



Task 1

Understanding the Context

Understand the context, identify the change gap and formulate the consulting assignment.

Understanding the Context

Understand the change context and formulate your task

- 1. Read carefully through the case description and the following pages**
- 2. Familiarize yourself with the following change consulting tools:**
 - SWOT analysis**
- 3. Imagine the following scenario:**

You are partner at a change management consulting firm, and you have heard that FABREX is planning a big organizational change. This would be a major win for your company. You have contacted FABREX and they have invited you to pitch for the project.

Your task is to prepare a consulting pitch (around 10 minutes) to the executive board in which you show your understanding of the case.

Transfer your key messages on the Miro Board, so everyone has the information.

The pitch should entail the following points:

- 1. Description of the context:**

Show the executive board that you understand their situation by briefly summarizing the key facts of the case.
- 2. Explain the goal of the change project based on the available information.**
- 3. Provide a first SWOT analysis** that investigates FABREX' current situation. In the opportunities section, excite the company board by showing the opportunities that may come with the new department.
- 4. Project order clarification:**

Rephrase the task for the change consultants as precisely as possible. What exactly is your task? How will you – as consultants - help FABREX in the coming weeks? When will the consulting project be a success?

Understanding the Context

Understand the change context and formulate your task

Understand the Change Context and Clarify Your Task

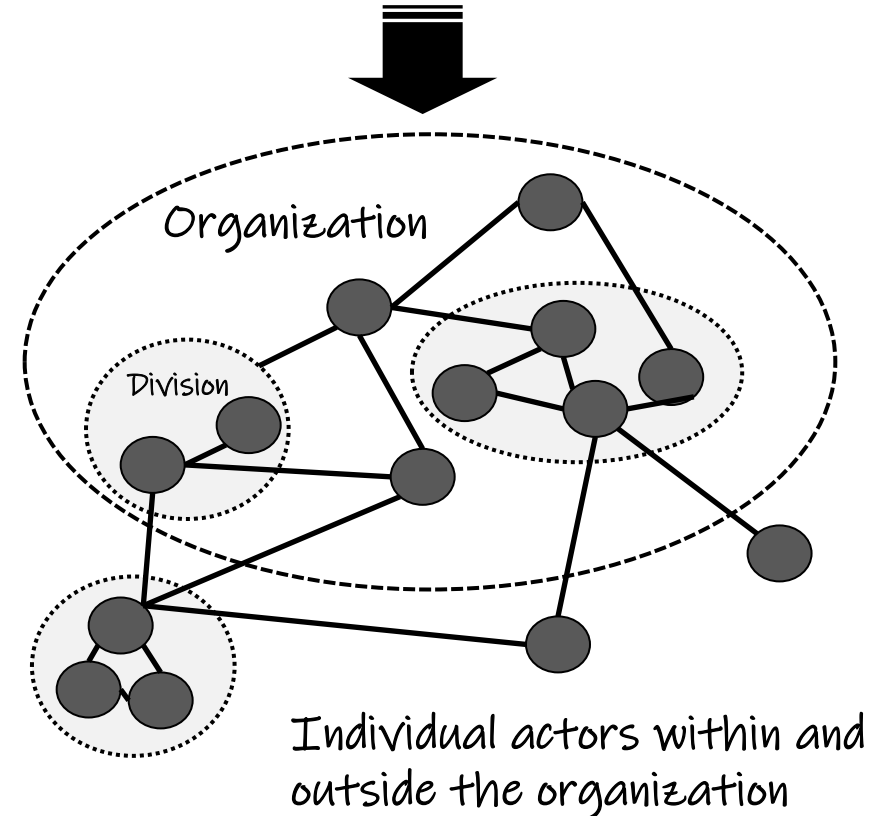
Change context refers to the internal and external factors that can influence the organizational change.

Internal factors include whether or not other organizational changes are being implemented concurrently, shifts in executive leadership, failure of past change efforts, or the current performance level of the organization.

External factors can also play a role — e.g., the regulatory or economic climate, actions taken by competitors or partners, or even popular opinion about what you are implementing.

For this reason, no two change implementations are the same. As such, at the start of any change effort, it's crucial to take stock of the environment in which you are operating and incorporate your assessment of **contextual risks and opportunities** into your change planning and management strategies.

