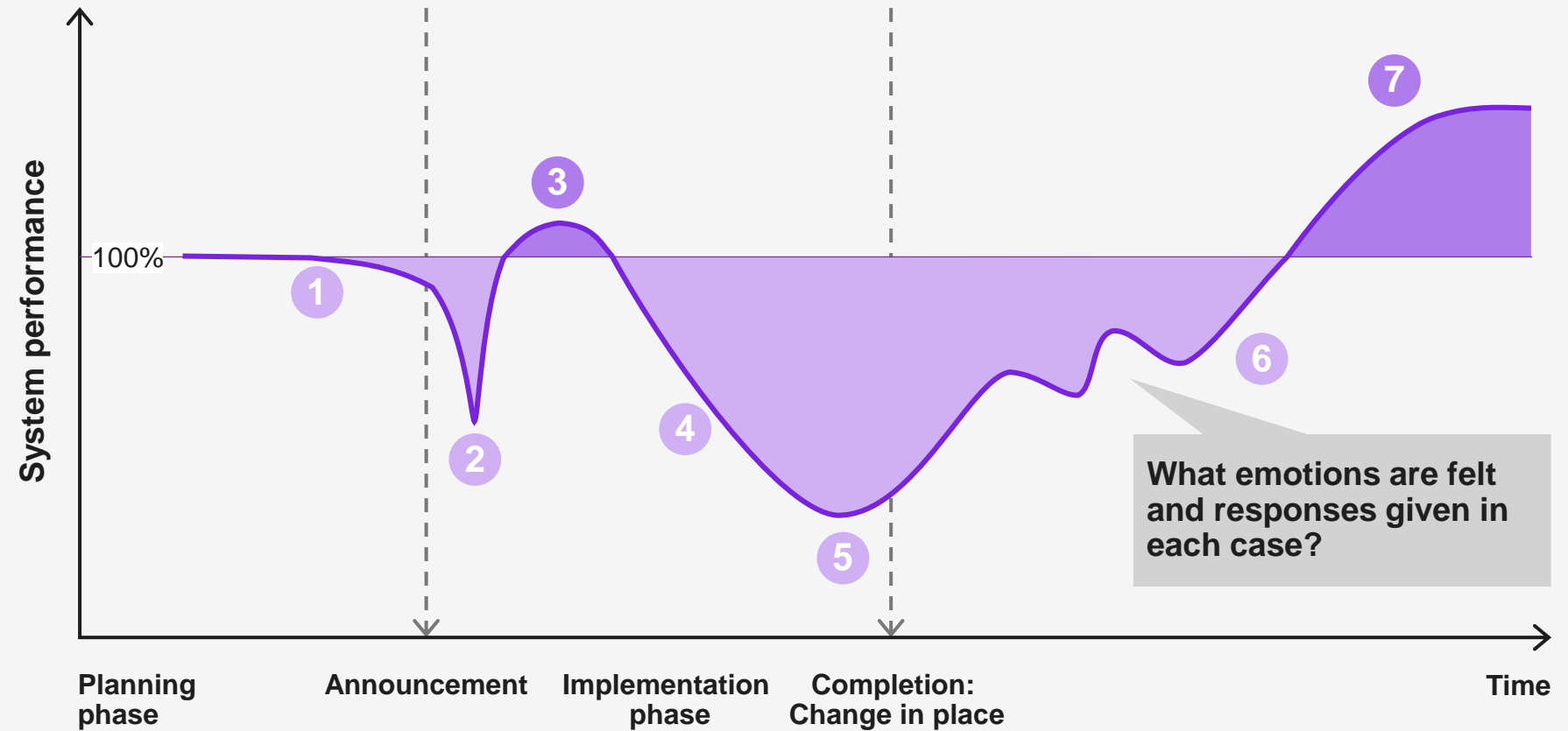
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Change processes: What's up here?

