

”All you need to know
– you already know”

Executing Change Management in practice – **HOW ?**

Basic Truths

- Strategy formulation processes are basically the same as 20 years ago
- Important signals from the field never reach the ears of top management
- All managers expect involvement in the change management
- The implementation of a new strategy/change is often slow and difficult

Challenges

- How do you involve key people efficiently in such a process?
- How to collect and refine wisdom buried in the organisation?
- How to execute the change over the cultural borders?
- How to energise and inspire key people to overcome these hurdles?

HOW to do the Change Management in practice?

IS IT BY USING:

- Small, select teams;
- Traditional workshops;
- Structured templates and;
- A conventional process?

Or, by using wisdom from the fringe?

- Harvested from the whole organisation using simple tools that offer:
 - ✓ Anonymous participation
 - ✓ Freedom of expression
 - ✓ Direct dialogue with CXO
 - ✓ Possibility to influence change
 - ✓ With very fast 4 weeks process

Yes

- the results are better!

- Rapid response to business challenges and conditions
- Accurate, road-tested answer to the big problem(s)
- Organisation primed and ready to embark on change
- Clear action list for management decision-making
- Employee involvement brings commitment
- Positive surprises and novel angels arise

Enterprise Wisdom Process:

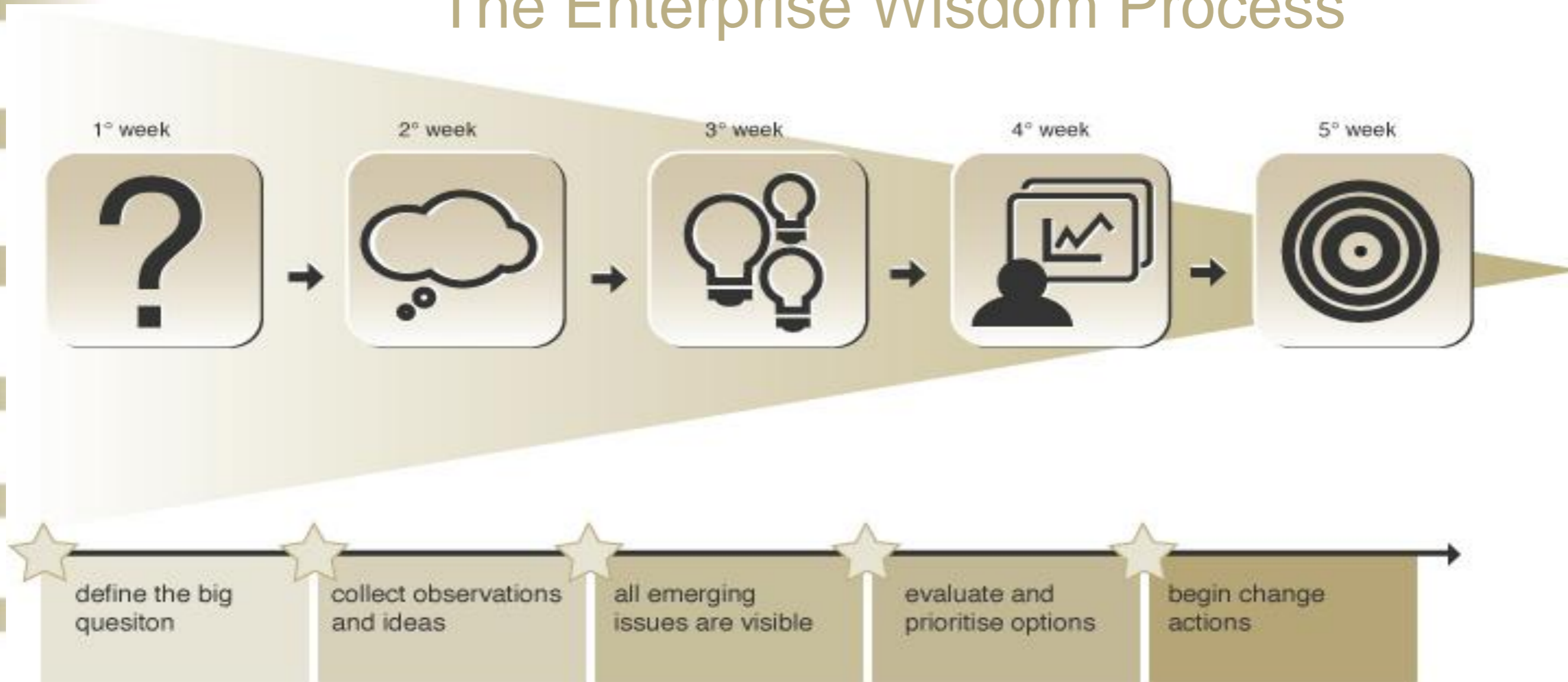
- Reveals the Tacit Informartion
 - helps you to harness the hidden and tacit collective wisdom of your organisation and translate it into actionable and effective change programmes and strategies fast
- 100 % Anonymous
 - Reveals true Brutal Facts by avoiding organisational filters
- Creates commitment for change
 - starts honest open dialogue
- Based on the Delphi Method
 - Collecting ideas from large amount of experts to create conversation and concensus

