1. Our Changing World

🎯 Understand that change is inevitable and that it is positive. As leaders it is important to embrace change as it is part of everyday life at DHL Freight.

Session Flow

FILM
OUR CHANGING WORLD

OUR LEARNING JOURNEY

Our Changing World → Managing Change → Change Readiness → Change Communication

Be the Change ← Real-Time Change ← Change Management in Action Part 2 ← Change Management in Action Part 1

THE CERTIFIED FREIGHT MANAGER PROGRAM

The Successful 21st Century Manager

Leading Change at the Frontline

Building a Healthy Organization

Change Ahead
From a "History of Change" to "What forces an Organization to Change"

ACTIVITY:
OUR CHANGING WORLD

OUR CHANGING WORLD

DIGITALIZATION

Example – Automation:
Automated and smart tools can make our work more efficient and safe. Think of smart forklifts, scanning and measuring shipments, guiding the driver and using cameras and sensors to ensure safe loading.

Task – In your group discuss and reflect upon this change and answer the following questions:

1. Name a few change drivers facing DHL Freight with regard to digitalization.

2. How will digitalization affect your area of responsibility specifically?

3. How does digitalization threaten our business?

4. What opportunities lie ahead for us?

5. What does a winning response to all of this look like?

ACTIVITY:
CHANGE AND ME

PERSONAL TRANSFORMATION

21st Century Manager

RESPECT-FOCUSED LEADERSHIP

RESULTS-FOCUSED LEADERSHIP

HEAD LEADERSHIP
HEART LEADERSHIP
MOST CUSTOMER CENTRIC MOST GLOBAL QUALITY LEADER
GUTS LEADERSHIP

2. Managing Change

🎯 To gain insights about Change Management. What it is, how it differs from Project Management, and to learn that it is about the people side of change.

Session Flow

THE SUCCESS RATE OF CHANGE

Big projects fail at an astonishing rate. Whether major technology installations, post merger integrations, or new growth strategies, these efforts consume tremendous resources over months or even years. Yet as study after study has shown, they frequently deliver disappointing results by some estimates – in fact well over half the time. And the toll they take is not just financial.

Nadim F. Matta and Ronald N. Ashkenas,
Harvard Business Review,
September 2003

GE's CHANGE RESEARCH
100% of all changes evaluated as 'successful' had a good technical solution or approach.

Over 98% of all changes evaluated as 'unsuccessful' also had a good technical solution or approach.

Kotter notes that he still finds the same sort of range of success in managing change that he first identified 11 years ago – that roughly 70% of change initiatives fail.

John Kotter,
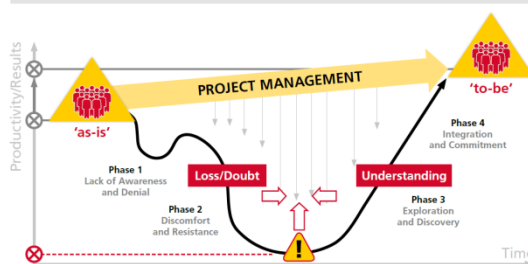*A Sense of Urgency*,
3 September 2008

70% of change programs fail!
Even though most change programs are carefully planned, the majority fail to:
- Achieve the objectives set out at the start of the program
- Mobilize and engage people
- Result in people changing their behavior
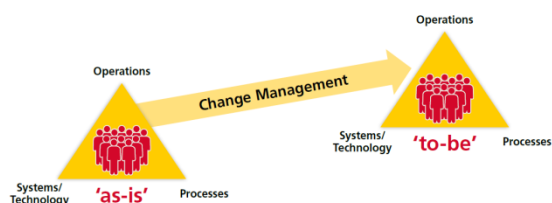- Achieve sustainable change

THE EMOTIONAL CYCLE OF CHANGE

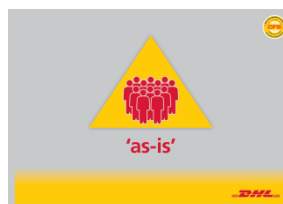Effective Change Management looks to reduce the negative impacts of the 'cycle of change' curve.

Productivity/Results

PROJECT MANAGEMENT

'as-is'

'to-be'

Phase 1 Lack of Awareness and Denial

Loss/Doubt

Phase 2 Discomfort and Resistance

Understanding

Phase 3 Exploration and Discovery

Phase 4 Integration and Commitment

Time

WHAT IS CHANGE MANAGEMENT?

