



Scenario Management International  
Corporation for Future Research  
and Strategic Management

# Future-Driven Change

Successful future-shaping for people and organisations:  
Promoting development, guiding change, increasing performance.

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Our mission:

## We shape change.

»ScMI« is an abbreviation for Scenario Management International. As one of the market leaders for the development and application of scenarios, the ScMI AG has supported businesses and organisations in the development of future scenarios and the creation of visionary strategies for more than fifteen years; the basis of which is Scenario-Management™, which connects networked, strategic and prospective future thinking.

With the concept »Future-Driven Change« Szenario-Management™ expands even further to incorporate networked, strategic and prospective future thinking and acting. With the ScMI AG, you're not just looking at tomorrow and the day after tomorrow - we'll guide you professionally on your way there.

**Successful future-shaping for people and organisations:  
Promoting development, guiding change, increasing performance.**

The ScMI AG and its quality partner network of competent trainers, consultants and coaches are at your side for all questions relating to change and the development of businesses, departments, management and employees. Making us stand out is our comprehensive understanding of training and consultation, future and strategic orientation, a focus on all those people involved in the change process as well as the result of the change coupled with high levels of customer satisfaction.

The challenge:

## Merging futures, strategies and change.

The environment within businesses and organisations is becoming more uncertain. For this reason, long-sighted decision makers are not trying to predict their market and branch surroundings so precisely. Instead of traditional forecasting and one-dimensional trend setting, scenarios are developed where different outcomes are projected.

Such scenarios form the basis for **sustainable strategies** or business models. Businesses can use this process to focus on a single projection, or »future-proof« themselves. Critical to success is modelling the scenarios precisely to required targets, so that they provide support to management teams during decision making. Here we are talking about possible **strategic futures**.

But, what happens when a sustainable business strategy or a new business model is developed? Even though we'd like it to, and some probably assume, **strategic change** doesn't happen by itself. A good strategy may be the result of a strategy project, but this is only a start point for a transformation process. A caterpillar doesn't require a strategy in order to transform - it practically becomes a butterfly of its own accord. Businesses require both - a good strategy and a targeted transformation towards the desired future.

A transformation process means leaving the the focus on managing directors, business managers or strategy groups. Now the entire organisation is in the spotlight and with it the personnel required in order to implement a strategic direction. It isn't all about optimising business

