



Focus report change management

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Demo LUXX

Focus Evaluation Change Management – Leading Employees in Change Processes

Introduction for managers

Change and reorganization processes come with demanding challenges for companies, managers and employees. Often, not the purely factual aspects but rather the emotional reactions of those involved come as a surprise. If the reactions of employees are not understood from a manager's point of view, it is more difficult to deal with them properly in order to prepare all employees for the newly created future.

LUXXprofile offers you sustainable support in your leadership tasks and the challenges associated with the change process.

In fact, every person reacts to change differently – with their own emotions, personality, and motivation. Motives define our reactions from enthusiasm to fear. Due to them being individual, their predictability is complex. This is precisely why they pose a special challenge for management and executives.

Managers as well act in situations based on their own emotions and perceptions. To help master the challenges that can arise in such situations, we have created the Focus Evaluation Change Management. This enables you to better understand the reactions of your employees and opens up a new basis for dialogue with each individual and with the entire team. Together, you can use this basis for developing sustainable strategies and solutions in the change process.

With the Focus Evaluation Change Management, you receive a valuable “script” for analyzing the personality and motivation of your employees. You get a guide for the “how?” of leadership in the change process. Leadership, thus, not only becomes more effortless and successful, but also avoids exhaustion and frustration.

The LUXXprofile provides you with the “motivation script” of your employees

The focus evaluation “Employee Leadership in the Change Process” functions as a groundbreaking guide for effective and efficient leadership to promote your success in change management. With this focus evaluation, you receive an employee-specific toolbox with numerous suggestions, which will support you in leading your employees in change processes in a more targeted and effective way. This especially applies to the strong RED or BLUE motives of yourself and your employees. With the help of individual motive-oriented employee management, it is easier to win your employees to support and implement changes. This effectively reduces fear and resistance.

It is important to note that all descriptions in this focus evaluation must take into account the interactions between motives, as these can amplify or mitigate individual reactions and personal experiences. For its use in the context of employee management, talk to your LUXX Expert.

All of the management strategies and recommendations described below focus on the motivation of employees in change processes. These are always carried out in line with the opportunities and interests of the company.

Individual motivation-oriented leadership based on the LUXXprofile enables you to specifically highlight the personal benefits of change for each employee. Thus, you lay the foundation for individual identification with the change.

The individual motivational characteristics of employees not only clarify the emotional benefits they need to support the change process, they also reveal their fundamental emotional attitude toward change. In addition, they provide valuable insights into the framework conditions (process design, communication, and collaboration) under which employees want to and are able to actively participate in the design and implementation of change.

Your challenge – your success

At first glance, it may seem challenging to you to deal with 15 or 16 motives and the different ways in which they are expressed. You may find it impossible to remember all these aspects. But don't worry! On the one hand, this is just a matter of practice and, on the other hand, you will notice after a relatively short time how your leadership effort is reduced and you are becoming much more effective and efficient in your leadership and, especially, in your leadership results.

This special report, "Focus Evaluation Change Management", provides you with concrete information and recommendations on how you can address the respective employees individually in order to reduce any resistance and, thus, actively win them over to help shape the change process.

The questions in change – LUXX provides you with concrete answers

When we talk about shaping the framework conditions, we do not mean unattainable wishful thinking. Rather, our approach refers to the aspects that can be successfully influenced and shaped by you as a manager in most management situations. When we talk about framework conditions, we answer the following questions:

- What tasks, content and responsibilities can the employee get in the change process?
- What environmental factors and collaboration structures should you consider?
- What design features and processes are essential for this employee to actively support change?
- What specific communication and information approaches should you consider to target this employee in his/her readiness for change?
- What are the emotional losses that the employee fears?
- and more.

Gladly at your side: Your LUXX Expert

If you have any questions about the individual focus evaluation of your employees, please contact your LUXX Expert – they will be happy to help you. Your LUXX Expert will also support you when it comes to the interactions and interplays of certain motives and their impact.

Please keep in mind that the LUXXprofile can map over 8 billion possible motive combinations. Your LUXX Expert is trained and specialized to master this complexity. Motive interactions can result in recommendations that cannot be fully covered in this description of individual motives. Taking into account the interplay of motives enables a holistic view of your own motivations and emotions as well as that of your employees.

