

# SQ: Week 9

## Resources:

- [Slides from guest lecture 8/3](#)
- <https://online.hbs.edu/blog/post/change-management-process>
- <https://hbr.org/2005/10/the-hard-side-of-change-management>
- Feel free to other online resources

## Short introduction:

This week we had a guest lecture from Steffen Sutorius – formerly head of the Norwegian Digitalization Agency («Digitaliseringsdirektoratet»). The topic was about change management with practical examples, which we will discuss further in this group session. This is also an interesting topic that can be discussed for your case company in Deliverable 2.

## Study questions:

- How would you define the term “change management”?
  - How to perform changes, methods, budgets, everything around the aspect of change within an organization.
  - Handling the people’s side
- What is the purpose of change management? What are we trying to achieve?
  - Make changes “easier”, mitigate risk.
  - Why now? **Environments changes a lot faster, customer relations, expectations, agile organizations**
  - Change in how to utilize [digital] technologies, not only the tech itself
- How is change management related to IT organizations? In what situations can it be necessary to perform change in an organization?
  - One of the organizations that most frequently encounters change. However, many organizations could be characterized as IT organizations, even if they are operating in traditionally non-IT-related fields
  - IT is something “everyone” does and need to handle
  - Adapting quickly requires **change**, often and quickly
- Mention some reasons why it can be difficult to perform change in an organization.
  - “No easy solution”, **context matters**. Other cases can inspire, but each organization is unique (industry, people, organizational culture, technology)

- The people who need to perform the changes. Do people share the same goal?
- Different generations in an organization, different digital capabilities, variety
- Hard to change **habits**
- How can leaders help navigate change? What do you think is the most important skill?
  - Leaders perform the changes, show not tell. **Be the example**. Walk the talk. “Be the change you want to see *in the organization*”.
    - “Change promoters”, need people at every level that see the benefits of change
  - Get the people onboard. Who performs the actual change? Engage these people
  - Commitment over extended periods, continuous development and engagement. Follow up over time.
  - Communication: outlining clear goals, be specific, why change? Communicate the current state and the transition towards the new state
- Use online resources to provide an example of a challenging change process in an IT organization
  - Generally: “everyone should use this system”, then no one using it, Sykehuspartner
  - Schibsted Nordic Marketplaces: one shared, Nordic platform
  - Vipps MobilePay: merge of two countries. Need to commit the whole organization
  - 90s: Boeing and Douglas: engineer based company to focus more on shareholders. Affected the culture
  -