

CHANGE MANAGEMENT APPROACH TO CULTURAL TRANSFORMATION



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23 April 2024

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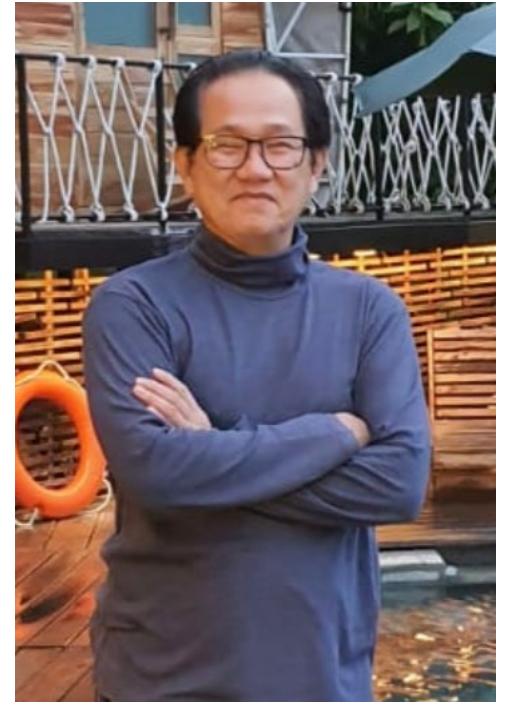
the principal consultant of Eddi Sutanto & Associates which specialize in the area of change management.

More than 25 years of experience as consultant, trainer and coach in the area of human capital development as well as organization development consulting work.

He has been awarded *as The First Certified Change Management Professional – CCMP™ in Indonesia* from Global Association Change Management Professionals (ACMP).

Eddi is the Country Representatives of of Institute of Change and Transformation Professional Asia(ICTPA)

- Certified Change Management Practitioners from Prosci USA
- Erickson Professional Coach from Erickson International, Canada
- Certified Change Management Professional – Association Change Management Professionals Global



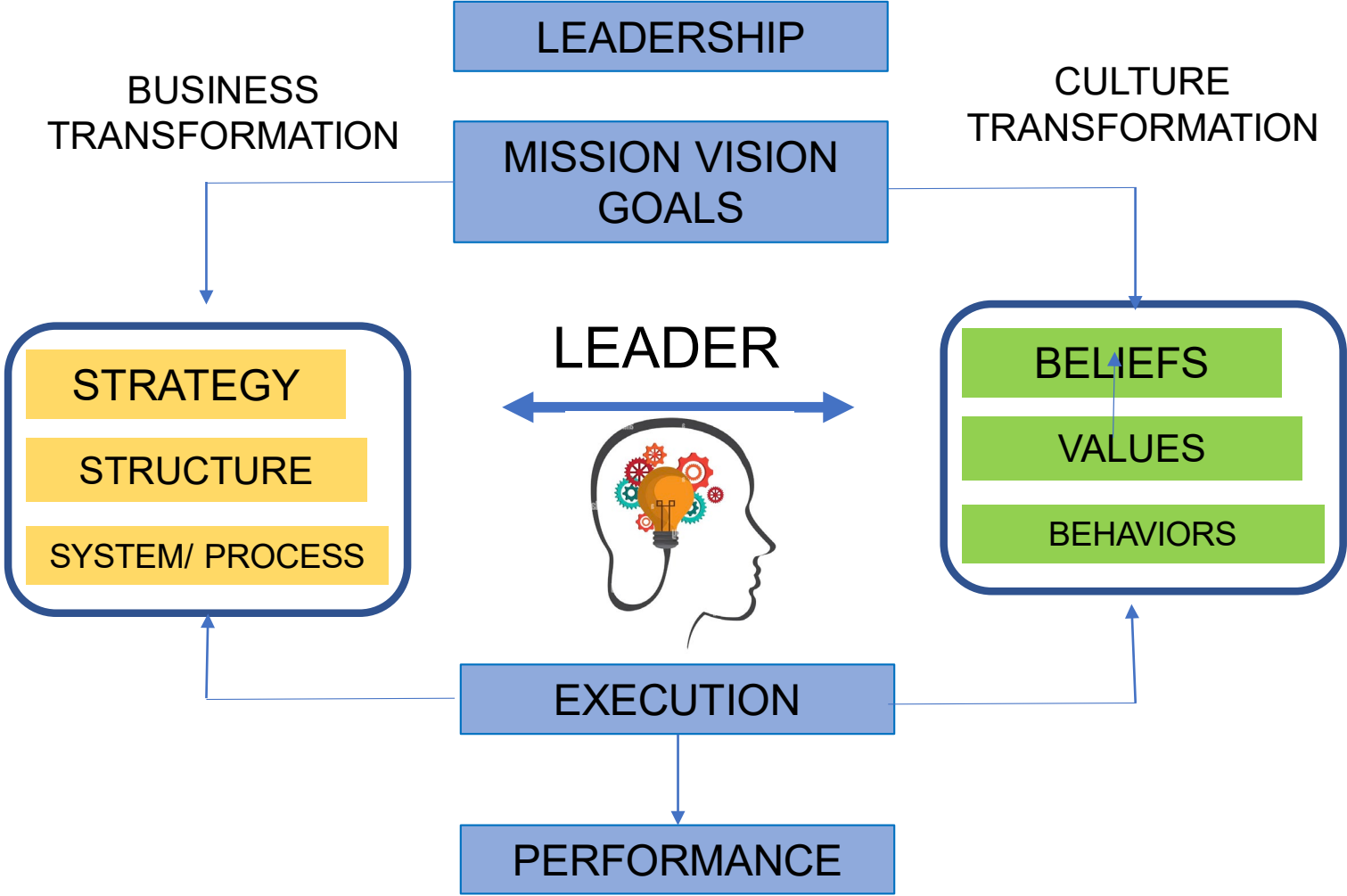


Topik Pembahasan:

- 1. Cultural Transformation Challenges**
- 2. Why Culture Transformation Need Change Management?**
- 3. Change Management Model**
- 4. Cultural Transformation at Work**