Your first steps as a manager with the LUXXprofile

In order to be able to work successfully with the Change Management Focus Evaluation, the first step is for you to reflect on your own profile in collaboration with your LUXX Expert. This self-reflection is of particular importance, as it helps you to better understand the reactions and behaviors of your employees, which may result from motivations other than your own, and to be able to respond to them appropriately.

Given the particular challenges of change processes, it is important for managers to reflect on their own personality profile. Only then can you avoid making serious motivational mistakes despite the best intentions, and unintentionally causing resistance in the change process. The goal should be to clarify which employee, based on his or her personality and motivation, can make a valuable contribution to the successful implementation of the changes in the team.

The next steps in the team

In the next step, we recommend that you work in collaboration with your LUXX Expert and the entire team to answer questions together about what the change process means for both the team as a whole and for each individual.

Discuss how tasks can be optimally distributed and which individual needs must be met in order to create optimal performance conditions in the change process. In the team, you should also discuss the different motivational characteristics that often lead to conflicting needs.

It is crucial to maintain a value-free and judgment-free approach when working with motives. Only then can respect and appreciation develop between people with different motivations. Discussions should take place in the team about how individual needs can be best met so that everyone can contribute to the change process.

Change in the team: transforming conflict potential into synergies

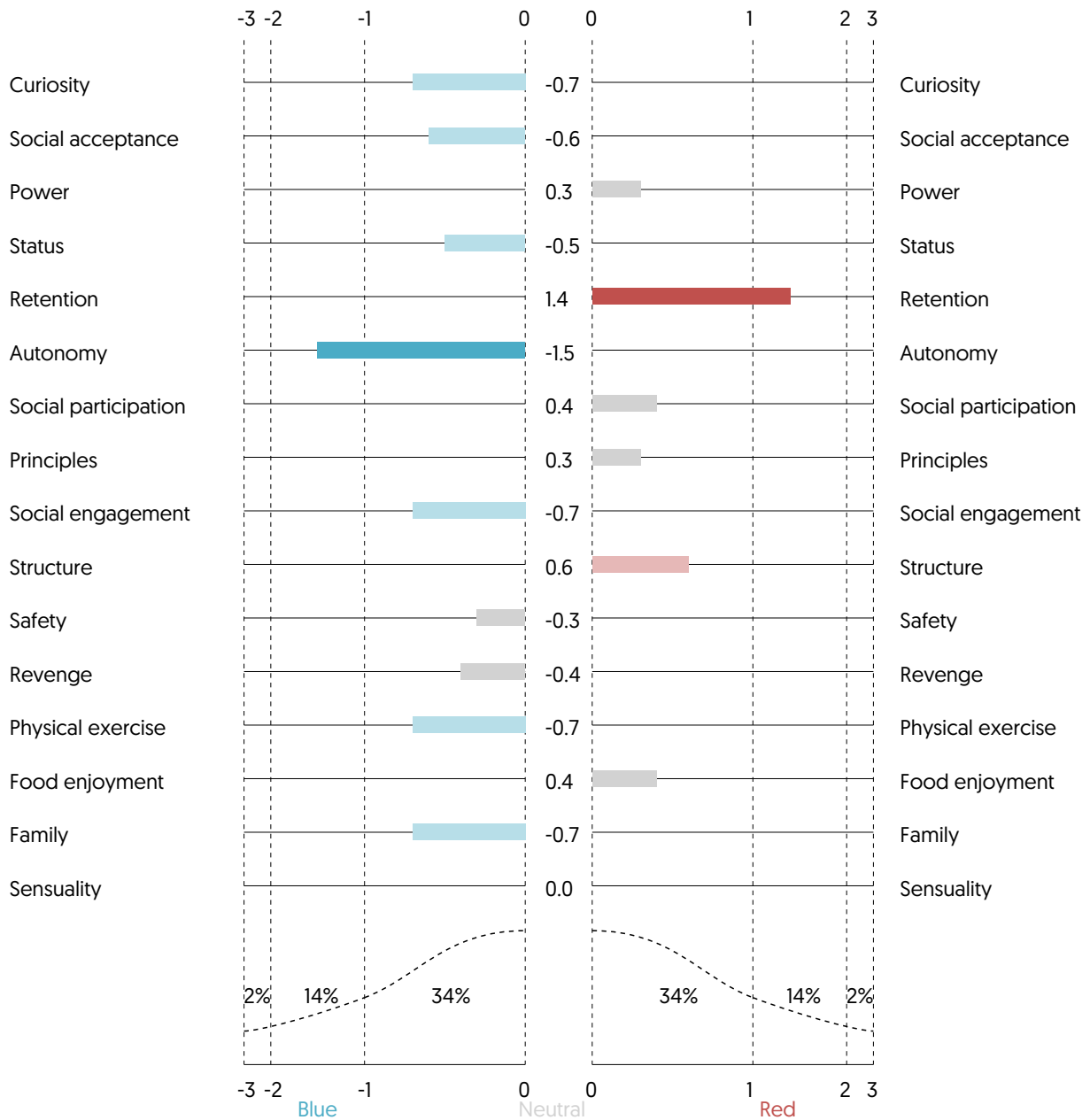
Under these circumstances, the resulting individual treatment is not perceived by employees as unequal treatment. If the significance of the different motives for each individual's well-being and willingness to perform is correctly understood, this supposed unequal treatment leads to a feeling of equal treatment, since everyone is addressed, promoted and challenged according to their motivation – which is fair and appropriate.

