BUILDING CHANGE-CAPABLE ORGANISATIONS

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How Change-Agile Are You? | The RealChange® Framework | RealChange® Solutions Overview | Content Enablers | Context Enablers | Process Enablers | RealChange® Journey | Is RealChange® For Me And My Organisation? | Return on Investment System

CHANGE LEADERS

Dr. Peter Cheng and Dr. Lily Cheng
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Our vision: Advancing organisations by equipping and transforming people to realise shared aspirations and sustain organisational effectiveness.

Our mission: We passionately develop, design and deliver innovative, world-class OD solutions to people, leaders and organisations that strive for excellence.

Leveraging the 9 Enablers of Change, we facilitate the successful implementation of change initiatives by equipping change leaders to be change-capable and to address the restraining and driving forces of change.

CONTENT

HOW CHANGE-AGILE ARE YOU?

Whether it be the disruption caused by electric and auto cars in the automotive industry; regulatory challenges in banking and finance; or overwhelming public dissatisfaction with political institutions, every industry is grappling with accelerated change (Heidari-Robinson & Heywood 2017; First 2017). While embracing change is the key to organisational survival in our volatile, uncertain, complex and ambiguous world, John Kotter, renowned author of Leading Change, revealed that only 30 percent of change programs succeed.

Change by its very nature resists a clear and stable form. With change morphing over us at an almost feverish pace, many choose to disengage from it. The change has happened, but the transition — what goes on in people's hearts and minds as they go through change — has not caught up, with people emotionally detaching themselves from the change (Bridges 2009).

In a PwC survey of 1150 CEOs, 76% said that their ability to adapt to change will be a key source of competitive advantage in the future. A study by McKinsey found that 9 out of 10 executives said organisational agility was critical to business success and growing in importance over time. In our own survey based on employees in Singapore, 33% said that unaddressed emotional responses were a key factor hindering their involvement in the change initiative. This to us highlights a critical blindspot that leaders must learn to address effectively and promptly.

What are the enablers of change that will help employees to be emotionally invested in it? How can we help others to develop the agility to fully engage in the transition that follows every change initiative, inspire others to stay committed through the process of implementation, and thereby witness successful transformation of our organisations?
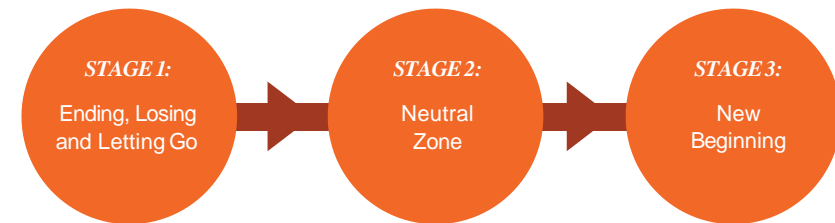
References:
Bridges, W. (2009). Managing Transitions: Making the Most of Change. Boston, Massachusetts: Da Capo Press.
First, Z. (2017). Rethinking the Corporate Love Affair with Change. Harvard Business Review. Heidari-Robinson, S. and Heywood, S. (2017). Assessment: How Successful Was Your Company's Reorg? Harvard Business Review.

WHAT WILL MY CHANGE JOURNEY LOOK LIKE?