7 phases of change

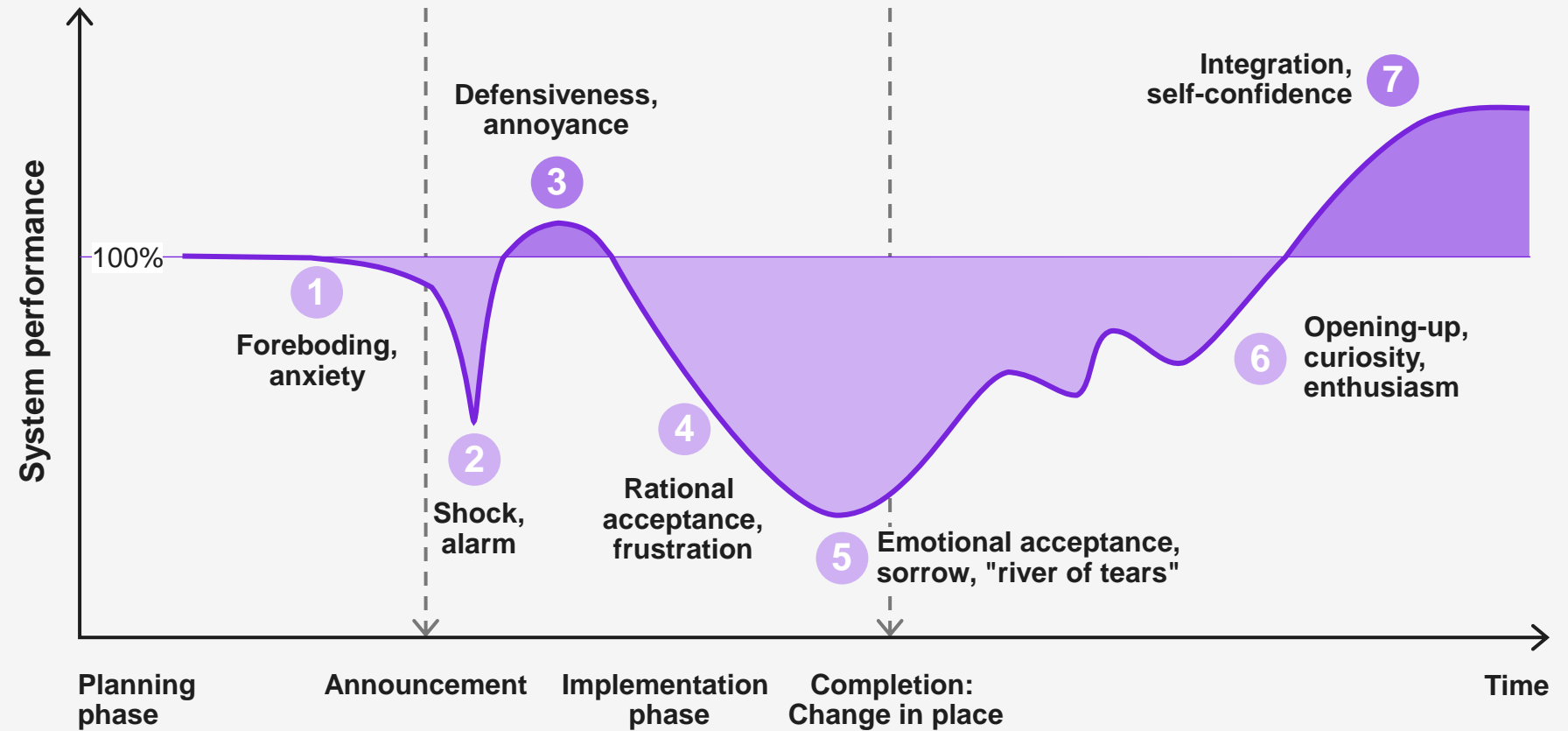


Change management in process optimization

■ Gain in productivity ■ Drop in productivity

Change processes: What's up here?

