

# Managing Changes Internal Training Courses

Carlsberg Ukraine

# BACKGROUND

## External and Internal Circumstances Call for Changes

### 2014 - 2015

- Political and economic situation in Ukraine
- New management team
- New local strategy

### 2015-2016

- New CEO of Carlsberg Group
- New global strategy Sail'22
- New local strategy





### 2014-2015

#### Managing through Change

- Psychological Reactions in Change Processes
- Basic Attitudes towards Change
- Change Focus
- Business Case

*Forecast saving we have made  
handouts by ourselves*



### 2016

#### Leading Transformational Change

- Change Curve
- Pitfalls during Change
- Kotter's 8 Steps of Change
- Business Simulation

*To improve vital business skills  
we run training courses  
in English*

**IN ENGLISH, PLEASE!**

# LEADING TRANSFORMATIONAL CHANGE

## Workshop Overview

1 How change works in the brain

2 The Change Curve

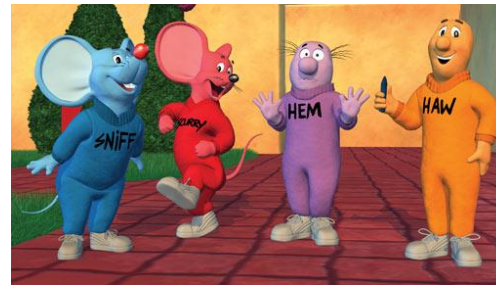
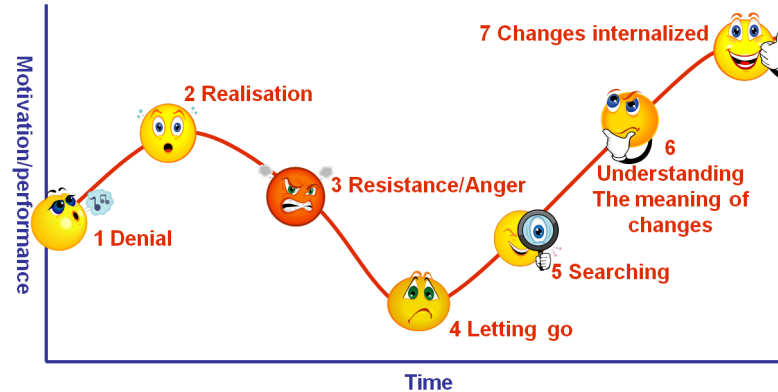
3 Behavior patterns while going through change

(book "Who moved my Cheese" by Dr Spencer Johnson)

