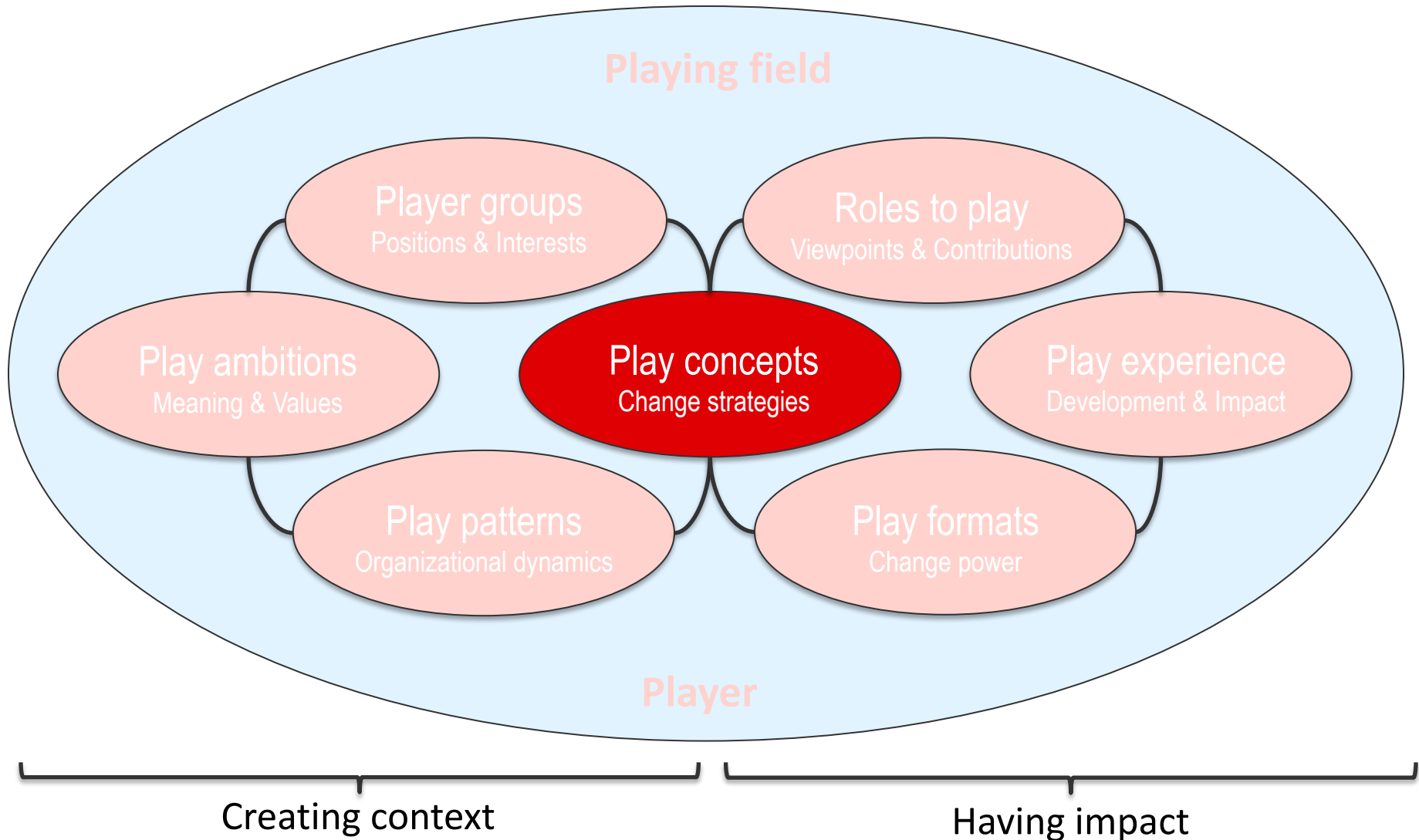


Elaborating play concepts



Elaborating play concepts



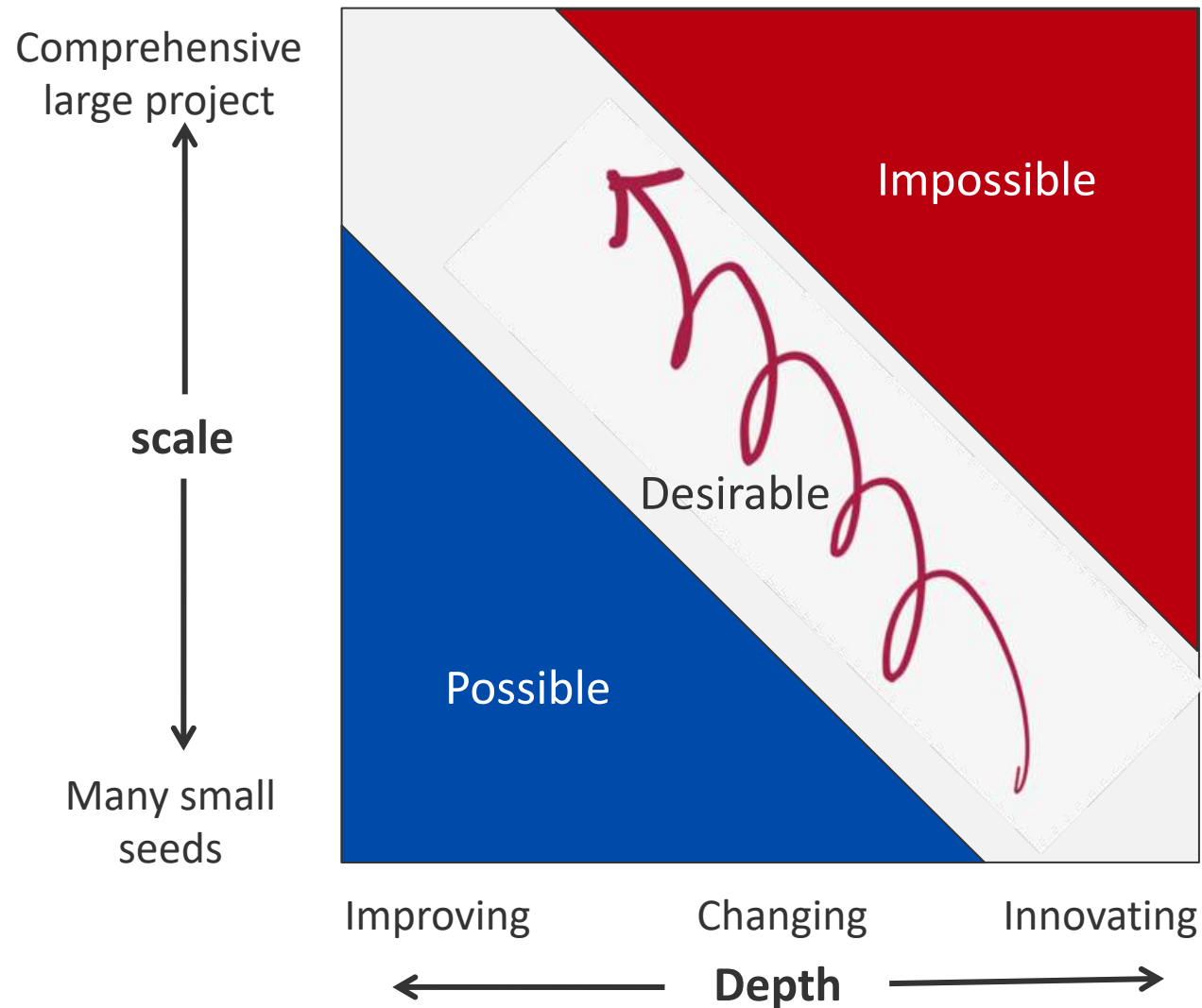
Content

- Considering change strategies
- Depth and scale of change process
- Combining change strategies
- Personal change preferences
- Aligning change strategies
- Creating change trajectories
- Example change concept
- Organizational growth and change
- Acquisitions, mergers and alliances
- Adaptive worlds

Considering change strategies

					
Power Strategy	Rational Strategy	Negotiating Strategy	Motivation Strategy	Learning Strategy	Dialogue Strategy
Forcing	Pushing	Exchanging	Developing	Discovering	Exploring
Steered by top Goal oriented Position power Input controllers Linear process Pressure Tell & Sell	Initiated by top Solution oriented Expert power Input consultants Linear process Persuasion Convincing	Multiple actors Result oriented Position power Different coalitions Iterative process Negotiation Compromising	Transformative Problem oriented Seductive power Input employees Iterative process Participation Guiding	Active & reflective Transition oriented Informal power Input learners Circular process Action learning Coaching	Interactive Future oriented Visioning power Collaboration Cyclic process Mutual learning Dialoguing

