

Energize and Navigate Diverse, Inclusive Team to Drive Change

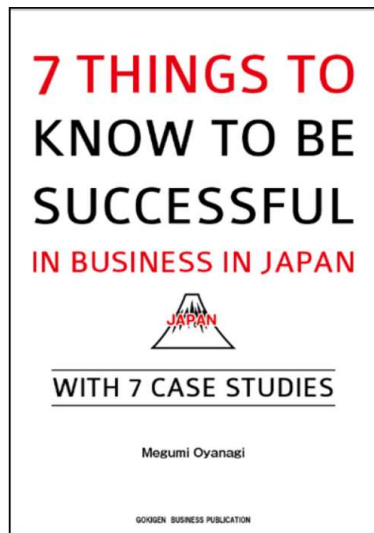
For High Performance and Sustainable Growth

**Founder & CEO of Global Edger, Inc
Change Management & Business Consultant
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Megumi Oyanagi: Global Marketer & Change Agent



- Lived in UK 8-15 years old; Education in Japan and UK.
- BA from Kobe College & active AIESECer, MBA (Marketing) from University of Wales, UK.
- Global & local Marketing and Business initiations as “Change Agent” in global companies based in Japan, Europe, US and China in mainly technology and healthcare industry.



- Started own business from August 2015, set up Global Edger, Inc in Sep 2017. Consulting & global projects in marketing, business and change management.
- From 2018 helping Japanese SMBs going global as official JETRO (Japan External Trade Organization) consultant.
- 50+ companies of 200+ consultancies in total.
- Ebooks in Japanese & English about Japanese & non-Japanese SMBs going global.

Question

**Anyone here
NEVER gone through
change?**

Changes at All Levels Everywhere

Country / Worldwide

- War, cultural shifts, global warming, population shift
- Globalization, recession, technological advancements

Organization

- Restructuring / Transformation of global companies
- M&A, Acquisitions
- New business in an established companies

Project

- Roll-out of Global IT Project
- Digital transformation project
- New process deployment

Individual

- Work: start to work, new job, lose job, transfer within a same company in a new workplace
- Location: relocation domestically / internationally
- Family: get married, have child, lose family

Managing Change is Challenging

- People do not know about the upcoming Change
- If they know, they may not know the (positive) outcome of the Change
- Even if they understand the benefit of the Change, they do not want to change the way they live, work, get things done
i.e. They do not want to get out of their comfort zone; They hold fast to vested interest
- The Change may mean something negative for them



Confusion & Chaos
Resistance



Performance Downturn



Stop the Change

**Even if the Change is once managed,
things will go back to what it was if not truly & successfully managed**

Solution: Change Management

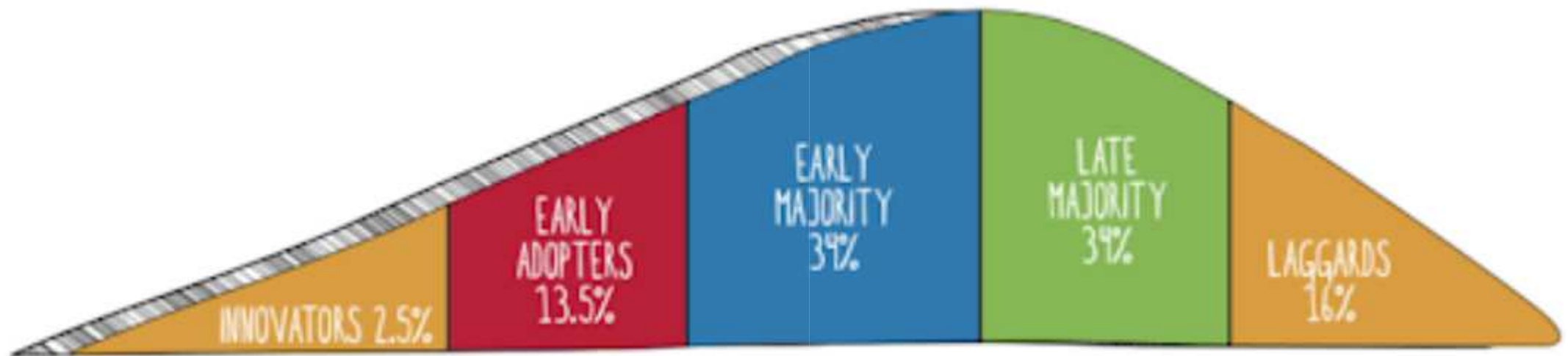
How It Started

Started in US in 1990s to succeed in BPR (Business Process Re-engineering)
Simply IT and/or business process change DOES NOT WORK

Why

It is people of the organization that use IT and get processes done.

