



# The three finalists for CPH Change Award 2017 are ...

**IIH Nordic** with the project “4-Day Work Week”, **Coor** with their new division “Coor Property” and **Grundfos** with “Grundfos GO Balance”.

## Congratulations for being among the final three change projects of 2017

A big shout out to the rest of the nominees: Alm. Brand, Thisted Kommune, DSB, Telenor and Scandlines. All the projects were exiting and inspirational. The focus on change is on a high level and we are happy that you wanted to share your change experience with CPH Change Conference and Award 2017.

### IIH Nordic – 4DWW

- First larger Danish company to implement 30 hour and 4-day work week.
- Is based on digital transformation and changed work processes.
- The project is consistent with the company vision: “Improve the quality of life as much as possible through technology”.
- The planning for the change project started in January 2015 and was rolled out as a beta-version in February 2017 for all employers.
- For the last 2 years, they have done 300 major and minor changes leading up to the implementing of the 4DWW. Around 200 turned out to have persistent value.
- One of the key factors of the project was the fact that every employee has been involved in finding tools, apps, website and so on to help the 4DWW to succeed.
- Redesigned meeting structure.
- Weekly measuring of employer’s happiness to be sure that happiness level is high.
- Making sure to that tasks possible for automation is automated through technology to insure effective worktime.
- The outcome of 4DWW can already be measured by improved productivity, less stress, shorter learning time, improved openness to changes, more energy and so on.



## Coor – Coor Property

- In 2015 Coor established the division Coor Property with focus on operation, maintenance and energy management.
- The establishment meant that more than 120 employers got assembled under one department with a new framework and a new culture.
- After the definition of the need for Coor Property, the management started a change process which included hiring a new division manager, launch an Employer Branding process to recruit the right employees and reach the correct market.
- A new strategy takes Coor from doing only integrated Facility management to the option of also cover single services.
- Working with conscious leadership to keep and attract the correct employee and strengthen the affiliation to Coor Property.
- In cooperation with a communication agency, they worked with visibility and sharpen the profile of the company.
- To have an attractive workplace has been a high priority trough out the project and therefore the management focused on collaboration and clear communication between management and employees.
- Management has been working with Prosci Best Practice with the focus on the leader's role and communication in everyday work life.
- Furthermore, methods as ADKAR and "the story about a successful change" has been used to make employees feel supported and giving attention.
- To make the employees feel recognized and appreciated a "five languages of appreciation" got implemented: affirmative words and feedback, presence, incentives, favor for each other and physical contact as high fives.
- The results spread out on both Coor Property and Coor group. For example; the employee satisfaction has gone up with 17%, projects handed in at the correct time, only one resignation in 12 months. On Coor group level the results are; lifted profile in the market, forces the other departments, pride about the company, overall sharpened employer brand and so on.

## Grundfos – Grundfos GO Balance

- Grundfos GO Balance consist of an app for hydronic balancing of radiators and underfloor heating, and a launch of a new circulator pump and a Bluetooth dongle. This project has used change management methods.
- It started as an idea in 2014, the funding was quite quick collected in the beginning and the work could then start. The problem was that it had to be finished before winter 2015. Normally it took 1-2 years to develop an app in Grundfos.



- Talk about using LEAN methods was a current discussion but hadn't already been implementing, since the thought of developing more agile and quick and dirty was a funny thought.
- A small team of software developers, mathematicians, and a user experience lead wanted to show how you could do things faster and better through a LEAN startup method.
- Instead of applying agile development to the product the team chooses to focus on the customers who's waiting for the app.
- The app got presented for the customers even before it was sufficient. That helped the team to understand how it wasn't important which organization it was or if they reached their KPI – it was the people who were waiting at the other end.
- In that way, they could quickly adapt the app to the market.
- Internally some thought the approach had lower quality than normally.
- They handled the distrust with monthly presentations of the process and product, for whom who would like to learn more. Focusing on transparency instead of the "us vs. them" mentality.
- It was important to the team to show everybody else what a LEAN method could do.
- Using the extended competencies of the team helped them a long way.
- "This is not possible to do within nine months. It simply isn't."
- Showing everyone that quality and agile methods can co-exist.
- Agile processes are now in every software development in 2017.
- CEO Mads Nipper has now launched a ruleset that says projects can't take more than 2 years.
- The project opened a new area of thinking about development and how to develop.