Depth and scale of change process



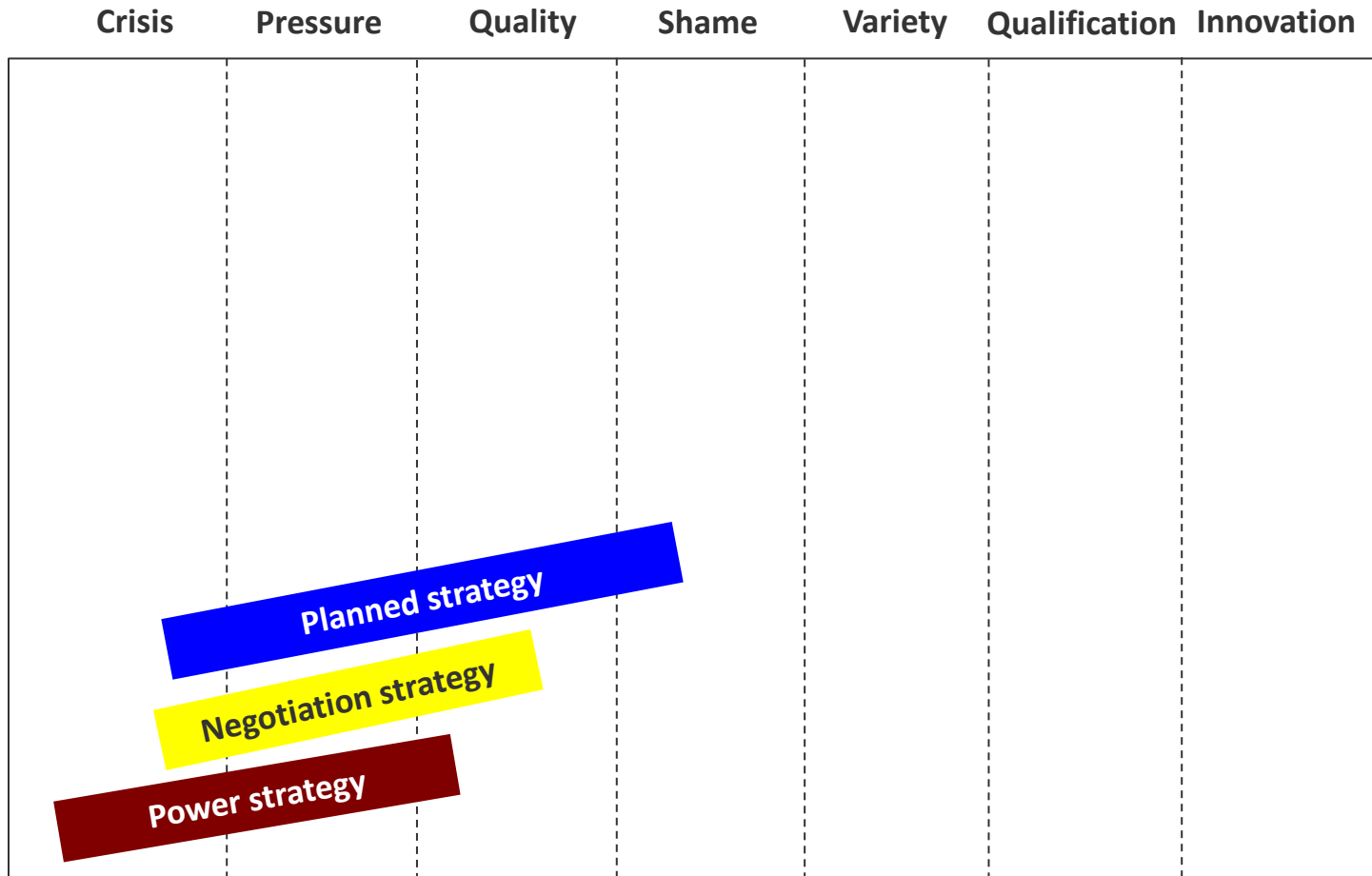
Combining change strategies

Change drivers and ambitions

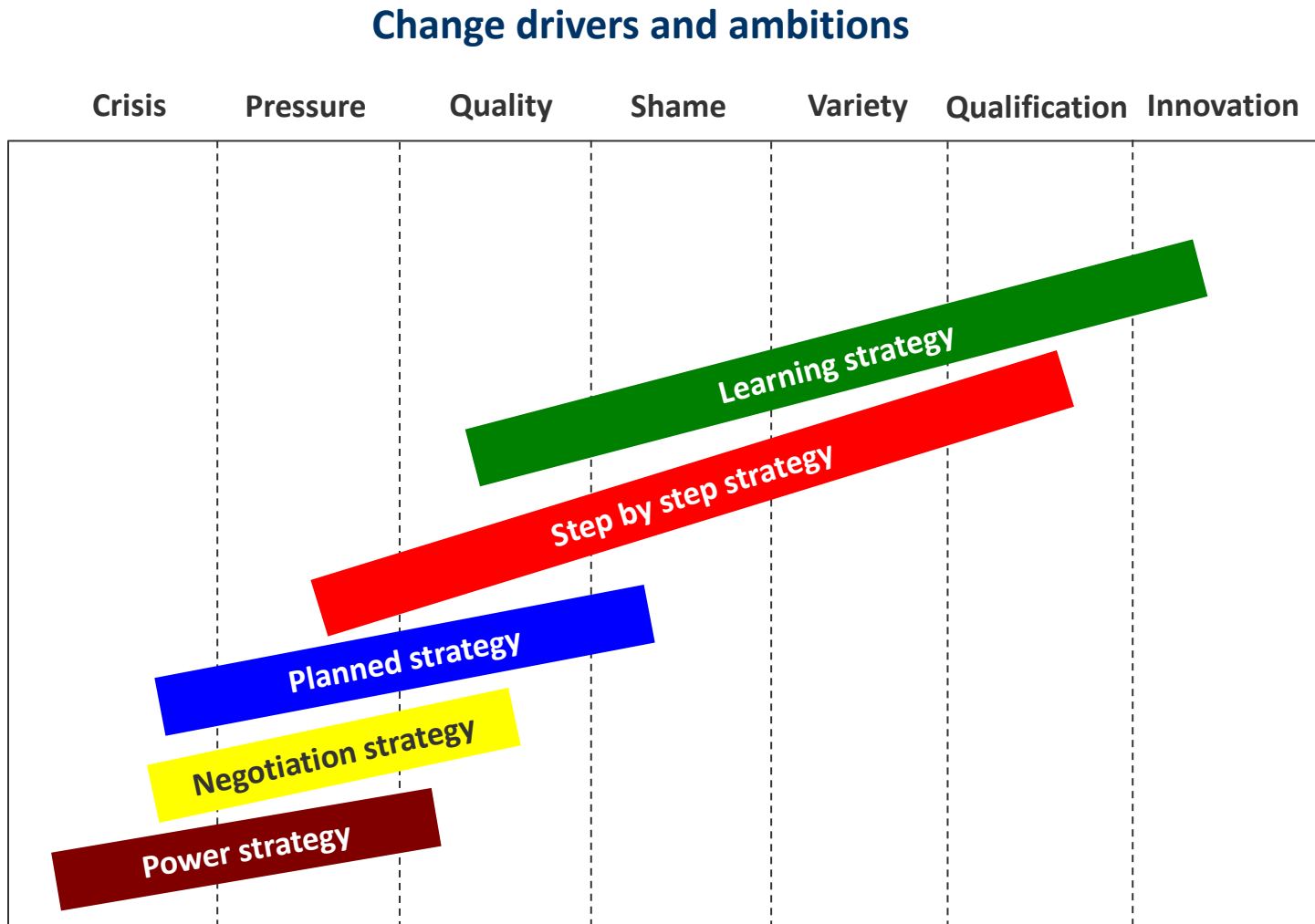
Crisis	Pressure	Quality	Shame	Variety	Qualification	Innovation
<p>Negotiation strategy</p> <p>Power strategy</p>						