4 Pitfalls during Change

5 Kotter's 8 Steps for Managing Change

6 Business Simulation



# HOW CHANGE WORKS IN THE BRAIN

Human Mind and Parachute

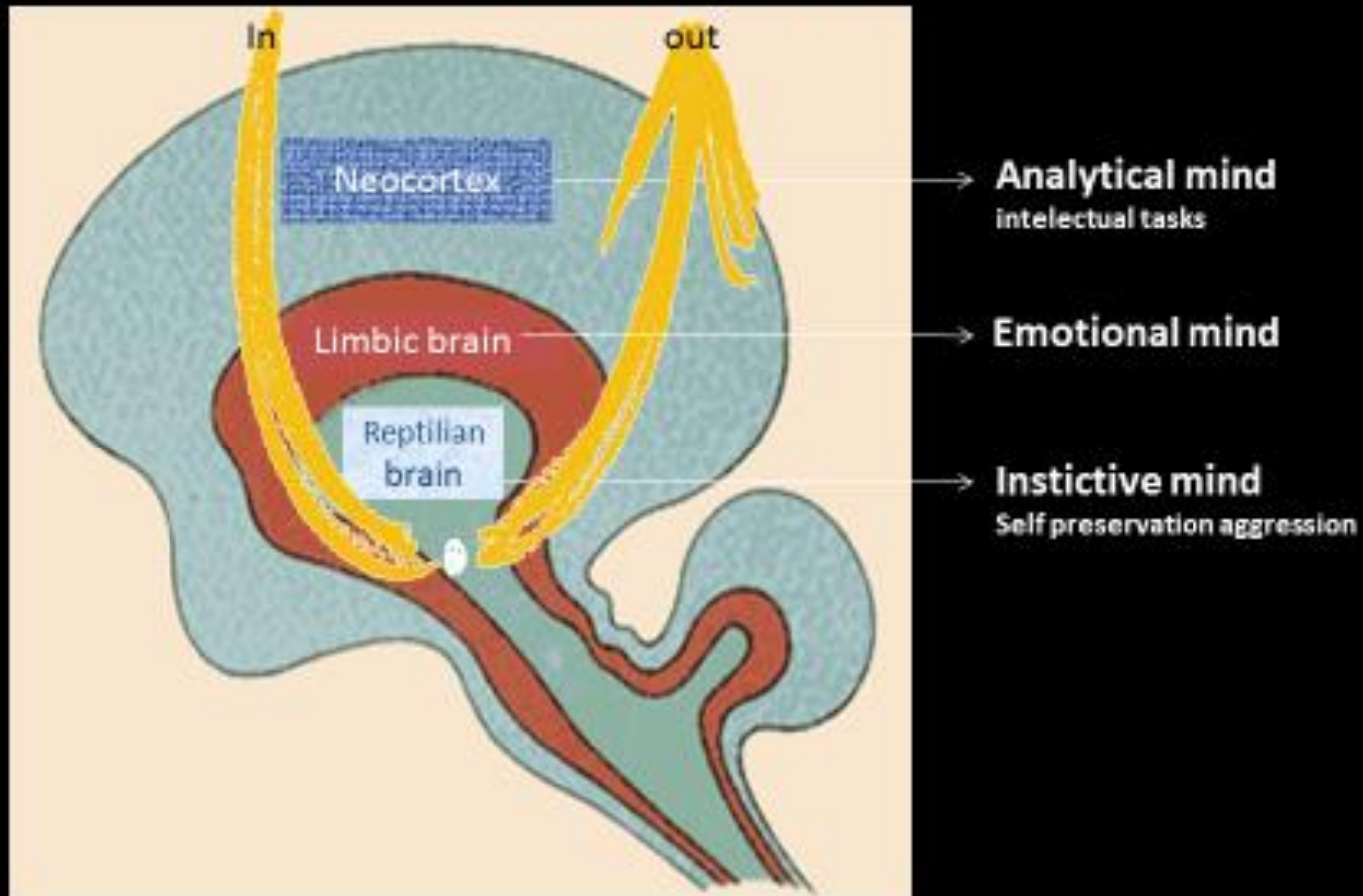


**What do they have in common?**



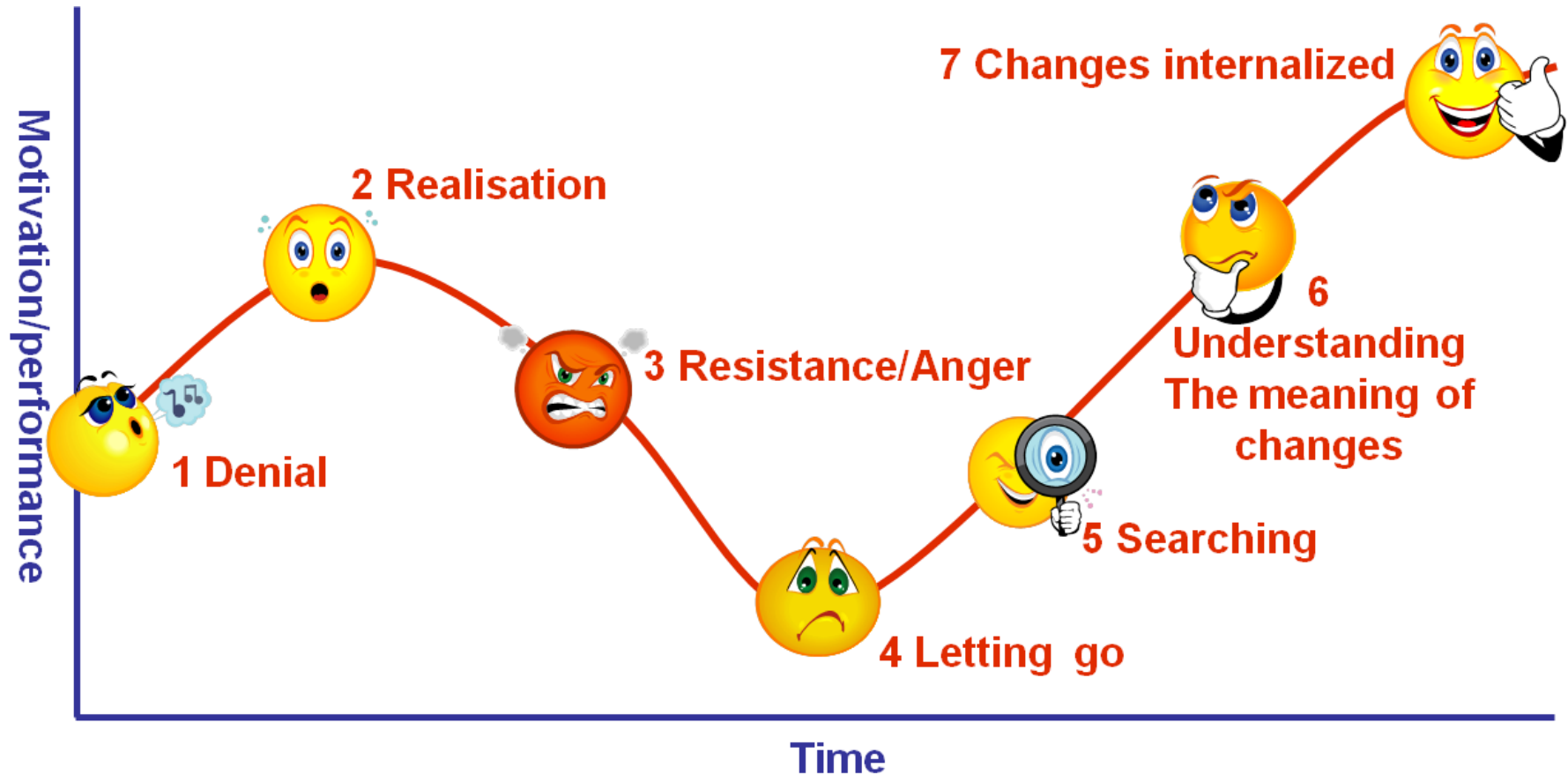
# HOW CHANGE WORKS IN THE BRAIN

## How change works in the brain; Outside-in-out



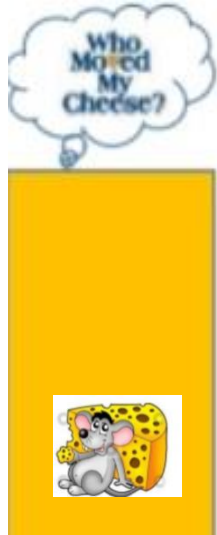
# THE CHANGE CURVE

## Reactions and Basic Attitudes



# 4 MAIN BEHAVIOR PATTERNS IN CHANGE

## Who Moved My Cheese?



THERE ARE FOUR CHARACTERS IN THIS STORY