1. Cultural Transformation Challenges

CULTURE EATS STRATEGY AT BREAKFAST



What is Culture

Culture is a consistent, observable patterns of behavior in the organization

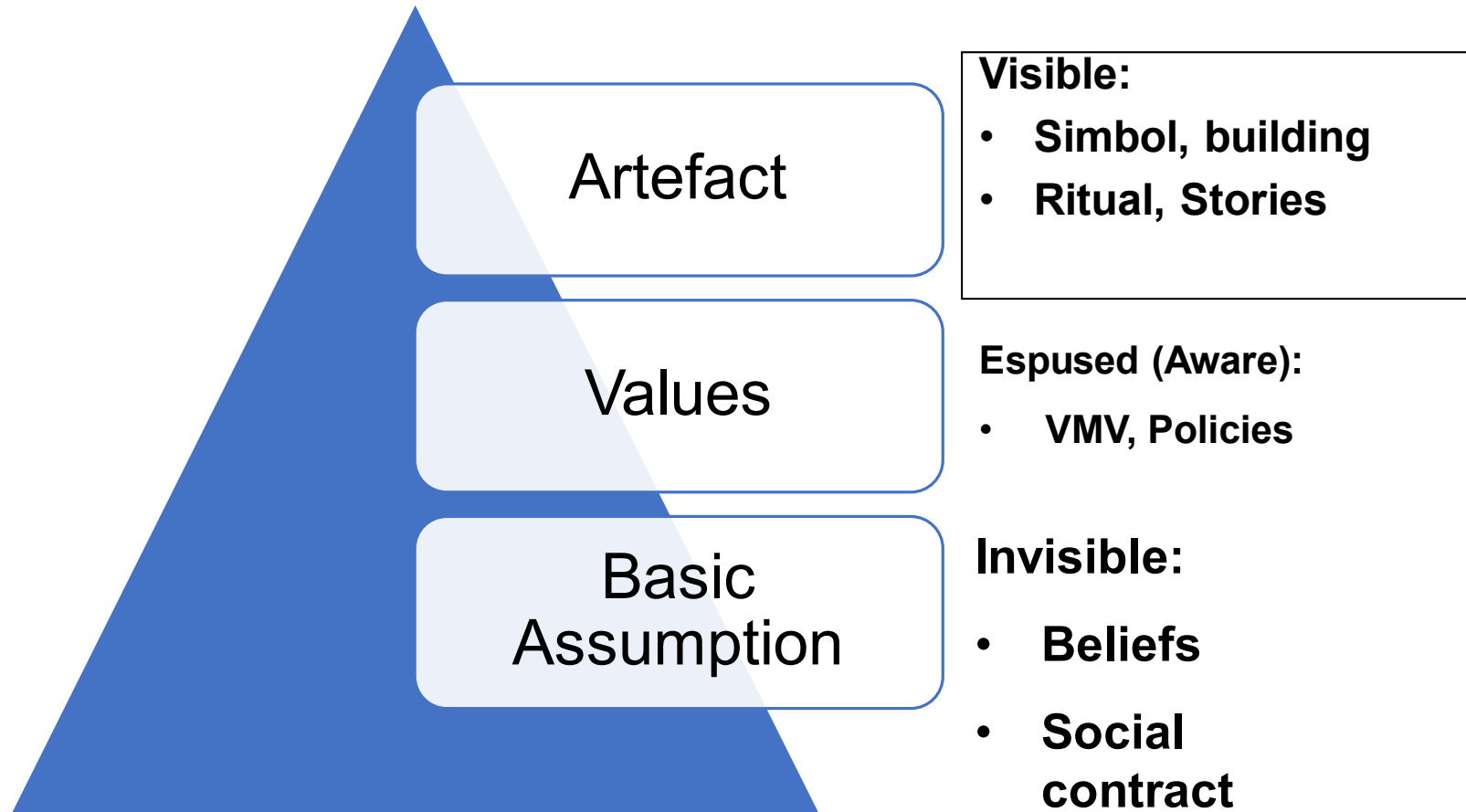
Michael D Watkin



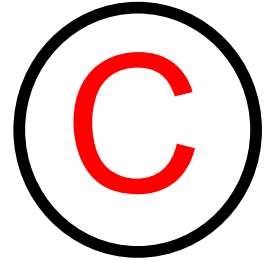


THREE LEVELS OF CULTURE

(E. Schein, 1980)



