

Barbara Heitger/Alexander Doujak

Managing CUTS and New GROWTH

an innovative approach
to change management

2nd Edition



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COMMENTS ON THE FIRST EDITION OF “MANAGING CUTS AND NEW GROWTH”

Robert Fritz (Consultant, U.S., author of “The Path of Least Resistance for Managers”/Co-author of “The Managerial Moment of Truth”)

“Managing Cuts and New Growth is a breathtaking contribution to the management literature by virtue of its scope, depth, practical wisdom, and originality. Here is a book of timely significance. Here is a book that addresses how organizations can truly move from the traps of contradictory objectives that limit growth, to restructuring the fundamental elements in which complexity and internal conflicts are able to be transformed and aligned. Barbara Heitger and Alexander Doujak are masters of change management, and Managing Cuts and New Growth is a must read for anyone who is involved in the field.”

Jan A. Poczynek (Business Consultant, Vienna)

“Contemporary timelessness. Translated internationality. A re-updated change management in times of crisis. This book addresses consultants and managers likewise. It offers a thorough overview on the subject of transformation of organizations and sufficient links to enable a transfer to practice. Overall it is a strong mix of models, methods, practical relevance, case studies and interventions. The levers for successful change management become very clear, especially by dedicating individual chapters to the emotional turmoil in change processes and to business factors, confirming their high priority in changes.”

Daniel Riedl (Member of the Executive Board, Immofinanz AG)

“Barbara Heitger and Alexander Doujak illustrate the benefits of systemic consulting as a self-help tool. I would highly recommend this book to everyone who deals with change (and who doesn’t as a manager?). They address the challenges posed by ongoing changes and show how to navigate new situations even without solutions pointing towards the way forward. This book is also for those who, rather than seeing change as a cost-cutting exercise, embrace it together with the social dimensions which are the hallmarks of true and successful transformations.”

TWO EPISODES

(1) “Flirting in February, engaged in March, married in April – and top results in December”

A regional branch of an international software corporation is undergoing fundamental change – from software supplier to “solution provider”. Instead of relying on the traditionally successful software sales, its new business process model banks on holistic solutions for customers.

This new marketing approach makes comprehensive know-how a prerequisite for the units with direct customer contact. Moreover, a new management level is taking over domestic business control, and the “old” management team has been given responsibility for an entire region.

A diversely staffed change team is commissioned to implement the new organizational structure and anchor the new processes. A further, clever condition set by corporate management adds even more suspense: The business results of the ongoing year must not fall short of the plan.

One thing is clear: Renewal of this kind calls for immense innovative power and, at the same time, hard cuts – abandoning the previous self-image and the strategy and routines of everyday business. Inciting radical renewal in times of success while venturing into unknown territory: This is a real management challenge.

(2) The old masters become production managers

A small subsidiary of an international production group specializes in the development and production of custom orders in an economically shaky product line that has been operating in the red over several years. A major turn-around project in the production line is anticipated with deep anxiety by the “old masters”.

Radical repositioning is called for: The new strategy – converting from piece production and custom craftsmanship to small series of specialized products,

means organizational restructuring: Less development resources, new business or production processes, coupled with a change in self-image of those involved. “The old masters and experts” who control the product from A to Z are to become part-specific serial workers. Anxiety concerning job loss increases tension, as there is no definite guarantee that the new product will be a success. The results requirements, in contrast, are clear and demanding. Hope for a secure future and concentration on results improvement alternates with doubts and feelings of helplessness and loss regarding previous successes and the “industrial artisan identity”. Hard cuts need to be made as an economizing measure, and positioning for new growth needs to be developed.

Two episodes that reflect the change circumstances in many enterprises: Both management situations are highly demanding – not only in terms of growth and renewal objectives, but also hard cuts – accompanied by emotional turbulence.

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THE AUTHORS

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Born 1958 in Münster/Westphalia (Germany)

Founder of Heitger Consulting GmbH, Managing Partner.

Group dynamics trainer & academic advisor to the Austrian Society for Group Dynamics and Organizational Consulting (OEGGO), lecturer for MBA courses and universities, academic advisor to Carl Auer Publishers.

Author and speaker on topics of strategy, change and leadership.



Education and Experience:

University studies in law, sociology and political science.

Systemic consultant trainings, supervisor, founding member of the Austrian Coaching Council, depth psychology therapy training, consultant, project manager in a bank and an international IT corporation; study trips to the U.S. Managing partner of consultants group Neuwaldegg for 17 years.

Consultant for 25 years for family businesses as well as corporations.

Main emphases:

- Corporate development and change management
- Integrated consulting of strategy work, change and leadership efficiency
- International leadership development programs
- Large scale change initiatives
- Strengthen management teams
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Publications on strategy development, project management, strategic repositioning of internal service providers and human resources, change management, systemic consulting and management development in several books and numerous articles.

Dr. Mag. Alexander Doujak

Born 1965 in Klagenfurt (Austria)

Founder and managing partner of Doujak Corporate Development

Head of the supervisory board of Palfinger AG

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Ph.D. degree in Commerce at the Vienna University of Economics and Business Administration, study visits in Boston (MIT, Harvard University).

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- Strategy development and implementation, Change Management
- Strategic Innovation
- Professional development of internal and external consultants

Publications on change management, strategic innovation, project management, project portfolios, re-engineering as a development process, IT and change management.