

Adapt to Prosper

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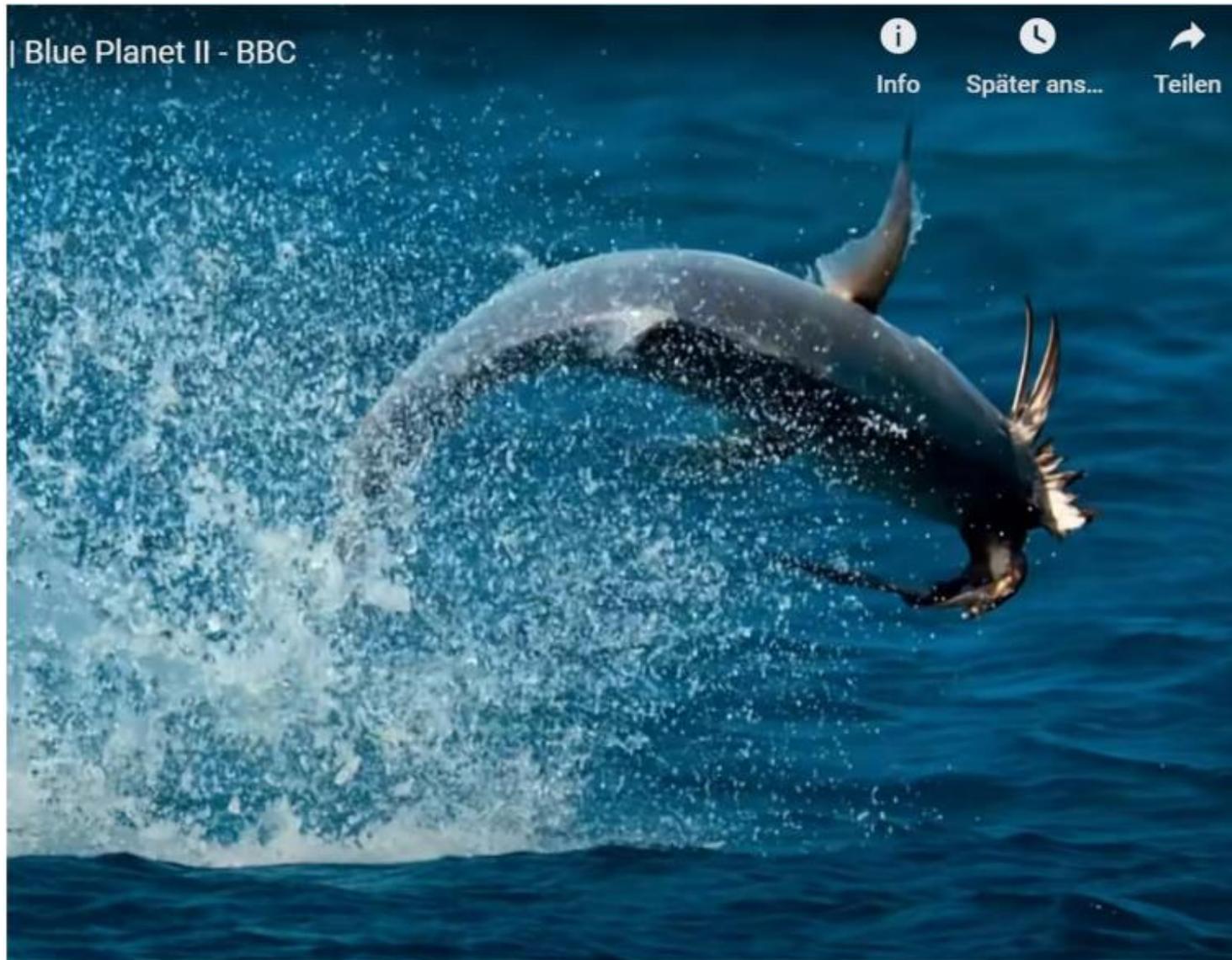
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The aim is to describe why BorgWarner introduced organisation change and to describe some challenges and successes.

BorgWarner products are described here



Source: <https://www.science.org/content/article/color-changing-hare-cant-keep-climate-change>



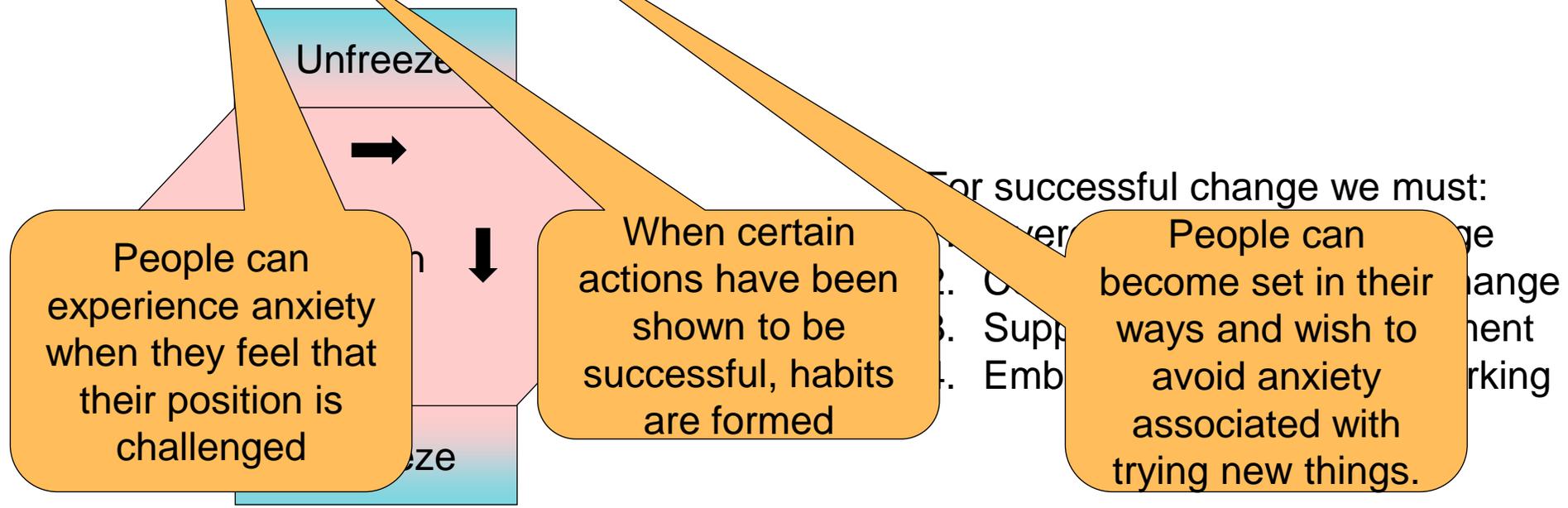
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Complicated and Complex

