CHUR & PARTNER

and KTC – Knowledge Transformation Center

Creating a Performance Culture.
An output oriented approach to Cultural Change & Transformation.

Creating impact through sustainable change – made in Germany.

Frankfurt a. M. I Germany   Abu Dhabi I UAE

Member of the Chamber

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AHK Deutsch-Emiratische Industrie- und Handelskammer المجلس الألماني الإماراتي المشترك للصناعة و التجارة
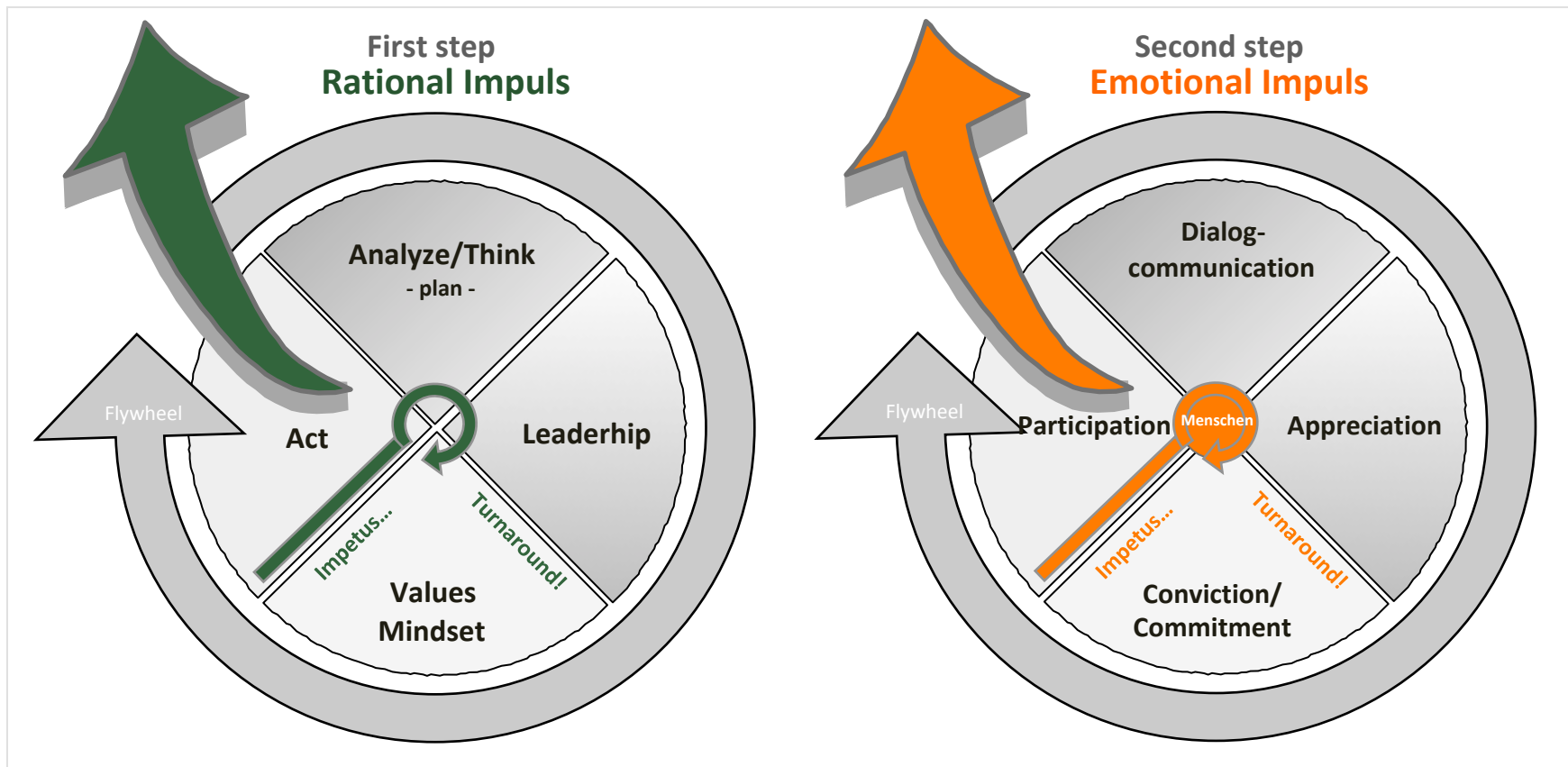
made in Germany

What we believe is important I 1
The fact- and the emotional-level needs to be addressed - combined

Cultural Change programs require a tailor-made approach using proven and science-based methods. To change, to initiate and to implement a corporate- or leadership-culture requires a combination of ratio / plan and emotion / human.