**»What the caterpillar calls the end, the rest of the world calls a butterfly.«**

*Lao-Tzu*

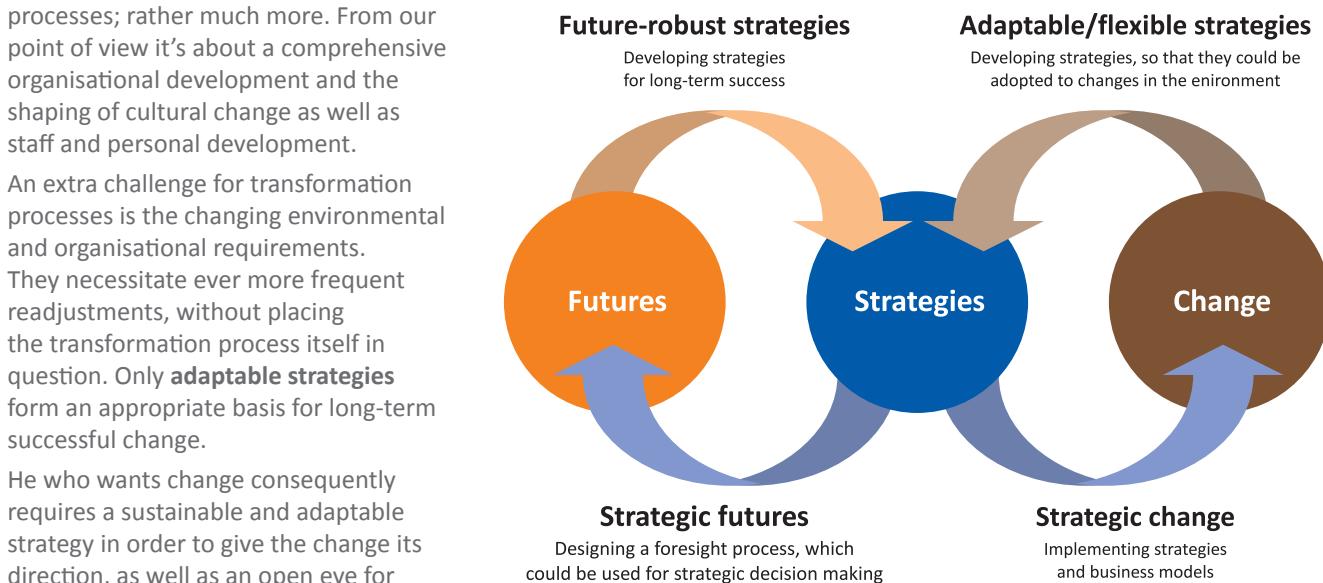


processes; rather much more. From our point of view it's about a comprehensive organisational development and the shaping of cultural change as well as staff and personal development.

An extra challenge for transformation processes is the changing environmental and organisational requirements.

They necessitate ever more frequent readjustments, without placing the transformation process itself in question. Only **adaptable strategies** form an appropriate basis for long-term successful change.

He who wants change consequently requires a sustainable and adaptable strategy in order to give the change its direction, as well as an open eye for the conceivable futures. We call this systematic vision of transformation Future-Driven Change.





*»Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible.«*

*Francis of Assisi*

## Change management:

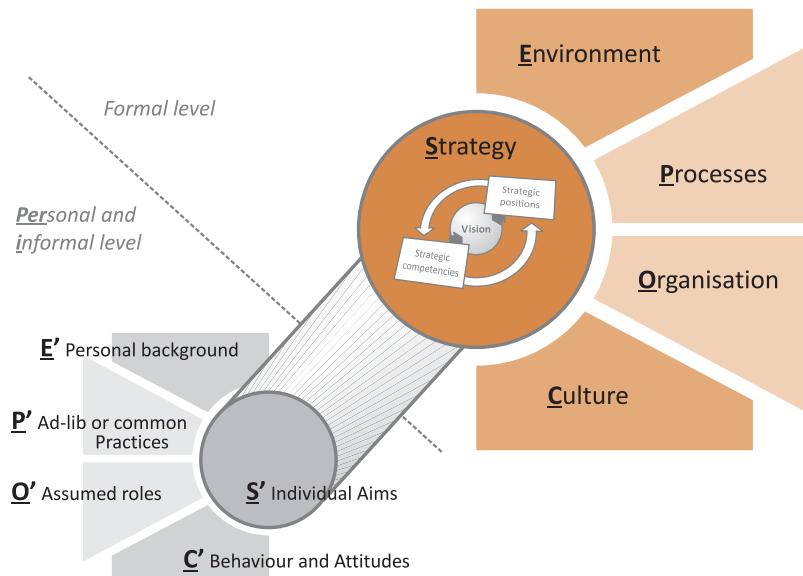
# We accompany you through strategic changes.

The future image of your business is set, the new strategic direction is clear, and the strategy has been future-proofed and concisely formulated: now business success is heavily dependant on the **implementation of the strategy** and the effective **change management**. How do we establish a bridge from the strategy to the (new) operation of daily business? The ScMI AG will not leave you alone with the **complexity of your future and strategic driven transformation situation** and its implementation.

Transformation processes in businesses rarely founder due to unrealistic targets at structural or procedural levels. All too often, the single focus is set on transformation efforts on this levels. Inadequate break down of the strategy to departments, teams and employees; ignoring cultural

particularities; suppression of environmental factors, and incomplete consideration of individual influencing factors to those affected: in short a reduced **systemic look at the change situation** allows many transformation projects to fail.

