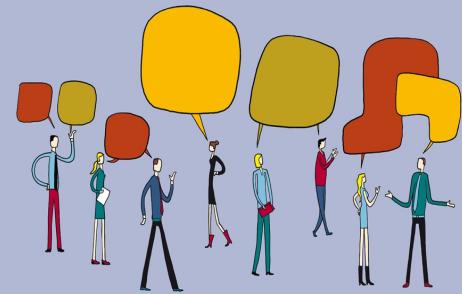


**Change**  
Department:  
Chemical industry  
Audience:  
Global leaders  
Contact person:  
Carolin Grünig

## Enabling Change – A multiplier concept for professionalising change leadership



The greater the complexity in change processes, the bigger the challenge for those leaders responsible for accompanying their teams through the dynamics of the upheaval. This applies all the more when, as in this case for our clients, a fundamental realignment of different business units is required on a global scale. The planned activities are far-reaching. They range from the merger of several business units and new appointments at senior management level to job cuts both nationally and internationally. What's more, the time scale for the activities is tight so that the first milestones can be achieved as quickly as possible and the results can be felt. Taken together with the day-to-day running of the business, this restructuring means a huge burden for leaders.

The overall Group restructuring program is set up in three phases and covering a period of at least two years. The Management Board is aware that the attitude of the leadership team and the quality of leadership throughout the phases are crucial for the success of the change. The change leadership competence of those in pivotal roles will also be critical.

- How do we manage to give our leaders a solid basis so that they feel confident in their individual leadership activities during the restructuring?
- What support measures will relieve the burden of this target group quickly?
- In what ways can the leadership team receive tips in a concentrated form so that they can steer the change process in their area in a targeted way?

It was with these questions that the central HR department responsible for management development turned to Movendo Consulting.

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**Facts & Figures** A variety of business groups (Business and Service Units) on all continents affected by the corporate reorganisation Change toolbox as guideline Compact on-site training courses for multipliers Webinars for international participants Process facilitation by means of reviews and supervision

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**One thing was clear to the Board of Management from the outset:  
“We are the only ones who can provide leadership.”**

During the scoping of the project it quickly became clear that the Board of Management had no wish to buy in external consultancy expertise only to then be left alone. From the very beginning it was clear that change leadership had to be the day-to-day duty of all leaders in the organisation. This made the delegation of this crucial task impossible. Therefore the change facilitation effort by Movendo Consulting aimed at developing the change leadership competence of leaders and preparing them for the upcoming change projects. The multiplier concept developed by Movendo Consulting focused on developing and reinforcing change know-how and change leadership competences in

leaders and in the HR community and accompanying HR professionals in the background as they provided leaders with effective support during the change process.

## Programme Design Multiplier Concept



The solution developed by Movendo Consulting consisted of a multiplier concept in several steps that is set up to focus on the development and the continuous evaluation of internal change leadership competence.

The concept skilfully balances various roles and responsibilities between leaders, implementation managers, change communication, multipliers and HR resources.

The challenge of this approach lies in the development of a shared understanding of roles, the solid training of leaders and continuous support in their day-to-day work. This is because successful change management essentially stands on two pillars:

- Practical knowledge about and awareness of the tasks and challenges in leading and managing change processes
- Continuous work on transferring this knowledge into practice in day-to-day activities

## Helping others to help themselves – so that the competence is retained for the future

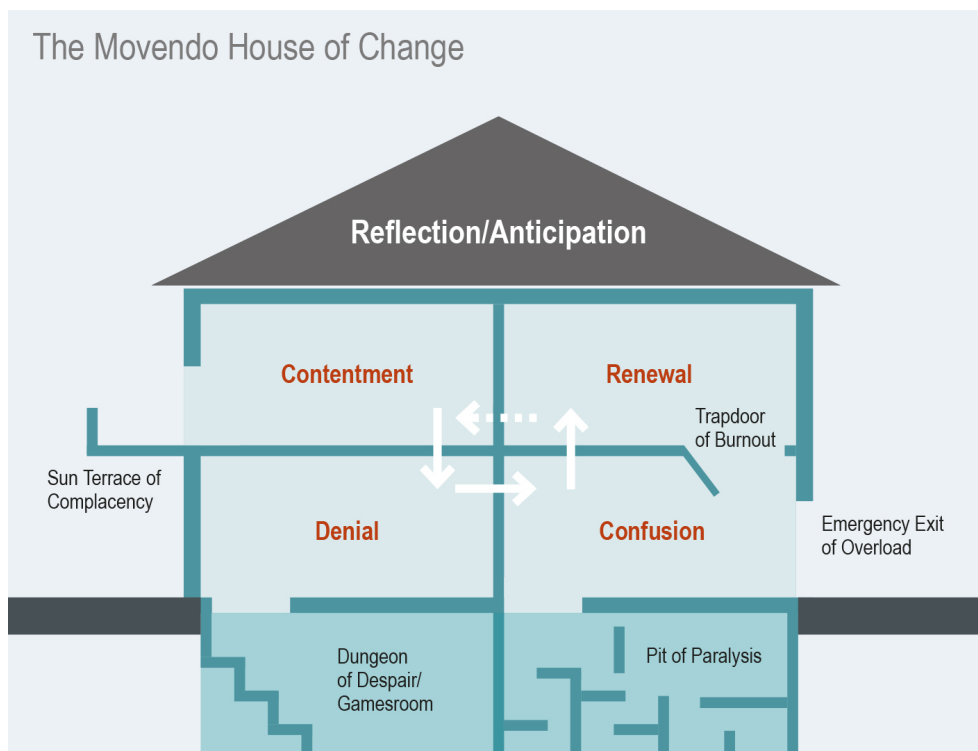
An integral part of the concept is the development of a tool that is custom-built for the demands of the task: the Change Toolbox.

