

## Managers in a dilemma when faced with major changes

Managers have always had a lot of responsibility for their tasks and employees. In today's world, they are also increasingly encountering stressful situations that affect their company or organization and can cause uncertainty, frustration or even fear: rapid changes in the economic environment, political and military conflicts, pandemics, social media flooding, social tensions, etc.

Many people are wondering how things are going to continue and feel overwhelmed or even powerless in the face of the variety of challenges. Precisely because of the mostly stable conditions of the last few decades, most managers are not used to dealing with and mastering major changes, either privately or professionally.

Tried and tested structures and processes are often questioned or suddenly no longer apply. The need for action is recognized, but thought patterns that have been established over long periods of time delay or even prevent the start of measures for change and slow down their implementation.

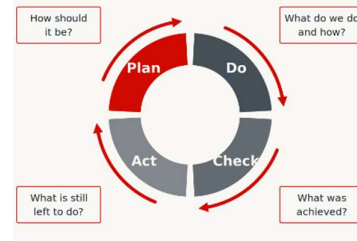


We support managers in escaping the dilemma between proven models of success and the need for change. We see approaches such as the following:

1. **Raise awareness of the need for change**
  - Change is not the end of success, but a further development.
  - Data-based analyses show market changes, trends and competitors who are already successfully breaking new ground.
  - Use future scenarios to simulate business in 5 or 10 years if no adjustments are made.
  - Uncover past mistakes by using examples of companies that stuck to old models of success and thereby fell behind.
2. **Appreciate the value of the past, but don't cling to it**
  - Managers should understand that the factors of success so far are valuable, but do not necessarily determine the future.
  - Appreciate past successes, celebrate what worked, highlight why these methods were successful at the time.
  - Promote letting go - break away from old structures by emphasizing that innovation is based on a solid foundation but requires flexibility.
  - Be able to say no to say goodbye to old habits.

### 3. Understand change as a continuous process

- Change is not a one-off, disruptive event, but continuous change ("kaizen") is an integral part of every company.
- Change management training for managers to learn specifically how change processes are planned and implemented.
- Introducing agile methods such as Scrum or Kanban, particularly at management level, helps a lot to enable more flexibility and iterative changes.



### 4. Get out of your comfort zone

- The realization of change also includes the acceptance of risks when leaving your previous comfort zone.
- Getting out of your comfort zone also means entering a "learning zone" that opens up opportunities for personal and business growth.
- Small, low-risk "pilot projects" to test new approaches can help to give managers security and gradually introduce them to change.
- Giving and receiving trust is very important when making changes, so that people outside their comfort zone are not left alone and possibly give up.

### 5. Develop a strong vision and value framework

- Managers need a clear vision of why change is necessary and how it will benefit the company in the long term.
- Develop a vision as a future-oriented objective that is clear and inspiring.
- Strategy and goals are derived from this in a consistent and consistent manner.
- Managers should learn to actively involve their team in the change processes in order to promote commitment and acceptance, and to allow and listen to all ideas.

### 6. Take time for what is important

- Managers are often so heavily involved in operational issues and activities that there is hardly any time to think thoroughly about strategy and priorities and to separate the essential from the less important.
- Improved time management helps to provide energy and work capacity for defining and implementing the essential by largely avoiding the unimportant and superfluous.
- The application of delegation principles ensures a clear division of tasks and responsibilities and a focus on the most important goals. □ Recognizing and eliminating permanent overload in yourself and your employees is also an important management task.

### 7. Use mentoring and coaching

- Personal support in the form of coaching or mentoring helps managers to reflect on their own role in the change process and to overcome personal obstacles.
- Peer coaching: Exchange with other managers who have already mastered similar changes.
- External coach: A neutral sparring partner can help to reduce fears and develop new perspectives.

### 8. Establish a culture of learning and adaptation

- Managers should understand that mistakes are opportunities and should continuously learn from them and from new developments.
- A culture of mistakes is promoted in an environment in which experimentation and learning are encouraged - without fear of negative consequences.
- Further education and training through regular training courses and workshops to keep managers up to date and expand their skills.
- These issues require courage to tackle things and take the occasional risk - which makes a culture of trust at management and employee levels all the more important.