

Challenges, Chances and Possibilities during the Change Management Process of the National Defence Academy Vienna

Authors : Georg Ebner

Abstract : The National Defence Academy, an element of the Austrian Ministry of Defence, is undergoing a transition process leading the Academy towards a new target structure that is currently being developed. In so doing, in addition to a subject-oriented approach, also an employee-oriented process was introduced. This process was initiated by the Ministry of Defence and should lead the National Defence Academy into a new constellation. During this process, the National Defence Academy worked in very special adapted World Café sessions. The “change manager” dealt with very different issues. They took the data feedback from the sessions and prepared with the feedback and information from the guidance the next session. So they got various information and a very different picture around the academy. It was very helpful to involve most of the employees of the academy during this process and to take their knowledge and wisdom. The process himself started with very different feelings and ended with great consent. A very interesting part of this process was also that the commander and his deputy worked together during all of this sessions and they answered all questions from the employees in time. The adapted World Café phases were necessary to deal with the information of the staff and to implement these absolutely needful data into this process. In cooperation with the responsible Headquarters, the first items resulting from the World Café phases could already be fed back to the employees and be implemented. The staff-oriented process is currently supported via a point of contact, through which the staff can contribute ideas as well, but also by the active information policy on the part of the Headquarters. The described change process makes innovative innovations possible. So far, in the event of change processes staff members have been entrusted only with the concrete implementation plan and tied into the process when the respective workplaces were to be re-staffed. The procedure described here can be seen as food-for-thought for further change processes. The findings of this process are that a staff oriented process can lead an organisation into a new era of thinking and working. This process has shown, that a lot of innovative ideas can also take place in a ministry. This process can be a background for a lot of change management processes in ministries and governmental and non-governmental organisations.

Keywords : both directions approach, change management, knowledge database, transformation process, World Cafe

Conference Title : ICCP 2018 : International Conference on Cross Cultural Psychology

Conference Location : Prague, Czechia

Conference Dates : September 03-04, 2018