Combining change strategies

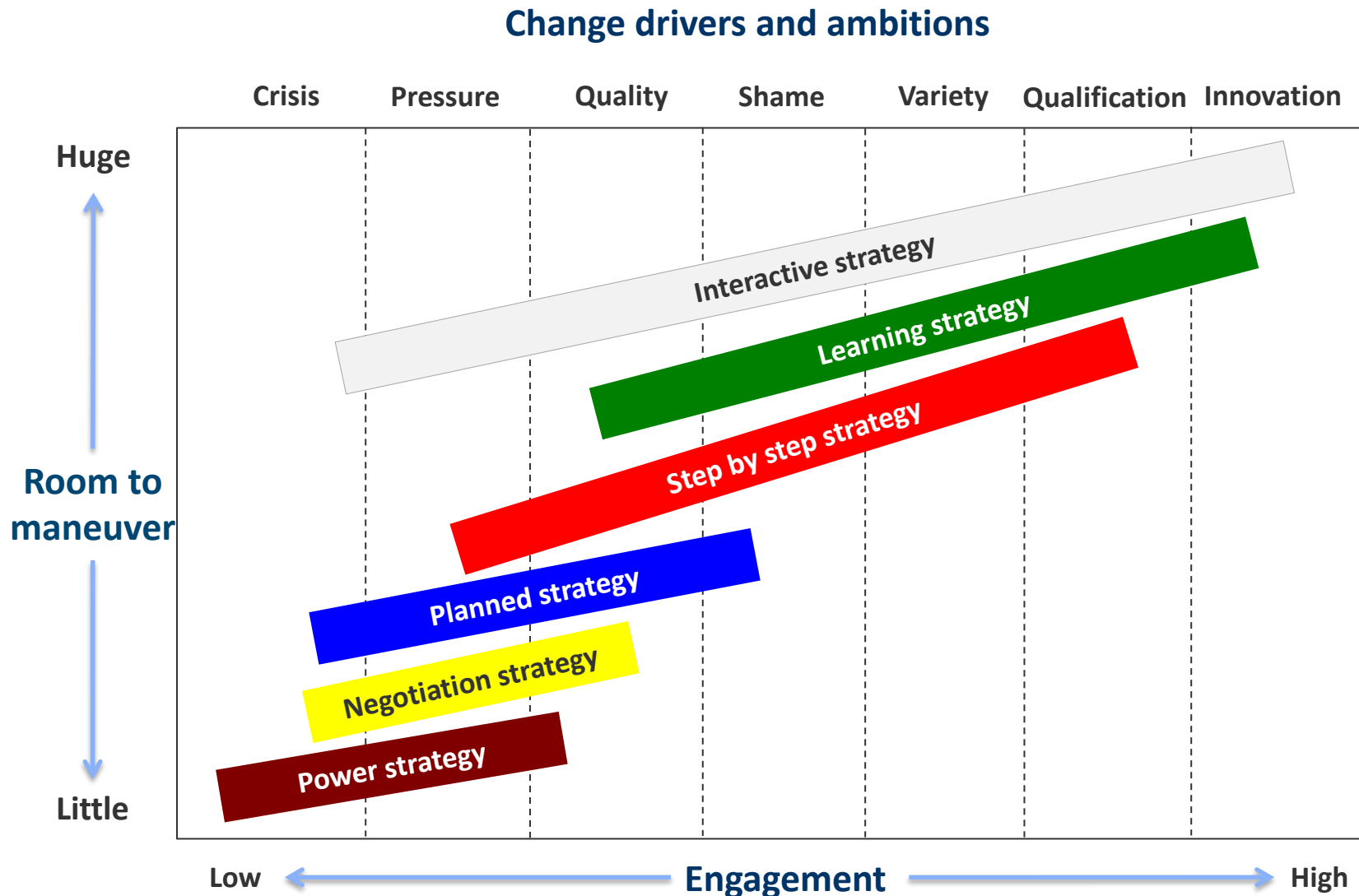
Change drivers and ambitions



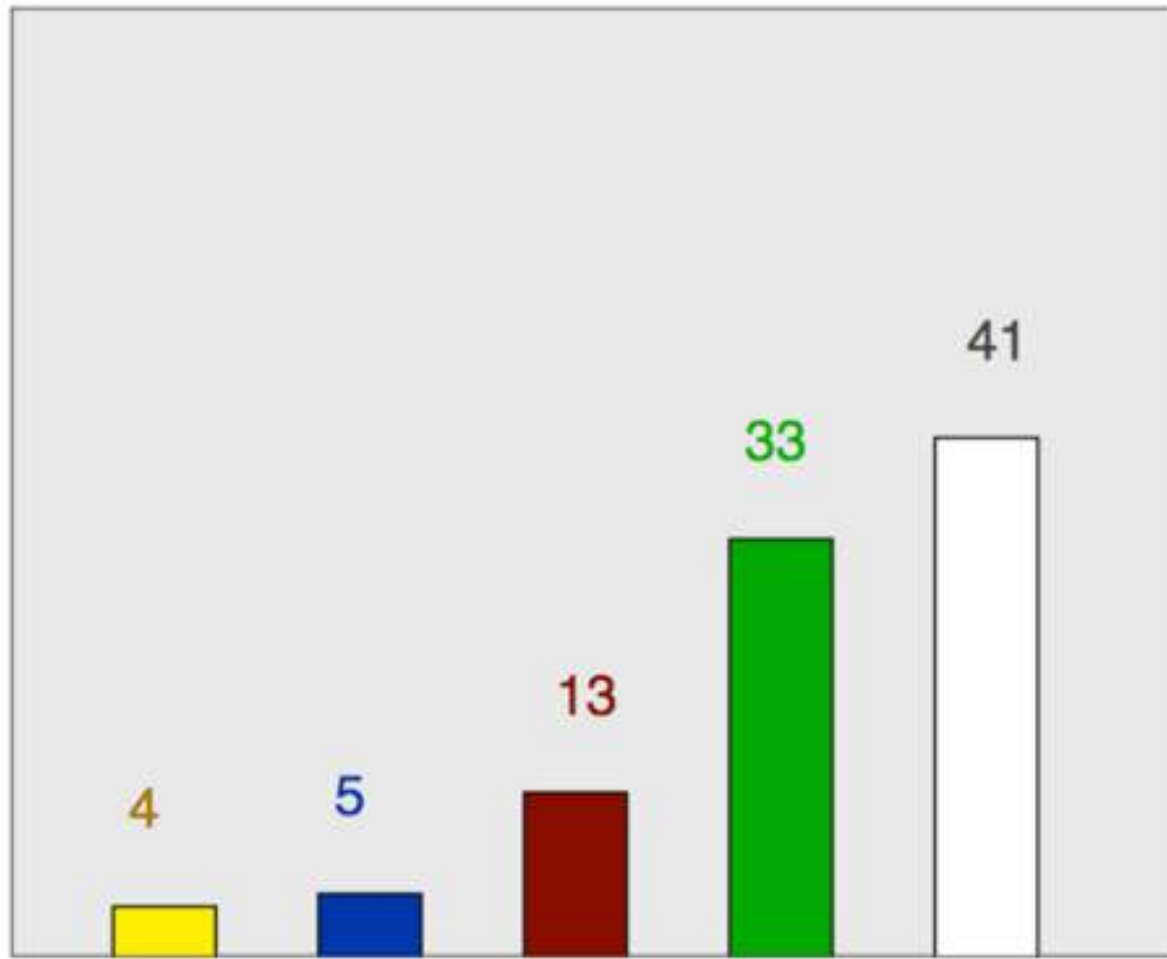
Combining change strategies




Combining change strategies



Personal change preferences

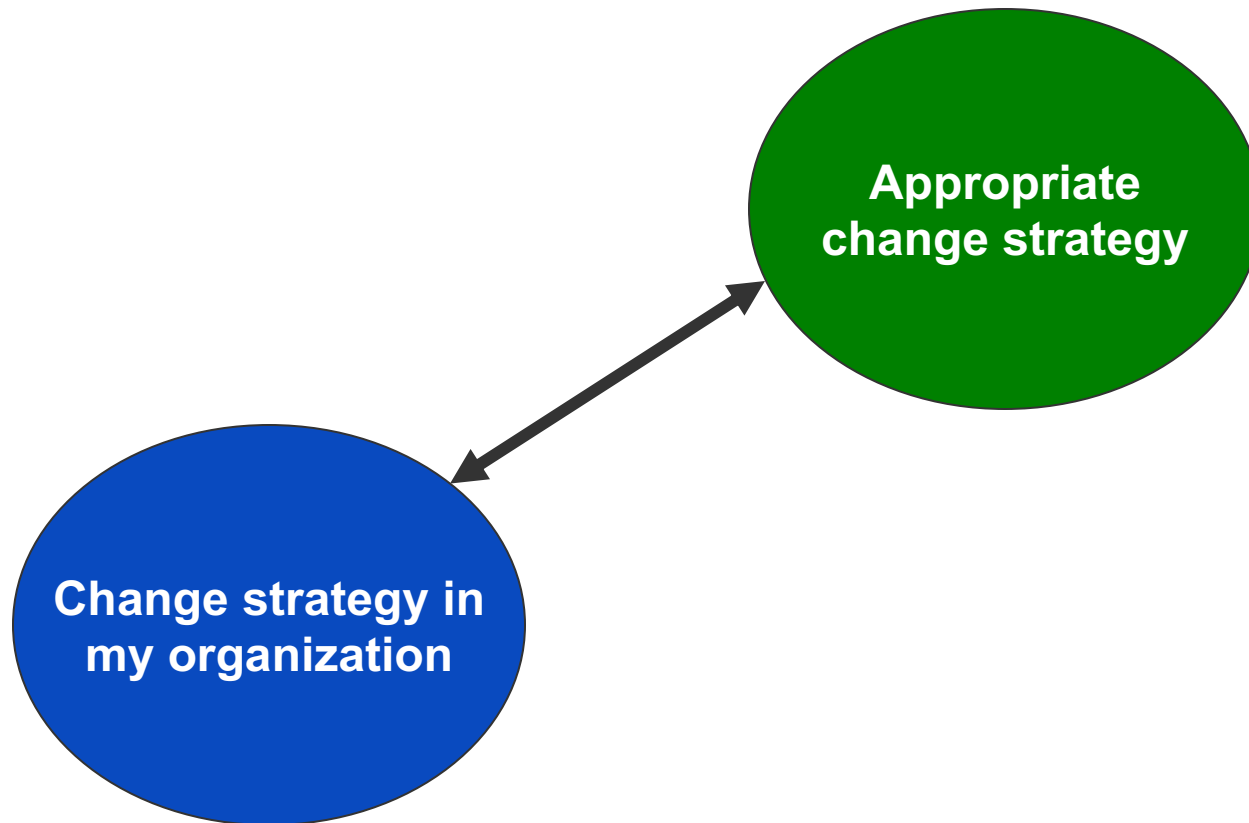


Aligning change strategies