How to use all your knowledge assets to boost new ideas and open working culture?



“How do I collect, refine and analyse the thoughts and ideas from my workforce and turn those into change management actions fast?”

The Enterprise Wisdom Process



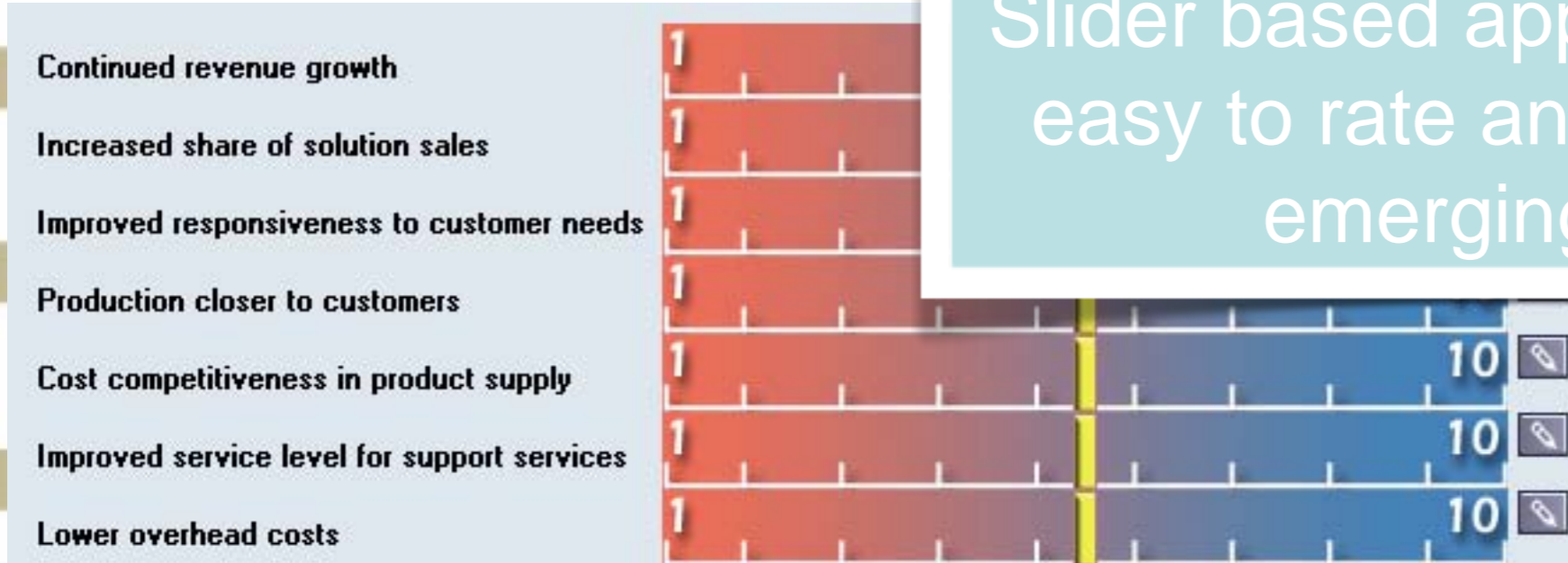
People are telling Rich Ideas:

“We need to make clear decision about which customer segments we want to serve, which part of our customers' value chain we want to be in, and the utilize all our products in sales regardless of where they in organization reside.”

“Only possible by clear decisions of our management to give us the frame work to move in. That means to help us in deciding to quote or not to quote, to try to enter markets or not to enter, etc. At the moment the decision making is put to sales and project guys, who simply are overloaded and nor updated enough of our visions.”

“Encourage openness. We still have a large portion of "old school organization" in power, who have witnessed that personal know-how, not shared with others, is crucially important in bad times - this should not be so.”

Priorisations/Evaluation Methods



Slider based approach makes it easy to rate and comment on emerging issues

Four field/drag and drop issues to understand different dimensions of the issues



Comments from the participants

- *“This is very valuable because you have created a direct channel to the top management I believe that there is many employees that is very eager to help out here and wants to point out what he/she feels not is working that good but also to come up with ideas that has been hide deep inside just because they dont dare to bring it up. This is a very good way to tell that we have high roof and value your opinion.”*
- *“This is a great method to generate ideas. I consider visiting this again with new thoughts :-)
I hope this program and especially its results are visible so that people can feel confident and secure that we are taking right steps to fix the profitability problems and build a successful future. looking forward to see the result.”*
- *“Excellent! I liked this method. It's always clever to ask! I believe that by asking different opinions we shall have a lots of new fresh ideas for improvement.”*
- *“It seems that promises made are starting to come through and people are invited to discuss essential issues - looking forward to the next phase.”*
- *“Congratulations to this process! I really appreciate it and hope that we get the right action decisions out of it – perhaps even adjusted to different business and market situations!”*
- *“This should be done more often! I think that the more we talk, the more we learn about each other. Lets talk more.”*
- *“Method is very good, could be used more! I hope that you can get valuable information from the middle management instead of looking at the things only from the top level”*

By giving the opportunity for the organisation and stakeholders to say their opinions and prioritize them you will get:

- ✓ Diagnostic of the situation in 4 weeks
- ✓ New ideas prioritized for development actions
- ✓ Commitment for execution of the inevitable tactical and strategic actions
- ✓ Knowledge of unsaid brutal facts and hinders for the change execution
- ✓ Acceptance of open management style

Some Cases/Big Questions:

A national Bank Group:

How to double market share by 2012?

A global manufacturing company:

How to boost growth actions in different global regions?

National Railways (maintenance):

To implement new ways of working in a new open competition situation

Centre of Labour and Economy/Kuopio: How to become one of the most internationalized province in Finland?

Global Forest Company:

To motivate the IT Team to work as one after merger of 5 cultures

National Newspaper

To crystalize new editorial content

Planning community infrastructure:

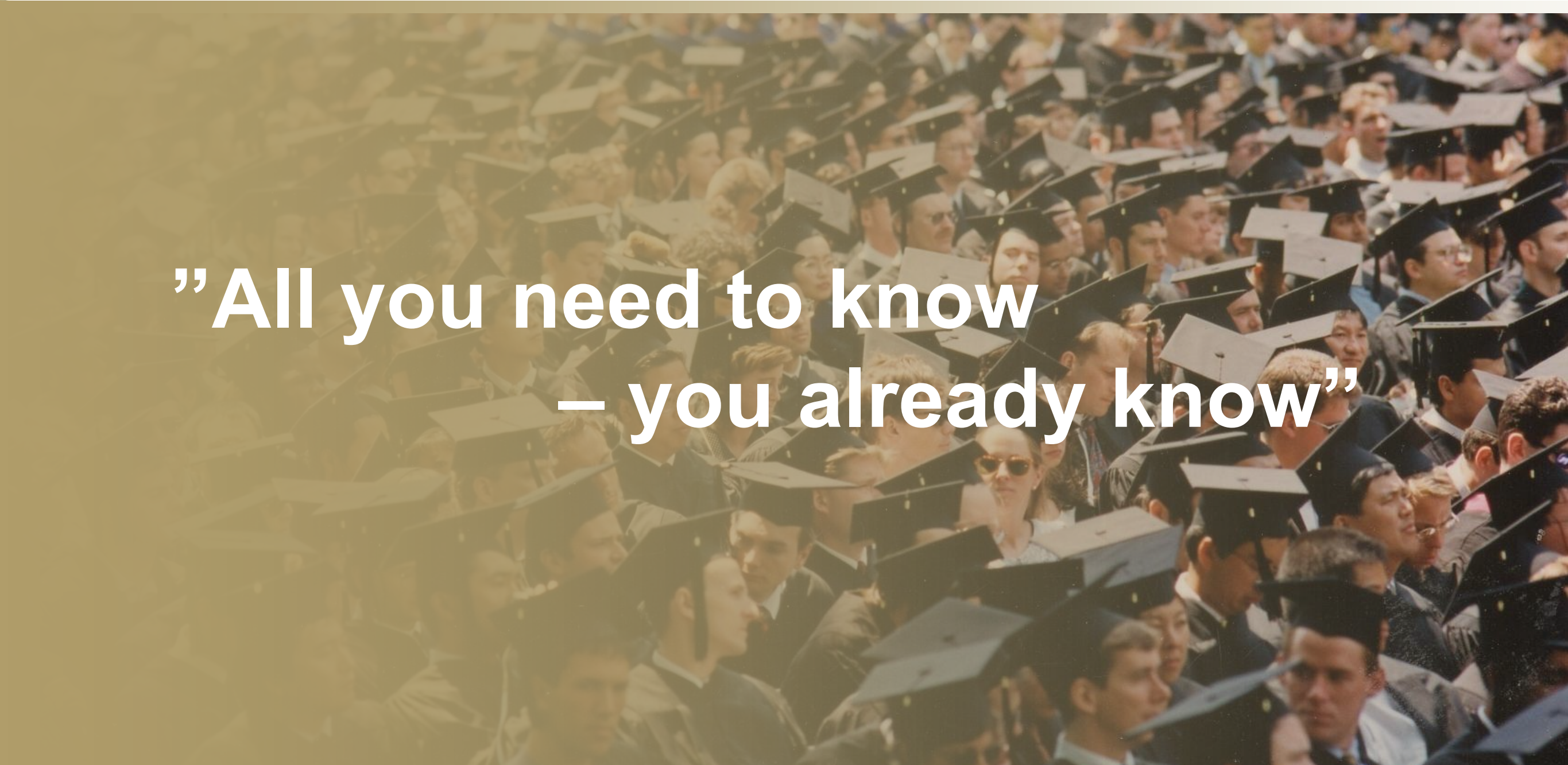
Create the best community for residents in Lempäälä

A global manufacturing company:

How to execute major change globally ?

ActiveInspire as Company

- ActiveInspire helps you to collect and use the collective wisdom of your organisation and translate it into actionable and effective strategies by creating commitment for change
- ActiveInspire owns, operates and licences a complete web-based Enterprise Wisdom™ process and toolset
- ActiveInspire was founded 2004 and we operate in Finland and with partners in Italy, Sweden and UK.
- Enterprise Wisdom has been utilised by customers in many industrial companies, banks, IT companies, municipalities and cities; over 100 different successful projects



”All you need to know
– you already know”