This is where the **ScMI Change Model periSCOPE** comes into play. *periSCOPE* stands for the **comprehensive, complete view** of which the transformation of the business and its affected employees as well as change-management must be directed towards. Actively accompanied and supervised are the formal aspects of the **Strategy, Culture, Organisation, Processes and Environment**, and on the other hand the **personal and informal goals, wishes, rolls, ways of working and the surroundings of the employees and management**.



*»When the wind of change blows,  
some people build walls, others  
build windmills.«*

*Chinese proverb*



## Our change process:

# Security in the complexity of change.

Is there such a thing as *the* change-management process? Or *that* standardised way forwards? Basically a »one size fits all« or at least »off the shelf«? A clear »No!«. The business specific problem areas and target goals are so diverse, the change requirements so varied as well as the various available procedures and interventions.

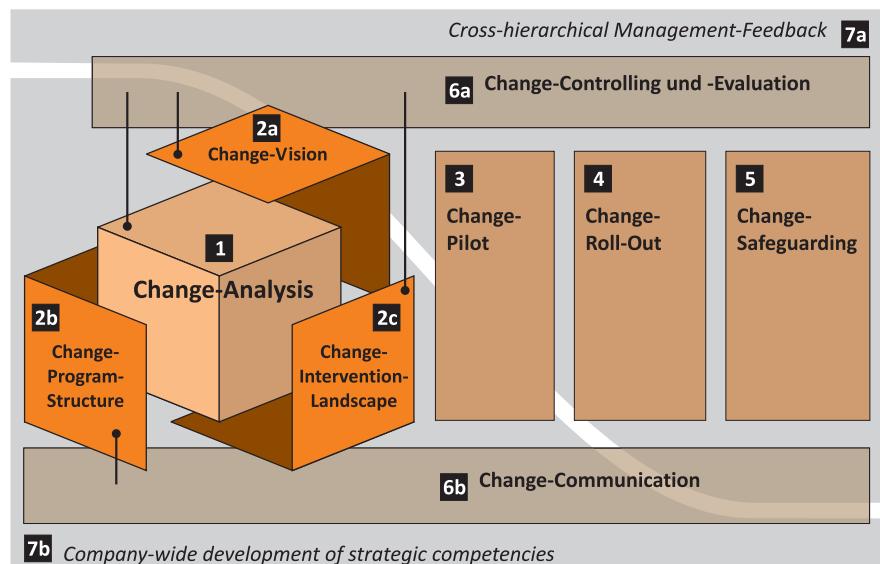
A flexible framework for Change Management - taken from the *periSCOPE* model and our many years of experience - has been tried and tested.

On the basis of your business vision and a strategy expanded from an **analytical, periSCOPE based view** of business, employees and surroundings (**Change Analysis**), we will create an emotive **Change-Vision** together with you. Here we will derive together with you the required Change-Organisation (**Change Programme Structure**)

and the specific transformation necessities (**Change Intervention Landscape**).

Using this **Change Agenda** as a basis, together we will choose a promising **pilot area** or a **pilot target group** for the first planned change and guide it to success. Subsequently we will expand the **Change Programme to incorporate the whole organisation** and secure the **sustainability of the Change-Process..**

These phases will be supervised through stringent **Change-Controlling** as well as a continuing, target group oriented **Change-Communication**. The necessary framework is created through a clear and steady **feedback process to and from the top management** as well as a guiding **development of employee and leadership competencies** within the complete organisation.





*»Every concept has  
a validity range, a  
limit range and a  
nonsense range.«*

Bernd Schmid



## Our consultation philosophy:

# Your experience of working together with us.

More important for a successful consultation than theory, progression models and tools is the **consultation philosophy**: the consultant's attitude; the ethic and values of the consultant, coach and trainer; their own learning behaviour and ability to take in various roles and master diverse intervention methods. All too often overused consultation tools lead to reduced flexibility. Of course a consultant must have a well stocked toolbox. However, blind model application will guarantee failure in your development process.

The ScMI AG therefore places great value in the ability of its consultants, coaches and trainers to capture different roles and observational perspectives during the consultation process. Based on their **systemic professionalism**, our consultants are in a position to grasp and assess complex situations and relationships in

businesses at different levels and various foci and derive **adequate intervention measures**.