Change can be uncomfortable and thus strongly resisted. For us to eventually accept the change and be willing to follow through the transition, it is crucial that we are in touch with our emotions throughout the journey. Change consultant William Bridges' Transition Model gives us insight into three stages of transition we go through when we are experiencing change. Let's visualise our change journey together. Which stage are you at and what kinds of emotions have surfaced?
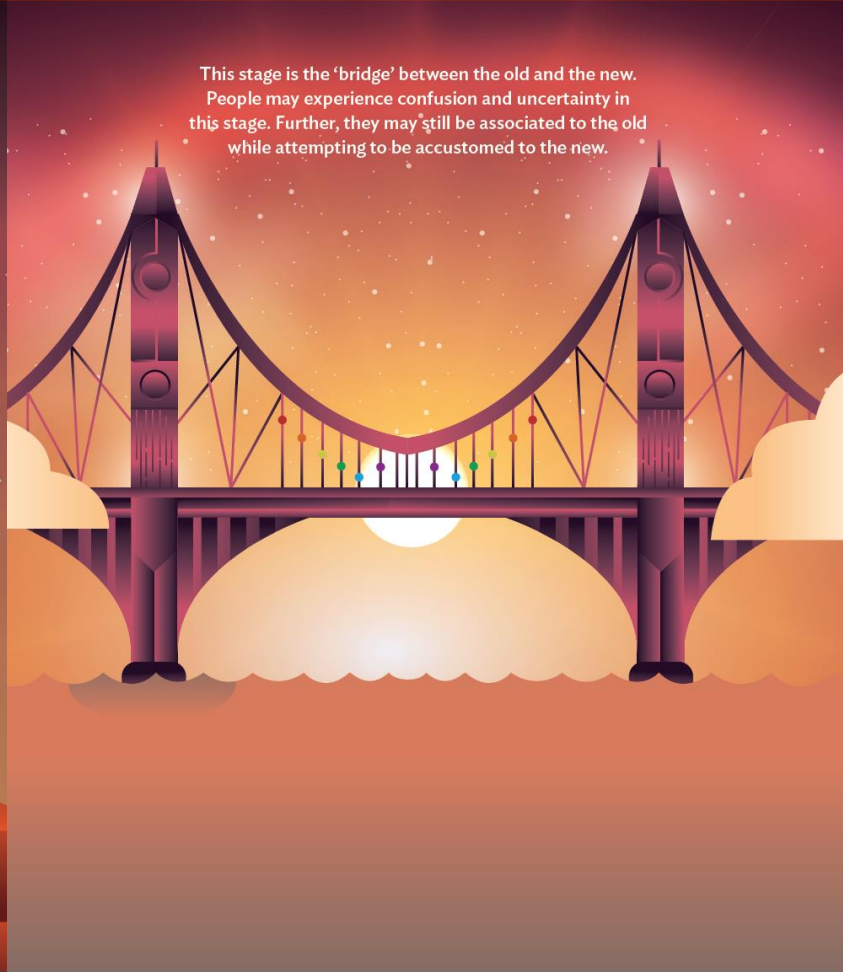
STAGE 1: Ending, Losing and Letting Go → **STAGE 2:** Neutral Zone → **STAGE 3:** New Beginning

STAGE 1 : ENDING, LOSING AND LETTING GO

STAGE 2 : NEUTRAL ZONE

STAGE 3 : NEW BEGINNING

In this stage, people are forced to let go of their comfort zone. Thus they tend to resist and there might even be an emotional outbreak.

This stage is the 'bridge' between the old and the new. People may experience confusion and uncertainty in this stage. Further, they may still be associated to the old while attempting to be accustomed to the new.

In this stage, people start to accept the change. They are in the midst of building competencies that will contribute to their success in the newly-changed situation. They will start to see early gains from their efforts.
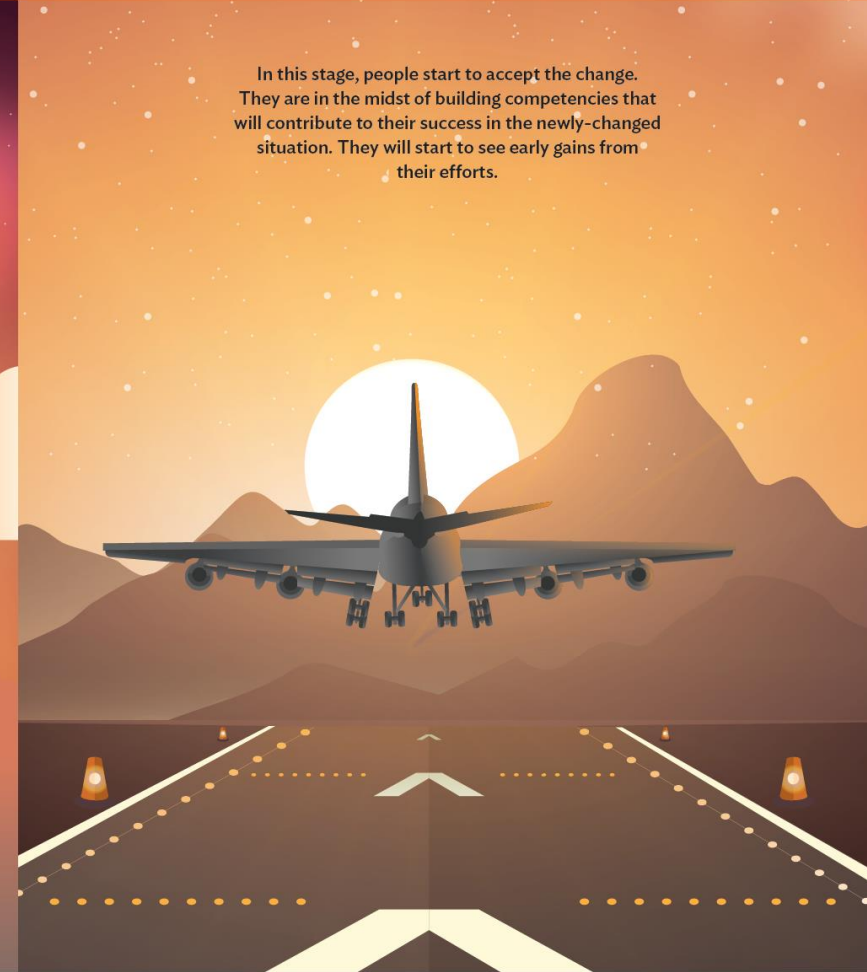
INTRODUCING THE REAL CHANGE FRAMEWORK