Change Management is about managing the people side of change.

Operations

Change Management

Operations

Systems/Technology   'as-is'   Processes

Systems/Technology   'to-be'   Processes

ACTIVITY: THE EMOTIONAL CYCLE OF CHANGE

'to-be'

'as-is'

CHANGE EFFECTIVENESS

Change x **A**cceptance = **E**ffectiveness

3. Change Readiness

🎯 To gain knowledge about the resistance to change, and understand how to manage people through a change by analyzing their reactions and emotions.

Session Flow

ACTIVITY: FRONTLINE LEADING CHANGE READINESS CHECKLIST

ACTIVITY: TEAM READINESS ASSESSMENT

LEADING CHANGE @ THE FRONTLINE
EMPLOYEE DESCRIPTOR CARDS

1. Lucas Zoltan
Lucas is a highly creative and innovative IT guru. He has incredible skills and is the most tech savvy employee we have in our organization. He is a huge risk taker and very impatient to see things move forward. He shows a lot of initiative and has many new ideas for the platform everyday.

CHANGE @ THE FRONTLINE
DESCRIPTOR CARDS

venya
...ented and capable developer. Sipho ...out of another function to support ...for two years. He is not happy. Firstly, ...erations and enjoys to work on IT ...erations. He is not that out-spoken ...s thoughts with Lucas and told him ...of nonsense and far too fuzzy. He ...t active currently. He arrives late for ...ds to change the subject.

TEAM READINESS ASSESSMENT

Your team members can react to change differently, some may be more open to the change than others at the beginning, and the speed at which they go through their emotional cycle of change can be quite different to each other too.

You will find that your team, when presented with a change, will act as one of the following:
- **An innovator** – takes risks, is the first to try, sees change as an opportunity
- **An early adopter** – willing to try new things, sees change as an opportunity but prefers if someone tries first
- **A late adopter** – waits for others to try first; wants all the perceived issues be dealt with before being involved
- **A resistor** – may or may not eventually buy in, wants to keep the 'as-is'; the hardest to get to adjust to the change

RESISTANCE

"Identifying Resistance" and "Understanding Resistance"

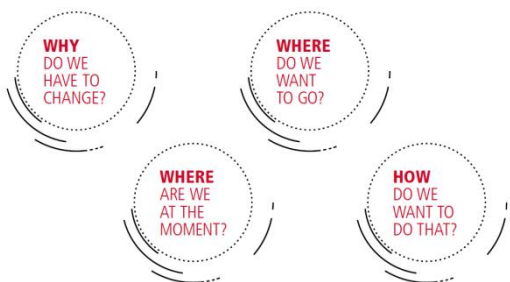🎥 Our Role as Managers to manage change and resistance, leading with Respect & Results

DHL

4. Change Communication

To understand the different channels of communication and when to use them. To reflect on the importance of being a role model for change.

Session Flow

INFLUENCING CHANGE

WHY DO WE HAVE TO CHANGE?

WHERE DO WE WANT TO GO?

WHERE ARE WE AT THE MOMENT?

HOW DO WE WANT TO DO THAT?

Communicating change | Creating a shared need | Mobilizing commitment

ACTIVITY: COMMUNICATION CHANNELS FOR CHANGE

COMMUNICATION CHANNELS FOR CHANGE

Once a message has been defined, it is important to think about the most appropriate communication channel available and how to communicate it to your team.

When selecting your communications channel, in addition to thinking about any preferences that your audience may have, consider:
- The size of the audience
- The amount of detail in the message
- The sensitivity of the message

E-mails
Twitter
Posters
Webinar
Team Meeting
Performance Dialogues
Rumors
Letters
Town Hall Meeting
Reports
One-to-One Meetings
Yammer
Notice Boards
Telephone Call
Intranet

BE A ROLE MODEL

Be the change you wish to see in the world.

5. Change Management in Action – Part 1

🎯 To put into practice the insights and learnings from Session 1-4, and to, through experiential learning, acquire further knowledge and tools.

Session Flow

ACTIVITY: CHANGE MANAGEMENT IN ACTION – PART 1

LHD courier company and its customer Bell Computers

1st Task: Communicate the change

ACTIVITY: START / STOP / CONTINUE

DEFINING THE 'TO-BE' STATE WITH START/STOP/CONTINUE

Start...	Stop...	Continue...