HEM



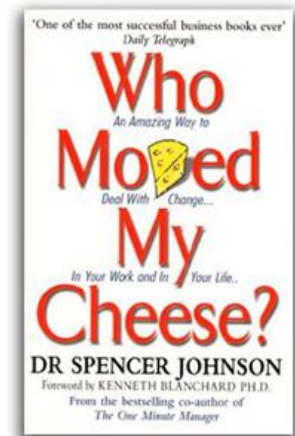
HAW



SNIFF



SCURRY



- **Sniff** can smell when changes are coming
- **Scurry** goes into action immediately when there are changes
- **Haw** doesn't like change at first but then he ventures into new areas
- **Hem** hates change. He wants things to stay as they are



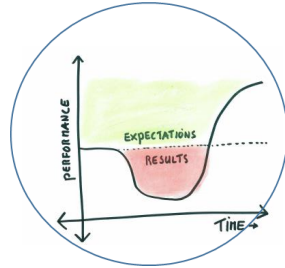
# PITFALLS DURING CHANGE

Remember to Avoid and Prevent to Succeed with Change

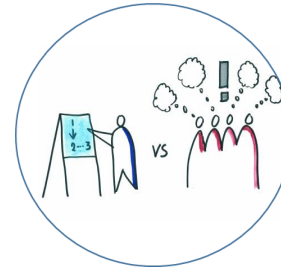
Most studies show a 60-70% failure rate for organizational change projects