But majority are reluctant to adapt to change; want to stay in their comfort zone



Why Change Management

Change Management Framework

- Practically a requirement for any organization undergoing change
- Choosing the right framework is vital for success, whether change is digital, cultural, or organizational
- A method for dealing with and minimizing the impact of problems that do arise

Benefits of Change Management Frameworks

- Increased chances of successful change
- Lower resistance from employees
- Staff that are more motivated and productive
- Decreased budgets and faster change implementation

Finding from an American Change Management Consultancy:

70%+ more successful when Change Management methodology is used

Key Change Management Frameworks

1. Kotter 8-Step Process for Leading Change:

Create → Build → Form → Enlist → Enable → Generate → Sustain → Institute

2. McKinsey & Company's 7-S Framework:

Style, Skills, Systems, Structure, Staff, and Strategies = Shared Values & Goals

3. Kurt Lewin's Change Model:

Unfreeze → Change → Refreeze

4. ADKAR* Model:

Awareness → Desire → Knowledge → Ability → Reinforcement

5. The Kübler-Ross Model:

Shock → Anger → Bargaining → Depression → Acceptance

6. Satir Change Management Model:

Late Status Quo → Resistance → Chaos → Integration → New Status Quo

7. William Bridges' Transition Model:

Ending → Neutral Zone → New Beginnings

ness of the need for change, **D**esire to support the change, **K**nowledge of how to change, **A**bility to demonstrate skills and beha
forcement to make the change stick. Used by PROSI

The Association of Professional Change Management (ACMP) Standard for Change Management

What Association of Professional Change Management (ACMP) is

One of the most popular and widely accepted guiding approaches

Includes a definition of practices, processes, tasks, and activities for change management

Also includes guidance for any type of change and generally accepted practices and processes across industries, organizations, and roles

Change Management Consultancy take their own approach using the Change Management framework that they prefer.

Regardless of their approach, in reality,

they use ACMP guideline

The ACMP Standard for Change Management

Step 1

Evaluate Change Impact & Readiness

Examine the proposed change, its impact the organization, and whether the organization is ready

Stakeholder Interview
Stakeholder Analysis
Change Impact Analysis
State of Readiness

Step 2

Formulate Your Strategy

Develop an approach to take the organization from point A to point B while achieving specific outcomes

As Is >> To Be

Step 3

Develop Change Management Plans

Document scope, actions, timelines & resources for your plan

Communication Plan & Execution
Training
Regular monitoring & reporting

Step 4

Execute Change Management Plans

Monitor, measure and control delivery against baseline plans

Step 5

Close the Change Management Effort

Document the actions and resources needed to close the change

Evaluation, Lesson learned

Example of Change Management Consulting Activities & Deliverables

Activities & Deliverables	Description
Strategic Change Impacts Analysis	Documents the high level people, process, technology, and behavioral impacts due to the program.
Visual Identity Workshop	Facilitated collaborative session to orient key stakeholders to the project objectives, timelines, roles and expectations, and key messages, with particular emphasis on successfully transitioning an organization through change. Output will include logo and tagline options, culminating in the Identity Architecture document
Identity Architecture Document	This document defines how the program's visual identity (including logo, tagline and colors) is to be used to create the narrative and support the overall Takeda brand. Defined supporting elements will include foundational templates for general use (Word, Email, PPT).
Future State Vision	Articulation of the future state processes, skills, behaviors required to achieve project objectives.
High Level Key Message Form	Key messages are talking points about a project that support consistency of messaging among the project team, guide the creation of communications and deliverables, and guide conversations and discussions about the project. General audience key messages are often drafted in conjunction with a communication approach or plan (Phase 2) , or can be developed throughout the project lifecycle on an as-needed basis and/or as aids to specific audiences (i.e. manager talking points).
Communications Plan	The communications plan outlines the communication activities which will be carried out during the project. This deliverable will outline the main distribution objectives, the target audiences, the communication channels and the method of delivery.
Program Poster	Engaging digital and physical poster designed to provide key information at a glance. Produced for multiple formats.
Phase 1 Communications (pre- and rollout)	Specific communications will be developed for the Japan audience and may include presentations, articles, emails, myTakeda posts, and other methods as deemed appropriate.
Change Strategy	The Change Strategy incorporates all of the deliverables and activities into a cohesive "roadmap" that clearly provides the approach, methods and activities necessary to successfully engage and inform users of the coming change.

