
The Path to Development

Learning and Development
Learning through Managing Change

Achieving Result through Managing Change



Kari Tuominen

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www.changemanager.org

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Forward

The material before you is derived from my presentation given at the INNO '90 Congress in Lappeenranta, Finland on 24.8.90.

I have collected this material from previous cases and I hope it gives you some new ideas regarding methods and opportunities for management of change in your own companies.

22.8.1990 Kari Tuominen

Language consultant Keith Silverang

Representation of the subject and speaker

Kari Tuominen, Director of Development for the Rauma-Repola Engineering Division, will tell you about management of change from the view point of the company manager and his role in the change process.

He has, for over 20 years, been involved with many large development and change processes at the Rosenlew and Rauma-Repola companies, both in Finland and Sweden. In most cases this has taken place alongside his operational business responsibilities.

Introduction

Presentation Objective

The objective of my presentation will be to tell you, using some examples and partly based on my own experiences:

- What kind of internal change processes are taking place in some Finnish companies
- What factors should be taken into consideration in order to achieve success in these processes

Although I mention a particular Finnish company, most of issues which I will bring up concern generally all western firms.

Presentation Objective

- **Demonstrate various types of change**
- **Demonstrate various change-based objectives**
- **Requirements for successful change**

Topics

Using four practical examples I will demonstrate how it has been possible to overcome crisis to rank among the best.

Moreover, using four examples I will demonstrate how even companies at the top today can still make improvements in their efficiency.

Based on these examples I will emphasize the importance of total concepts and mastery of time in future competition.

On some issues I will emphasize the importance of a systematic framework and target setting for change.

In the fourth section I will emphasize the crucial role of management and leadership in change.

Finally I will bring up some issues related to implementation of change.

Topics

1. Examples of change

- **From crisis to rank among the best**
- **From the best to even better**

2. What weapons should you compete with?

3. Planning of change

4. Management and leadership of change

5. Implementation of change

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