CULTURE CLUSTERS



GANDALF

G- Google

A - Amazon

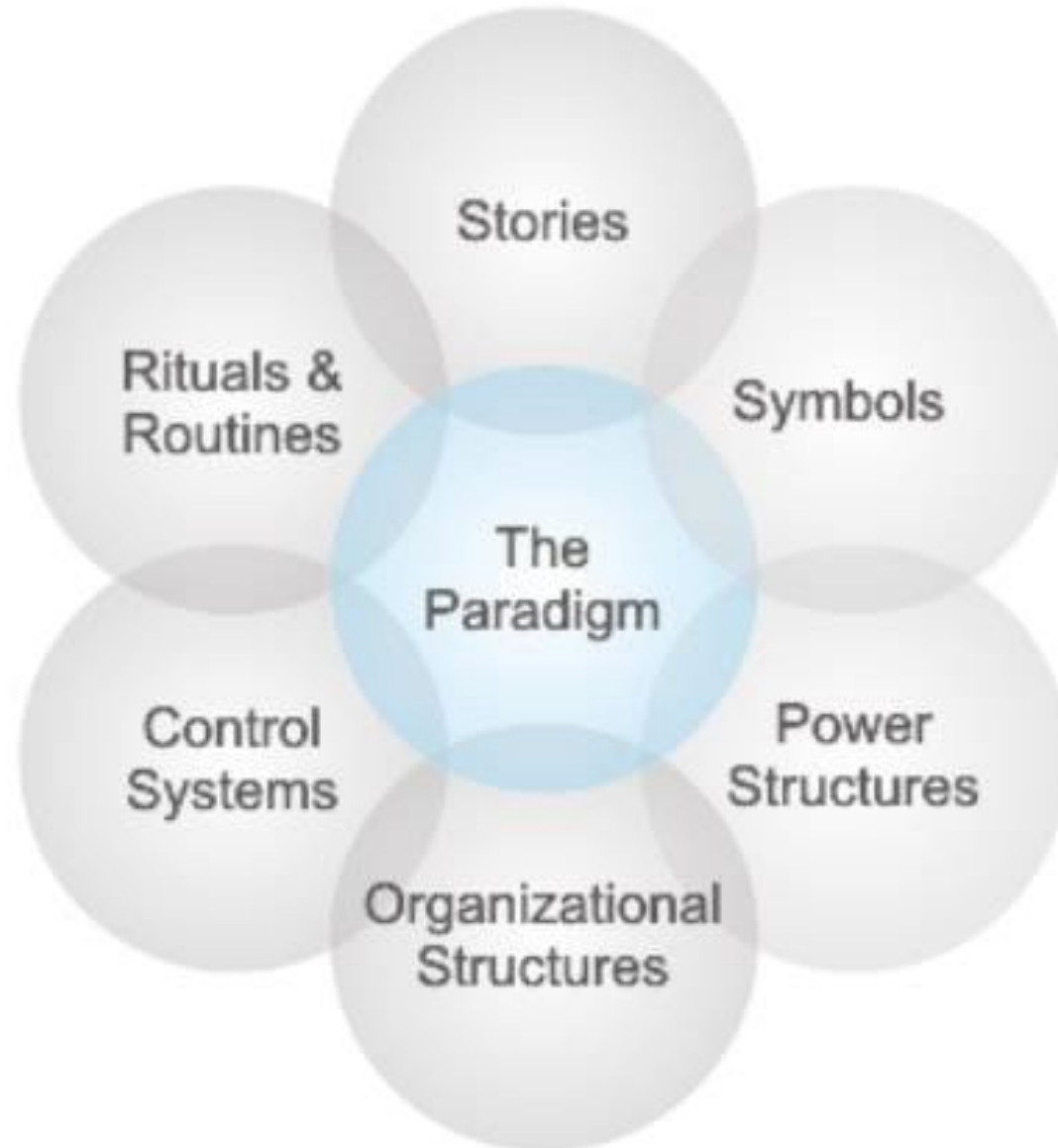
N - Netflix

D - DBS

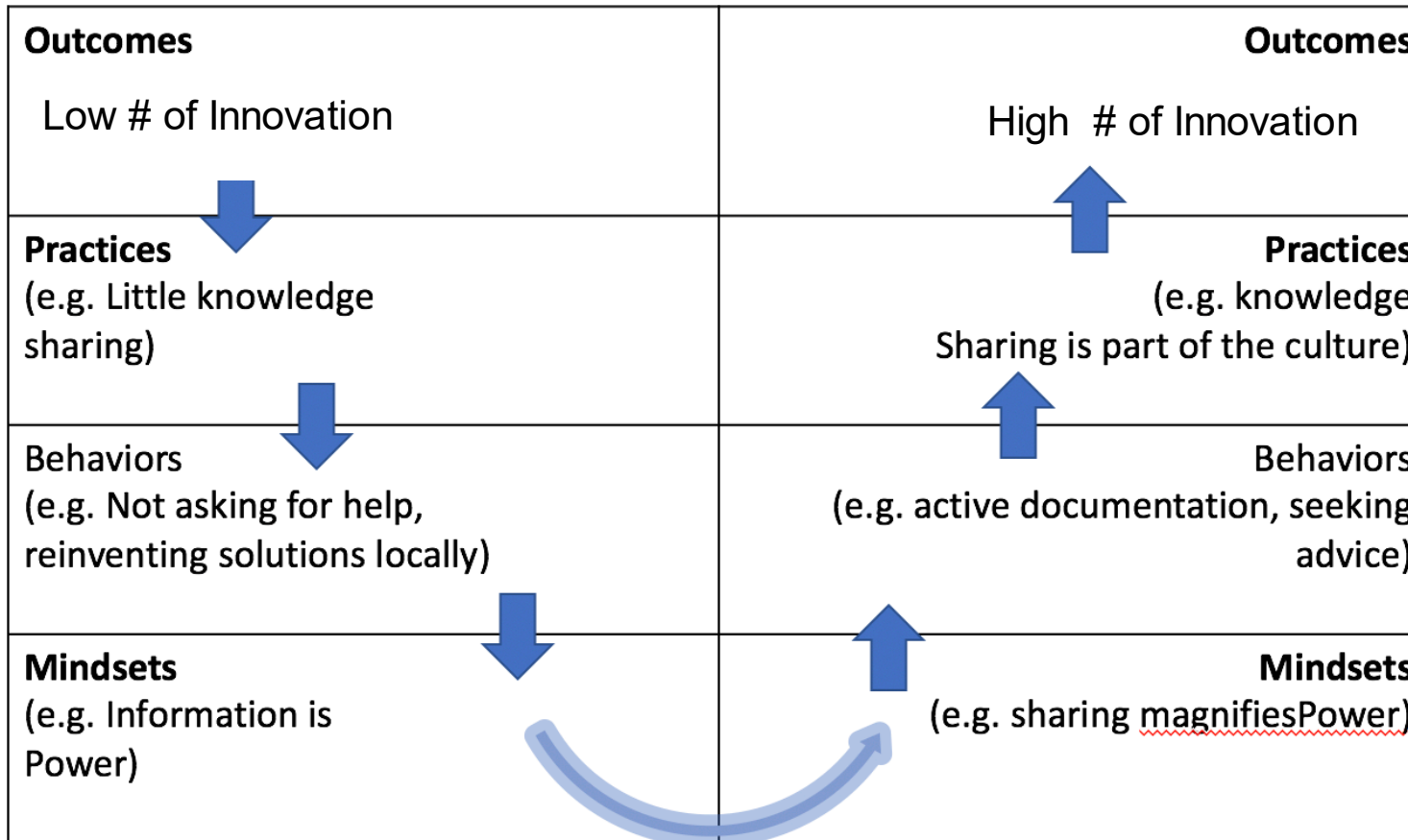
A - Apple

L - LinkedIn

F - Facebook



Cultural Transformation Deals with Subconscious Mindset



Beyond Performance 2.0, Scott Keller and Bill Schaninger

IBM Transformation

Who Says Elephant Can't Dance, LV Gerstner, Jr (2002)

FROM

Product Out (I tell you)

Do it My Way

Decision Based on Anecdotes & Myths

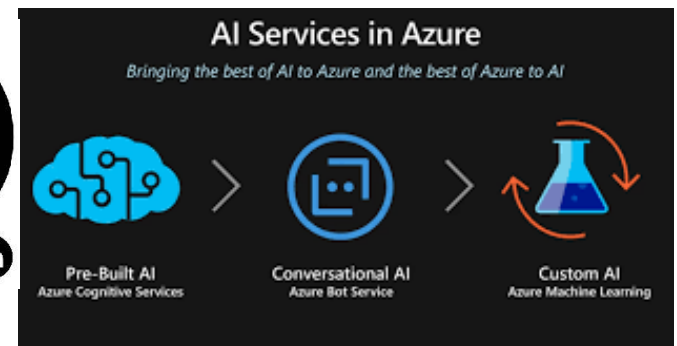
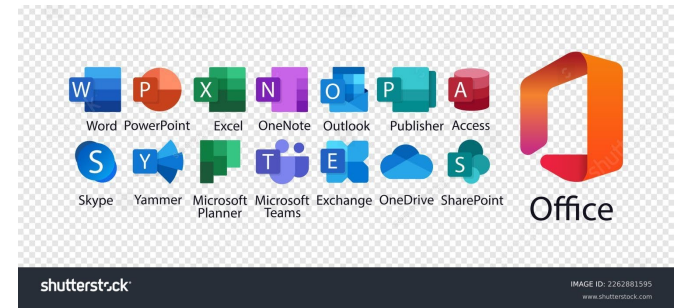
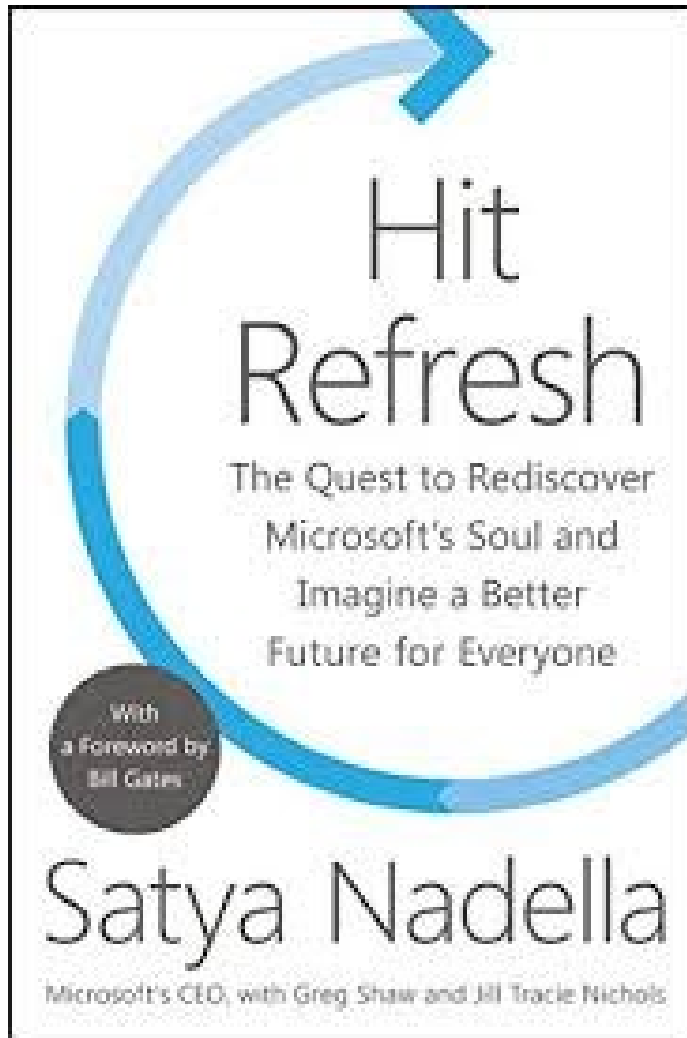
Relationship Driven

