

CHANGE COACHING

ACCOMPANYING PHASES OF MERGERS & RESTRUCTURING



Necessity and starting points of change coaching | Goals and fundamentals | Advantages | Flexible modules | Proven program of needs-based coaching units for managers and employee groups

NECESSITY AND STARTING POINTS OF CHANGE COACHING

HIGH

HARD FACTORS

(Rational level)

- ORGANIZATION
- PERFORMANCE
- INFRASTRUCTURE
- PROCESSES

Processes
Company goals
Structures
Key figures
Products

SPEED OF CHANGE

SOFT FACTORS

(Emotional level)

- EMPLOYEE/
LEADER-
RELATION

Power
Leadership
Influence
Teamwork
Beliefs
Relationships
Desires
Emotions
Habits
Privileges
Ethics

CHANGE SUPPORT AT TWO LEVELS

There is no change without resistance. Resistance is a normal, everyday phenomenon. The message it contains is usually emotional. It's about concerns, worries and anxieties.

Feelings and needs determine human behaviour much more than structures and goals. Successful change management **must start at both levels.**

LOW

GOALS & BASICS OF CHANGE COACHING

SUPPORT DURING THE TIME OF THE UPHEAVAL

The aim is to support employees and managers with needs-based, flexible instruments during the period of upheaval. The promotion of change competence and the courage to make changes are at the centre of our consulting services.



PRIVACY

The basis of every consultation is the trust of the managers and employees in the consultant / coach. Trust can only develop if it can be credibly assured that what is discussed will remain strictly confidential. The external consultant provides the guarantee for this.

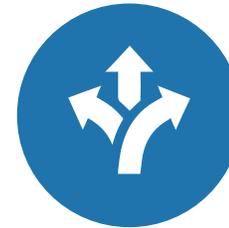
SPACE FOR REFLECTION

Our approach allows us to be flexible and structured. Employees and managers are given room for reflection, which gives them a constructive and self-confident approach to change.



NEUTRAL PERSPECTIVE

The accompaniment by the external consultant / coach is completely independent of interests.



FLEXIBILITY

Combination of workshops and individual advice is possible.

POSITIVE ATTITUDE

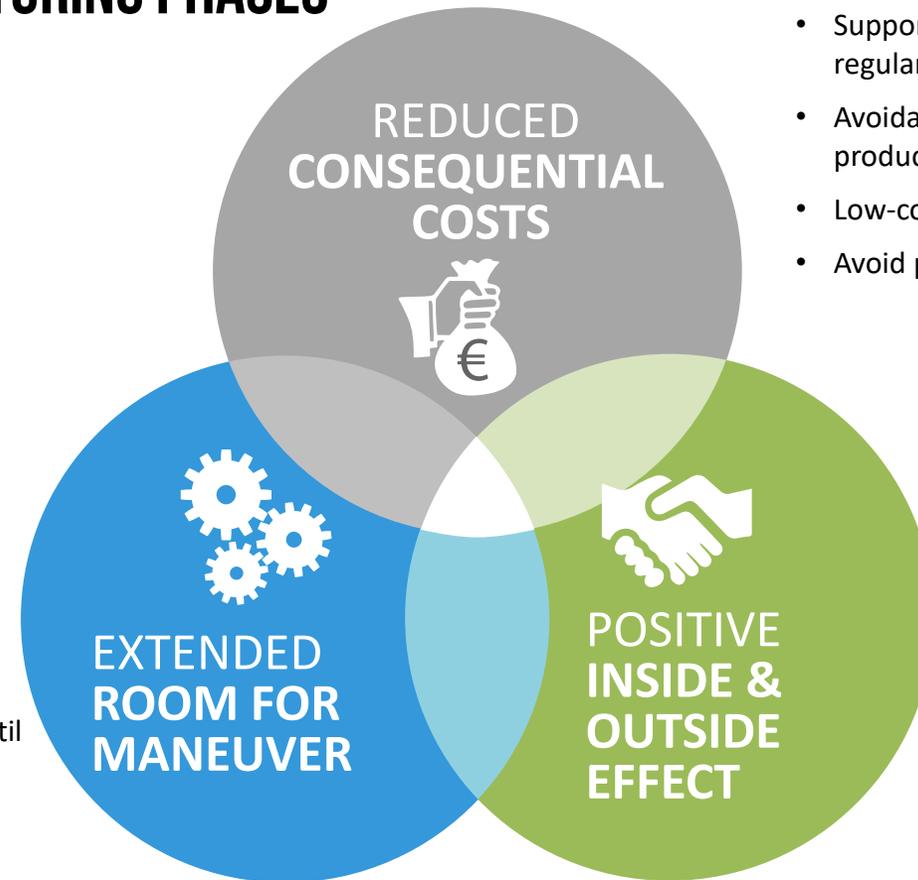
The acceptance of unpleasant decisions is made easier for managers and employees by emotional processing; and they learn to understand this as an opportunity rather than a threat. This positive basic attitude and the clarity about the own offer promote the motivation to the new beginning and increase the chances for a success of the change.



