

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

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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

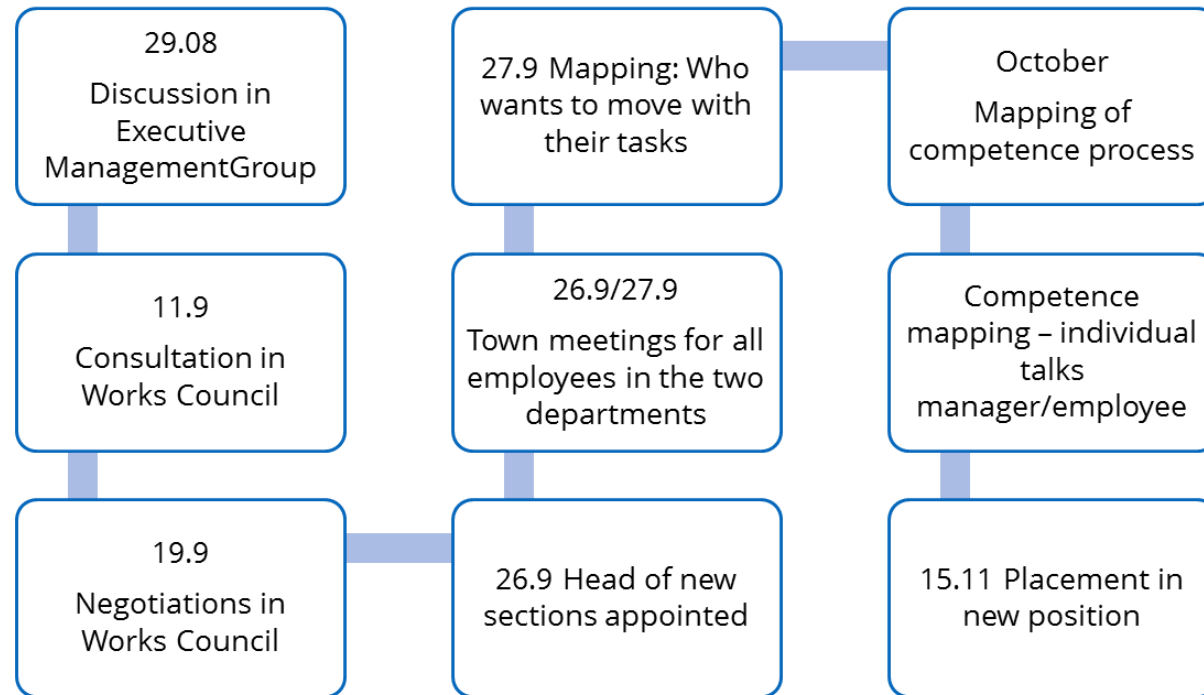
Too many changes introduced at once

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



# 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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