

*Continuous adjustments to the competitive and market environment are not always sufficient. Sometimes more radical measures of change are required. The example of the Association of Statutory Health Insurance Physicians of Hessen shows that this can also be a success: Restructuring has been completed. Changes continue!*

## KV Hessen Change process

# Heading for new shores!

**Employees or managers who are confronted with radical change experience a series of emotions, fear and resistance:**

1. Uncertainty and fear of imminent job loss
2. Anger and mourning for the loss of former locations, jobs or colleagues
3. Resistance to new tasks and workplaces or new colleagues and superiors

These emotions and many others were experienced by the employees and managers of KV Hessen in Germany, who went through radical restructuring of the entire organization in 2009 and 2010. KV Hessen is an Association of Statutory Health Insurance Physicians and a body under public law. It acts as a link between psychotherapists, specialists and general practitioners on one side and statutory health insurance companies on the other, and ensures the provision and licensing of panel doctors and the settlement of the services covered by statutory health insurance in Hesse.

In pursuing the objective to reduce administrative costs and to ensure continued operations of KV Hessen, and with the support of different consulting companies, several offices in the federal state of Hesse were closed down and up to 400 employees were laid off in the two years.

In the middle of restructuring, in April 2010, the new Divisional Director for Internal Services, Mr. Alexander Bender, joined KV Hessen. In his function as Head of

Human Resources, Alexander Bender not only had to support the implementation of structural changes and the lay-off of staff, but also pursued three objectives in the change and development of staff, organization and culture.



Anna Roth and Alexander Bender, KV Hessen and Sascha Maurer, ARGO - cross the completed rope bridge

1. Trusting and open cooperation in the management team
2. Competent managers in controlling and leading their team and in dealing with change
3. Committed and motivated employees and teams in the new organization structure

*"In the new management and the extended management team we were very aware that we had to support the*

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employees and managers in dealing with and implementing the radical changes and at the same time needed new impetus, abilities and energy for a successful re-orientation of KV Hessen," explains Divisional Director Alexander Bender, and adds: "It was important to us to find a strategic partner for personnel and culture development who would meet four central criteria: competence, concept, creativity and clarity. We found the right partner in ARGO munich, under the responsibility of Managing Director Johannes Neuner and project management by Sascha Maurer."

The project started in February 2011 with a basic qualification of all managers, which qualified roughly 55 participants from management, divisional, departmental and team managers on the topics "principles of effective leadership" and "dealing with change constructively". At the same time, the consultants for doctors of KV Hessen were trained and supported in the "principles of effective consulting" in several units.

Coupled with transfer workshops during implementation and a closing conference of all managers in 2011, the management team also focused on reactivating the existing KV Hessen mission statement in addition to confidence building and building up leadership competence.

Building on this project, the managers are undergoing a second executive development process in 2012, which focuses on expanding communication, conflict management, presentation and facilitation skills. As a result of this process, not only the leadership and change competence of the KV Hessen executives, but also the trusting cooperation in the management team developed continuously.

Divisional Director Alexander Bender explains: "In comparison with the beginning of my activities and the start of the management development, we now deal with each other more openly and with more appreciation and trust in company management and the management team. At the same time, the leadership competence of our managers has increased."

In order to meet the objective to have committed and motivated employees and teams in the new organization, systematic employee qualifications started for all 600 employees of KV Hessen with kick-off events in the period from March to July 2012. The events took place in an exclusive ambience

in Bad Orb/Spessart and were excellently organized and supported on site by the personnel development team of Evelyn Christoph.

In large group events under the motto "heading for new shores", all employees were informed about the current situation of KV Hessen by selected divisional directors, and central models and instruments for effective communication, cooperation and dealing with changes constructively were conveyed by the ARGOnauts.

The core element of each kick-off meeting was building a bridge together, in which everybody participated with the support of outdoor specialist and ARGO cooperation partner Rüdiger Rader and his team. In the subsequent reflection of the bridge building in the large group and three sub-groups, cooperation and communication, the implementation of the KV Hessen's mission statement as well as self- and co-responsibility for joint success were discussed.



Alexander Bender, Head of Inner Services, KV Hessen

"It was impressive to see, how dedicated the employees were, how they built a bridge in a very short period of time which we, the divisional managers, could safely cross," Alexander Bender honors the

achievement of the KV Hessen employees.

Anna Roth, Divisional Director Fees, is satisfied that "after the ten events the entire staff shows a lot of energy and motivation to face up to the changed framework conditions and the reorientation of the KV Hessen. It's fun again and makes me proud to work for KV Hessen!"

The kick-off meetings, which were unique in the entire KV-Group, were integrated with the development process of the managers, who have the obligation to conduct a transfer interview with every single participant after their event and to clarify to which extent the superior could support the participant in implementing what they had learned.

For the year 2013, KV Hessen is planning to continue the systematic employee qualification, to enhance executive development through individual and demand-oriented development and coaching measures and to intensify the cooperation in the management team and between interfaces in administration.