Therefore your experience of us during the consultation process isn't limited to the **formal roles** of, e.g., consultant, trainer, coach, change-agent, facilitator, presenter, mediator, and so on; but also in a multitude of **informal roles**, e.g., Devil's Advocate, actor, jester, ...

In whichever role you experience us during the consultation process, the **importance of and identification with our customer** is of utmost importance to us. For a fair partnership through **professional consultation and training performance** to be of use and a guarantee of security during transformation, it's this that constantly drives us at ScMI for our customers.

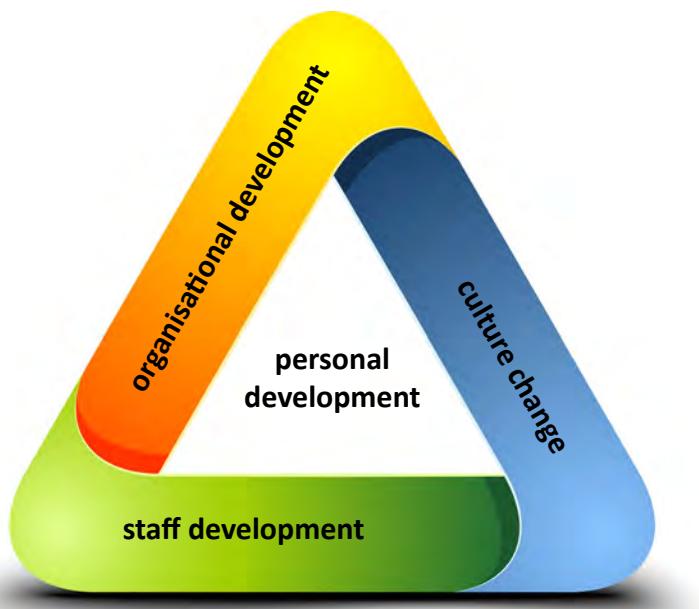
first-class valuable  
value-based  
cooperative clear  
qualitatively competent  
responsive discreet  
trustful long-term  
individual preferred  
understandable provocant  
meaningful  
distinct open  
loyal

## Instruments of change:

# Our »toolbox« for Future-Driven Change.

Our diverse roles in supporting your business's transformation or your individual development process is supported by a »toolbox« of instruments and intervention procedures of **systemic organisational development**, accompanying **culture change** as well as sustainable and systematic **staff development** and reflective and resource orientated **personal development**.

With this wide array of intervention possibilities we are able to combine measures for change and / or development programmes that are **customised** to your exact requirements and entrepreneurial context.



With the ScMI consultation philosophy in mind, the following questions are some of those posed when designing an intervention process for Future-Driven Change:

- What **added value** are we offering our client?
- How do we align our services consistently with our client's **long-term goals**?
- How do we design a real **cooperative working relationship** with our client based on **clear role assignment** and **understanding**?
- How do we **avoid unrealistic expectations**?
- How do we ensure inclusion of all **relevant stakeholders**?
- How do we recognise the **correct timing** for a transformation and find a **balance between preservation and change**?
- How do we make sure the priority remains **focussed on implementation**?
- Where is **deliberation for reflection** in the transformation process required and where is **acceleration towards achieving important goals** needed?
- How can **change-project ruination** be avoided?
- How do we ensure that the **results achieved** and **goals completed** remain for the long-term?
- How do we **exit at the end of the project**?
- ...