The Real Change® Framework is a product of Dr. Lily Cheng's research based on 200 large-scale organization changes within Asia and beyond. Lily identified 9 key factors that facilitate the successful implementation of change initiatives

Aptly named so, these enablers include the capabilities, forces, and resources that contribute to the success of a planned change initiative.

Categorised into the three types (Content Enablers, Context Enablers, and Process Enablers), the 9 Enablers work together to increase the level of commitment to the change initiative amongst change recipients, resulting in greater success and effectiveness of organisation-wide changes.

With a keen appreciation of an organisation as "living" and "alive" because of the people who form and jointly create it, the Real Change® Framework goes beyond helping organisations reach a desired state of change by enabling them to be change-agile. It ultimately empowers organisations to identify opportunities for positive change and to proactively make transitions through change.

CONTENT ENABLERS

The "What" of Change
The type and/or substance we need to change to minimise the restraining forces and maximise driving forces during the organisational change.

Perceived Gap

A sound reason for the need to change

Desired State

The articulation of an ideal and ennobling future state

Consistency of Change Message

Clear alignment of voices from those leading the change initiative at the highest level

CONTEXT ENABLERS

The "Where" of Change
The focus on the forces or conditions (politics, leadership, culture, climate, trust in organisation) existing in an organisation that needs to be changed to direct and motivate employees efforts to implement organisational change.

Addressing Emotional Responses

Actions taken to ease intense emotions and redirect them into positive energy

Building Trust and Credibility

Establishing the credibility by practising what is being preached, building and developing an atmosphere of trust and mutual respect

Transformational Change Agent

Leaders of change who have the ability to stimulate creativity and inspire others to work towards shared aspirations

PROCESS ENABLERS

The "How" of Change
The differing emphases during implementation phases of change that must be followed through in implementing organisational change to facilitate successful organisational change.

Communicating Change with Your Team

Creating an open channel of communication where a dialogue can occur between change agents and their teams

Involving and Engaging Your Team

A consultative approach during the change process that leads to empowerment and commitment to change
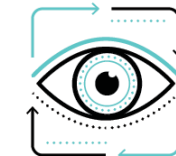
Monitoring Change Initiatives

Creating feedback systems to continuously monitor the change, thereby ensuring the stabilisation of new norms

REAL CHANGE®
SOLUTIONS
OVERVIEW

Built upon the Real Change® framework, our solutions are categorised by the three types of Enablers featured in the framework: Content, Context and Process Enablers.

CONTENT ENABLERS
What Do We Need to Change?

The type and/or substance we need to change to minimise the restraining forces and maximise driving forces during the organisational change.

1 Perceived Gap | Desired State: Fit for Future - Visioning for Success & Influencing Your Stakeholders | Consistency of Message Through Collective Leadership

CONTEXT ENABLERS
Where Do We Need to change?

The focus on the forces or conditions (politics, leadership, culture, climate, trust in organisation) existing in an organisation that needs to be changed to direct and motivate employees efforts to implement organisational change.

2 Transitions: The Bridge from Pain to Promise | **Effective** Change with Empathetic Leadership | Leading Strategic Change With Credibility

Change Capable Organisation - Leading & Managing Change Transition Toolkit

PROCESS ENABLERS
How Do We Need to Change?

The differing emphases during implementation phases of change that must be followed through in implementing organisational change to facilitate successful organisational change.

3 Real Conversations & Change Coach not Change Coach | Creating an Inclusive Change Environment | Making Change Stick - Change Performance Scorecard

CONTENT ENABLERS

The *content* of change refers to the 'what' of change – that is, the type or substance of the change. Organisations may be driven to change for different purposes, including:

- economic-driven reasons
- to increase organisational capabilities

For these reasons, organisations may have to change their strategic orientation or organisation structure to ensure an organisation-environment fit that determines an organisation's overall character, mission, direction and long-term success.

1. PERCEIVED GAP

(Leadership Insights Sessions - Facilitated Discussion and Interviews)

In this particularly popular offering, leaders will discover the Real Change Gap — a realistic understanding of the gaps or roadblocks they need to overcome in order to achieve the desired change. Through focus group or one-to-one interviews, we assist leaders in differentiating perceived versus real concerns, and provide sound reasons for change in a methodical and the matised fashion.

