Our only security is our ability to change

- John Lilly -
Approach from the grow.up. Managementberatung GmbH for activity based working
Agenda

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Our references

...wachsen im eigenen Rhythmus
Our Approach

Creating an agile consulting support that fits into the activity-based working approach

- Change is highly energetic
- Demand-orientation for a higher engagement
- Change moves fast
- Feelings in change processes are not only based on reason
Our Approach
Combining the best of two worlds: Agility and Statics

Agile Concepts
Agile concepts provide maximum flexibility and allow employees and leaders to respond to changes immediately. Some might feel lost and irritated by too much flexibility.

Static Models
Static models give people orientation and provide a solid base for challenges in the working environment. However, there is never a “one size fits all” solution.

We take the best of both approaches: Our concept is agile enough to adapt to different and changing challenges but is static to a certain extend to provide structure and halt for the people involved.
This approach was designed for a large scale manufacturer in the chemical sector
The Design

Our measures and actions consider three layers of the organization and the change process:

- **Working on the system:** We make use of measures that work on the system, such as establishing new leadership principles.
- **Working in the system:** We take actions that work in the system, such as a change blog in the intranet.
- **Self-organization:** We take care of the individual who needs new tools to adapt to activity based working, such as the “getting things done” technique.
The Design

Our concept works similar to a design thinking process

WHAT do employees and leaders need NOW?
Combine insights and OBSERVE where the challenge lays.

GENERATE ideas and measures that could fit.

Take the ideas and BUILD actual concepts.

Start with a concept and TEST it with the target group.

IMPLEMENT the (revised) concept for all employees and leaders.
The Design

No ordinary working space – no ordinary change management process

We defined six different key factors or levers including several measures which are crucial for the success.

The six key factors are depicted by molecular chains or rather polyatomic ions.

Each key factor is a polyatomic ion that consists of several atoms: These atoms stand for interventions and products we suggest you to implement before, during and after the change process depending on analyzed needs.
The Design

Heroes of change – leading, supporting and spreading the change

The Heroes of Change – Drivers of Change

In change processes the presence of change agents has shown to be effective in driving the change within the company.

Change agents are a group of people that can help your company to push boundaries within the change process.

These Heroes of Change are equipped with an effective toolbox (the ions), which consists of all necessary methods, knowledge and skills to drive the change effectively.
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Change Process

Identity

Structure

Potential

Process

Strategy

Leadership

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Strategy

A clear strategy helps to achieve one or more goals that should be pursued by the change process.
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Identity

To make a change process successful, employees and leaders should not only be affected but rather involved.
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Process

Processes are important to give orientation and facilitate control during the entire change process.
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Structure

Changed modes of working ask for new structures in order to permit effective and efficient work.
Change Process

- Identity
- Structure
- Process
- Strategy
- Potential
- Leadership

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Potential

In addition to managers employees are the most important engine for change processes.
Change Process

- Identity
- Strategy
- Process
- Structure
- Potential
- Leadership

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Leadership

Leaders are asked to trust and act as enablers, coaches and sparring partners.
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grow.up. Managementberatung

- Founded in 1997 – partner offices in Berlin and Munich
- 18 employees with more than 80 years of experience
- 1.6 mio. € turnover in 2016
- Consultation of every question regarding professional human resources management

Personnel Development | Organizational Development | Training | Diagnostics | Coaching
Our Consultants

Uta Rohrschneider  
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A selection of relevant references

Kabel Deutschland

- Mentoring of the change process in the area of customer service
- Conception and implementation of qualification measures and a workshop about “Leadership in change processes”
- Input within the scope of a strategy conference of the higher management about “Leadership in change processes”
- Mentoring the integration of Kabel Deutschland into the Vodafone-organization

QSC AG

- Conception and implementation of a multi-module management qualification of several management levels about
  - “Leading in the course of time – How to reach employees in hard times”
  - “Entrepreneurship – Innovation, creativity and corporate activity”

Telefonica

- Mentoring the integration of Telefonica into the 02-organisation

- Conception and implementation of a management qualification regarding change processes “Reorganization as a management task”