*»He who only has  
a hammer, sees  
a nail in every  
problem.«*

*Paul Watzlawik*



*»In reality organisations are full of subjectivity, abstraction, puzzles, invention and arbitrariness.«*

Karl Weick

## Organisational development:

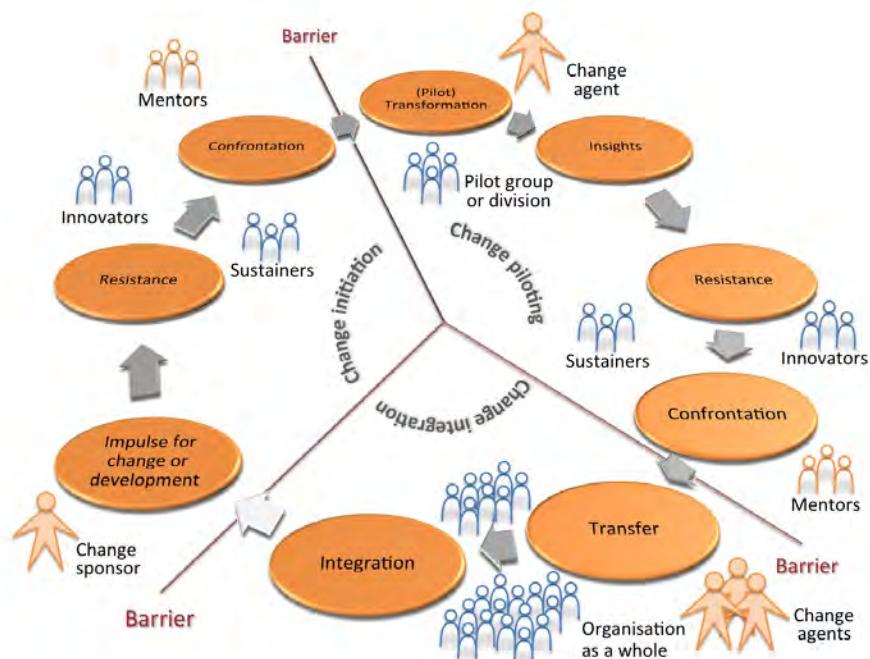
# Comprehensive change: targeted, quick, successful.

The ScMI AG supports businesses and organisations with extensive, comprehensive and future orientated transformation. We understand **organisational development** as a supervised strategic process. During this process, the affected parties must be aware of the interaction between the **strategical, organisational, procedural, social and environmental** aspects. It is therefore imperative that they do not become focussed solely on the business process development. Our activities are aimed at **improving communications, cooperation, management and organisational ability** beyond just defining new business practices and hierarchy of the business and its employees. This is how we support

targeted development of organisations and their employees; through the **supervision of strengths and skills** and assisting in implementing this expertise with expedient hands.

The ScMI AG consultants support you and your **internal Change-Agents** and project managers in realising and constructively handling the **dynamics of transformation** at the individual and organisational level..

Classical occasions for comprehensive programmes in organisational development are for example, strategic positioning, the reorganisation of complete businesses or large departments as well as fusions and take-overs.



*»The value of a business is not judged by its buildings and machines or even its bank account.*

*Of value are the people who work and their spirit in doing so.«*

*Heinrich Nordhoff*



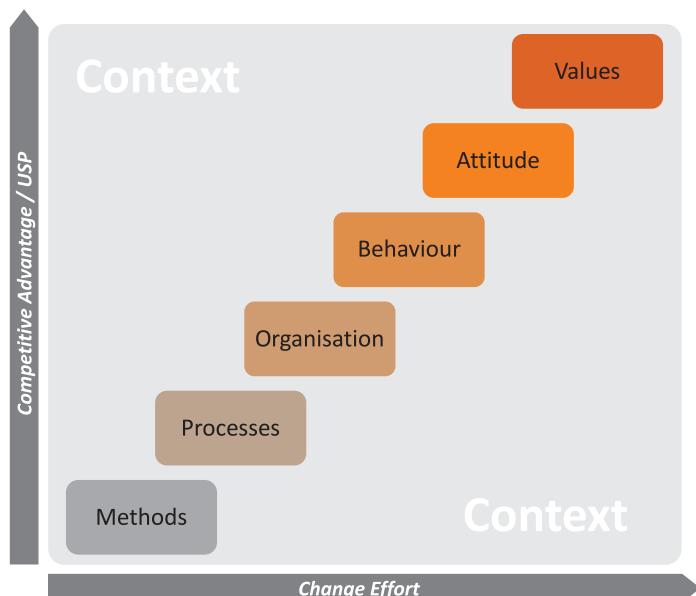
Changing culture and corporate values:

## Securing success with the »soft« factors.

Undisputed is that businesses have their own identity and represent certain values. The question is if their business culture and values are known beyond business marketing or management directives. Also undisputed is the **business culture**, the manner in which the people within the organisation, both consciously and unconsciously thinking and operating, display a considerable competitive factor and drive towards business success.