The differences between the employees, thus, no longer give rise to potential conflict, but can become real synergies and contribute to the success of the change process. In the team, this can lead to different approaches and behaviors. It is possible that a part of the team works very closely together against the background of AUTONOMY BLUE, whereas other employees with the characteristic AUTONOMY RED act more independently and only occasionally seek interactions. If this is accepted and respected by the team, you have taken the right steps and created optimal conditions for all employees.

We wish you success in implementing the following motivational suggestions for your employees and for your change process.

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Retention

■ Red characteristic

Motivation for employees with a significant red expression in the motive RETENTION

The RETENTION motive describes the emotional attitude with which a person considers material possessions. People with a significant red expression consider material possessions with a “have and keep” attitude. In evolutionary terms, hoarding. On the other hand, individuals with a significant blue expression view material possessions with a “use and consume” attitude. Evolutionarily, this means leaving material retention behind when a clan has to move on. They strive for freedom from obligations that can arise from retention.

Persons with a significant red expression in the motive RETENTION have the desire to have many material possessions and to keep their personal belongings. They treat their possessions with care in order to keep them for a long time. This also applies to the objects that legally do not belong to them, but are used or needed. When it comes to investments, costs are considered thoroughly, since they also desire to save [keep] money rather than spend it.

For people with a significant red expression in the RETENTION motive, the question of loss arises in change processes. They fear losing things they own, use, or have access to as a result of the changes. This can concern work objects, office equipment, or other commodities. If they fear having to give up some of these things, they will reject change. However, if they have the prospect of better or greater resources, they will be more likely to agree to the changes. Financial considerations may also play a role. They might reject a change if it puts a heavy strain on their budget or requires a large investment. They also might perceive any investment as disproportionately high.

Change processes can quickly lead to changes in the equipment of employees. This is the case, for example, when reorganizing the workplace situation, introducing home office rules, and abolishing individual offices, but also with new production facilities, technical innovations, relocations or as such. It is possible that employees with a significant red expression in the motive RETENTION find it very difficult to give up on or throw away objects that they have already used leading to resistance to change. These employees might pack and store certain objects if necessary and if not being in use.

With regard to the motivational characteristic RETENTION RED, change processes should be examined to see whether they are associated with changes in the material equipment or the concrete workplace of the employees.

Possible measures for employees with a significant red expression in the motive RETENTION:

Employees with a significantly red expression in the RETENTION motive have optimal performance prerequisites in change processes if they have relatively free access to material resources. If they know that they can obtain or procure the things they believe they need to do a good job, they are more motivated and willing to perform than if this is not the case. Their willingness to perform may be affected if they fear having to give up cherished items. In this case, they have real concerns about how they will perform in the future without these items.

Tasks and general conditions

The following measures can be taken to maintain or increase motivation for change among these employees:

- Assign these employees to manage and control resources and budgets.
- Assign them the task of consumption planning to achieve the lowest possible material consumption.