The Change Toolbox is a comprehensive and highly practical guideline that can be used in any change situation. In it, all parties involved can find concrete input on understanding basic phenomena relating to change, are made sensitive to frequently occurring risks and acquire strategies to solve problems.

Content-wise, the Toolbox builds on the systemic-oriented Movendo Change Navigator® established in the consultancy work of Movendo Consulting. In essence, the Change Navigator combines three models:

- The Movendo House of Change based on the Four-Room Apartment of Change by Claes Janssen
- The 13-step Change Management model based on John Kotters 8-step model
- The Backwards Approach

The Movendo House of Change describes the course of emotional responses to a change process by those affected and involved and offers concrete tips on leadership activities and approaches to communication with the employees. It supports leaders in dealing confidently with employees' resistance and uncertainty and helps them to derive meaningful leadership activity in a systematic way.



The 13-step model builds on the tried and tested 8-step model developed by John Kotter and adds further success factors that we derived from our consultancy activity. It offers a guideline for action in managing a change process. On the basis of this model, leaders can draw up a concrete project plan for involving and communicating with employees.

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“Understanding the House of Change helps me as a leader to analyse difficult situations with my employees and to act confidently. And it is a great relief to see that emotions are normal, even the ones you yourself feel during a process such as this.”

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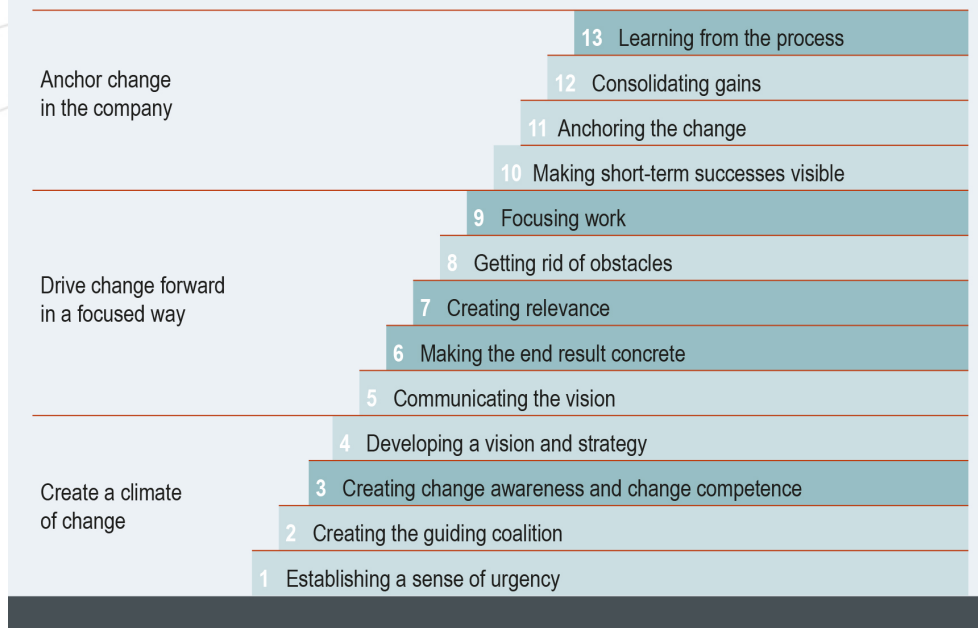