Attack the People

IBM Transformation

Who Says Elephant Can't Dance, LV Gerstner, Jr (2002)

FROM	TO
Product Out (I tell you)	Customer in (in the shoes fi the customer's)
Do it My Way	Do it the Customer's way (provide real service)
Decision Based on Anecdotes & Myths	Decisions based on Facts and Data
Relationship Driven	Performance Driven and Measured
Attack the People	Attach the Process (Ask Why not Who)a



Cultural Transformation

Know it all



Learn it all

My resources and my
P&L



Collaboration

Product-Oriented



Customer – Centric



New Values @Microsoft

1. **Embracing a Growth Mindset**
2. **Promoting Collaboration and Inclusion**
3. **Customer-Centric Approach**
4. **Embracing Openness and Innovation**
5. **Leading by Example**

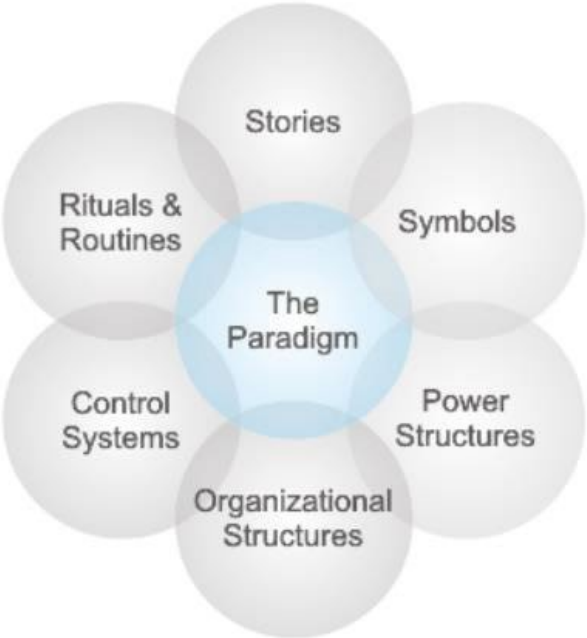
RITUALS AND PRACTICES @ MICROSOFT

- Hackathon
- Annual oneWeek
- Monthly All-Hands Meeting
- Employee Resources Groups
- Manager One-on-One Meeting
- Recognition Program
- Town Hall Meetings

Cultural Transformation Challenges

- Clear Vision and Communication
- Leadership Alignment
- Resistance to Change
- Employee Engagement
- Organizational Structure and Processes
- Time and Patience.
- Measuring Progress

CULTURAL TRANSFORMATION ROADMAP



- 1 **Vision, Mission, Values Alignment**
- 2 **Values Based Leadership Program**
- 3 **Culture Communication Program**
- 4 **Culture Internalization Program**
- 5 **Culture Reinforcement Program**

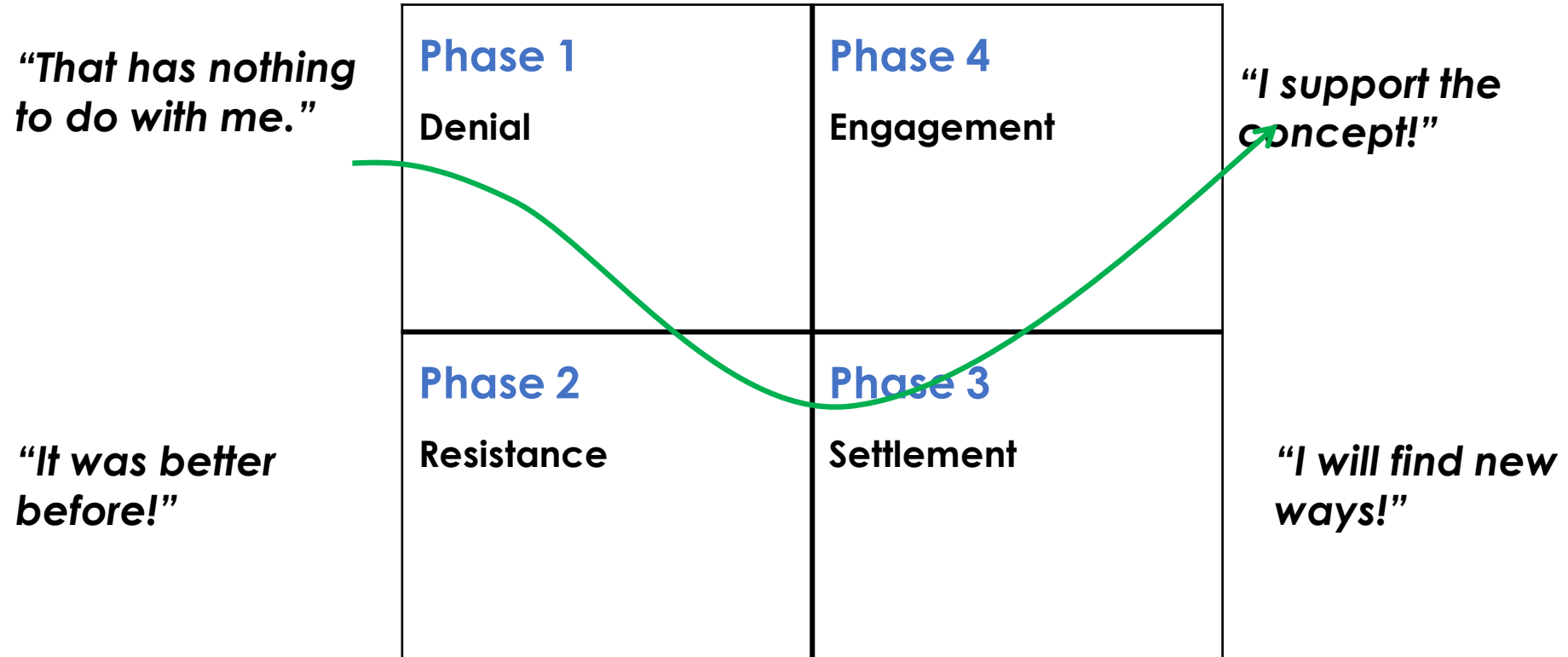
2. Why Culture Transformation Need Change Management?

Transformation is How to make people move and use it.....