INDIVIDUALITY

The individual workshop and coaching modules can be put together individually according to your needs.

THE ADVANTAGES OF CHANGE COACHING IN MERGER AND RESTRUCTURING PHASES



- Faster realization of organizational and personnel changes
- Supporting the company and its executives in maintaining regular operations
- Avoidance of excessive loss of motivation and cushioning of productivity losses
- Low-conflict design of the separation process
- Avoid protracted and costly litigation

- Maintaining willingness to perform until separation/exit if possible
- Structured approach relieves management and HR resources
- No need for performance-reducing false solutions and miscasts

- De-escalation of the general mood in the company and at the works councils
- Fairness culture signals acceptance of social responsibility as an employer. Enhances image with customers, business partners and the general public
- Positive influence on working atmosphere and corporate culture
- Positioning as an interesting, value-oriented employer for potential new employees

FLEXIBLE MODULES OF CHANGE ACCOMPANIMENT



COACHING UNITS TAILORED TO YOUR NEEDS

Employees Peer Group - Placement Workshop

Employees who are not initially employed in the new organization often need support in a well-founded search and decision making for a new start. A repositioning in the world of work that is less dependent on third parties and more self-determined is to be made possible.

Management - Roundtable II

In the transformation phase, there are various issues that are driving managers around and which need to be given space: Preparation of the transformation phase, distribution of roles in the process, communication, ...