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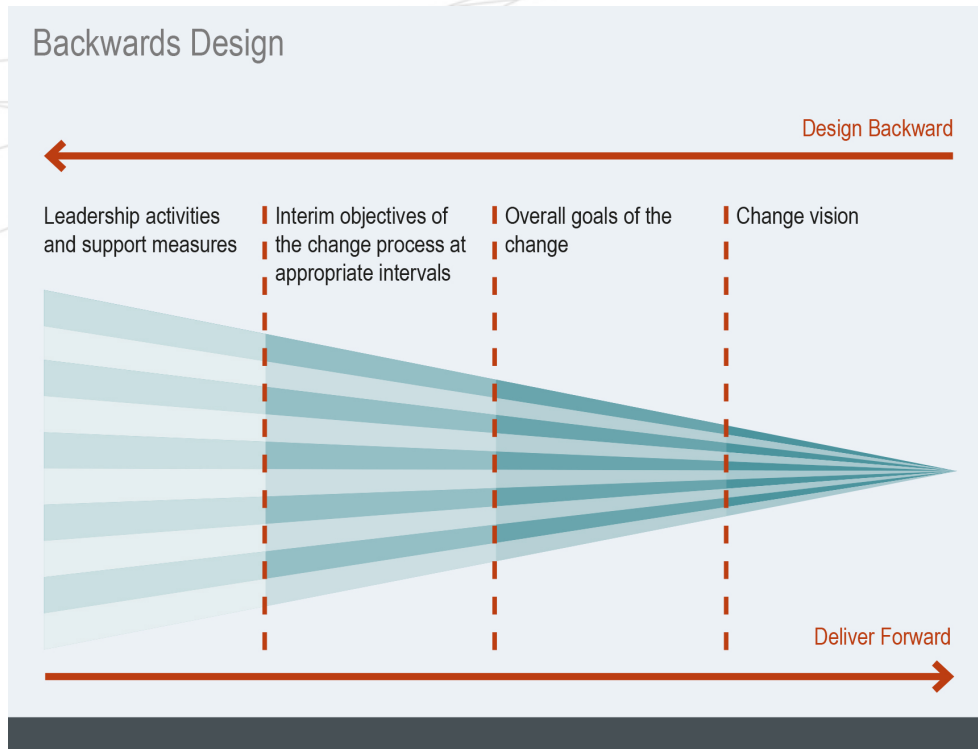
“When I go through the 13 steps in my head and observe the situation of my team along the way, it rapidly becomes clear for me what my next steps should be. It’s a great roadmap!”

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## The 13-step Movendo modell



The Backwards Approach supports leaders in targeted communication and leadership during a change process. It is an essential tool on the one hand to provide employees with a concrete idea of the target state and on the other hand to show the way there, making it possible to derive concrete leadership activities and to reflect continuously on their implementation. Because the essence of this model can be related to in practically every area of change, the Change Toolbox is a comprehensible and plausible basis for self-reflection and for extending the individual repertoire of leadership activity in change - independent of individual projects and cultural boundaries.



## Mobilising multipliers and qualifying internal agents

Using this concept, selected leaders from the Business Units were empowered as multipliers to drive the change process to success.

To this end, at least two multipliers per Business Unit were identified who were to take on an active supporting role in the day-to-day implementation. Their task is to give managers tangible support in their day-to-day leadership activities as they go through the change process by helping them to apply the Change Toolbox, to create transparency and by constantly reminding them of the day-to-day relevance of their change leadership responsibility in their local environment. Their key function is also manifested in their being securely anchored in the local management team. The selection of multipliers was carried out on the basis of a previously defined profile.

## Onboarding HR Management Development and the second level of leadership.

In something similar to an internal supervision role, the HR Management Development function takes on the support of multipliers in the day-to-day challenges throughout the entire period of the restructuring. This central function acts as the main contact partner for all the national units. At an international level, this role is assumed by the Head of HR at country level.

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“What really helped me was taking better care over getting the right people in my coalition. This means I have to fight far fewer internal battles.”

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The onboarding was implemented by practical training of the internal HR contact partners and the development of existing competences and experience so that the multipliers could offer support in a fast and uncomplicated way but in addition could also judge when the process required additional external consultancy services at local level.

It was important for the process that during this phase the Board of Management took on an active role and emphasised the importance of this approach to leaders in the organisation. Movendo Consulting is available as a sparring partner and supervisor for HR Management Development and the multipliers throughout the entire lifetime of the programme and thus offers constant accompaniment und quality assurance including the continuous further development of the Toolbox with tools, arguments and guidelines.

## FAQs already find answers in the initial phase

From the very beginning, the leaders we met in this programme showed a high degree of sensitivity to the topic of change. However, there were topics and concerns that occupied the managers as a particular burden in their day-to-day work where reflection based on the tools that were made available made it possible to see things in a new way and thus extend the scope for individual action.

For example, it became very clear that intensive discussion with employees required no additional time resources or activity but 'only' a sensitive and professional approach to how people dealt with one another on a day-to-day basis.

The concern about how to deal with the imponderables and uncertainty in a change process was also addressed. It was a relief for leaders to find out that they should not even expect to know nor give the impression to others that they know everything exactly and have everything 'under control'. It was much more the case that good communication in the process and the involvement of the employees in the individual steps were the factors that built the necessary trust in the process for the employees.

Working with the House of Change model was particularly helpful because it helped to explain for the emergence of emotions and provided the leaders with suitable interventions.