**Change strategy in
my organization**

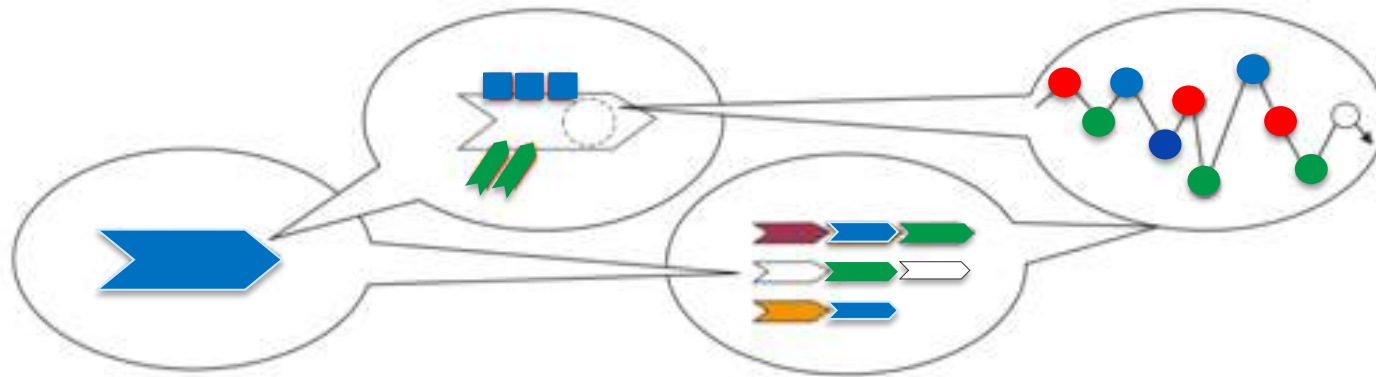
Aligning change strategies



Aligning change strategies



Creating change trajectories



**Change approach for
one single trajectory**

**Level distinction within
one single trajectory**