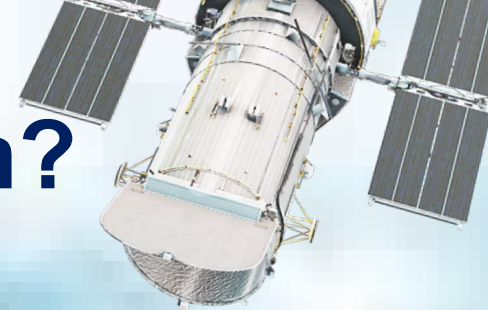
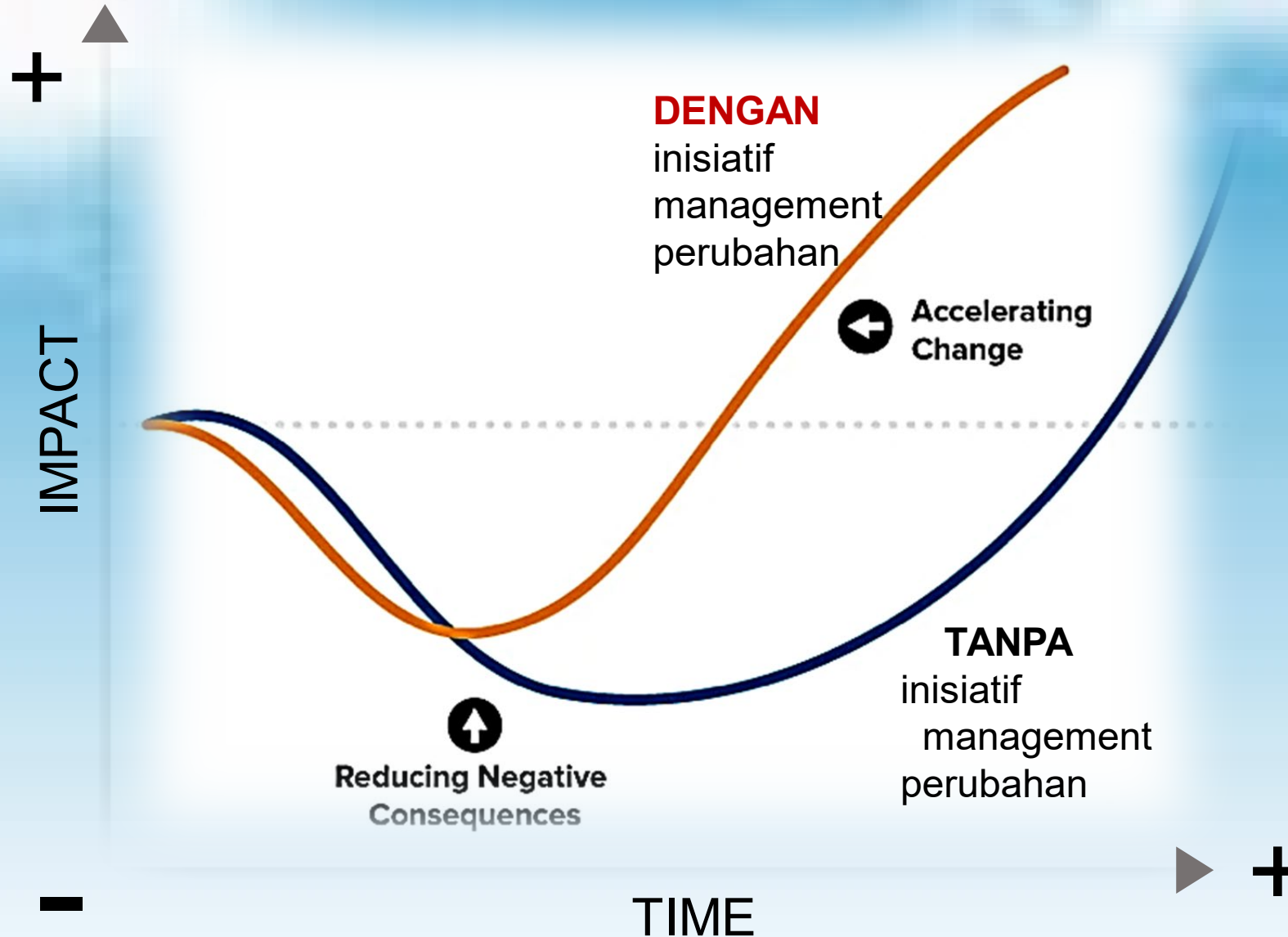


People Side of Change

Phase of the change process



Mengapa manajemen perubahan diperlukan?



CHANGE MANAGEMENT / MANAJEMEN PERUBAHAN

Penerapan pengetahuan, keterampilan, kemampuan, metodologi, proses, alat, dan teknik mendukung individu atau kelompok **bertransisi** dari keadaan saat ini (current states) ke keadaan masa depan (future states) untuk mencapai manfaat yang dicanangkan dan tujuan organisasi.