A currently topic within **strategic positioning**, with **fusions and take-overs** or a **generation swap within the owning family** following a change in management roles and responsibilities in the business, is the setting out of business values and the necessary culture change.

Under the term »supervised culture change«, we understand the bringing about of planned social transformation, with the ultimate goal being a **behavioural and attitude change** which focusses on the management and employee approach to work. Here, we support your management teams and employees in reflecting on their attitudes and behaviour. This reflection process enables all staff both now and in the future to adapt their own attitude and behaviour positively to the strategic business needs. The self-consciousness of your employees during the culture change will grow in line with the working through of any problematic situations and from reflective **internal and external observations**.





»*You can't make a frog from a tadpole,  
just by prescribing hopping training.*«

*unknown*

## Staff development:

# Gaining specific and strategic qualifications.

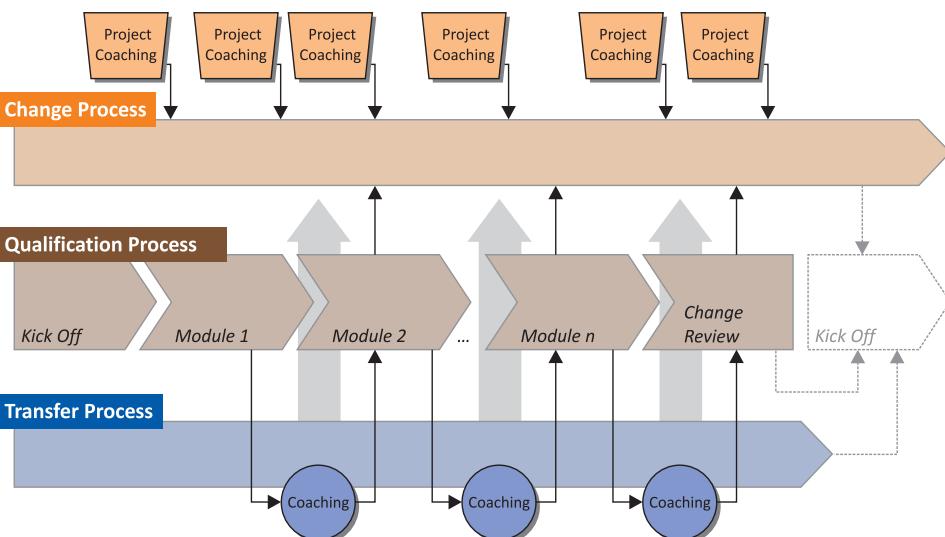
Staff development stabilises a business as well as its management and employees and aligns itself with the strategy - continually, and not only during the transformation period. It supports the development of the business through **targeted evolution of learning and development processes**. Through this, qualifications will be imparted and competence created which will increase the actual and future productivity of the management and employees, as well as supporting their vocational development. Beyond that, staff development clarifies the necessity of learning and change, structuring and simplifying, comprehensible communication and methodical didactic. Staff development for us is a constant process in and around the organisation, in order

to achieve a **strategic competitive position** and secure future viability.

**Successful staff development brings strategy and people together!**

Activities in these strategic and future orientated senses can, for example, be the development of specific target groups in development programmes (e.g. top-management, high-potentials, project managers), qualifying of new methods and processes in training programmes, or the consolidation of existing qualifications and skills with seminars and team or group coaching sessions.