Change Management: Japan vs The Rest

	Japan	The Rest (esp. US)
Planning	Usually included in Project Management and people doing it unconsciously even partially	Change Management acknowledged as something vital for driving change successfully
Companies that adopt Change Management	Global IT projects of western global companies, implementing in Japan office	<ul style="list-style-type: none"> - Many global companies with global IT projects (e.g. SAP), digital transformation projects - Many have Change Management expert while for Change Management consultancy service
Ownership buy-in and commitment	Not easy	Relatively easy
Responsibility	Maybe held	Usually held
Assignment of key players	Needs to be assigned officially via line management	Assigned officially via line management but can be volunteering depending on the project/initiative
Communication (How, Channel)	Structured & formal, top-down, good to use existing dept meetings and communication channels	Structured & formal communication + bottom-up informal/casual depending on project/initiative
Language	Needs to be in high quality Japanese	English is basically OK even for non-English speakers
Generating quick wins	Not easy	Relatively easy

Typical Corporate Culture Issues in Japan

Topic	What It Means
Structured and rigid	Top-down approach, assignment and communication via line management, meeting is often “ceremony”; less self-driven
Seniority	Senior people have loud voice; little speak out
Homogeneous	Social ostracism; Everything about relationship; Do not want to be innovator; “Me, too”; “Nail that sticks out is hammered down”; Once convinced, committed to achieve
High context	Silence is beauty; “Read the air”; “Why don’t you understand? Don’t make me tell you everything”
Face-to-face preference	Body language important; Covid changed Japanese to be more comfortable with virtual but this tendency still remains
Private vs Public Face	What one says = public face is often different from what one really feels; Unique way of saying “no”; Need to read between the lines
Language issue	Still limited people with English fluency so high quality Japanese communication vital

Case 1: Leadership Buy-In & Engagemen

Company

Japanese leading pharma

What They Wanted To Achieve

Scope: Company-wide, globally

Change: Implement new way of doing business to evolve their business model

What They Did

- The contact (Organizational Development professional based in US office) asked an American Change Management consultancy to help them giving coaching.
- Their key members by Global Corporate Planning Office do the planning and execution.

Result

Their key internal stakeholder = Global Executive of Corporate Planning (Global Strategy Officer), in the kickoff meeting, did not seem to understand the difference between Project Management and Change Management nor the significance.

>> Change Management initiation stopped.

Case 2: Kickoff & Key Member Assignment

Company

American global company in multiple industry

What They Wanted To Achieve

Scope: After US, EMEA and ANZ, Japan

Change: Digital transformation in Marketing & Sales - Roll-out 2 IT tools

What They Did

- Global Change Management team working with IT Tool team asked an American Digital Transformation consultancy to help them with Change Management.
- They tried to connect the Japanese consultants with their Japan team.

Result

Huge resistance from Japan team because they had not communicated about this to Japan country manager nor Japan marketing & sales general manager, nor assigned Japan team via line management.

>> Months of Global HQ efforts to convince Japan team did not work - they de-prioritized Japan i.e. gave up on Japan roll-out.

Case 3: Member Assignment & Communication

Company

Global Japanese pharma (but in reality an American global company)

What They Wanted To Achieve

Scope: After US & EMEA, Japan

Change: Roll-out of Windows 10 and related

What They Did

- Global Change Management team based in US asked an American Change Management Consultancy to help them with Change Management planning and execution. They added a Japanese bilingual consultant later.
- They used “American way” bottom-up approach; Champions = volunteer ambassadors.

Result

Japan members became skeptical about this project because the global team had kept on saying “Windows 10 is coming” with low quality Japanese translation but did not come per the original schedule.

No Champions in Japan to drive the project without assignment via line management.

Case 4: Japan First & Japan Approach

Company

Global Japanese pharma (but in reality an American global company)

What They Wanted To Achieve

Scope: Japan (then US etc.)

Change: Medical Information Platform Roll-out to change the way they communicate and serve their customers

What They Did

After a few attempts starting in US but in vain, they decided to start with Japan roll-out. The Global Project team based in US asked an American Change Management Consultancy, including a Japanese bilingual consultant in the team, to help them with Change Management planning and execution.

They had won buy-in and engagement from a key Japan leader of the project and Japan members were committed. They used effectively top-down approach using existent business meetings in communication.

Result

Successful roll-out within budget and timeline as planned, with no major resistance and the new platform used by business users.