Key Deliverables

- Explore the changing external environment and realise the implications on the organisation
- Gain a realistic view of the organisation's current state and its desired state
- Unearth the Real Change Gap that is preventing the organisation from reaching its desired state

CONTENT ENABLERS

2. FIT FOR FUTURE - VISIONING FOR SUCCESS

(Open Cafe Facilitated Approach)

Targeted Enabler: Desired State

The truth is that people often prefer to remain mired in misery than to head towards an unknown. Leaders need to clarify their personal visions for their teams and organisation to help constituents overcome their inertia towards change. Our facilitated group visioning session is designed to help both leaders and their constituents realise what they desire to achieve as their end state to remain fit for the future.

Key Deliverables

- Appreciate the importance of having a shared and explicit vision that will excite the top management

- Experience the intricacies of inter-departmental collaboration in working towards and achieving a shared vision

- Appreciate the subtle undertones of effective leader- and member-behaviours during the visioning process

- Develop the ability to articulate each leader's respective departmental vision that supports the organisation's vision

- Discover five key ingredients that make a compelling and inspiring vision

3. COLLECTIVE LEADERSHIP

(Group Coaching)

Targeted Enabler: Consistency of Change Message

In a series of leadership dialogue sessions with the top management, the programme will address all the inconsistencies and frustrations they face, as well as their inner well-being, calibrating their internal beliefs and their external communications.

Key Deliverables

- Dialogue about change concerns to collectively formulate a change message that each stakeholder believes in

- Align the voices of leaders to create one harmonious voice of the top management

CONTEXT ENABLERS

The *context* of change focuses on the "where" of change, the forces or conditions in an organisation's external and internal environments, which may include:

1. Politics in the organisation
2. Leadership capabilities
3. Organisational culture change
4. Climate of the organisation
5. Trust in the organisation
6. Management practices

These forces and conditions determine the sustenance of organisational change by directing and motivating employees' efforts to implement organisational change.

CONTEXT ENABLERS

1. TRANSITIONS: THE BRIDGE FROM PAIN TO PROMISE
(Skill-Equipping Workshop)

Targeted Enabler: Addressing Emotional Response

Change affects recipients not only on the cognitive, but also the emotional level. This programme will strengthen a leader's understanding of the emotional effects of change. It will also assist in change recipients' emotional calibration, enabling them to overcome psychological disequilibrium brought about by change.

Key Deliverables

- Understand change recipients' emotional journey through the Emotional Change Curve
- Learn about the driving and restraining forces at work within an organisation during change
- Formulate strategies to increase the driving forces and minimise the restraining forces to facilitate effective change
- Understand the William Bridges' Transition Model

2. EFFECTIVE CHANGE WITH EMPATHETIC LEADERSHIP

(Skill-Equipping Workshop)

Targeted Enabler: Addressing Emotional Response

Change can only take place through invitation, not through mandate. In managing transitions, leaders need to recognise that empathy is the pivot point to action. Leaders with stronger influence are more successful when introducing change initiatives, and influence is cultivated by nurturing empathetic connection to one's followers.

In a bid to reach out to employees who feel overwhelmed by the uncertainty of change, leaders more often than not extend their sympathy – having pity – rather than empathising with them. What exactly is the difference between the two and how can we tell if we are responding with one or the other?

Through this course, leaders will be equipped with the skills to empathise, diffuse negative emotions and increase their emotional capacity as they empower their constituents to successfully navigate the complexity of change.

Key Deliverables

- Learn the keys to practising empathy as a leader
- Equip leaders with empathetic leadership strategies to connect emotionally with their change constituents in transitions
- Build and strengthen the practice of empathy to raise one's transformational leadership capability in bringing people from good to great

3. LEADING STRATEGIC CHANGE WITH CREDIBILITY - LEADERSHIP CREDIBILITY

(Skill-Equipping Workshop)

Targeted Enabler: Building Trust and Credibility

Change can be uncomfortable, and people need every reason to trust that their leaders know what they are doing. In this programme, leaders will benefit from understanding strategies to increase their leadership presence, which will in turn enhance their trustworthiness in leading their constituents through change.

Key Deliverables

- Understand what stakeholder management entails
- Establish credibility in delivering the change message
- Understand the Social Judgement Theory and how to anchor the change closer to the affected recipient's latitude of acceptance
- Learn to increase leadership presence and the link with credibility
- Understand the relationship between change, role-modelling and credibility

CONTEXT ENABLERS

4. ENLISTING OTHERS ON A SHARED CHANGE JOURNEY
(Skill-Equipping Workshop)

Targeted Enabler: Transformational Change Agent

Ever been on a solo quest to bring about organisational change? You would have realised it can never succeed! Leaders need to make a call for all hands on deck. Through this programme, leaders will learn how to inspire supporters with a compelling vision and by role-modelling the desired change.