**Coherence of
several trajectories**

**Frequent, fast and
collective shifting**

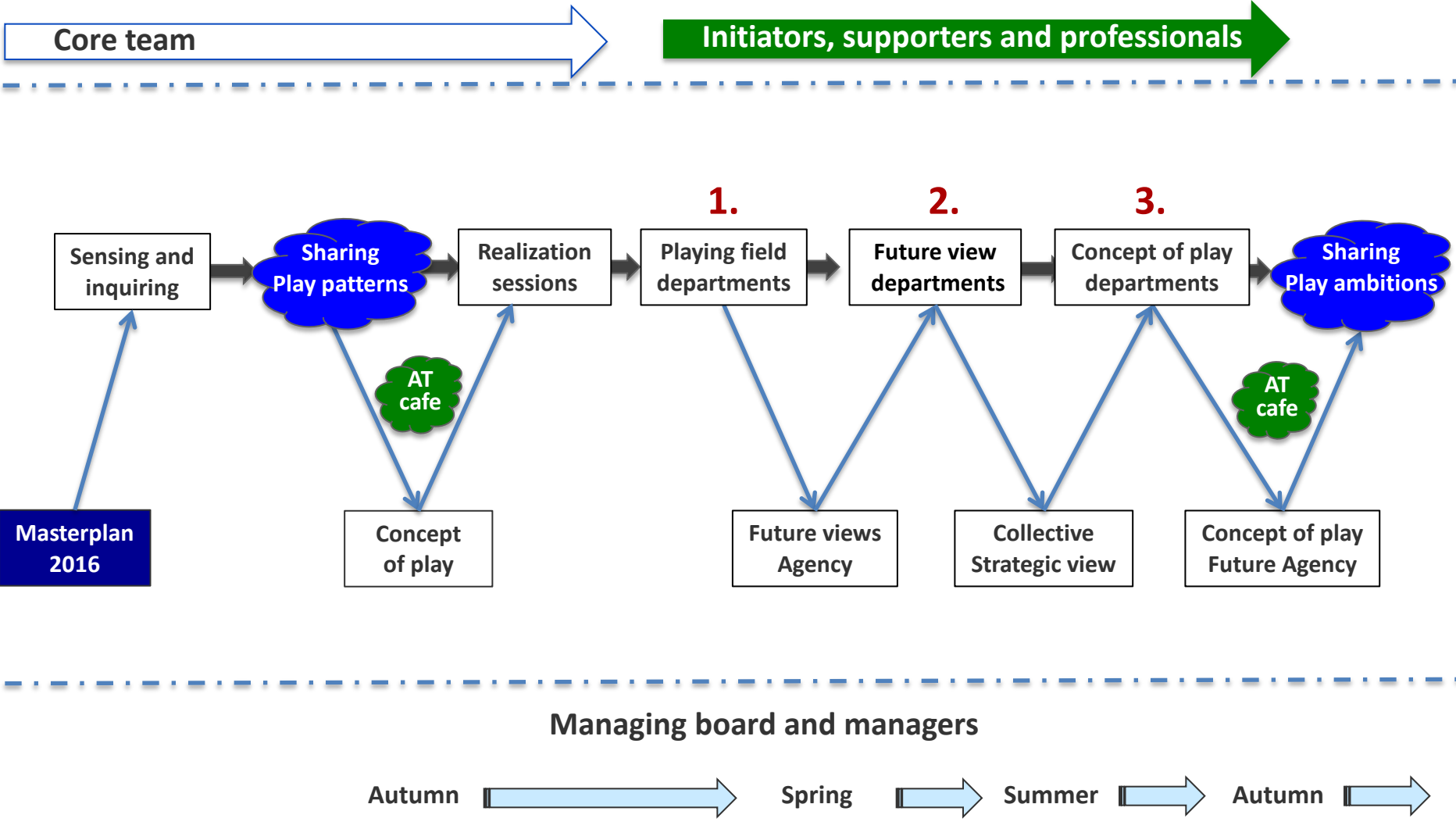
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Low intensity
Few combinations
Separations in time and place
Thinking in terms of trajectories
Weak combination of capabilities