We follow, among other aspects, this flywheel concept by Jim Collins (Good to Great) and concepts by John P. Kotter, Edgar H. Schein, Carl Rogers, Gerald Hüther and Claus Otto Scharmer.

First step
Rational Impuls

Flywheel

Analyze/Think
- plan -

Act

Leaderhip

Impetus…

Turnaround!

Values
Mindset

Second step
Emotional Impuls

Flywheel

Dialog-communication

Participation

Menschen

Appreciation

Impetus…

Turnaround!

Conviction/
Commitment

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Understanding the relation between corporate culture and its principles

To understand an organization's culture it is important to understand its founding principles.
What values does it stand for? What is its legacy, heritage and differentiation points?
Edgar H. Schein's* model of organizational culture identifies three distinct levels of organizational culture.

Relevant founding principles

Artifacts: the most visible and observable level of culture, it reflects what an organization represents in the form of products, technologies, publications, processes, dress code, location, and even architecture.

Values: what a company does, its mission, and how it represents itself. This is often expressed in official philosophies and public statements of identity.

Assumptions: Shared basic assumptions are the deeply embedded, taken-for-granted behaviours which are usually unconscious, but constitute the essence of culture. These assumptions are typically so well integrated in the office dynamic that they are hard to recognize from within.

Artifacts

Values

Assumptions
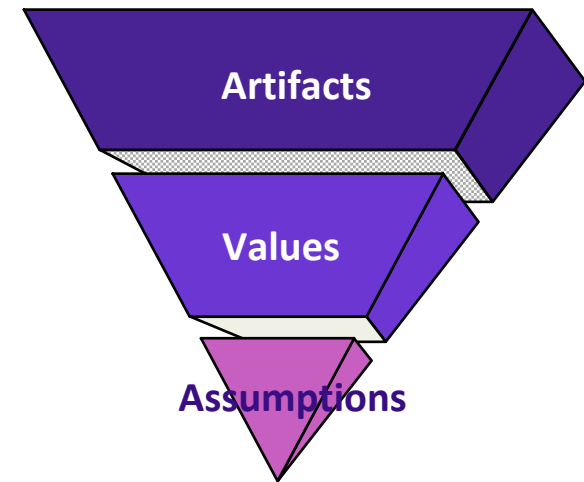
Edgar H. Schein*
Most influential organizational researcher and writer, shows how to transform the abstract concept of **culture** into a practical tool that managers can use to understand the dynamics of organizations and change.

How we understand cultural change
Academic research by John P. Kotter and our operational experience - together

According to Kotter's research and proven by our operational experience, Cultural Change requires a well-planned and managed change program.
It is important for managers to realize that change/transformation is a process, not an event. It progresses through stages that build on each other over a long period of time. By understanding the stages of change and the potential pitfalls of each stage chances are enhanced for the successful transformation.

The eight steps* to transforming organizations culture successfully
*John P. Kotter

1 Establishing a sense of urgency

Examining market and competitive realities
Identifying and discussing crises, potential crises or major opportunities

2 Forming a powerful guiding coalition

Assembling a group with enough power to lead the change efforts
Encouraging the group to work together as a team

3 Creating a vision

Creating a vision to help direct the change efforts
Developing strategies for achieving that vision

4 Communicating the vision

Using every vehicle possible to communicate the new vision and strategies / Teaching new behaviours by the example of the guiding coalition

5 Empowering others to act on the vision

Getting rid of obstacles to change / Changing systems or structures that seriously undermine the vision / Encouraging risk taking and non-traditional ideas and actions