### *An example of a management development programme, regarding a strategic change process:*



## Personal development:

# Widening the comfort zone, raising the ability to act.

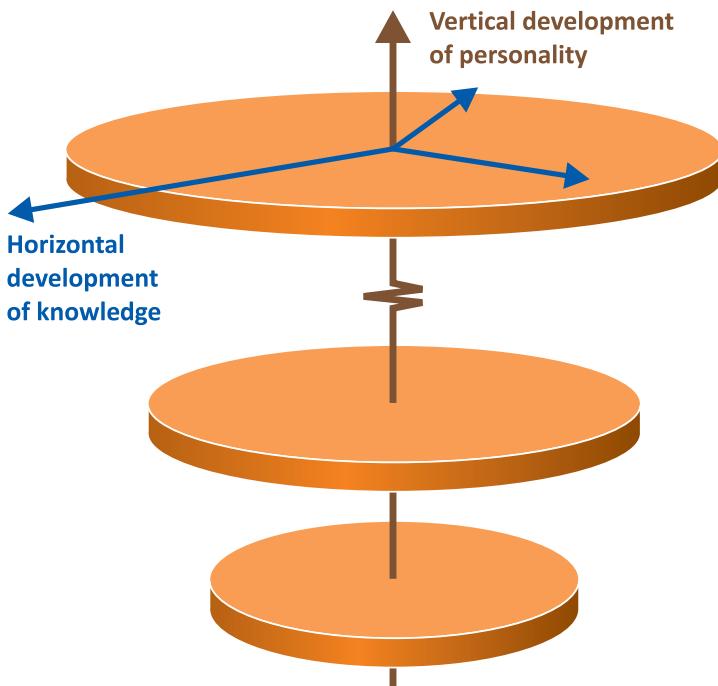
**Personal development** is not designed to *replace* character. The goal is to **further develop the existing character** and specific traits as well as how a person perceives themselves and interprets the environment around them.

But, is the development or even change of a grown person even possible? Actual long-term studies have shown that a person's character can change throughout their entire life - wanted or not. The potential for **personal development** is therefore cognitive as well as emotive. For this reason, we work with your management and employees on an individual confidential basis in order to work on specific **personal styles** and **individual strengths**.

We understand personal development as a continuing **future orientated vertical development process**. Here, the individual ability to interact between oneself and the wider environment is strengthened in order to be more self-aware and confident. Further, flexibility and independence as well as problem solving skills are promoted.

Knowledge exchange alone, known as **horizontal development**, increases the individual's toolbox of character style - the effective use of this toolbox is only possible through vertical personal development.

Reasons for personal development measures are often individual changes, for example the handling of workplace conflicts or crisis, or an employee taking over their first position of responsibility (for example, based on succession planning or as a result of a generation swap within the owning family).





**»Move the barriers  
that hinder you and  
you'll be more free  
than ever before.«**

*Sandra Pulsfort*

Successfully shaping change:

## Success factors of Future-Driven Change

Our own consultation experience, further confirmed by studies of previous change-projects that have failed, shows that eight specific factors for success must be taken into consideration and be managed.

1. The transformation must be of benefit. These **potentials** must be identified and fully taped.
2. The success of the transformation rests on a distinct **change-organisation**. This change-organisation must be implemented quickly at the beginning of the transformation process and activated from the top down.
3. Management and staff with no **identification and engagement** will result in every change process failing. Forcing a steady and continuous motivation for change is an important job for all top-management and leadership.

4. **Context, Stakeholders and Risks** are typically ignored during change processes. These must be identified and actively managed if success is to be secured.
5. Change management demands specific target orientated **qualifications and competencies**.
6. Change-methods alone are not enough. How is the **change-culture** within your business?
7. Full potential of benefits can only be generated by means of understanding and following **change-controlling**.
8. Without communication of short-term and long-term **change-successes**, change-motivation and -culture will diminish.

So that these factors for success are considered throughout your development or transformation

**»Success comes mostly in stages.  
Failure comes in one hit.«**

*Willy Meurer*



process, a team of our competent trainers, coaches and consultants from ScMI AG, along with all their experience as process-supervisors and change-agents, are always at your side.



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