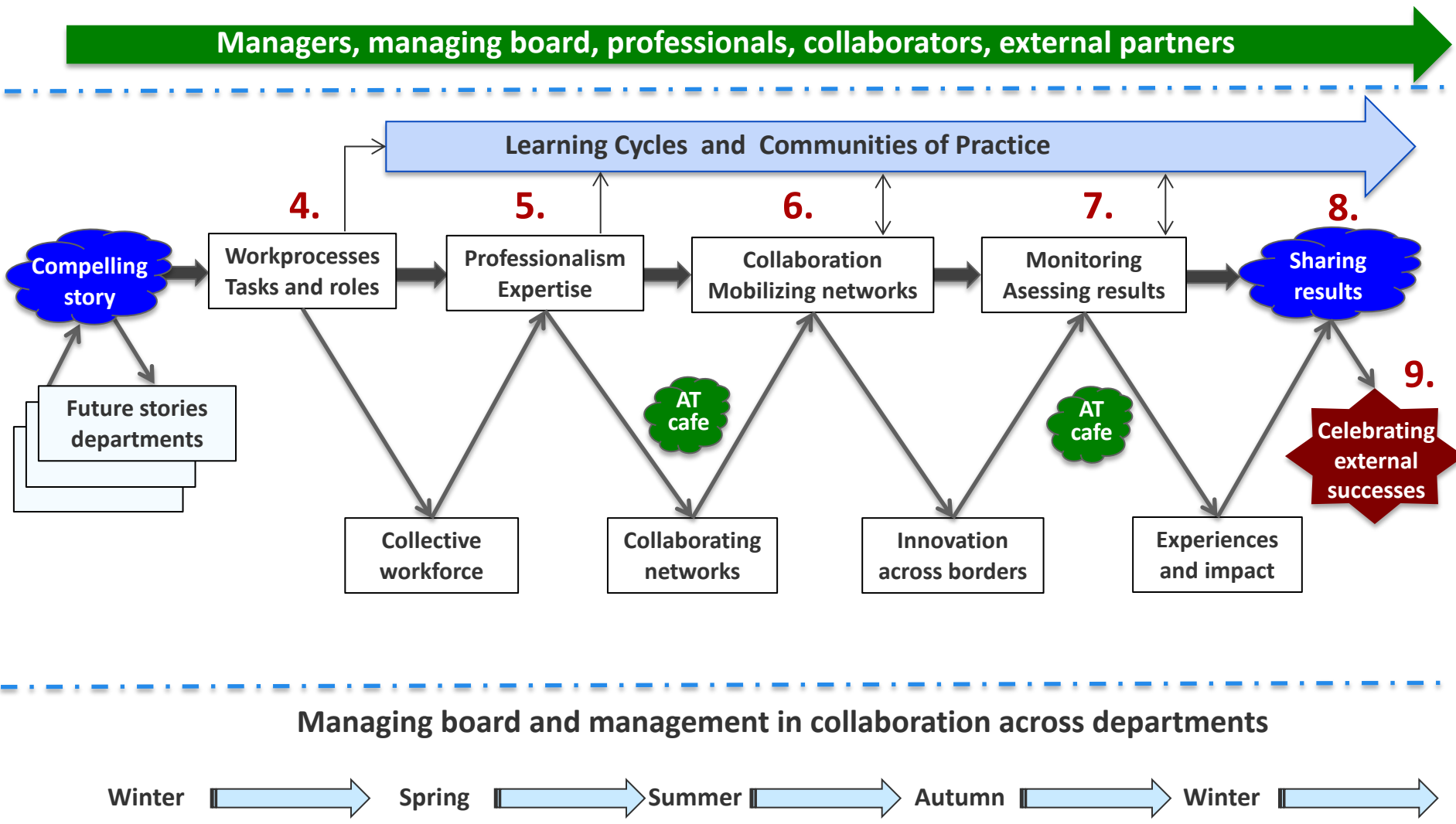
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High intensity
Continuous combinations
Alignment in time and place
Thinking in terms of moments
Strong combinations of capabilities