Case 5: Structured Approach Engaging Users

Company

Global American IT Company

What They Wanted To Achieve

Scope: Worldwide, US then the rest including Japan

Change: IT tool (EC data) Roll-out to improve how they track, plan and grow EC business

What They Did

- They first communicated globally via line management about the initiative, then the internal key members approached to each countries including Japan.
- For Japan, the internal core team contacted Japan GM and EC business members and had a quick kickoff and explanation online meeting. And then, per request from Japan team, the vendor person gave online training in Japanese.

Result

Successful roll-out within budget and timeline as planned, with no major resistance.

A few key business members became heavy users and evolved how they track their business, weekly reporting and planning.

Case 6: Leadership Buy-in & Engagemen

Company

Global European pharma giant

What They Wanted To Achieve

Scope: Worldwide including Japan

Change: Bring company to the next level with global strategy execution and change culture
For Japan, uplevel to global standard while keeping Japan strengths

What They Did

- New American CEO built his core team. Key leaders global and Japan also changed.
- Implemented new Corporate Branding; New Strategy & company message especially about culture issue was consistently communicated all levels of the organization.
- Had some members from each site to join Change Management training held at Global HQ, who would be Change Agents
- Regarding culture, they delayered and initiated to change how they prepare and do meetings, started some cultural initiatives

Result

Upgraded company that goes with the times for sustainable growth

Case 7: Sense of Urgency, Vision, Communication

Company

Global Japanese Consumer Electronics Company

What They Wanted To Achieve

Scope: Worldwide

Change: Company-wide restructuring and turnaround for V-Shaped Recovery

(Streamlining of 30/247 sites; Global Organizational Change; IT Innovation Projects; New CI; New Products Brands; Early Retirement/New Systems in HR etc.)

What They Did

Assigned new CEO/President who build his core team

New vision/goal and key initiatives were set, and consistently communicated internally and externally at all levels of the organization with all communication channels including media

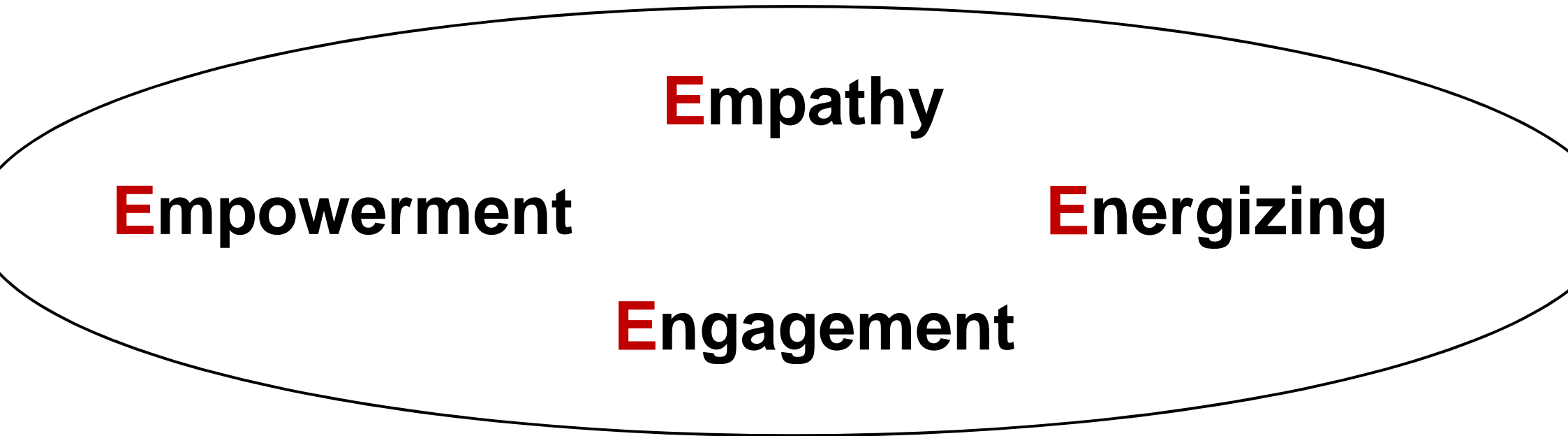
Changed all systems covering based on McKinsey which no one could believe this company would do, aiming to change culture

Result

V-Shaped recovery after 770 billion JPY in red FY ending March 2012 March; financial performance has been steady until today and the new CI, Product Brands, new culture remains

Many books and papers about this turnaround available in Japanese and English, including books by [Francis McInerney](#)

4Es - Change Management KFS



Inclusion, Ownership, Commitment
Necessity for Managing / Driving Change

My View of Change Management

**Change Management is about Leadership
for High Performing Diverse Teams.
It is about energizing and navigating them
to achieve your vision and goal
for sustainable growth.**