External pressures / Business Environment



Understanding the Context

Consider the type, scope, and scale of the change

The change you are implementing can help put some boundaries on the context you investigate and help you identify what might be most relevant. Usually, the broader the scope and scale of the change, the more complex the context that you'll need to consider.

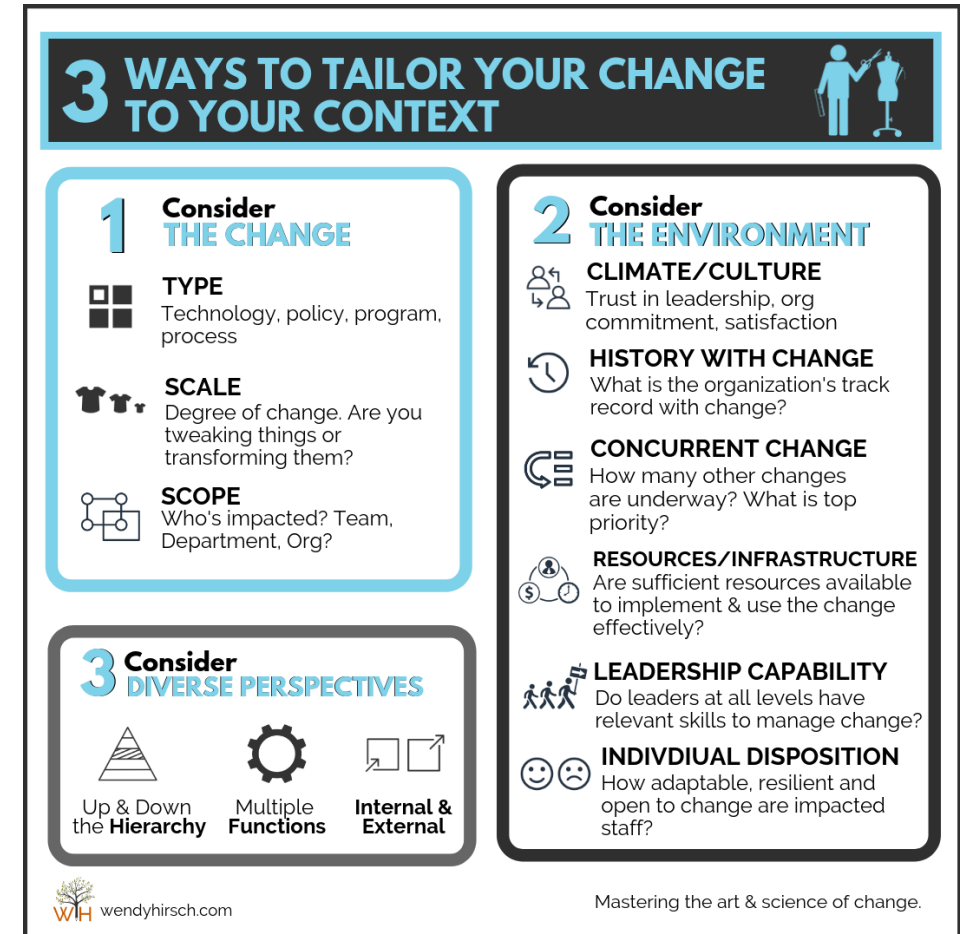
To understand the concept, gather all possible information available that might be relevant to the change project (see picture). The collected information is then sorted and consolidated via different tools to support the planning of your change project.

Methods for gathering and sorting the information include:

- Review of company data (reports, presentations, documentations)
- Interviews with the management and employees
- Workshops with key stakeholders
- Surveys, network analyses, etc.

Tools for gathering and sorting the information include:

- SWOT-Analysis (Strength, Weaknesses, Opportunities Threats)
- PESTLE-Anaylsis (Political, Economic, Social, Technological, Legal and Environmental)
- Ecosystem Mapping
- Stakeholder Analysis



Understanding the Context: The Change

Consider the type, scope, and scale of the change

Supporting Questions for understanding the change context

Type

- What kind of change are you implementing (e.g., process, program, technology, strategy)?

Scope

- How radical a departure from the current state does the change represent?
- How many aspects of people's current jobs or work experiences will be altered — how much skill development will be required?
- Are there any consequences for related policies, processes, or structures that need to be considered?