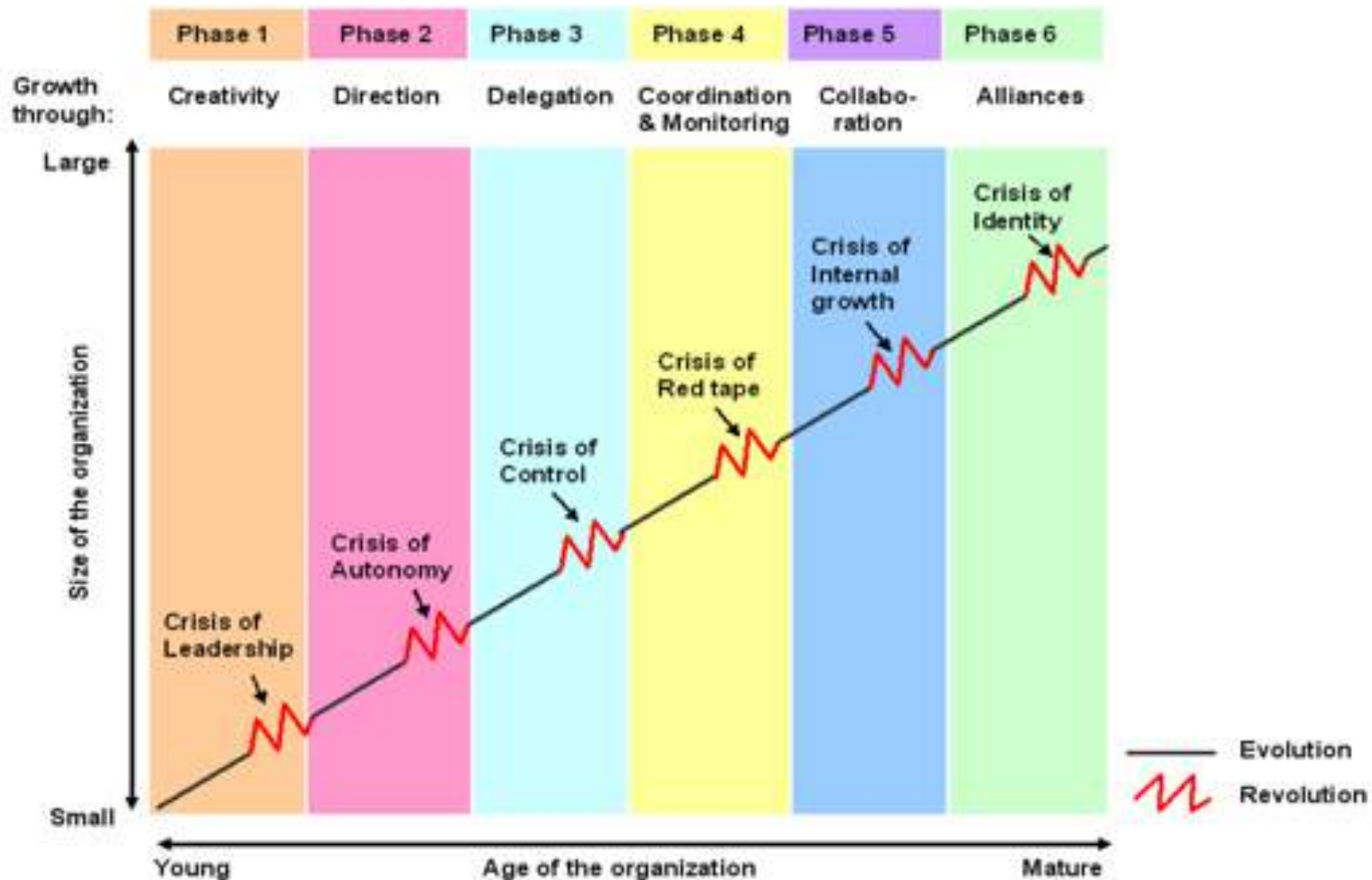
Example play concept



Example play concept



Organizational growth and change



Mergers



True, half true, false?

- At least 60% of all mergers are not successful in realizing performance expectations

True, half true, false?

- At least 60% of all mergers are not successful in realizing performance expectations
- Acquisitions are more likely to realize performance expectations than mergers

True, half true, false?

- At least 60% of all mergers are not successful in realizing performance expectations
- Acquisitions are more likely to realize performance expectations than mergers
- National cultural differences create major obstacles to achieve integration benefits in mergers and acquisitions

True, half true, false?

- At least 60% of all mergers are not successful in realizing performance expectations
- Acquisitions are more likely to realize performance expectations than mergers
- National cultural differences create major obstacles to achieve integration benefits in mergers and acquisitions
- Most alliances are not able to realize long term competitive advantage

Mergers, acquisitions, alliances

Mergers



■ Success

■ Failure

Acquisitions



■ Success

■ Failure

Alliances



■ Success

■ Failure

Acquisitions, mergers and alliances

Mergers	Employee dynamics: Rumors, fear, anger, betrayal Political dynamics: War room, combat mentality Cultural Dynamics: Stereotyping, hostility, distrust
Acquisitions	Employee dynamics: Uncertainty, loss of control Political dynamics: Clear power positions Cultural dynamics: Assimilation and adaptation
Alliances	Employee dynamics: Curiosity, self awareness Political dynamics: Win-win negotiations Cultural dynamics: Cultural awareness and learning

Cultural fit and performance

Negative effect on performance	Positive effect on performance
Growth based on portfolio thinking Market penetration Focus on cost efficiencies Focus on financial KPI's only Lacking international experience Neglecting cultural differences Procedure and control oriented	Similarity of businesses Access to local markets Focus on service and innovation Additional focus on cultural fit International experience Appreciating cultural differences Market and customer oriented

Acquisitions, mergers and alliances

Drivers for cross border collaboration

- Reduced trade barriers
- Increase in global competition
- Diversification of markets
- Erosion of national boundaries
- Digitalization of business

Business objectives

- Achieving corporate growth
- Investment upcoming markets
- Combining assets and resources

Adaptive environments

Regulated world



Clear structures

Known rules and procedures

Tested methods

Predictable

Process and power

Adaptive worlds



Complex environment

Unstructured problems

No tested plan or logic

Unpredictable

People and results

Adaptive environments

Regulated world



Clear structures
Known rules and procedures
Tested methods
Predictable
Process and power

Adaptive worlds



Complex environment
Unstructured problems
No tested plan or logic
Unpredictable
People and results

**Acting
Adapting
Learning**