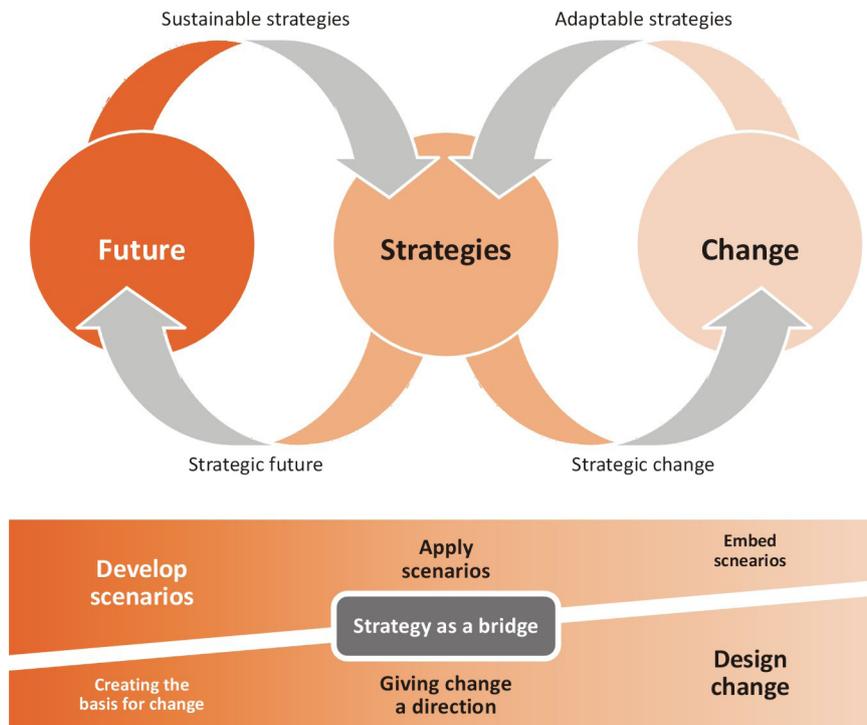


# Future resistant Change processes





## Future resistant change processes

# How companies can improve their strategic agility

Companies and organizations can lose out in competition if their strategies are captured too quickly by reality. We would say they tend to lack strategic futures. But they can also have a strategy that is fit for the future, and still not be successful. In this case, it is usually because they are not able to shape strategic change or their strategies are not adaptable enough. They lack »strategic agility«.

Scenario-Management™ can support strategic agility in two ways: On the one hand, it is about anchoring future-open, networked and strategic thinking in the organization. This is the only way to master the challenges of tomorrow. On the other hand, it is also about actively shaping the change that has been given a direction with the strategy. In concrete terms, this results in four fields of activity in »Future Driven Change« for ScMI AG:

**Future and Scenario Training:** Our trainings and seminars strengthen the future and strategy competence of your company or organization and can also serve as a precursor to scenario processes or as building blocks of more comprehensive management development programs.

**Strategy implementation:** Although a good strategy lays the foundation for future success, this is by no means assured. Strategy implementation initially involves defining measures, projects and programs. In the long term, implementation is controlled by a systematic change process. In addition, the general conditions should be monitored in an early warning or foresight process.

**Culture change and corporate values:** By accompanied culture change, we mean interventions that focus on social processes, togetherness and the leadership and cooperation culture in order to bring about planned social change with the aim of changing behavior and attitudes.

**Foresight and dialogue processes:** In many cases, companies have a well-developed set of tools for monitoring strategy implementation (controlling). Once the direction of travel has been set, interest focuses on the implementation of the measures decided upon. However, it is far too infrequent to check whether the strategy currently being pursued is still in line with the assumed development of the environment. As a result, we are increasingly surprised by sudden market changes. This gap is closed by strategic early recognition within the framework of corporate foresight processes.

In order to make the respective very individual transformation process of companies or organizations future-robust, the described tools can be used flexibly. As a rule, they are embedded in more extensive change processes.

Robert Bosch Kolleg



### Three-day-seminar »Scenario-Management«

The Robert Bosch Kolleg (RK) was founded as one of the first in-house universities in Germany. It pursues the goal of strengthening the competitiveness and innovative strength of the Bosch Group by imparting up-to-date knowledge at university level. Furthermore, the consequences and opportunities of new technologies, methods and findings for corporate practice are discussed on the basis of the latest scientific developments. The basics of scenario management were taught during a three-day seminar. In addition, the participants worked intensively on a concrete case study from the Bosch environment. The event was rated as very good to good by the participants.

Center for transformation  
of the Bundeswehr



### Scenario conference »The future of competition in personal resources of the Bundeswehr«

The future analysis was introduced in the Bundeswehr in 1996 and institutionalized in April 2006 after careful testing of different approaches. Based on a software solution, seven subject areas with about 50 topics and around 190 factors are continuously monitored. In addition, to handle complex systems, scenarios are developed that also depict what is improbable, unthinkable or undesirable from today's perspective. For example, as part of a three-day interdisciplinary scenario conference, nine future scenarios were developed to show possible environments for the Bundeswehr in the competition for personnel resources. These scenarios were then used to derive opportunities, threats and options for action for the Bundeswehr.