Key Deliverables

- Craft and articulate a change vision that would inspire others
- Learn to lead by example in championing the desired change

CONTEXT ENABLERS

5. CHANGE CAPABLE ORGANISATION – MANAGING CHANGE TRANSITION
(Skill-Equipping Workshop)

An ever so subtle but hugely significant difference exists between change and transition. Whereas a change is something that happens to people (even if they do not agree with it), a transition is what goes on in people's minds as they go through the change. While change can happen very quickly, transitions usually take more time. In this programme, people managers will be guided to facilitate effective change transition throughout the change journey.

Key Deliverables

- Understand the 3 stages of change - beginning, middle and ending in change.
- Appreciating the Transition Model and exploring what occurs at each stage of transition.
- Equip leaders with the reframing mindset to overcome the fear of change and failures.
- Learn how to effectively guide change recipients through their transition process.

6. CHANGE CAPABLE ORGANISATION - "CHANGE BEGINS WITH ME"
(Skill-Equipping Workshop)

Change needs to be everyone's business for the effort to succeed. In this programme, change recipients will learn how to come onboard and play their part in steering the organisation through the choppy waters of change.

Key Deliverables

- Understand the heart behind change and develop the right attitude towards change
- Be equipped with solutions to help change transitions at work
- Take ownership of the organisational change and become proactive in championing the change
- Learn how to be an effective change agent to make a difference during the change process

PROCESS ENABLERS

The *process* of change, the "how" of change is the implementation of the organisational change. Change agents follow two common process models:

Lewin's 3-Step Model

Step 1: Unfreezing
Step2: Moving
Step 3: Refreezing

Kotter's 8-Step Model

Step 1: Establish a sense of urgency
Step 2: Creating the guiding coalition
Step 3: Developing a vision and strategy
Step 4: Communicate that change vision
Step 5: Empowering employees for broad-based action
Step 6: Generating short-term wins
Step 7: Consolidate gains and producing more change
Step 8: Anchoring new approaches in the culture

PROCESS ENABLERS
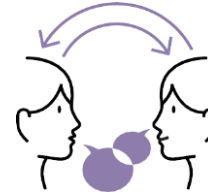
1. REAL CONVERSATIONS
(Skill-Equipping Workshop)

Targeted Enabler: Communicating Change With Your Team

Effective communication is crucial to the success of any organisational change effort. Without a clear and honest conversation about the expected change and the reason behind it, recipients may be confused and highly frustrated with the process. In this programme, leaders will learn to create open channels of communication that allow real conversations to occur between change agents and recipients.

Key Deliverables

• Understand the Ladder of Inference and how to better understand the concerns and needs of change recipients

• Learn how to leverage on principles of real conversations with change recipients

• Understand the Clean Talk Model and how to apply it in having real conversation during organisational change

PROCESS ENABLERS

2. CREATING AN INCLUSIVE CHANGE ENVIRONMENT

(Skill-Equipping Workshop)

Targeted Enabler: Involving and Engaging Your Team

The success of change efforts is highly dependent on the change recipients' commitment to the process. Through this programme, leaders will be equipped to take on a consultative approach during the change process, resulting in the empowerment and commitment to change by its recipients.

Key Deliverables

- Understand the Four Dialogic Practices and how to apply them in taking a consultative approach to communication during the change process
- Use SBI to enhance inclusive leadership to better manage the needed change with change recipients

PROCESS ENABLERS

3. ZOOMING IN: A CLEAR CHANGE ROADMAP

(Skill-Equipping Workshop)

Targeted Enabler: Monitoring Change Initiatives

Using a real-time organisation issue, leaders will learn how to create feedback systems to continuously monitor the change, thereby ensuring the stabilisation of new norms.

Key Deliverables

- Understand and apply the eight steps of change and Change Enablers on a real change event to translate articulated change vision into reality
- Develop a clearly articulated change road map to be implemented at the workplace with respective functional teams for better business performance

PROCESS ENABLERS

4. MAKING CHANGE STICK - ESTABLISHING FEEDBACK CHANNELS

(Skill-Equipping Workshop)

Targeted Enabler: Monitoring Change Initiatives

The programme will equip change agents with a clear change milestone journey that leverages on John-Kotter's 8-Step process. Leaders will learn to create feedback systems that continuously monitor the change, thereby ensuring the stabilisation of new norms.