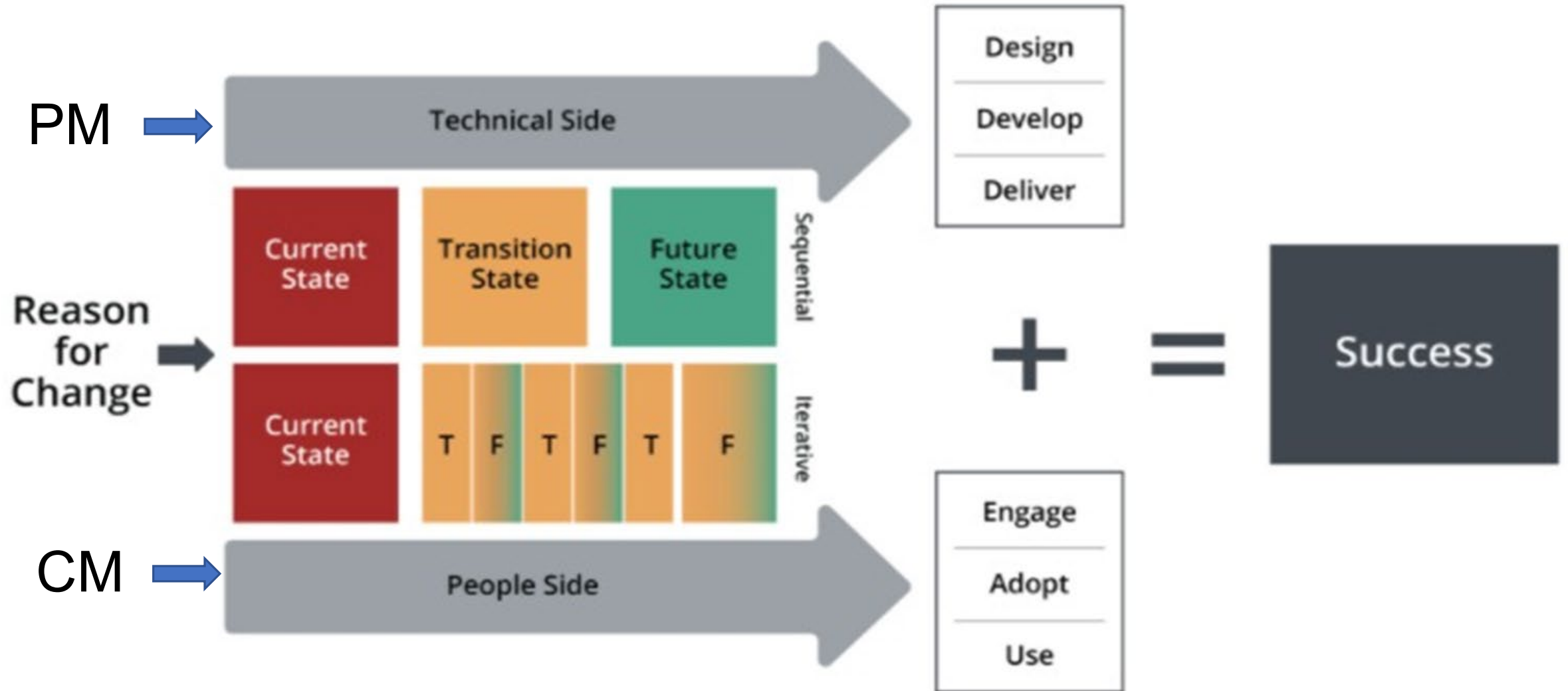
PROJECT MANAGEMENT AND CHANGE MANAGEMENT IS COMPLIMENTARY

Is about
Installation



Is about
Adoption

Integrasi Project Management dan Change Management

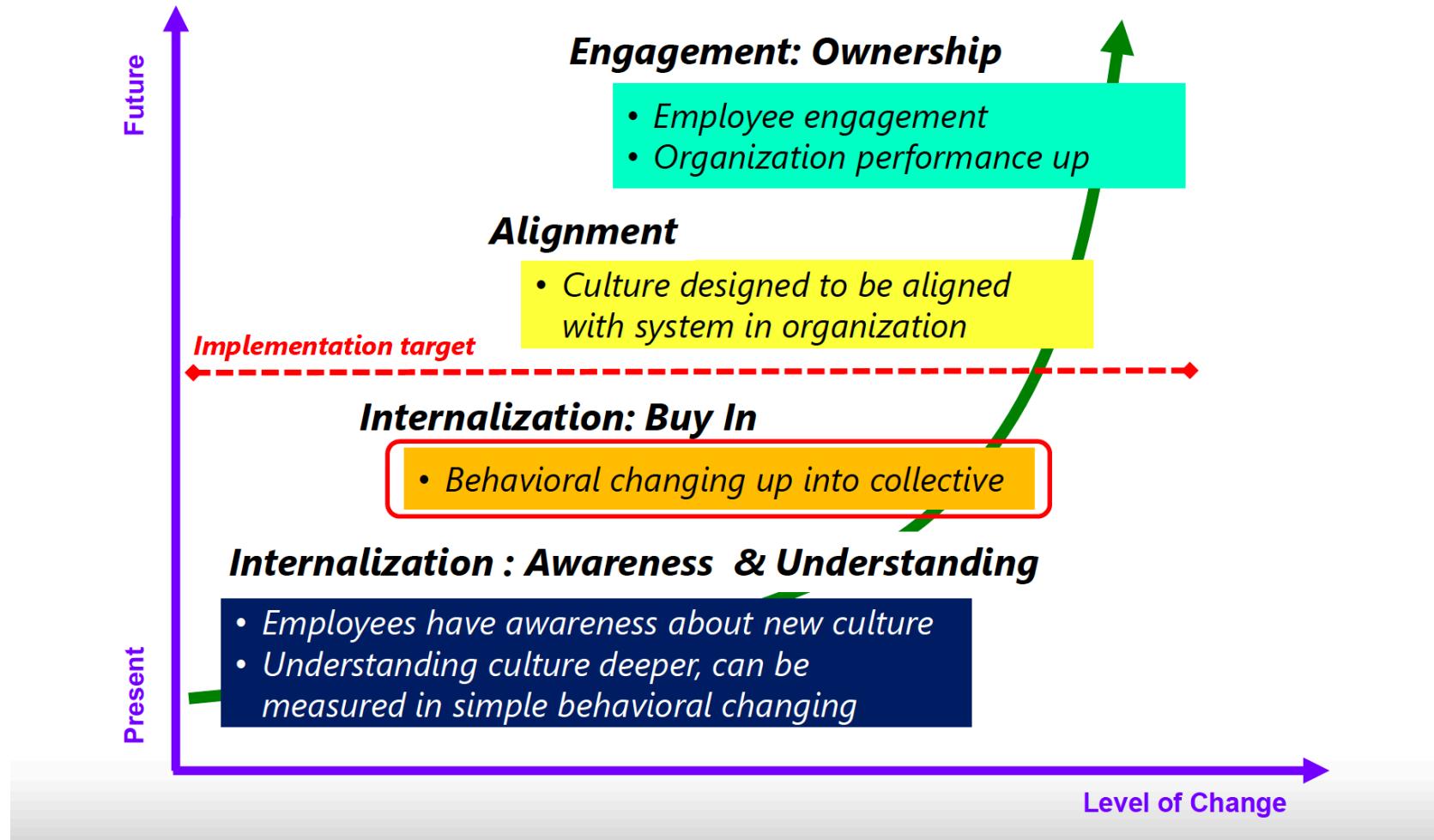


3. Change Management Model

MODEL / PENDEKATAN CHANGE MANAGEMENT

	KURT LEWIN	KOTTER	ADKAR (PROSCI)	ACMP'S STANDARD
P R O C E S S E S	Unfreezing	<ul style="list-style-type: none"> • Create Urgency • Build Coalition • Create Change Vision 	<ul style="list-style-type: none"> • Create AWARENESS • Create DESIRE 	<ul style="list-style-type: none"> • Evaluating Change Impact and Organizational Readiness • Formulating Change Management Strategy • Developing Change Management Plan
	Changing	<ul style="list-style-type: none"> • Communicate the vision • Empower action • Create quick win 	<ul style="list-style-type: none"> • Provide KNOWLEDGE • Build ABILITY 	<ul style="list-style-type: none"> • Executing change Management Plan
	Freezing	<ul style="list-style-type: none"> • Build on the change • Make it stick 	<ul style="list-style-type: none"> • REINFORCEMENT 	<ul style="list-style-type: none"> • Closing Change Management Effort

CHANGE MANAGEMENT MODEL



4 Levers of the Influence Model

(Beyond Performance 2.0 by Scott Keller dan Bill Schaninger, 2019)

1 UNDERSTANDING AND CONVICTION

“I understand what is being asked of me and I makes sense”

2 REINFORCEMENT MECHANISM

“.. I see that our structure, processes, systems, and incentives support the change”

3 CONFIDENCE AND SKILL BUILDING

“..... I have the skills and opportunities to behave in the new way”

4 ROLE MODEL

“... I see my leaders, colleagues, and staff behaving differently”



CHANGE MANAGEMENT FRAMEWORK

Asses

Assess:

- Change Vision
- Change Impact
- Organization Readiness
- Target Audience
- Stakeholder Analysis
- Change Risk

Develop

Develop:

- Change Management Strategy
- Change Management Plan

Execute

Execute:

- Communication Plan
- Sponsorship Roadmap
- Change Champion
- Training and Coaching Plan
- Managing Resistance

Tracking

- Track Adoption
- Conduct Follow ups
- Provide support
- Recognition

Closing

- Implement Transition Plan
- Project Hand over
- Lesson Learned & Report
- Exit the Program

