

Friday, July 30, 2004

BUSINESS: Change Management (07)

Making change last by promoting empowering / intrapreneurship approaches

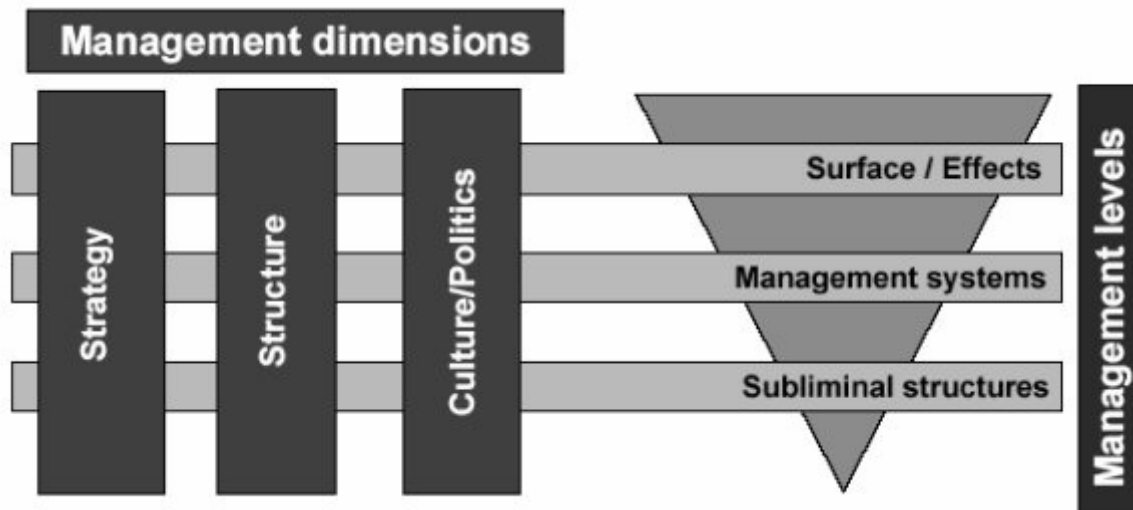
⇒ **What measures and instruments provide the most durable encouragement of entrepreneurial behaviour?**

Decisive	1. Agreement on objectives (Management by Objectives)	Relevant	9. Internal/external customer surveys
	2. Demarcation of responsibility		10. Design of corporate culture
	3. Specific personnel selection		11. Success share in profits
	4. Participative/delegative style of leadership		12. Personnel shares/capital investments
Important	5. Personnel development/training		13. Additional benefits/fringe benefits
	6. Personnel assessment		
	7. Demanding tasks		
	8. Results-oriented rewards		

(Source: Wunderer (2000); N=95)

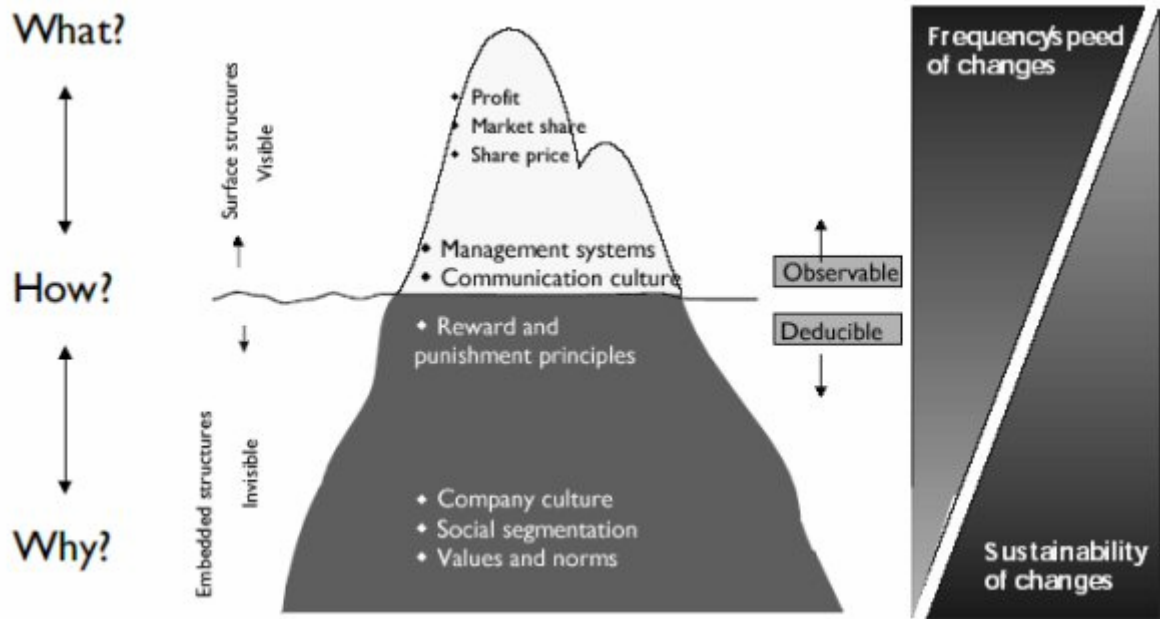
Understanding of a development / change process

Our understanding of a change or development process refers to our organisational perception.



Anchoring the change in the culture

Sustainable change often demands interventions on the behavioral dimensions resp. in the "deep-structures" of an organisation.



Source: G. Müller-Stewens / Ch. Lechner