Scale

- Who in the organization will be impacted?
- Is it a single team, in a single location or many teams and divisions across the organization, or in locations across the world?



Understanding the Context: The Environment

Understand history, resourcing, priorities and disposition towards change

You implement change in the organization you have, not the one you wish you had. So, it's important to identify assets and trouble spots in the current organizational environment that are likely to influence the change effort.

Key aspects for understanding the change context

Organizational Climate: Things like trust in leadership, organizational commitment, employee satisfaction, etc. Low levels of trust, satisfaction and commitment can be a real impediment to change. Hence, such issues need to be taken seriously if they are uncovered.

History with change: The organization's history with change can inform change communications, as well as the overall change approach. A long history of failed changes will not soon be forgotten.

Priorities/Concurrent change: How many other change initiatives are planned for the same timeframe? How big a priority is your change? If it's a crowded change space, phasing and sequencing may be required. There is such a thing as "too much change."

Available resources/infrastructure: High hopes and good intentions only go so far. It's important to objectively evaluate if your organization can access the skills, money, time, and attention required to effectively implement the change being implemented. Also, do existing change and project processes, procedures and platforms exist?

Capability to lead the change: We often assume that leaders have the competencies necessary to drive change. They may; they may not. Change requires leaders to set a clear vision and goals, explain the need for change, mobilize people for action, support themselves and others through change, communicate, align structures to support the change, and evaluate the change — all while keeping the day-to-day business running.

Individual change disposition: People can have varying levels of adaptability, resilience, and openness to change. Supervisors can be particularly adept at identifying those who may be good candidates to be more deeply involved in the change effort and those who may need more support to navigate it.

SWOT-Analysis: Creating a sense of urgency

What could be strength, weaknesses, risks and opportunities of the intended change process

What is it?

The SWOT analysis helps to develop a sense of urgency for the intended change. SWOT stands for strengths, weaknesses, opportunities, and threats:

Strengths

These are the things that the company is good at. The skills and expertise that the organization possesses, the technology it uses, or trait that gives a competitive advantage.

Weaknesses

These are the things that the company is not so good at, or activities that the organization does poorly. It may be poor systems that put it at a disadvantage compared to your competitors, for example.

Opportunities

These are positive risks. For example, new business opportunities that might open up or increases in effectiveness or efficiency in current practices.

Threats

These are negative risks. They may create obstacles to the company's business operations – both in the short, but also in the long-term.

Application

A SWOT analysis is best conducted by following these steps:

1. Brainstorm to identify the strengths of your teams and your organization.
 2. Analyze these strengths and combine them where they are similar.
 3. List these strengths in order, with your greatest strength at the top.
- Repeat steps 1 to 3 for weaknesses, opportunities, and threats.



Develop strategies to:

- Maximize your strengths to take advantage of opportunities and minimize threats
- Minimize weaknesses that will prevent you taking advantage of opportunities and leave you susceptible to threats

Forcefield Analysis: Getting ready for change

Identify driving and hindering forces for the intended change

What is it?

Force field analysis (introduced by Kurt Lewin in the 1940s) is a technique that can be used for identifying, discussing and documenting the factors that support or oppose a change initiative. A force can either aid achieving the overall objective (driving force) or block the achievement of the objective (hindering force).

This tool can help to

- Decide whether or not to propose a change initiative
- Increase the chances of success by promoting the driving forces and weakening the hindering forces
- Identify areas or new ideas that can be implemented to aid the successful implementation of the change
- Identify the most important stakeholders and their interest groups
- Identify how to influence each target group

Application

Generate a list of forces that are for or against the change by posing the following questions

- Who supports the change and why are they in support?
- Who opposes the change and why?
- What are the risks faced by the project?
- What are the benefits of the project?
- What are the constraints faced by the project?

Forces for change



Proposed Change

Forces resisting change



- Write the forces for the change to the left. Write the forces against the change to the right.
- Reflect on the results and assess their validity. Rate their importance and urgency by assigning weights to each force (1 - weakest; 10 - strongest) – Which forces are predominant in hindering or driving the intended change?
- Determine if the change is viable. Think about how the weight of hindering forces can be decreased while the strength of driving forces can be increased.