4. Cultural Transformation at Work



▪ **SYNERGIZED TEAM**
(Tim yang sinergis)



▪ **ACT RESPONSIBLY**
(Bertindak penuh tanggungjawab)



▪ **COPE WITH ANY CHALLENGE AND MAKE IT HAPPEN**
(Siap menghadapi setiap tantangan dan mewujudkannya)



▪ **CONTINUOUS IMPROVEMENT**
(Perbaikan terus menerus)



▪ **S H E IS OUR WAY OF LIFE**
(K3LH adalah cara hidup kita)



▪ **ADD VALUE TO STAKEHOLDERS**
(Memeberikan nilai tambah pada semua pihak terkait)

2
0
0
4



2
0
0
6

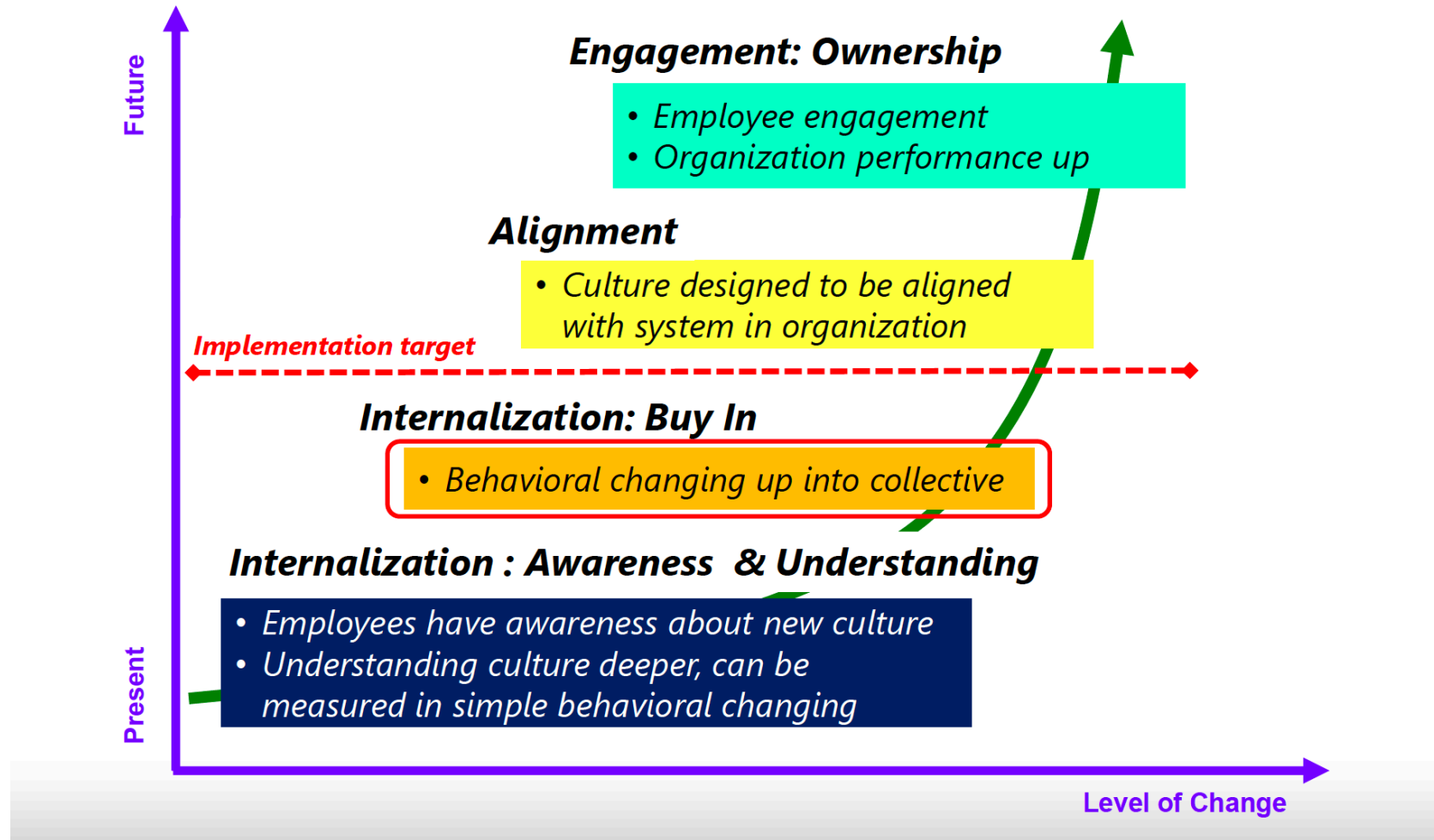


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0
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5



