

## Our DSI Change Management Approach

Although change has been an integral part of human history, major changes, whether in business or private life, often lead to resistance, fear, and a feeling of powerlessness among those affected. Major changes in the workplace can have an enormous impact not only on the working life but also on the private life of the employees. Worries about the future and resistance to giving up habitual ways of doing things often arise. Some people have already gone through many changes in their working life and feel too tired to go through change again.

We know these challenges and support you in achieving your business transformation objectives with a comprehensive change management program. We understand change management as an integral part of the overall project, where close coordination and cooperation is crucial for success.

We coordinate all change management and communication activities. From understanding resistance and resolving conflicts to convincing and engaging those affected. Always with the intention of creating positive impulses for the project and the associated goals. The aim of change management is to channel emotions and needs and use them as a useful source of energy instead of viewing them as undesirable behavior that needs to be changed.

We are convinced that change management is one of the most important leadership tasks. Managers in an organization have an important role in accepting and driving change, and in convincing and inspiring the workforce to change. The higher a manager is in the hierarchy, the greater the influence that person has on the success of a change initiative. That is why we build on managers as sponsors and multipliers of change right from the start. Managers play a crucial role in constantly spreading the message of business transformation throughout the company.

In change projects we often see an extreme concentration of attention on the functional level - on structures, processes, and procedures. For a transformation project with sustainable success, however, it is crucial not to focus exclusively on the functional level of the project. Rather, the emotional level of the people affected by the change and of those who initiate and lead the change must also be considered. To achieve the desired results expected from new structures, processes and procedures, the underlying attitudes and behavior of the people who are part of this system must also change.

No change comes without conflict. A constructive approach to conflict is key to a successful change initiative. With our approach we increase the conflict resolution and problem-solving competence within your organization and thus enable you to handle similar situations in the future.

There are six typical phases in a change management initiative, which are outlined below. The concrete design, activities, and services to be provided will of course depend on the specific circumstances in your organization and your specific business transformation. During the project, we constantly monitor the effectiveness of the measures in relation to the progress of the project and act with agility.

Phase	Objectives
1 <b>Change mindset pulse check</b>	Understand status quo of concerns and expectations towards the initiative
2 <b>Convey sense of urgency</b>	Sensitize employees to understand the need for action at this point
3 <b>Hold intensive dialogues</b>	Understand and dissolve resistance, gain insights for future vision
4 <b>Communicate future vision</b>	Employees are inspired by the future vision, understand and follow the way forward
5 <b>Collaborate &amp; gain momentum</b>	Employees are enabled and empowered to work in transformed business
6 <b>Monitor the change</b>	Identify and solve possible obstacles After the project: Ensure sustainable success, keep change in motion

Figure 1: Six phases of a change initiative

## Phase 1: Change mindset pulse check

To develop a tailored change approach, we need to understand what people from different stakeholder groups and different business units think and feel about the upcoming change. The project background and the intended approach are shared and discussed. When we understand the concerns, expectations and hopes of key people and opinion leaders, we will gain valuable insights into how the change approach can be most effectively designed and what else needs to be considered in the transformation project. We involve leaders as sponsors and multipliers right from the start.

**Objectives:** Overview of the initial situation / mindset (concerns, expectations, etc.) regarding the business transformation in different areas of the company.

**Deliverables:** Stakeholder analysis, committed executives as sponsors and multipliers of change; preparation of executives to conduct 1:1 and group interviews, evaluation of the status quo and derivation of the change approach.

## Phase 2: Convey sense of urgency

Early in the beginning, we need to communicate the reasons for change to convey a sense of urgency within the organization. Explain to the workforce why the change is necessary now and what results you expect. Outline the drivers for change - what problems we want to solve with the project and what happens if we do nothing and continue as usual. At the same time, address existing uncertainties and create high level transparency about the status of the project, the planned project approach, and the expected future benefits.

**Objectives:** Sensitized employees who understand the need for action at this point.

**Deliverables:** Support information provision (town hall meetings / CEO address, internal media formats & tools).

### Phase 3 Conduct intensive dialogues

The focus is on working out different opinions in intensive dialogues between the people responsible for initiating and implementing the change, the parties particularly affected by the change and other important stakeholders. The aim of this phase is to address and resolve all critical issues that stand in the way of change and at the same time to gain valuable insights for shaping the picture of the future. The topics are prioritized, and the various interests are discussed.

In many change initiatives it is often not clarified what exactly sparks resistance. But this is necessary. Because if you do not understand why people are against something, you may be able to silence them, but you cannot win them as supporters.

This phase is an important prerequisite for later awakening the openness and energy of those involved for change. In these discussions, an important part of the vision is developed. In this phase a network of change agents should be established and involved in the dialogues.

**Objectives:** Understand and dissolve resistance, build trust and collaboration mindset, gain insights for future vision.

**Deliverables:** Established change agent network, resolved conflicts, input for vision, and targeted change management activities.

### Phase 4: Communicate future vision

We need to develop and communicate an attractive, emotionalized picture of the future that inspires and motivates the people in the organization. Like a brand with a clear message that draws on past experiences and emotions. The vision should trigger strong, positive emotions.

Among other things, we need to be transparent about what we want to achieve and how we imagine our company in the future. What exactly will change compared to today and how will we implement it?

Managers should be familiar with the vision of change and important background knowledge at an early stage and be able to communicate this. It is immensely important that the same consistent messages are communicated repeatedly in the different areas of the company.

**Objectives:** Employees / all key stakeholders understand the way forward and follow this way - at least willingly, better out of conviction and with enthusiasm.

**Deliverables:** Draft of vision and brand, draft change story with key messages, draft communication formats and selection of channels, preparation and empowerment of the senior management and other leaders in the company to spread the message.

## Phase 5: Collaborate & gain momentum

Plan the necessary activities and define the responsibilities in alignment with the business transformation activities. This includes, for example, targeted communication, training, manuals, videos. The change agent network is used to drive decentralized change activities like targeted communication, and to gather feedback.

A special role in the change process is played by the regular flow of target group-specific information via various communication channels. We know that all conflicts arise through communication and can only be solved through communication.

**Objectives:** Measures planned and implemented which enable and empower employees working in transformed business.

**Deliverables:** Action plans (incl. communication roadmap), leveraged change agent network, implemented change measures (e.g. supported communication events, change guide, manuals, training), targeted conflict resolution or coaching where necessary.

## Phase 6: Monitor the change

We regularly check the effectiveness of the change management measures and contents and adjust them if necessary, in an agile manner. Possible obstacles to implementation and conflicts are addressed and resolved at an early stage.

After completion of the project, further change monitoring is strongly recommended to ensure a sustainable successful implementation. It is checked whether the organization is functioning smoothly with the changed processes and structures. And how those affected deal with these changes in their daily work.

This phase is designed to keep the change in motion. The change should be appreciated and continued as a new constant in the organization, as is crucial to remain open for the future and to react appropriately to observations of the market, competition, customers, technical progress etc.

**Objectives:** During the project: Identify and solve possible obstacles to the company transformation and conflicts at an early stage.

After the project: Keep the change in motion. Ensure that the changes introduced work as intended and refresh the mindset of change to proactively take advantage of new opportunities in the future.

**Deliverables:** Continuous monitoring of the changes during the project, 4-6 workshops spread over a year after the project's completion, additional workshops if necessary, conflict resolution and coaching as needed.