Key Deliverables

- Understand and apply the practical feedback steps to ensure the needed change sticks
- Devise a clearly articulated change road map to be implemented at the workplace to enhance the successful implementation of the organisational change initiative

REAL CHANGE JOURNEY

1. REAL CHANGE MILESTONE JOURNEY

The Real Change Milestone Journey helps leaders execute their action plans for change. Creating a conducive learning environment that incorporates the 9 Enablers of Change, we enable leaders to close the perceived gaps by consistently working at developing their change message, communicating effectively and addressing emotional responses empathetically, all the while involving and engaging their team members though practical and credible leadership practices.

Leaders will:

- Encounter personalised, real-world assignments on the job
- Learn how to receive feedback and give feedback to each other
- Be mentored in specific skills through Leadership Booster Sessions
- Learn through experiences and be challenged to improve their leadership philosophy

2. CHANGE COACH, NOT "CHANGE COACH"

- One-on-one coaching sessions for leaders who need a trusted mirror to reflect on in leading and managing change in their organisation
- Focused and directed at developing each leader by addressing real-world business issues
- Group Coaching is also available

3. CHANGE HACKS AT WORK: THE PRACTICAL PRINCIPLES

- 2 hour talk on any selected topic under "Change"
- Mass-equip your employees on a critical skill with reasonable investment and minimal time spent
- Celebrate the diversity of thought, experience and perspectives for change intelligence and collective action
- Unpack the many dimensions of change that impact our daily work life
- Create a space for storytelling, reflection and community building

IS REAL CHANGE® FOR ME AND MY ORGANISATION?

Real Change® solutions have been developed with OD practitioners, leaders and people managers in mind. We constantly synthesise best-in-market research and practitionerfindings into the Real Changee® Framework, ensuring that both the breadth and depth of change management skills required in an organisation can be imparted in level-appropriate forms.

Developed through Dr Lily Cheng's rigorous research into increasing the success rate of change initiatives, Real Change® is designed to bring about holistic and long-lasting effects through multiple modes of engagement: from facilitated visioning sessions with our OD Catalysts, to group and individual coaching, skill-equipping workshops and milestone journeys.

This ensures that change initiatives cascade through the organisation and enable C-Suite executives, middle management, as well as junior employees to play an active role in the change process.

Real Change® therefore believes that it is possible for any organisation to effect successful change, through equipping and aligning its people to face the challenges of change.

What's so unique about Real Change®?

In many models of organisational change, different dimensions of change have been indeed detailed and expounded upon. However, Real Change® goes further to explore the interdependencies between the 9 Enablers of Change and looks at them in a continuum, recognising that these enablers work together to enhance organisational change and that change transition is a journey.

It all sounds good on paper. How does the Real Change® Framework work in real life?

Although numerous frameworks for planned organisational change exist, Real Change® was developed in a way that eliminates the gap between theory and practice by incorporating the perspectives of OD practitioners. Ultimately, each of the three dimensions — Content, Context and Process — of the Real Change® Framework are within the circle of control of the OD practitioner, ensuring that change initiatives can be successfully implemented over time.

How different is Real Change® from other standard training programmes?

Real Change® is not a one-off classroom event. Depending on the need of your organisation, the Real Change® series of OD solutions walks with you through your change journey via a range of engagement modes, including focus group interviews, open cafe facilitation, group coaching and skill-equipping workshops, all carried out in an interactive and authentic setting to suit your specific learning needs.

Real Change Milestone Journeys, which typically take place 12-18 months after an initial learning engagement, can also be customised to help leaders and managers consolidate their new-found skills into real-world application, and increase their intentionality in their approach to effective change management.

What if I don't have time to engage with the entire framework?