Neglecting  
the  
people  
dimension



Not  
managing  
the  
expectation



Focus on  
pushing  
change out  
instead of  
generating  
pull



Not  
pausing for  
celebration  
and  
reflection

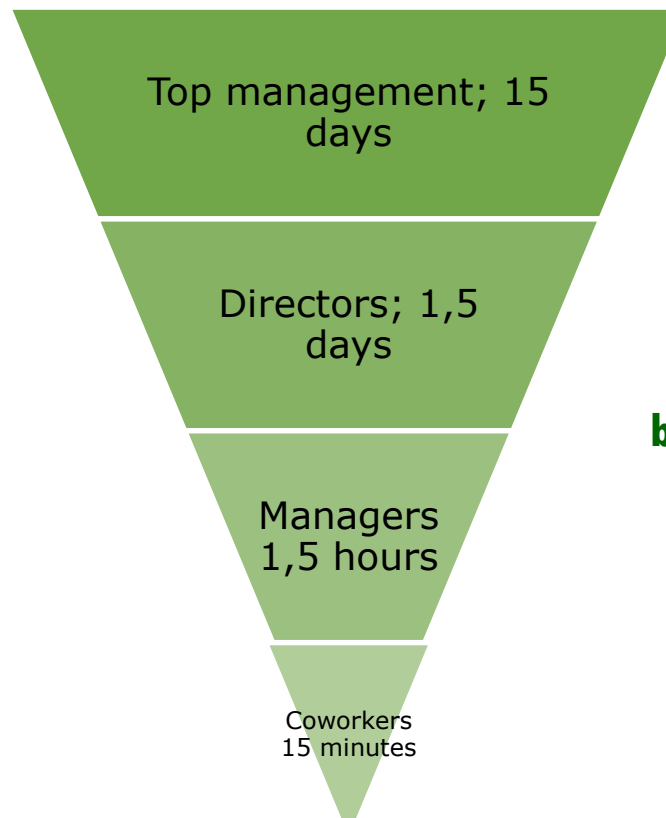
How could we avoid these pitfalls ?

