How leaders take on the challenge of leading change while being changed themselves

HRMT 12 – 14 SEPTEMBER 2018, OSLO TOPIC 5: LEADERSHIP OF CHANGE

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Background

• A top management initiated change process:
  ◦ Reorganising statistics into new competence clusters
  ◦ Moving products between sites
  ◦ Staff was placed into new competence areas
  ◦ Knowledge transfer
  ◦ New organisational structure in two departments
Main issues

Too many changes introduced at once

Difficult to get acceptance for WHY change

Process formalities was adhered to – still discontent
Process for org change in two statistical departments A300 og A400

- 29.08 Discussion in Executive Management Group
- 11.9 Consultation in Works Council
- 19.9 Negotiations in Works Council
- 27.9 Mapping: Who wants to move with their tasks
- 26.9/27.9 Town meetings for all employees in the two departments
- October Mapping of competence process
- Competence mapping - individual talks manager/employee
- 26.9 Head of new sections appointed
- 15.11 Placement in new position
Managers’ challenges

• Having to apply for new jobs themselves

• Voicing concerns on behalf of own teams and often agreeing

• Balancing normal work with change process tasks – overwhelming work pressure for a considerable period

• Worried over lack of resources and competence in periods
Managers’ sense of coping

• Making solid plans for implementation while being flexible for things that happen unexpectedly

• Regular meetings to cope with deviations

• Closer to teams by understanding/learning the areas of expertise

• Increased cooperation between units

• Peer support
Conclusion

• Top management’s responsibility to build the case for change and have it understood and accepted by unions and employees

• Middle managers are the enablers for the change to happen
  ◦ Resilience have been demonstrated
  ◦ New areas of expertise are learned
  ◦ Control span is widened
  ◦ Engagement in own employees have increased
Takk!

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