

How Change  
Management, lean & agile  
practices and culture  
development collaborate  
to future proof our  
organization



Annalena Larsson, head of Change Management at KONE

# Annalena Larsson

HEAD OF CHANGE MANAGEMENT AT KONE & CHAIRMAN OF THE BOARD, ACMP CHAPTER SWEDEN



## WHO AM I

I live in Kullavik, Sweden with my family: husband, 14-year-old daughter and our cat Yngve!

I am an engineer that has a passion for change and the people side of change!

## FAVOURITE QUOTE

"Do the best you can until you know better. Then when you know better, do better."

-Maya Angelou

....I love discovering new things every day!

## HOBBIES AND INTERESTS

I love to learn new things and especially new cultures. I have lived and studied/worked in the US, China (twice) and Austria. And I hope to discover even more countries...

## MY COMPANIES & ROLES

I feel proud to have worked/working at Nordic companies with strong brands, global presence and values that align to my own. My roles have been both in people leadership, driving change and building up the change capability

A woman with long dark hair, wearing a bright yellow dress and a light pink blazer, is riding an escalator. She is smiling and looking towards the camera. She is holding a white tote bag. In the background, a man in a grey hoodie and headphones is riding the same escalator, looking away. The setting is a modern, brightly lit transit station with large windows and curved architectural elements.

KONE's mission is to  
improve the flow of  
urban life



Moving 1 billion people every day



We are on a  
journey to future  
proof our  
organization



# We are in a growth industry with three strong megatrends backing our strategy and providing opportunities



## Urbanization

The world's cities are continuing to grow and there is also an increasing need to modernize existing buildings.

We want to help our customers in making cities smart, sustainable, and better places to live.



## Sustainability

Climate change is the biggest challenge of our lifetime. There is also increasing interest in health and well-being and growing expectations around human rights and diversity and inclusion.

We want to be the leader in sustainability – not only in our own industry, but also beyond.



## Technology

Advancements in technology are rapidly changing our lives.

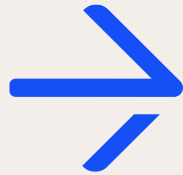
We can harness technology to resolve many of the challenges brought by rapid urbanization and climate change. We can also bring new solutions and value to our customers and smarter ways of working to our employees.

# Sustainable success with customers

The shift we drive with our strategy



Sustainability in everything we do



Increasing the value we create for our customers





Sustainable success with customers



MEGATRENDS

URBANIZATION

SUSTAINABILITY

TECHNOLOGY



Dedicated to People Flow™ **KONE**

STRATEGIC TARGETS

Great place to work  
Most loyal customers  
Faster than market growth  
Best financial development  
Leader in sustainability

WAYS TO WIN

We will ensure our success through:

Empowered people

Marketing and sales renewal

Digital + physical enterprise

Lean KONE



CULTURE

SAFETY  
QUALITY  
SUSTAINABILITY

CARE

CUSTOMER

COLLABORATION

COURAGE

WHERE TO WIN

We will lead the way in:

Core products and services

New solutions for customer value

Smart and sustainable cities

Service business in China

MISSION  
OUR MISSION IS TO IMPROVE THE FLOW OF URBAN LIFE

VISION  
WE CREATE THE BEST PEOPLE FLOW™ EXPERIENCE

market





How much of the change is depending on the people side of change?

1

How much do we  
invest in the people  
side of change?

2



# People side of Change at KONE

# What is Change Management at KONE?

KONE WAY BOARD NOVEMBER 16

## What does it look like in 2024?

VISION FOR CHANGE MANAGEMENT AT KONE

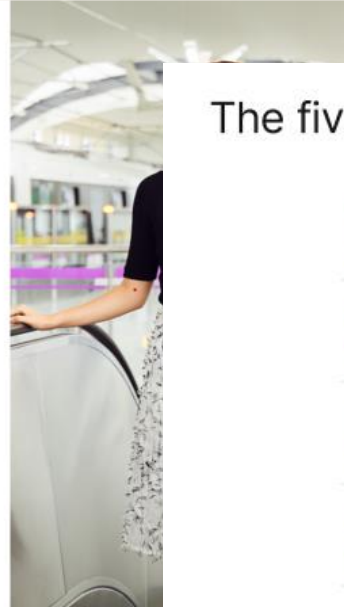
**OUTCOME:** We are successful in driving change initiatives and realizing business benefits through the way we work with change management

**BEHAVIOR:** It is natural for us to think people first in all change initiatives

**MOTIVATION:** By engaging and equipping people to learn during times of change, we demonstrate that we care

Vision has been co-created with representatives from BLs, Global functions, Areas and Transformations