Complicated systems can be predicted as the parts and their interactions are known.
Complicated systems may be successfully developed by decomposition into parts and the parts developed separately.

Progress of Change
↓

- _____ Lack of discomfort with current, fear of the new.
- _____ Ignore information that does not fit in with past.
- _____ Lack of psychological security with the change, fear of loss of identity or status.



Source: Colin Hood 1987 based on work by Shein and Lewin

Process for Change

Achieve a common understanding of the endeavour we wish to achieve

Identify Needs and Overcome Barriers



Getting agreement on the aims to be achieved helps to ensure focus

Agree Aims and Plan Coaching Steps

| Aim | Step | Status |
|---|----------------------------|-------------|
| 1. Identify needs and overcome barriers | 1.1. Identify needs | Completed |
| 1.2. Overcome barriers | 1.2.1. Identify barriers | In Progress |
| 1.2.2. Overcome barriers | 1.2.3. Overcome barriers | Not Started |
| 2. Agree aims and plan coaching steps | 2.1. Agree aims | Completed |
| 2.2. Plan coaching steps | 2.2.1. Plan coaching steps | In Progress |
| 3. Coach step-by-step | 3.1. Coach step-by-step | Not Started |
| 4. Embed | 4.1. Embed | Not Started |

Coach Step-by-Step



Don't try to do everything at once.

Embed

Change does not remain stable without deliberate actions

Facilitate Management Support

Provide Guidelines

Provide Tool Support

Provide Training

Measure and Publish Progress

Achieve a common understanding of the endeavour we wish to achieve

Getting agreement on the aims to be achieved helps to ensure focus

Don't try to do everything at once.

Change does not remain stable without deliberate actions

Give people courage to deal with the transformations to the new paradigm

People can experience anxiety when they feel that their position is challenged

When certain actions have been shown to be successful, habits are formed

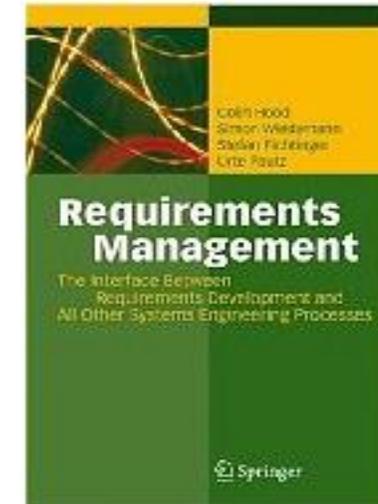
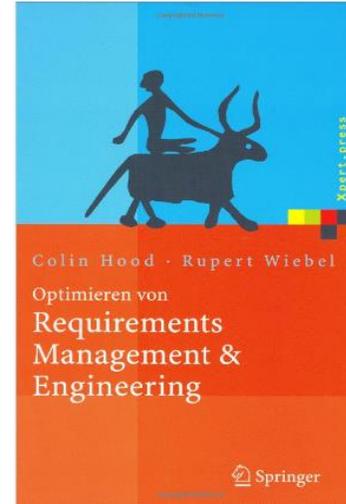
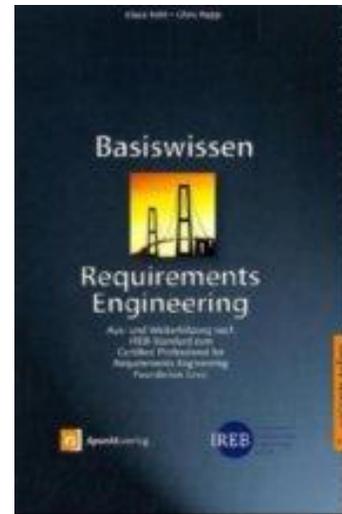
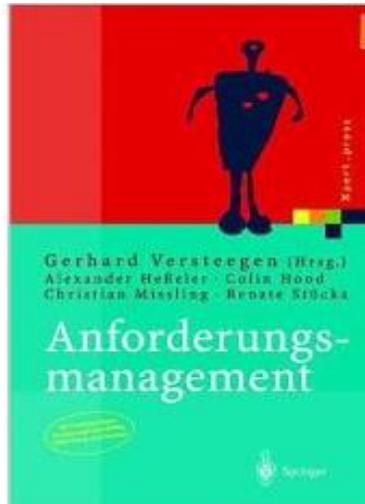
People can become set in their ways and wish to avoid anxiety associated with trying new things.

Organisational Change: the need for step-by-step improvement



**For each step we need:
relative safety,
a likelihood of success, and
a good reason for taking the risk**

Picture Source: gallery.nen.gov.uk



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