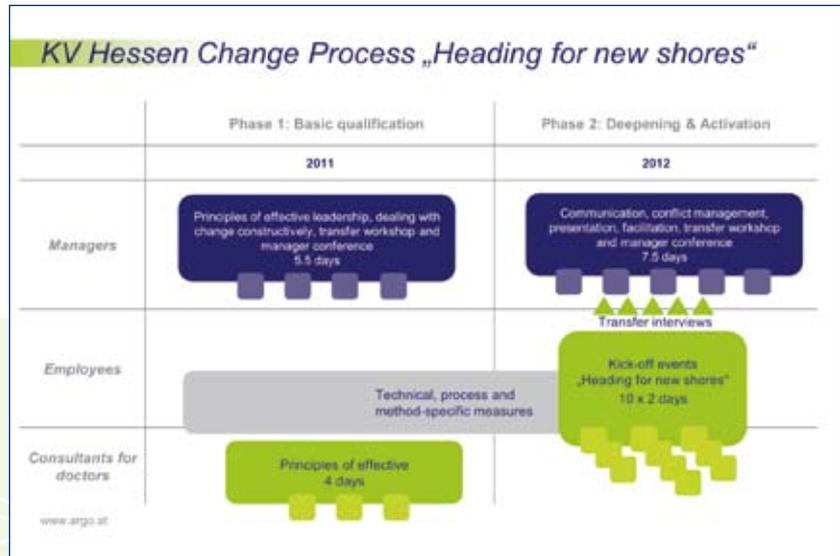
By conclusion, Alexander Bender explains satisfied:



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*"The restructuring has been completed, while change goes on continuously. Our employees and managers are motivated and committed to meet the daily challenges constructively and actively.*

*We are steering a good course and we are, thanks also to ARGO in Munich, "Heading for new shores!"*



## ARGO talktime 2012

The ARGO talktime 2012 on the topic of talent management was an exciting exchange among human resource managers again this year, in which the transfer of knowledge was ideally complemented by experience reports, suggestions and tools.

Talent management as a task critical to success was conceptualized and systematized. The challenge for HR to take the position that makes implementation possible, and to integrate all other responsible necessary forces was a topic of lively discussion. Some of the aspects of implementation were also worked through in detail.

The input and exchange of experience was once again very valuable, and new networks were created. All the best for the implementation!

## Aboard



**Anne Tschida** is leaving ARGO after 11 years as a Consultant. Moving on to new shores after all this time and to gain new experience there is a desire we fully understand. We wish her all the best!



**Oliver Bender** joined the ARGOnauts as a Junior Consultant on September 1. A psychologist focusing on occupational and organizational psychology, he can directly build on our work. The future will show whether his expertise in equine-assisted management training will become part of the ARGO activities!

## | ARGO study 2012

### *Engagement across Generations: The XY- Challenge*

Time and again, topics and catchphrases emerge, gain importance, but stay elusive.

To pick up on these topics and turn them into a comprehensible form is the objective of ARGO studies. "Corporate Social Responsibility" was the topic in 2004, "Work Life Balance" in 2005 and "Corporate Culture" in 2008.

The issue of a new generation entering the working world, the differences in values and attitude towards work and the resulting dynamics inside a team – that's what all of us experience.

The fact that this leads to déjà vu experiences from people's own private environment, personal concern is caused, own values and the reflection of their own working life is touched upon, adds to the complexity of the topic. The demographic development increases the urgency to be an attractive employer for this young generation.

## | Congratulations!



ARGOnaut Beatrice Piontek received her diploma with honors for completing the vocational college for office administration. We are happy that she will continue to support us as an assistant in the finance sector!

## | Outlook

- On **November 19 and 20**, the "**Gesellschaft für Prozessmanagement**" organizes the biggest event in the German speaking area, focusing on "**State-of-the-art**" **process management**. Sticking with its tried and tested format, the event consists of a one-day seminar (about 10 expert workshops on November 19) and a one-day congress (20 best practice presentations). Of course some highlights are also planned for the 10-year anniversary.

As in the past years, ARGO will organize an expert workshop on the topic "**Leadership in change processes**". This year the focus will be placed on dealing with conflict.



**We will cover 3 concerns with the ARGO study on this topic:**

#### **Orientation:**

The generations are described and findings of existing studies are presented in a condensed form.

#### **Understanding:**

In a survey we will follow up on the resulting questions: What is already being done to take account of this topic? What does the existing organization have to learn from the next generation, and what does the young generation have to realize and adapt? Does the new generation strive for managerial responsibility, and if so, which role models do they want to learn from?

#### **Implementation:**

Based on all results, we will outline models of intervention which can turn the existing differences into shared added value.

We look forward to your participation in the study (November 2012); the results will be presented in January 2013. For further information please contact: [office@argo.at](mailto:office@argo.at).

## | Editorial



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***I look forward to hearing from you!***