- Allow them to privately take or purchase material items that will no longer be used after the change process but are of great importance to these employees.
- Assign them to work out potential savings as part of the change process.
- Give them the responsibility to care for and maintain all resources and material things that are needed or particularly required for the change process.
- Engage them to identify ways to eliminate waste as part of the change process or as part of the team.

Communication and collaboration

In order to gain the motivation of these employees to change, it is recommended:

- To talk with them openly about how they perceive the planned changes in terms of material or resources.
- Ensure that other team members respect, rather than ridicule or mock, this colleague's strong desire to keep things at all costs.
- When distributing tasks, make sure that colleagues with a significant blue expression in the RETENTION motive work together with colleagues who have a significant red expression. This can be helpful, for example, when evaluating what should be kept and what should not be kept. For this to be successful and lead to good results, colleagues should reflect on their different motive expressions in advance. In this way, they can use their different emotional stances in the evaluation process in order to make reliable decisions.

Avoid frustration and resistance:

Frustration and resistance to the change process arise when employees are forced to part with material items without the related circumstances and needs being explained and discussed.

To avoid resistance, always consider allowing employees to privately purchase the tangible items they do not wish to part with.

Frustration can also arise if employees gain the impression that resources are being used wastefully as part of the change process. In these cases, they will not be able to give support. They might spend a lot of time and energy explaining to others why this approach is not acceptable and cannot be supported.

Autonomy

■ Blue characteristic

Motivation for employees with a significant blue expression in the motive AUTONOMY:

The AUTONOMY motive describes how a person forms relationships on a qualitative level – either with a desire for emotional independence and self-determined closeness/distance or with a desire for emotional connection and closeness to other people.

Individuals with a significant blue expression in the motive AUTONOMY strive to be emotionally connected with other people. They want to experience an emotional belonging to a group. They prefer to do things together with others. In a group, they actively seek consensus for a common direction. These employees prioritize what they have in common as a team.

They look at change with the question of what impact it will have on the community or team. It is important, to what extent a joint approach is possible, how involved they are, how decisions are coordinated, and how common goals can be achieved.

In addition, it is important to them to what extent the existing emotional bond is maintained or strengthened. If so, they will be happy to support the change together with their colleagues.

In contrast, they will be resistant if they see a threat to team cohesion that could cause them or others to lose their allegiance.

Possible measures for employees with a significant blue expression in the motive autonomy:

Employees with a blue expression in the AUTONOMY motive have optimal performance prerequisites in change processes if they are given tasks together with a team. They want to create consensus in the decisions, methods, and implementation of the change and focus on achieving team goals. They do this best in team structures that allow close coordination as well as space and time for communication with others.

Tasks and framework:

The following measures can be taken to increase motivation for change among these employees:

- Consider the possibility of joint implementation as early as the change planning stage.
- Create a team-oriented framework that promotes joint goal achievement.
- Show them the opportunities that change offers to work cooperatively as a team and experience emotional connection with others.
- Put the focus on “We’ll do it together!” when implementing change goals and tasks.
- Assign them the tasks that will ensure collaboration and consensus in the change process.
- Give them freedom to organize actions or activities that contribute to group cohesion.
- Prioritize team goals over individual goals.
- Create spatial and organizational conditions that enable connection and communication in change.
- Clarify the importance of their involvement in the change process [“Together we can do it!”].

Communication and collaboration

- Provide information about collaboration structures and exchange opportunities in change processes at an early stage.

- Make consensual decisions.
- Plan opportunities that explicitly focus on employees growing together as a team.
- Give them space and time in the change process for communication with others (also privately).
- Reward team success and praise team accomplishments in change.
- Express appreciation for their role as a team player for the change process.
- Talk openly about the effects of the change on cooperation and communication with each other and figure out together how team cohesion can be maintained and strengthened.

Avoid frustration and resistance

These employees will not identify with the change process if they have to work predominantly alone and only rarely have the opportunity to collaborate with others or experience exchange and mutual support.

Frustration will also set in if decisions, methods, and execution of change lack consensus and focus on achieving individual goals.

They don't like everyone being only concerned about their own business. The desire for connectedness in the change process and action that is oriented toward common goals should always be taken into account.

If the change project has greater significance for the team or the company, the desire for togetherness and cohesion within the team is reinforced.