7 phases of change

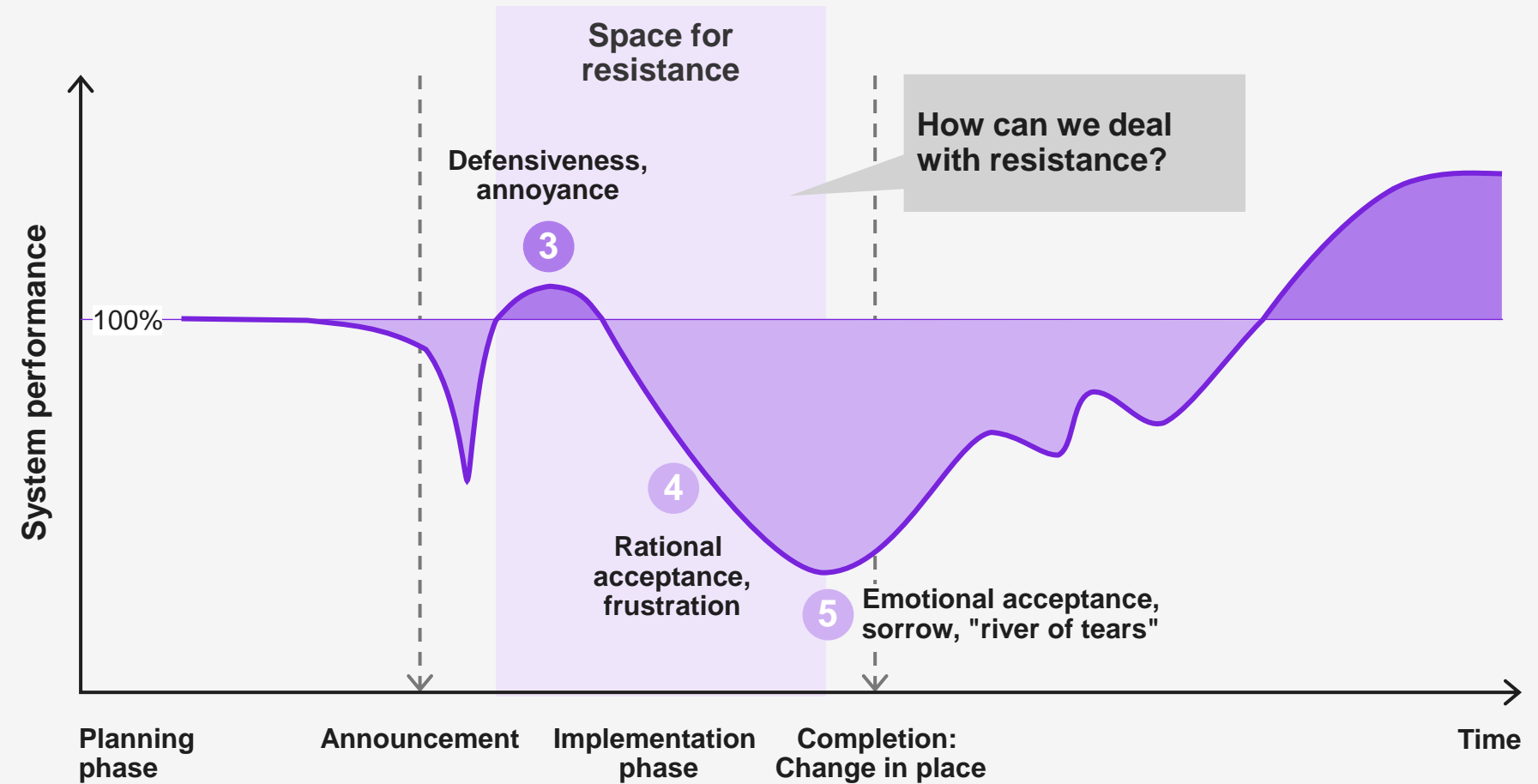


Change management in process optimization

■ Gain in productivity ■ Drop in productivity

Change processes: Phases of change

7 phases of change



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process optimization

Change processes: Dealing with resistance.

Policies for dealing with resistance

1

Change never comes without resistance!

Resistance to change is something completely normal. If this is no resistance to a change, it means no-one believes it will be implemented in the first place.

It's not resistance you should be worried about, but a lack of it!

2

Resistance always contains a „hidden message“!

If people balk at something that appears not only to be sensible but even necessary, they harbor some kind of misgiving, fear or anxiety.

The reasons behind resistance are of an emotional nature!

3

Ignoring resistance leads to gridlock!

Resistance indicates that the preconditions for a course of action running smoothly and as planned are not or not yet given. Putting people under more pressure only leads to them pushing back all the more.

Pause for thought – pore over the books once again!

4

Go with, not against the resistance!

The subliminal, emotional energy must be picked upon – that is, taken seriously – and channeled in a meaningful way.

Take away pressure (give the resistance space), extend your antennas (engage in dialogue, explore the causes), reach joint agreements (redefine course of action)

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Change processes: Dealing with resistance.

General symptoms of resistance

	Verbal (talk)	Non-verbal (behavior)
Active (attack)	Opposition <ul style="list-style-type: none">– Counterarguments– Accusations– Threats– Polemics– Stubborn formality	Agitation <ul style="list-style-type: none">– Restlessness– Conflict– Intrigue– Rumors– Cliques
Passive (flight)	Evasion <ul style="list-style-type: none">– Silence– Trivialization– Fooling around– Ridiculing– Debating points of no significance	Listlessness <ul style="list-style-type: none">– Inattentiveness– Tiredness– Absenteeism– Inner emigration– Illness

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Thank you

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