

Change Management

IPA

Institute for Human
Resource Development
and Organization

„The feeling of urgency makes or breaks each project for change.“

John P. Kotter

Whether you are a business decision-maker, a human resources expert or a change manager, you know about the relevance of your organizational plans for change. At the same time, you are familiar with the particular hurdles that processes of strategic change bring about. You know that change is inevitable and that each employee in a company has to recognize this **sense of urgency** in order for a project for change to be given top priority.

We can help you achieve this. We make sure that your project for change is promoted with the necessary **sense of urgency** by all parties involved. Collaboration with your management team and change managers is the prelude for successful work towards change.



Qualities of a driving force



Making the future attainable

Making the goals of your company's change processes attainable on a rational as well as on an emotional level for all parties involved is crucial to the success of these processes. This is why we attach great importance to working with you to develop an action-governing vision. The spirit and purpose of the desired change must be clearly and effectually communicated.

Such a vision creates an atmosphere of positive change. It considerably increases your employees' **readiness and willingness to go along with the process**, to take on responsibility and increases their sense of personal identification with the way of change in the future.

We offer you systematic support in our vision and goal setting workshops.

Demonstrating vision



On dealing with resistance

Change projects inevitably lead to particular emotions and tensions within those affected. With every plan for change there is, in addition to the large group of those who are undecided and waiting to see what happens, also "the opposition" which has difficulty giving up the status quo. They pursue an agenda that works more or less directly against your project for change.

Within the framework of our process consulting, we make sure that conflicting objectives can be negotiated candidly and constructively. The experts at IPA offer you support through

- team building
- conflict moderation and coaching
- training and development.

In this way you can be sure to successfully integrate different vested interests into your organization.

Integrating employees



Guaranteeing lasting success

You know that many projects for change end up lagging behind their intended goals. Indeed, there is not **one** master plan that leads all organizations to success. But, based on our years of experience with change, we have become familiar with the **central factors for success** that guarantee endurance in change projects.

The following key points distinguish our **architecture for change**:

- structured process management
- systematic approaches
- continuous goal monitoring.

If desired, the experts at IPA can back up a stringent moderation of supervision meetings and workshops with concrete, feasible results.

Architecture of change



Competence across business sectors

The IPA boasts a broad spectrum of experience and know-how in projects for change that extends across the following business sectors:

- banking/ insurance
- chemical/ pharmaceutical industries
- automotive/ mechanical engineering
- retail/ consumer goods
- media/ telecommunications
- energy/ utilities.

But just as important as our business sector know-how, is our role as **experts for shaping change**. As your partner for people management, we offer you help, support and guidance in all relevant aspects of the change process. Personal development, coaching, training and management development within the context of change are our specialties. Talk to us!

Shaping change

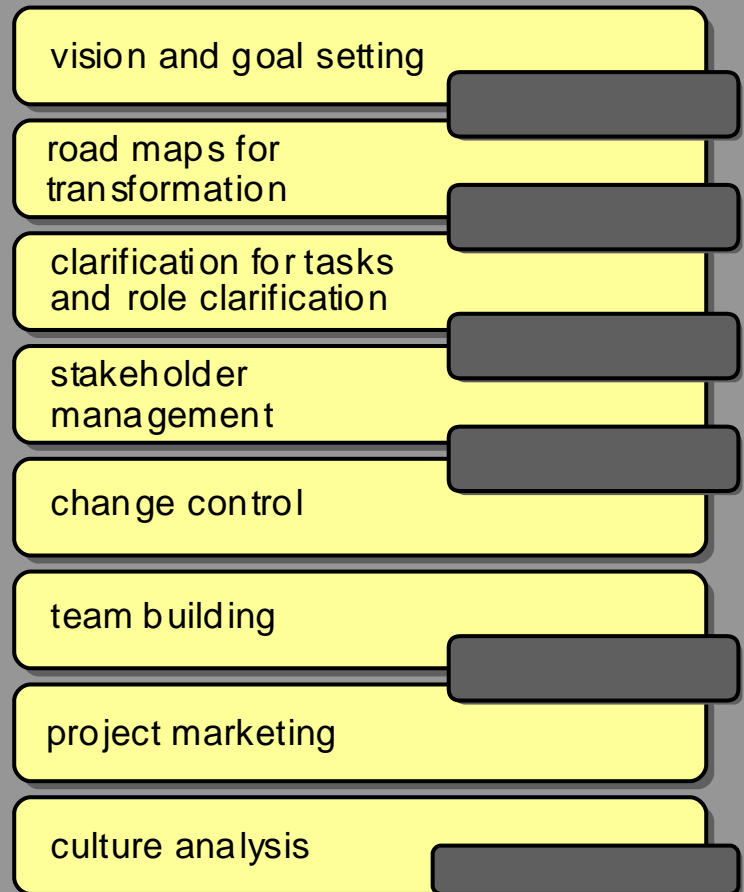
Each process of change is unique.

It depends on the right choices. We work with you in choosing the instruments for change according to the motive and goal of your project for change.

For example, we work with you in drawing up a road map for transformation, for a reasonable chronology of measures for change. Using project marketing, we make sure that the change project is communicated internally in a purposeful, precise and goal-oriented manner.

Within the framework of stakeholder management, we make sure that the diverging interests of persons involved are brought to the table. Through team building exercises, we make sure that newly-formed task forces quickly develop into high-performance teams.

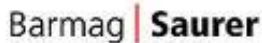
Selected IPA instruments for change



Instruments for change



Bayer Business Services



Clients

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