The Real Change® Framework can be used as a diagnostic tool to identify which Enablers of Change are weakest in your organisation. Our OD Catalysts can then assist to customise a series of solutions that target the problem areas. This ensures that your efforts to lead change will have a sharp focus and effectiveness in achieving your organisational objectives.
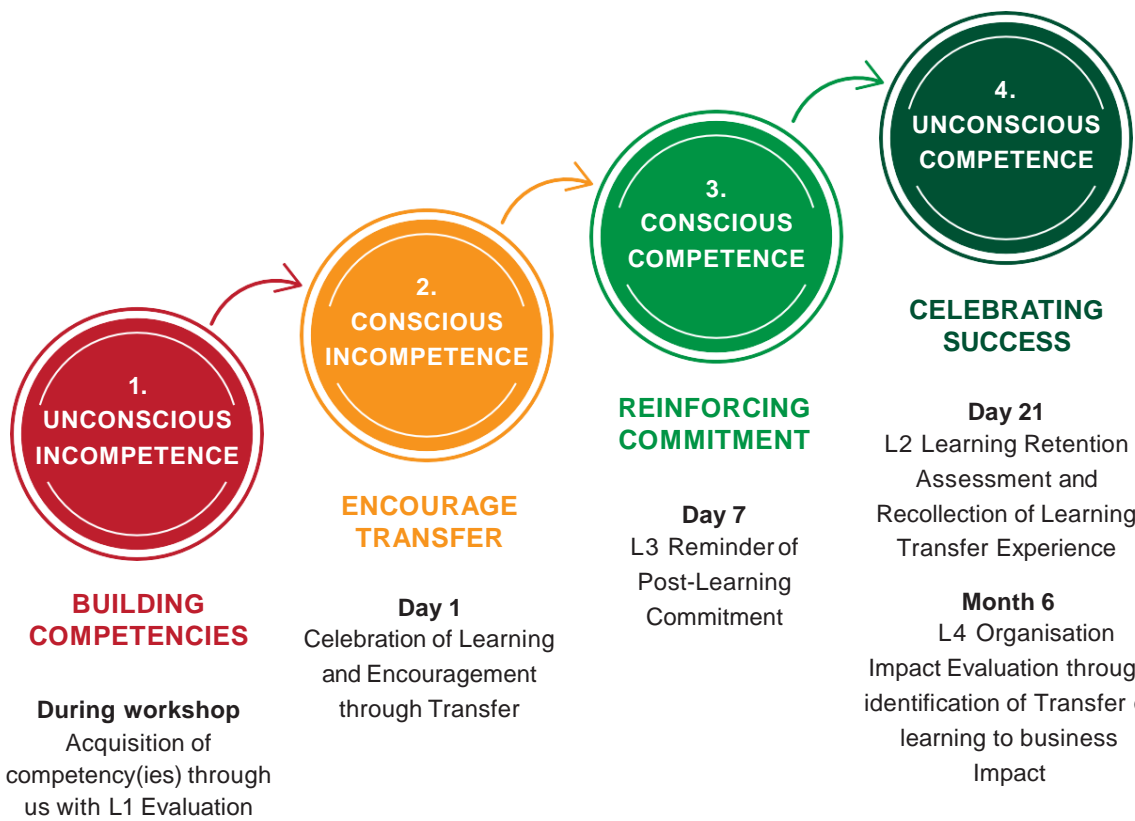
RETURN ON INVESTMENT SYSTEM

With the increasing demand for ROI to justify OD and L&D budget allocations, the new reality is clear: ROI is here to stay. To help leaders attain a sustainable learning and ROI capability of our programs, we are committed to help you undertake best practices for ROI implementation with our ROI system.

In our research where 929 learners were surveyed, we discovered the following brutal facts of ROI:

1. 25% learners find no opportunity to transfer learning back at the workplace.

2. 54% learners find they lack motivation and support from others in their work team.

3. 21% learners find that learning acquired does not fit into the working culture at their workplace.

To ensure that learning is sustainable and also to encourage a culture of self-directed learning within the organisation, Transfer of Learning (TOL) and Return on Investment (ROI) systems have been specially designed and customised into an Employee Development Portal. The portal provides learning resources to the participants, and administration functions for the HR administrators. It also generates ROI reports to the client on key development indicators, which facilitate future interventions.

In typical learning interventions, achieving Levels 1 and 2 (*ref. ROI System diagram*) are the main focus of learning programs. However, HR practitioners or business leaders may not have opportunities to reinforce critical on-the-job behaviours and thus, this is left to the individual. The ROI System addresses this gap by helping organisations implement *Level 3 Learning Retention Assessment*, and *Level 4 Organisation Impact Evaluation*. With the aim of enhancing one's self-directed learning behaviours in today's rapidly changing business environment, we ensure application and reinforcement through a system that constantly measures the effectiveness of reaching the goals of the OD solution.

1. UNCONSCIOUS INCOMPETENCE

2. CONSCIOUS INCOMPETENCE

3. CONSCIOUS COMPETENCE

4. UNCONSCIOUS COMPETENCE

BUILDING COMPETENCIES

During workshop
Acquisition of competency(ies) through us with L1 Evaluation

ENCOURAGE TRANSFER

Day 1
Celebration of Learning and Encouragement through Transfer

REINFORCING COMMITMENT

Day 7
L3 Reminder of Post-Learning Commitment

CELEBRATING SUCCESS

Day 21
L2 Learning Retention Assessment and Recollection of Learning Transfer Experience

Month 6
L4 Organisation Impact Evaluation through identification of Transfer of learning to business Impact

The Empirically Successful ROI System

CHANGELEADERS PORTFOLIO

Consulting Boutique for Transformation & Change

STRATEGY
- BUSINESS MODEL INNOVATION
- STRATEGY & MISSION PROCESSES
- OBJECTIVES & KEY RESULTS
- WORLD-CLASS PRODUCT MANAGEMENT
- AI-BASED PRODUCT PRICING
- B2B SALES OPTIMIZATION