Individual Advice & Support

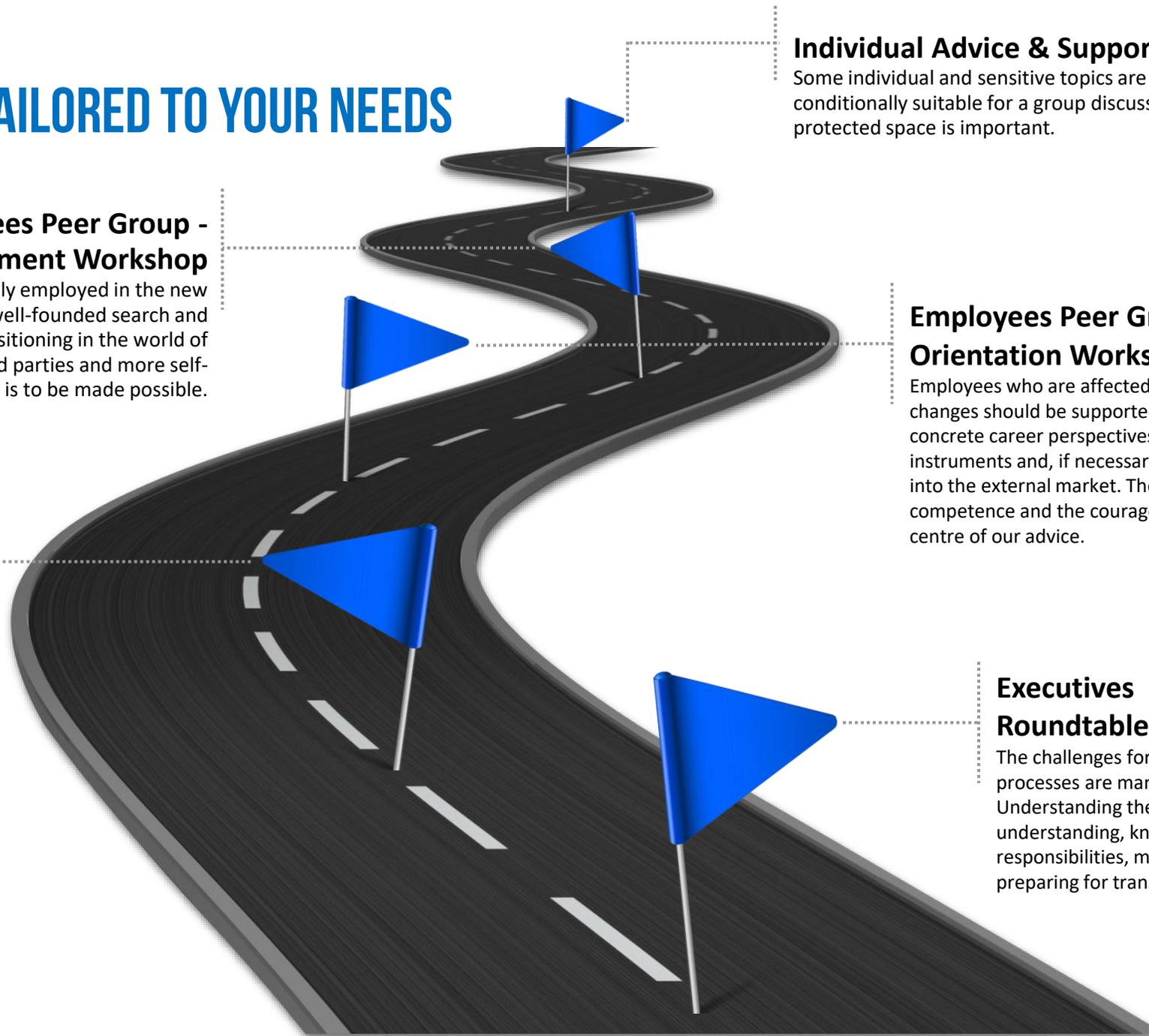
Some individual and sensitive topics are only conditionally suitable for a group discussion. Here the protected space is important.

Employees Peer Group - Orientation Workshop

Employees who are affected by organisational changes should be supported in their search for concrete career perspectives by innovative, flexible instruments and, if necessary, also be accompanied into the external market. The promotion of change competence and the courage to do so are at the centre of our advice.

Executives Roundtable I

The challenges for managers in restructuring processes are manifold: Understanding the target model, creating process understanding, knowing stakeholders, roles and responsibilities, maintaining business operations, preparing for transformation, ...



MANAGEMENT TEAM

Roundtable I



- Importance of own role
- Dealing with change

UNDERSTANDING OF ONE'S ROLE
AS A MANAGER

MANAGEMENT PEER COACHING

PROCEDURE:

Facilitated exchange within the peer group:

- Current sensitivities and challenges in the teams
- Clarify own concern and influence options
- Clarifying the joint responsibility and strategy of the management team
- „Think ahead" implementation phase
- Establish a common understanding of the reconciliation of interests and instruments
- Establish process and role clarity
- Agreement on a common language for the management team
- Clarify coaching offer by external consultants and procedure for employees

Individual coaching for executives by external coaches on request as a follow-up to the coaching.

BENEFIT:

- Faster realization of organizational and personnel changes
- Supporting the company and its executives in maintaining regular operations
- Avoidance of excessive loss of motivation and cushioning of productivity losses
- Positive influence on working atmosphere and corporate culture

MANAGEMENT TEAM

Roundtable II



- Status quo in the change process, where do we stand?
- Motivation and dealing with resistance
- Workshop professional conversation

ACCOMPANIMENT OF
TRANSFORMATION

MANAGEMENT PEER COACHING

PROCEDURE:

Facilitated exchange within the peer group:

- Expectation clarification and expectation management
- Presentation and information of the placement offer
- Professional conversation including simulations
- Do's and Don'ts in separation talks

Working on typical management questions, e.g.:

- What does the change mean in concrete terms for me and my team?
- What experiences, fears and worries do I have in connection with the change?
- What does the organisation, my boss, my team expect from me?
- How do I deal with insecurities? How do I guide my team through the change?
- How do I maintain labour productivity?