Calsitherm Silikatbaustoffe GmbH



### Strategische Ausrichtung der Calsitherm-Gruppe

Calsitherm Silikatbaustoffe GmbH produces calcium silicate products with different property profiles at its Paderborn site. They are tailor-made for different areas of application and use. As part of a project »Strategic alignment of Calsitherm-Gruppe«, a strategic analysis was carried out in the first step and then strategy scenarios were jointly developed. In order to derive a future-robust strategic thrust for the entire Calsitherm Group, the developed strategy scenarios were evaluated with regard to their suitability for the conceivable environments. Subsequently, a coaching process of individual members of the management and a methodical coaching of the strategy process as a whole were carried out.

EASY SOFTWARE AG



### Transformation process »EASY FIT 2017«

Easy Software AG is a German software manufacturer and IT service provider. Headquartered in Mülheim an der Ruhr, Germany, the company has been developing software for electronic document and data archiving as well as document and content management (enterprise content management) since its founding in 1990. In 2013, an extensive change process »EASY FIT 2017« was launched, which consisted of a multi-stage »Werkstatt« concept and was based on various building blocks of strategic management. This process, supported by ScMI AG, included a strategic analysis of the initial situation, the development of environment and strategy scenarios, and the alignment of the corporate and brand mission statements.

Framatome GmbH



### Three-day-seminar »Future and strategic management« within the framework »General Management Program« (GMP)

Framatome provides comprehensive solutions for the design, construction and maintenance of nuclear power plants worldwide. Framatome GmbH in Germany is a wholly owned subsidiary of Framatome, which is owned by EDF Group (75.5%), Mitsubishi Heavy Industries (MHI - 19.5%) and Assystem (5%). As an important element of competence and management development, a »General Management Program« (GMP) is carried out, in which ScMI AG organizes the three-day seminar »Future and strategic management«. Within the seminar, in addition to gaining an insight into various approaches and tools, participants are also given the opportunity to jointly develop and evaluate scenarios based on an individual topic, as well as to think through alternative courses of action and formulate concrete strategies.

KErn – Competence center  
for Nutrition



### Scenario-Sprint-Workshop for the future of butchers craft

The Competence Center for Nutrition (KErn) bundles knowledge about nutrition in Bavaria. To this end, it designs specialist events as well as model projects and supports the Bavarian food industry. At its 3rd Meat Forum in Augsburg, the results of the study on the future of the food industry were first presented. On this basis, the participants developed their own scenarios for the future of the butcher's trade in a compact format. This makes the possible scenarios applicable to everyone and enables an individual business to individually align its strategies and respond to changes.

POCO Einrichtungsmärkte GmbH



### Corporate values of POCO Einrichtungsmärkte

POCO Einrichtungsmärkte GmbH is an internationally active retail company. Under the guiding principle »Beautiful living for less money«, POCO currently operates over 100 furniture stores with around 7,000 employees. Managing this large number of employees requires a clear vision of the company's values and culture. Values enable visible differentiation from the competition, create orientation for behavior and are a key success factor. At the same time, developing and establishing values in people's minds is a far more difficult process than introducing new products or technologies. POCO's management has taken on this task. In workshops moderated by ScMI AG, a jointly supported canon of values was drafted by management and employee representatives. In a second step, this was communicated throughout the company. In a series of workshops, the set of values was reflected upon and revised with all store managers and measures for communicating them to store employees were developed.

Rheinmetall AG



### Executive leadership seminar »Strategic Analysis«

As part of the Rheinmetall College, Rheinmetall AG offers qualification events for specialists and managers of the Group. The focus here is on the question of what demands will be placed on Rheinmetall and its companies in the future. In the »Strategic corporate management« topic area, ScMI AG held the »Strategic Analysis« executive seminar, which included methods and tools for strategy development, strategic analysis and early identification. The seminar combined overview lectures, method training, exercises and practical examples and was consistently rated good to very good by the participants.

Technology consulting  
for DGB NRW e.V.



### 2-day inhouse-training »Scenario development and application«

TBS is supported by the trade unions in NRW and the Ministry of Labor, Health and Social Affairs and acts within the framework of a state mandate. Its goal is to shape and promote work-oriented and socially acceptable structural change in NRW. To this end, the TBS supports works and staff councils as well as employee representatives and interested employees in becoming actively involved in company restructuring processes. With the workshop, the TBS consultants gained insights into the scenario technique and thus laid the foundations for integrating the future-open, networked and strategically oriented method into the consulting activities.



Wacker Chemistry:

### Intensive-workshop Szenario-Management™ for the topic »Technology location Germany«

Wacker Chemie AG is a technology leader in the chemical and electrochemical industries. Its diverse activities are organized into the WACKER SILICONES, WACKER POLYMERS, WACKER FINE CHEMICALS, WACKER POLYSILICON and Sil-tronic business divisions. WACKER's Information Technology division conducts an annual Project Manager College. To enable participants to place information technology issues in their strategic context, a one-day intensive »Scenario-Management« workshop was integrated into the college program. In the workshop, five scenarios for the future of Germany as a technology location were developed and formulated by the workshop participants.

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