

Does everything stay different?

Change management impulses for the successful return from the lockdown

FUTURE

PAST

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3 fields of action for HR and communication to shape the transition to a new normality



[SCAN]

Giving orientation & making use of experience

1



[FOCUS]

Sharpening the future image of the organisation & strengthening commitment

2



[ACT]

Driving cultural change & strengthening the role of HR/Comms

3

1



Giving orientation & making use of experience

Listen to the organisation & stakeholders and manage expectations

- Obtain feedback from managers, employees, customers and other stakeholders regarding their perception of the past weeks, the status quo and their needs and expectations
- Storytelling (narrative) on the effects of the crisis on the business model, expectation management with regard to possible consequences and the basic course of the next weeks and months

- Establish company-wide platforms and processes for feedback, exchange and participation
- Evaluate and decide what to start, stop and continue (start-stop-continue)

Identify and consolidate lessons learned and best practices

Make stick quick wins of “New ways of working”

- In the short term, improve technical and spatial conditions to consolidate learned behaviours, forms of collaboration and use of new digital tools
- Set up virtual on-demand training offers and self-organized communities at short notice

3

2



Sharpening the future image of the organisation & strengthening commitment

- Initiate and support the review of the company's strategic priorities by top and senior management
- Setting HR and UK priorities for the coming months

Review
strategic priorities

Define the level of
ambition for the
digital
transformation

- Activate top and senior management to review the target picture and the desired speed for the digital transformation
- Agree minimum standards for digital transformation and agile working

- Activate and empower the organization to see the crisis as an opportunity to identify changing customer needs and develop innovative solutions
- Resolve contradictions between growth and cost savings (communicative)

Strengthen the
"Growth Mindset"
among managers
and employees

3



Driving cultural change & strengthening the role of HR/Comms

Define cultural and leadership standards for the digital organisation

- Describe the desired attitudes, behaviour, working methods and leadership (Digital Leadership) for the digital, agile organisation (Mindset, Behavior, Practices, Leadership)
- Define required skills (social and professional requirements)

- Identify and remove organisational barriers (structures, processes, systems, qualification and development measures and guidelines) to cultural and leadership change
- Establish formal structures (e.g. platforms, routines) to promote organisational learning

Shape the organisational framework

Establish HR & UK as role models and drivers of transformation

- Review future direction and set-up of HR and communication functions
- Institutionalize cross-functional cooperation between HR and communication functions

5



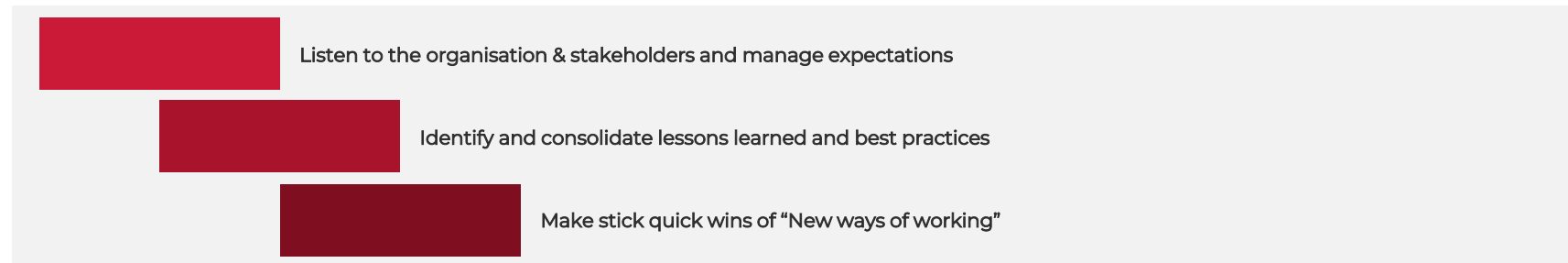
In a nutshell

Transition Roadmap



1

Giving orientation & making use of experience



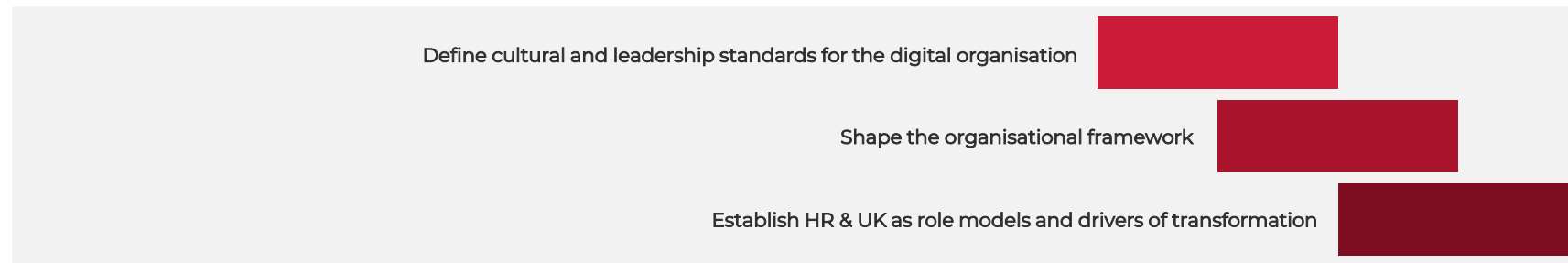
2

Sharpening the future image of the organisation & strengthening commitment



3

Driving cultural change & strengthening the role of HR/Comms





Discover the Red Side of Change

Believe in Changeability

Promote Authenticity

Find Joy