6 Planning for and creating short-term wins

Planning for visible performance improvements / Creating those improvements / Recognizing and rewarding employees involved in the improvement

7 Consolidating improvements producing more change

Using increased credibility to change systems, structures, and policies that don't fit the vision / Reinvigorating the process with new projects, themes, and change agents
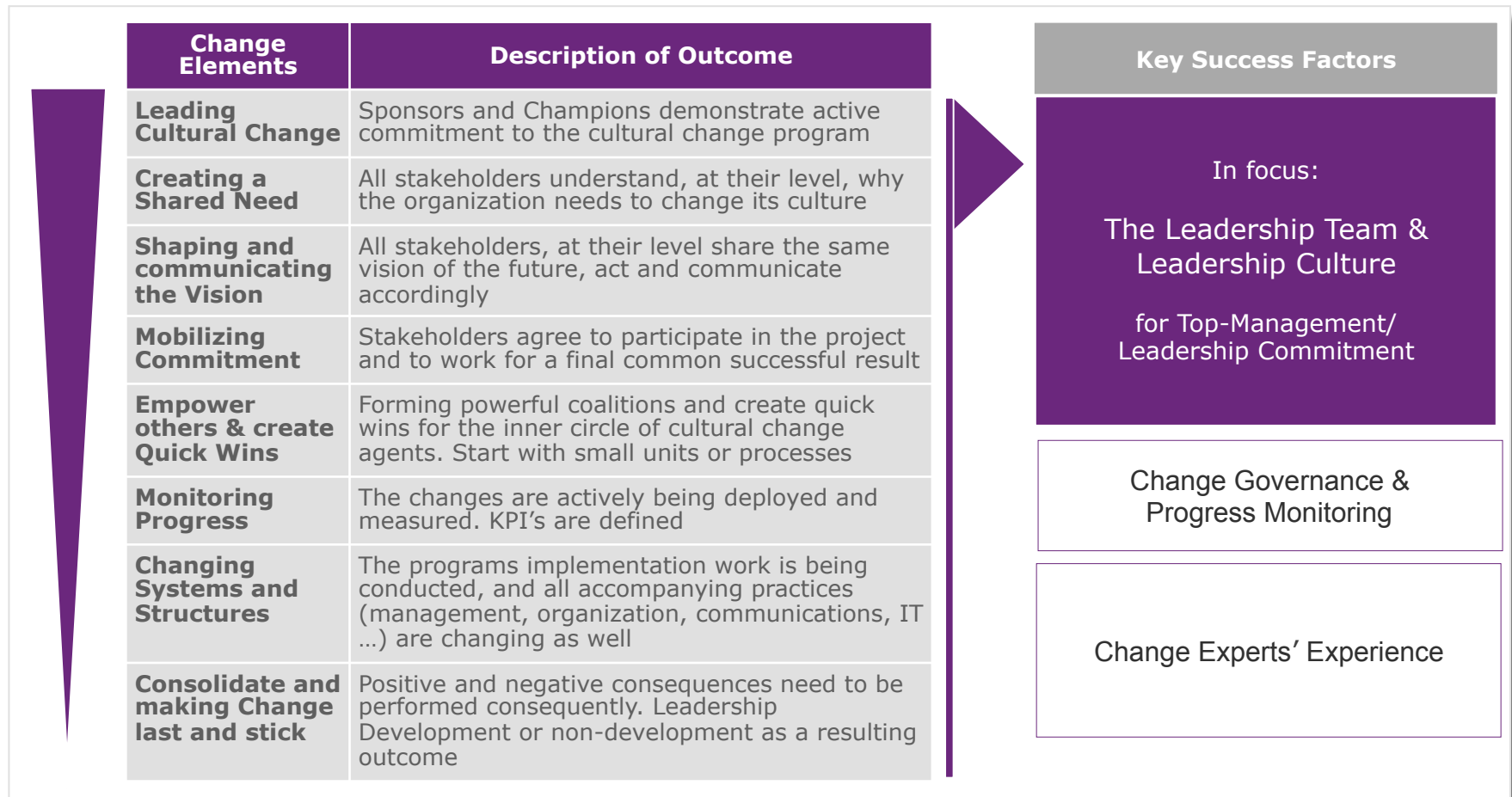
8 Institutionalizing new approaches

Articulating the connections between the new behaviours and corporate success / Developing the means to ensure leadership development and succession

How we start a cultural change initiative
Transforming Kotter's & Schein's ideas into a process - combined

Based on our experience, the critical success factors to manage a Cultural Change program successfully is the Management Commitment. Start with the Leadership Team. Establish a change governance & change progress monitoring deployed by experienced Cultural Change process experts.