Individual coaching of the executives in the aftermath if desired.

BENEFIT:

- Structured approach relieves management and HR resources
- Supporting the company and its executives in maintaining regular operations
- Avoidance of excessive loss of motivation and cushioning of productivity losses

PEER GROUP

Orientation
Workshop



- Status analysis
- Profile analysis
- Professional goal
- Preparation of self-marketing and positioning

ORIENTATIONAL
CONSULTATION

EMPLOYEE PEER COACHING

PROCEDURE:

One-day orientation workshop for groups of up to 15 participants:

- Understanding the current change situation; what is happening to me right now?
- Analysis of the professional development
- Define professional and personal competencies
- Recognizing and valuing core competencies
- Remember professional success stories
- Character traits in self-perception and perception of others
- Individual professional assessment as a basis for a professional written and oral self-presentation and the formulation of clear messages

BENEFIT:

- Gaining detailed knowledge of one's own professional strengths
- Rediscover strengths, resources and potential
- Capturing the competence portfolio and sharpening the contours of the profile
- Content security in the presentation of professional stations and decisions
- No need for performance-reducing false solutions and miscasts
- De-escalation of the general mood in the company and especially in the works councils
- Positive influence on working atmosphere and corporate culture
- Positioning as an interesting, value-oriented employer for potential new employees

PEER GROUP

Placement
Workshop



- Personal motives and professional goals
- Define individual self-marketing strategies
- Optimize application documents and train interviews

PLACEMENT
CONSULTATION

EMPLOYEE PEER COACHING

PROCEDURE:

2-day placement workshop for professional orientation and target setting for groups of approx. 15 participants:

- Developing ideas for the professional future and its framework conditions
- What motivates me? What drives me?
- What distinguishes me as a human being? What are my personal characteristics?
- What are career options and perspectives for me? (homeland, neighbouring country or new country?)
- Define task with largest fit
- Clear and target-oriented positioning and security in the conduct of conversations
- Strengths of self-esteem

BENEFIT:

- Detailed knowledge of your own professional strengths (personal and professional)
- Rediscover strengths, resources and potential
- Space for thought experiments and alternative scenarios
- Clarity about the appropriate task and security for the next steps
- Systematic recording, structuring and implementation of an application strategy
- Maintaining willingness to perform until retirement if possible
- Avoid protracted and costly litigation
- Fairness culture signals acceptance of social responsibility as an employer. Enhances image with customers, business partners and the general public

INDIVIDUAL
Consulting &
Coaching



- Leadership issues and critical team situations
- Conducting difficult conversations
- Create a process plan for the application activities
- Individualize application documents

INDIVIDUAL
CONSULTATION

INDIVIDUAL CONSULTING & COACHING

OFFER:

Topics for managers:



- Leading in change
- Guiding in the sandwich position
- Understanding of one's role
- Process change situation
- Expectation management
- Dealing with one's own concern
- Conflicts in the team

BENEFIT:

- Supporting managers in maintaining regular operations
- Low-conflict design of the separation process
- Extended room for maneuver
- Positive internal and external impact
- Positioning as an interesting, value-oriented employer for potential new employees

Topics for employees:



- Overview of application activities in a structured way
- Recognizing the need for further training and information
- Capture network and plan actions
- Helpful tips, action plans, to-do lists
- Structured development of application activities
- Concretion and implementation of the selected application strategy
- Conquering the new job

CONSULTING BOUTIQUE FOR TRANSFORMATION & CHANGE

Examples from our consulting portfolio

SHORT PROFILE



- Founded in 2018
- Renowned team of highly experienced practice professionals
- Well-rehearsed team that has been working together for many years in different constellations
- Most of the projects have an international scope.
- Many of our consultants work on projects abroad - worldwide

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