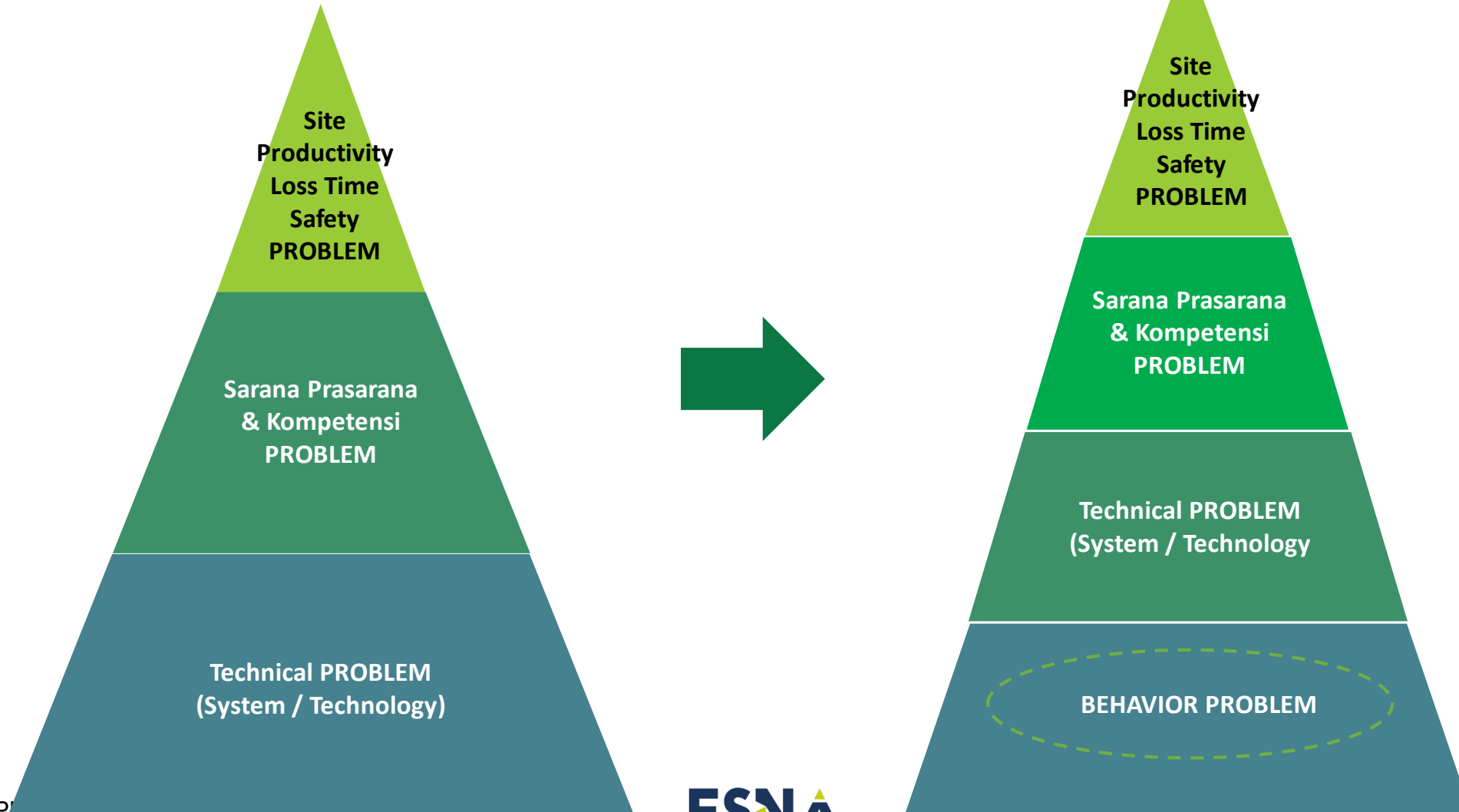
Tri Yuli Adriana, 2018

CHANGE MANAGEMENT MODEL



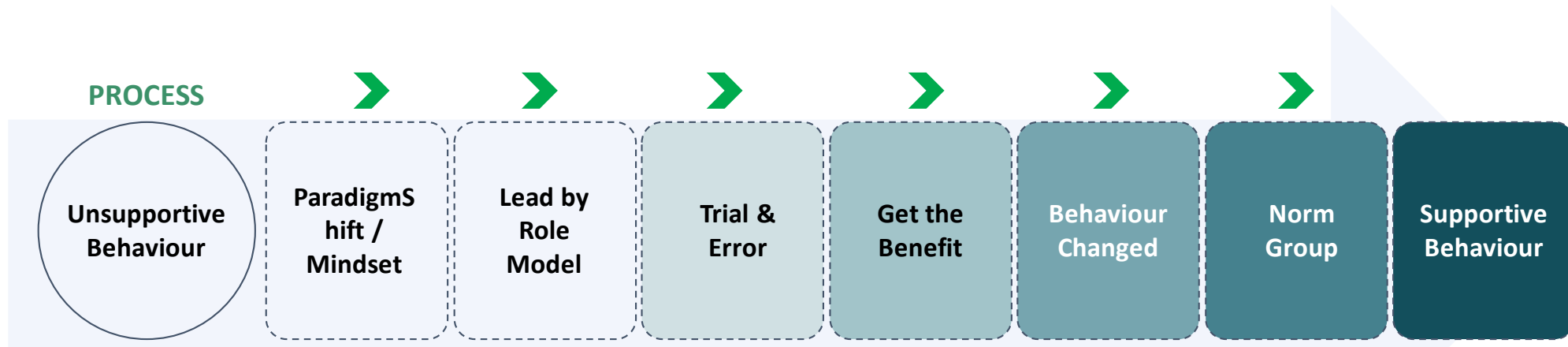


Creating Culture Based Performance



Behavior Improvement To Increase Organization Performance

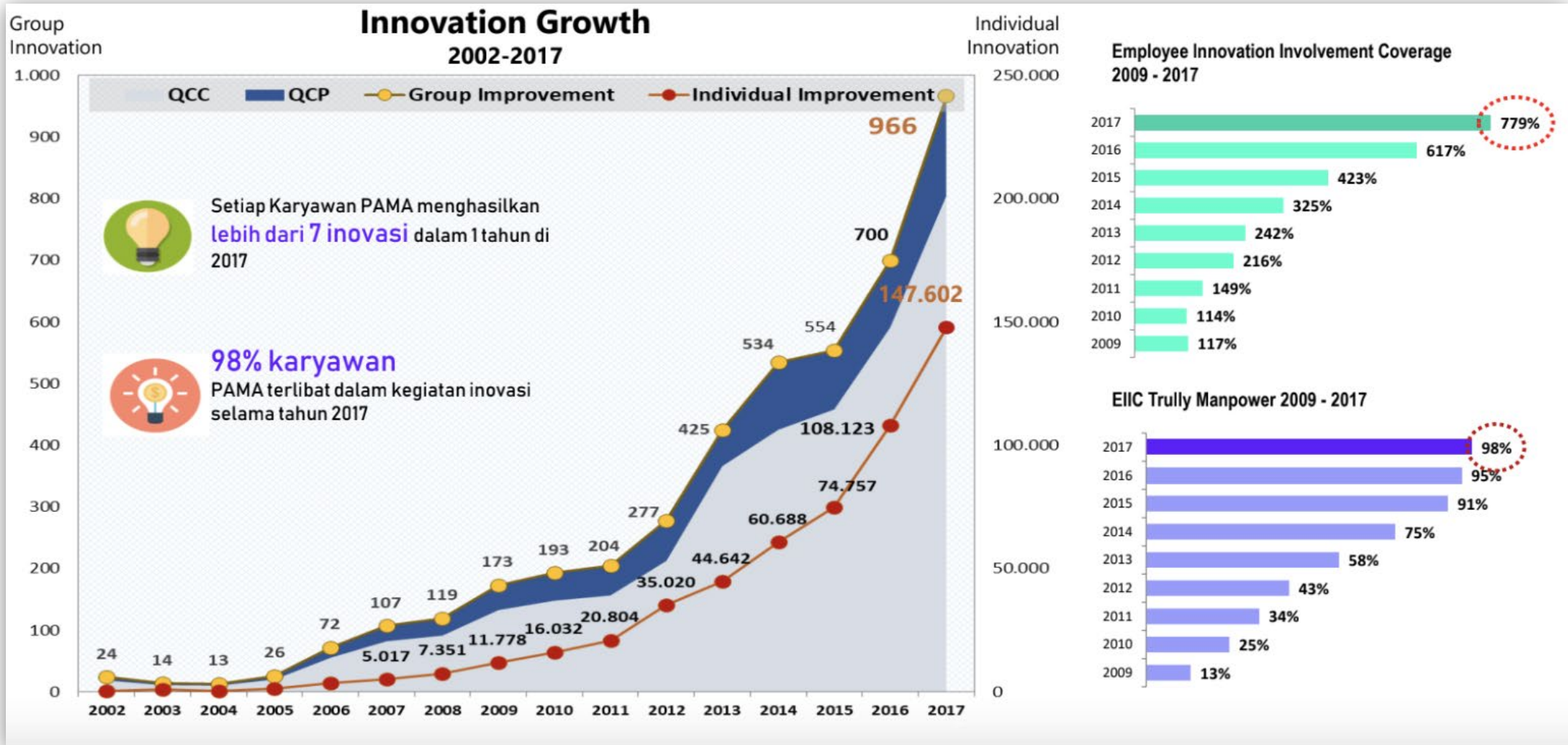
Behavior Change / Perubahan perilaku dari perilaku tidak mendukung (*unsupportive behavior*) menjadi perilaku mendukung (*supportive behavior*)



Tri Yuli Adriana, 2006



Innovation Performance





Eddi Sutanto