DHL — Leading Change @ The Frontline — 1

DEFINING THE 'TO-BE' STATE WITH START/STOP/CONTINUE

Those on the front line have to 'live' the change. And so it is necessary that they fully understand what is expected of them, and the desired new ways of working.

The Start-Stop-Continue tool allows the 'to-be' state to be defined in pragmatic detail:

Start ...	Stop ...	Continue ...
• • •	• • •	• • •

Example for a sales person:

Start ...	Stop ...	Continue ...
• Completing forms within 48 hours of sales call	• Taking a call when you are talking to a Customer face-to-face	• Asking Customers what you can do to help them

6. Change Management in Action – Part 2

🎯 To further consolidate the learning from the day and to move to the next iteration of managing change.

Session Flow

CHANGE MANAGEMENT IN ACTION – Update

LHD courier company and its customer Bell Computers

Update on progress & new challenge of a country head

ACTIVITY:
CHANGE MANAGEMENT IN ACTION – PART 2

GETTING BUY-IN WITH THE THREATS AND OPPORTUNITIES MATRIX

	Threat if we don't change	Opportunity if we do change
Short term		
Long term		

Consider what is important for your team on both a team and individual level.

DHL — Leading Change @ The Frontline — 2

THE REASONS FOR CHANGE...
PROVE-IT!

A good follow-up to the Threats And Opportunities Matrix, the Prove-It tool provides a framework to influence and communicate with your team.

Its framework considers that different stakeholders are influenced by some approaches more than others.

Category	Specific Behaviors, Information and Examples
Leadership Behaviors • Role-models appropriate actions	• •
Information • Data, facts, comparisons, statistics	• •
Examples • Best practices, examples, stories	• •

DHL — Leading Change @ The Frontline — 3

THE REASONS FOR CHANGE ...
PROVE-IT!

A good follow-up to the Threats And Opportunities Matrix, the Prove-It tool provides a framework to influence and communicate with your team.

Its framework considers that different stakeholders are influenced by some approaches more than others.

GETTING BUY-IN WITH THE THREATS AND OPPORTUNITIES MATRIX

Creating support for the change among your team will involve not just overcoming their resistance towards the change, but also creating an appreciation of the necessity for the change and the benefits the change can bring them.

The Threats and Opportunity Matrix can help achieve this:

	Threat if we don't change	Opportunity if we do change
Short term		
Long term		

Consider what is important for your team on both a team and individual level.

7. Real Time Change

To finally consolidate the learning from the day into the participants' real work context.

Session Flow

OUR LEARNING JOURNEY

Our Changing World → Managing Change → Change Readiness → Change Communication

Be the Change → Real-Time Change → Change Management in Action Part 2 → Change Management in Action Part 1

LEADING CHANGE @ THE FRONTLINE
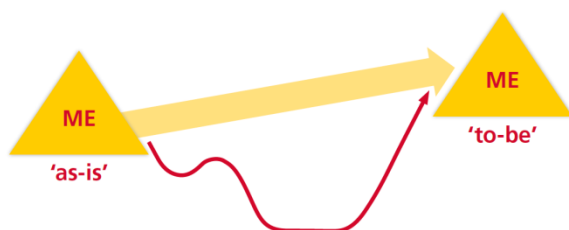PARTICIPANT'S COOKBOOK

ACTIVITY: REAL-TIME CHANGE

SET 1

PROJECT NAME:

8. Be The Change

To encourage participants to start their change management journey.

Session Flow

IT'S UP TO YOU

ME 'as-is'

ME 'to-be'

Cultivate an adaptive mind-set.
Be a role model for change.
Manage change skilfully.

Film to encourage participants to be a role model for change and lead the change

ACTIVITY:
BE THE CHANGE

Leading Change @ The Frontline Personal Development Journal | 39

IT'S UP TO YOU

THOUGHT	OUT OF 10 SCORE	DEVELOPMENT COMMITMENT
I am aware of imminent changes		
When I hear about changes or face change, I stay positive		
I am an adaptive thinker		
I am known for my change agility		
I am a role model for change		
I drive change		
I employ mechanisms to manage change personally		

Be the change you wish to see in the world.

LET'S CELEBRATE