ORGANISATION
- AGILE ORGANIZATION DEVELOPMENT
- JOB ARCHITECTURE DESIGN
- JOB CATALOGUE OPTIMIZATION
- JOB FAMILY CONCEPT DESIGN
- JOB LEVELING INNOVATION

DIGITAL
- DIGITAL TRANSFORMATION
- DIGITAL TALENT SOLUTIONS
- ENTERPRISE GAMIFICATION
- HR-IT SYSTEMS SELECTION & IMPLEMENTATION SUPPORT
- HR GOES CLOUD

PEOPLE
- COMPETENCE & SKILL MANAGEMENT
- CAREER LANDSCAPE DESIGN
- LEARNING & DEVELOPMENT
- LEADERSHIP EFFECTIVENESS
- DIGITAL LEADERSHIP
- CHANGE COACHING
- MY TALENT CANVAS
- TALENT EXPERIENCE RADAR
- SUCCESSION PLANNING
- HR RISK MANAGEMENT

COMMUNICATIONS
- CHANGE COMMUNICATION
- INTERNAL/HR COMMUNICATION
- EMPLOYER BRANDING

PROFILE

- Established in 2018
- Team of renowned thought leaders and experts in their professional disciplines
- Well-rehearsed team working together in different set-ups since many years
- Most of our projects have an international scope
- Many of our consultants work on projects abroad - globally

CHANGE LEADERS

CHANGELEADERS MISSION

Shaping the future – inspiring people – moving organizations

We want to contribute to driving innovation and improvement. Our clients are all those who want to make a difference in their organizations and are interested in sustainable, future-proof solutions – whether in corporate, divisional or regional management or in specialist areas such as development, operations, procurement, sales, finance, IT and human resources.

We support our clients not only in dynamic growth phases, but also in difficult merger and restructuring situations. In doing so, we contribute our experience from working with global players, large multinationals and hidden champions as well as medium-sized companies and public sector organizations.

Most of our client projects have an international scope. And in many cases, our internationally experienced consultants or long-standing network partners also support local implementation on site.

WE SHAPE THE FUTURE

Together with our customers, we develop visions and align business models, strategies, organizations, processes and systems for the future.

WE MOVE PEOPLE AND ORGANISATIONS

People with their ideas, abilities, potential and needs are just as much the focus of attention as their interaction within the framework of a modern work organisation.

CHANGELEADERS STYLE

employee- and customer-centred, innovative, result- and future-oriented

CHANGELEADERS combines outstanding expertise and a doer mentality with a great passion for innovation and the future. Our DNA is based on a mix of experience from practice, consulting and science.

Due to our professional backgrounds, we often know the challenges of projects from both a consultant and a client perspective. Most CHANGELEADERS profiles are characterized by many years of international consulting and management experience.

Depending on requirements, we take on the role of designer and co-creation designer, manager and doer or consultant and coach.

Our experience, trend analyses and scientific findings form the basis for the development of sustainable concepts and their implementation. Coupled with fresh thinking and innovative methods, we ultimately create extraordinary customer experiences that also inspire and motivate us time and again.

EXCEPTIONAL CUSTOMER EXPERIENCES

We CHANGELEADERS think and act as entrepreneurs – employee- and customer-centered, innovative, result- and future-oriented.

APPRECIATIVE COOPERATION

We live the principles of trustful performance partnership and appreciation both internally and in the cooperation with our customers.

CHANGELEADERS STYLE

HOLISTIC VIEW

Experts with proven strategy, organizational, HR, communications & digital expertise

INTERNATIONAL EXPERIENCE

Worldwide deployment of highly experienced professionals with global leadership and project responsibility

MAKER MENTALITY

Entrepreneurial focus on sustainable results in growth, merger and restructuring phases

INNOVATIVE SPIRIT

Solution-oriented game changers with great passion for innovation and desire for digital future

BEST PRACTICE RESEARCH

Evidence-based work grounded on trend analyses, smart practices and scientific findings

SMART MIX OF METHODS

Intelligent combination of agile and classic methods with digital and analog forms of collaboration

PERFORMANCE PARTNERSHIP

Excellence, diversity, transparency, trust and appreciation in internal and external cooperation

PEOPLE FIRST

Managers and employees at the center of digital transformation and agile organizational development

CHANGELEADERS CONTACTS

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Grafik: Agentur Gerhard Baumann, Die Urbane Produktion, Key Visual zur Einweihung des ausgezeichneten Werks Stuttgart-Fellbach der Wittenstein AG, entnommen aus Roßmeißl E.: Industrie 4.0 – Chance für den deutschen Mittelstand (2013)