Change Elements	Description of Outcome
Leading Cultural Change	Sponsors and Champions demonstrate active commitment to the cultural change program
Creating a Shared Need	All stakeholders understand, at their level, why the organization needs to change its culture
Shaping and communicating the Vision	All stakeholders, at their level share the same vision of the future, act and communicate accordingly
Mobilizing Commitment	Stakeholders agree to participate in the project and to work for a final common successful result
Empower others & create Quick Wins	Forming powerful coalitions and create quick wins for the inner circle of cultural change agents. Start with small units or processes
Monitoring Progress	The changes are actively being deployed and measured. KPI's are defined
Changing Systems and Structures	The programs implementation work is being conducted, and all accompanying practices (management, organization, communications, IT …) are changing as well
Consolidate and making Change last and stick	Positive and negative consequences need to be performed consequently. Leadership Development or non-development as a resulting outcome

Key Success Factors

In focus:

The Leadership Team & Leadership Culture

for Top-Management/ Leadership Commitment

Change Governance & Progress Monitoring

Change Experts' Experience

CHUR & PARTNER

Passion, dedication and evolution
Supporting Cultural Change, renewal and leadership transformation

Dear client,

innovation, renewal and transformation are the driving forces to move organizations forward.

We are deeply committed to supporting you with respect to Cultural Change related activities over the coming months. Supporting the renewal agenda of our clients has always been of highest importance for us and we would like to provide sustainable approaches by our most experienced experts to you.