# PITFALL: NEGLECTING THE PEOPLE DIMENSION

You have to let go, to let come



**Time spent on a change**  
**An example**

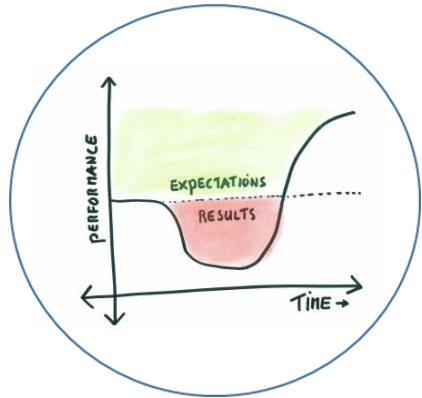


**You have to let go, to let come**  
(2)

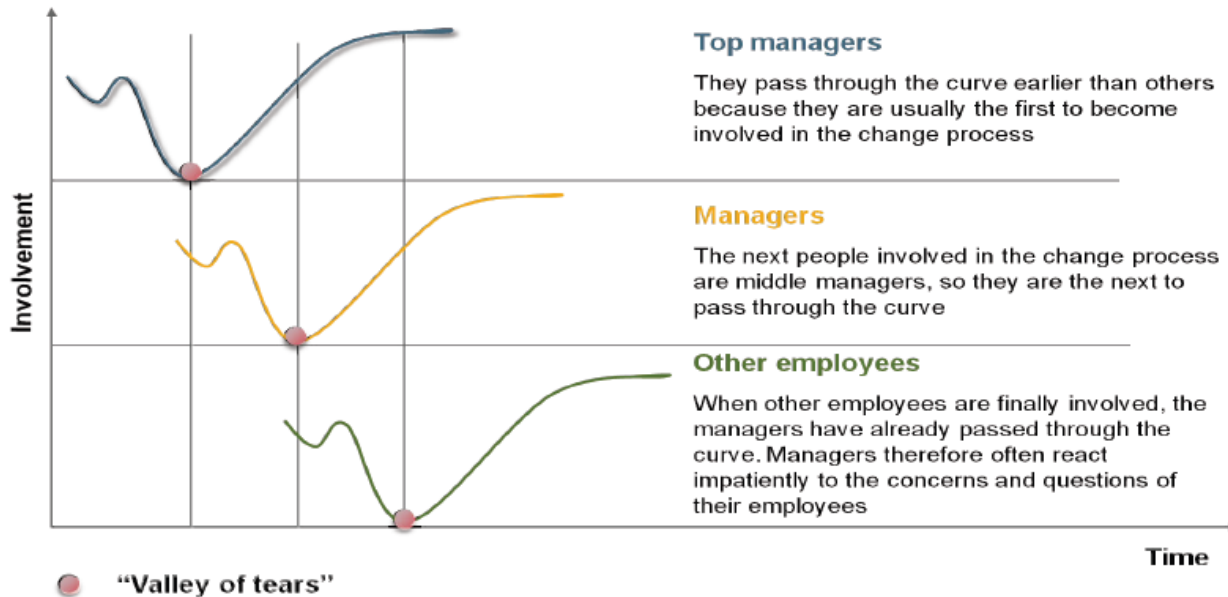


# PITFALL: NOT MANAGING THE EXPECTATION

## Communicate with Patience and Answer Questions



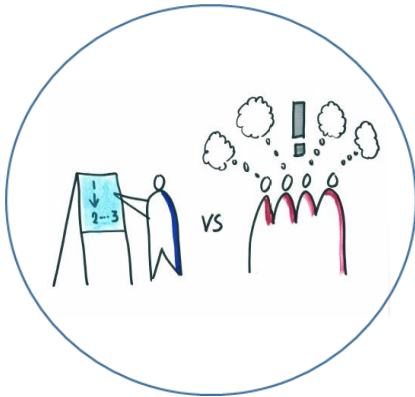
**Valley of tears;  
It becomes worse before it  
becomes better**



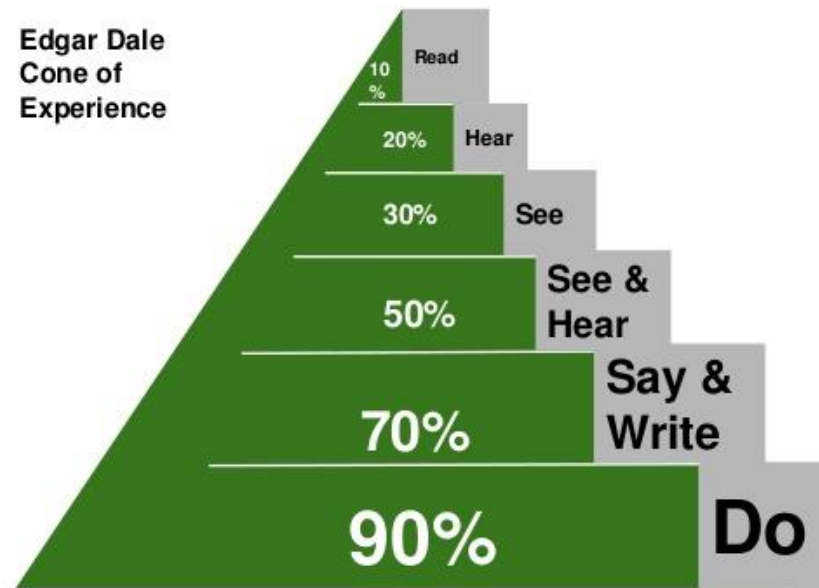
*While top managers have about completed the curve and feel happy, other employees are at their "Valley of tears"*

# PITFALL: FOCUS ON PUSHING CHANGE OUT INSTEAD OF GENERATING PULL

## What is invented by yourself sticks longer



Edgar Dale  
Cone of  
Experience



Abstract



Concrete

What do you remember 2 weeks after  
?

# KOTTER'S 8 STEPS FOR MANAGING CHANGE

Videod Business Simulation Helped Debriefing



*"If you know, but you don't do, you really don't know  
If you imply you become involved,  
you love it and your team got involved  
and you share willingly"*

Steven Covey

"Achieving your Highest Priorities"

**Thank you for attention!**

