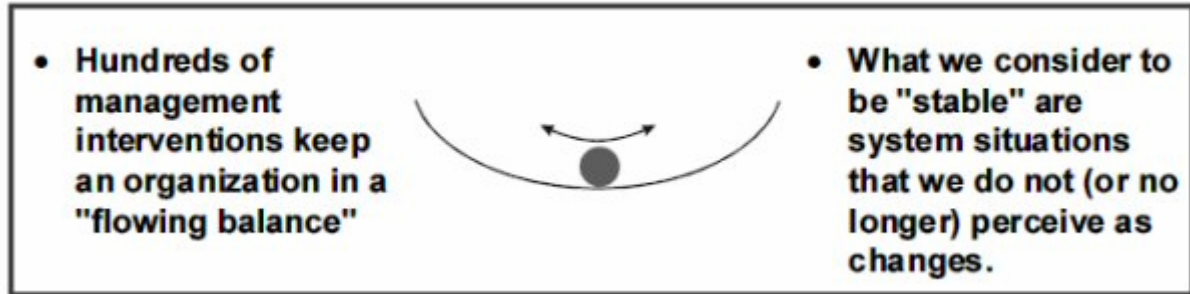


Tuesday, July 13, 2004

BUSINESS: Change Management (O3)

Organizations are never really stable!



Conclusion: change is the normal situation.

The development of an organization proceeds in discontinuity

- Stable stages (profit, growth) alternate with short period of profound crisis.
- Crisis constitute the ends and beginnings of stages of corporate development.
- Crisis also have **positive functions**: they are sources of energy against tendencies to remain put.
- **Fundamental change** identifies the transition between two development phases.

Classic enterprise lifecycle - dangers and opportunities



Source: G. Müller-Stewens / Ch. Lechner