

fidence in their colleagues, who are less familiar with the new system or equipment. At the same time people start talking with their colleagues, spreading the word via unofficial channels and driving the change from within.

**Manage expectations**

Achieving to have an organization and its stakeholders appreciate what the change means to them in their roles is intrinsically important to the change process. At the same time this is the time when the change becomes more tangible and real. Individuals start to understand the implications and realize that the change requires them to actually behave or work differently and leave their comfort zone. For some it might require a new skill set to learn, a new organizational structure to navigate, or an increased work load to cope with before the benefits start to show. This is often a turning point where people might feel overwhelmed. Managing expectations, providing strong leadership support and sharing early success stories help to instill confidence and keep focused.

**Leadership support**

Going through change, even in a professional context, is something perso-

nal. It changes the environment we spend a significant time of our days in. It creates uncertainty. Leaders who visibly sponsor the change and live the new ways of working, send a clear sign that a particular change is necessary and most importantly 'doable'. I personally experienced two projects that operated with an equally resourceful and high-performance project team. One project struggled, one project went viral throughout the organization and won multiple industry awards. The former lacked the consistent leadership, sending mixed signals through the business. The latter was sponsored by a leader who personally spearheaded the initiative by walking the talk and acting as unapologetic role model.

While change programmes are dependent on a complex array of different factors, leaders inspiring an organization to learn and grow with change undeniably play an intrinsic role in successfully managing change and making it sustainable.



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in WINGbusiness 04/2017

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Für die Dezember-Ausgabe laden wir Sie herzlich ein, Beiträge zum Themenschwerpunkt „Betriebswirtschaftliche Aspekte in der Baupraxis“ einzureichen. Von Interesse sind Artikel zu Projekten und Forschungstätigkeiten, die sich mit betriebswirtschaftlichen Aspekten in Bauunternehmen bzw. im Zusammenhang mit Bauprojekten stehen. Die Führung und Organisation von Bauunternehmen, sowie deren strategische Ausrichtung stehen im Fokus dieser Ausgabe. Neben

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