You may value our deep knowledge, collaborative approach, and the interactive design of our deliverables to role model the performance culture in your organization, together with you. These aspects are the cornerstones of our interactions with our clients and are central to what we are offering.
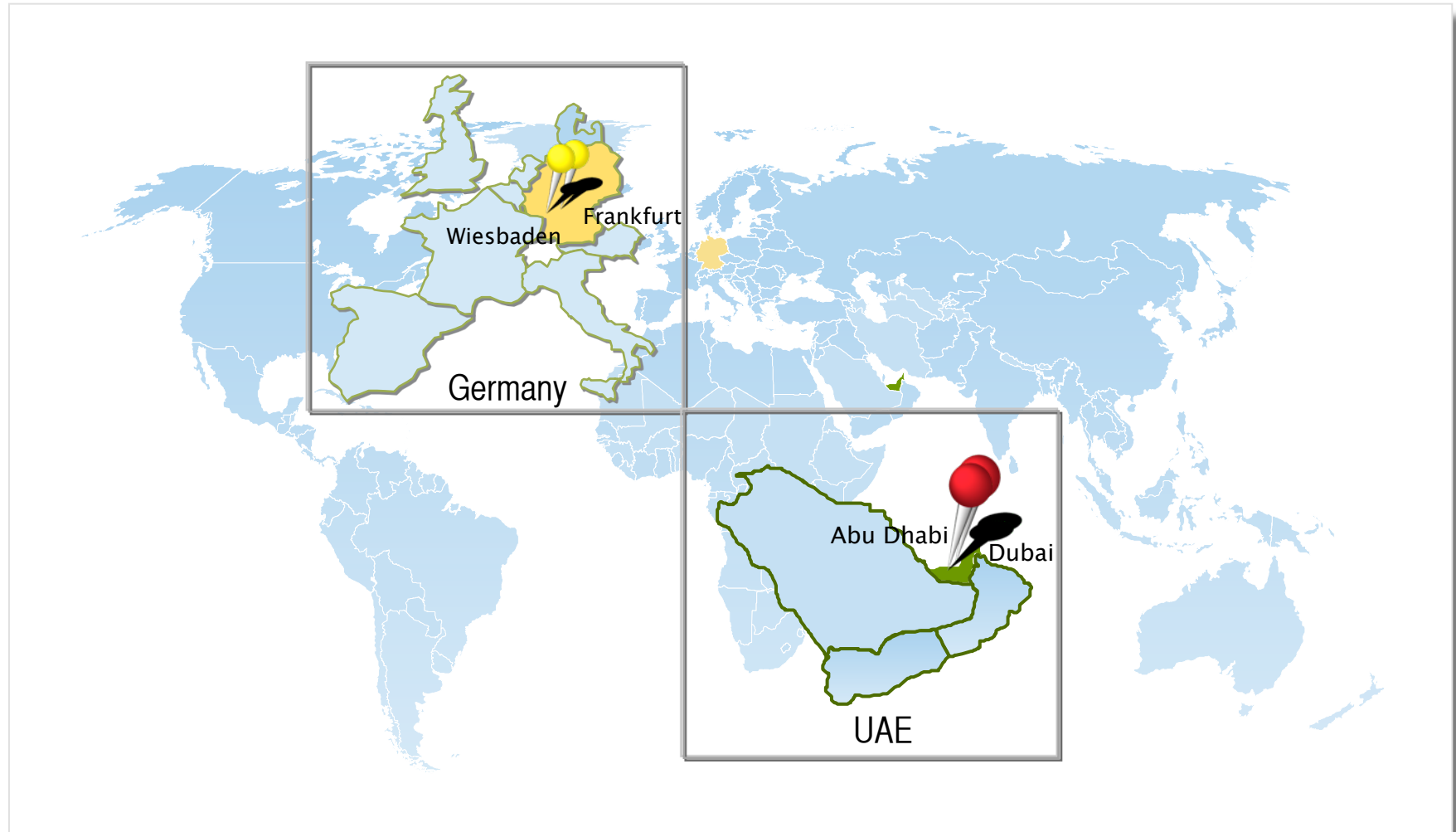
Ultimately:
- We are passionate to working with you.
- You benefit from our line-manager expertise - knowledge clients often do not get.
- Our partner are still active as line-managers or are working in the academic-sector.
- We will provide our fresh thinking now and in the future.
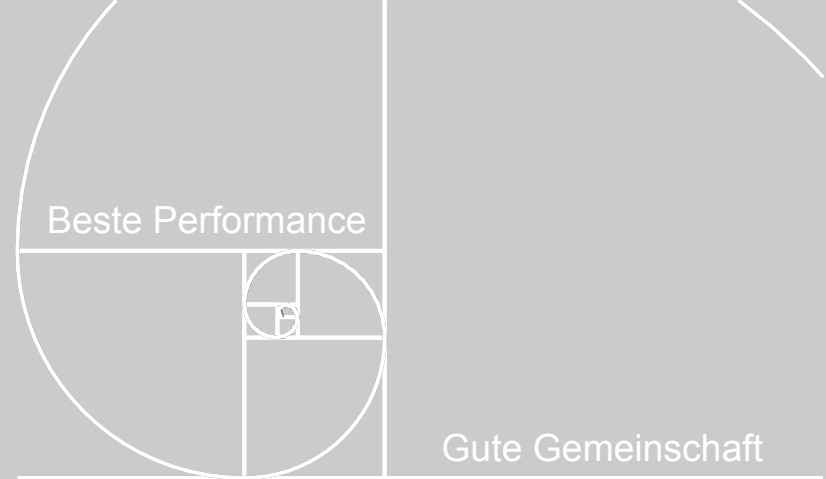- Our partner's credentials and experience are unrivalled and we are proud to serving you.

Wilhelm Borgmann I Prof. Dr. Michael Christ I Dirk Chur
Co-Founder & Owner

Anticipating tomorrow, delivering with passion today

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Regional collaboration
"Made in Germany" and "MENA - Culture" - combined

Beste Performance

Gute Gemeinschaft

Managementberatung & Organisationsentwicklung
für Leistungskultur und Performance Management

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