21 7 February 2023



## The five building blocks for successful change

Classification: KONE Internal



- A Awareness

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- D Desire

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- K Knowledge

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- A Ability

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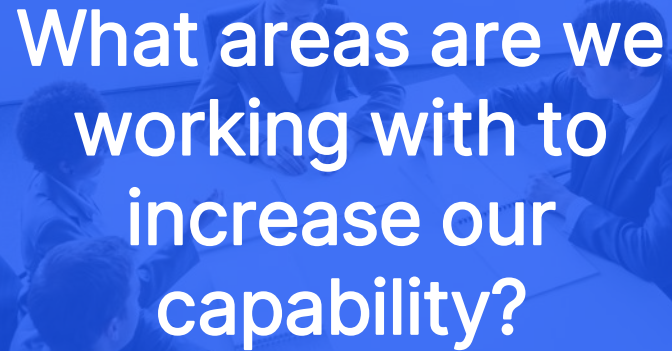
- R Reinforcement®



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# Increasing our Change Management Capability



What areas are we working with to increase our capability?

## 1 Leadership

Specific leadership activities necessary for building organizational change management competencies

## 2 Application

How people use change management processes and tools on projects and initiatives within the organization

## 3 Competencies

Training and development of key groups who must apply change management tools and principles

## 4 Standardization

Mechanisms and systems used to institutionalize consistent and integrated change management

## 5 Socialization

Creating buy-in and commitment for change management as a core competency across the organization

It's all about people  
- Collaboration is  
key to success!



# Change Management, Culture and Lean and Agile support each other

## Change Management

- ✓ People centric
- ✓ Build adoption to reach benefits
- ✓ ADKAR
- ✓ Role based

## KONE Culture

- ✓ Core principles
- ✓ Our Values
- ✓ Development focus areas
- ✓ Leadership principles

## Lean and agile ways of working

- ✓ Customer value
- ✓ People-first
- ✓ Continuous improvement
- ✓ Faster learning and collaboration.

**What does it look like in 2024?**  
VISION FOR CHANGE MANAGEMENT AT KONE

**OUTCOME:** We are successful in driving change initiatives and realizing business benefits through the way we work with change management.

**BEHAVIOR:** It is...

**MOTIVATION:** E...

**The five building blocks for successful change**

- A Awareness
- D Desire
- K Knowledge
- A Ability
- R Reinforcement®

Our values define who we are and what we aspire to become

- CARE**  
We care for each other  
by embracing diversity and inclusion  
by showing compassion  
by taking care and the same
- CUSTOMER**  
We are committed to our customers' success  
by being curious about their needs and goals
- COLLABORATION**  
We collaborate as one team  
by listening to each other
- COURAGE**  
We perform with courage  
by continuously learning, trying, and failing

**I Inclusion**

**II Outside-in thinking**

**III Susta...**

As leaders, we pave the way for a better tomorrow. We:

- SET THE SCENE FOR THE FUTURE,**  
Showing direction  
Embracing ideas and feedback  
Dedicating time for development
- CREATE A SENSE OF PURPOSE & BELONGING**  
Making everyone feel part of one KONE team  
Leaving the ego at the door  
Listening and meeting actively
- & EMPOWER FOR RESULTS.**  
Setting the bar high  
Giving ownership & trusting people to succeed  
Celebrating successes openly



**Iterative design** over big design up front

**Experimentation** over elaborate planning

**Customer feedback** over intuition

**Collaborative work** over one hero

# How are change management, lean and agile, and culture connected?

Setting people in the center.



Enhancing dialogue to learn together faster.



Building up shared ways of working.





# Change Management, culture and lean-agile support each other



Annalena  
Larsson  
Head of Change  
management



Patricia Alvarez  
Garcia  
Manager,  
Culture developmet



Mirette Kangas  
Lean and agile  
operating model  
owner

How are we doing it?


# How are we using lean and agile in change management?

The five building blocks for successful change

Classification: KONE Internal

KONE

- A Awareness
- D Desire
- K Knowledge
- A Ability
- R Reinforcement®



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The best way to support the **Ability** phase is to use Experiments and Feedback loops!

We have added this way of working to our **Change Management Framework**

Link: [Change Management Framework](#)

ADKAR is also integrated into our **DMAIC project toolkit**



# How are we using change management to build lean and agile leadership?

The five building blocks for successful change

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We are using Change Management tools (for example ADKAR) to adopt lean and agile leadership:

Collecting feedback and improving e.g. retrospectives

Empower employees, give time for continuous improvement

Creating a Lean work routines



# Retrospectives

BUILDING CONTINUOUS IMPROVEMENT ON REGULAR, STRUCTURED REFLECTIONS

**Problem:** There is no time or possibility to stop and think about how activities could be developed.

**Solution:** A regular meeting at which all members of the team review current activities, identify working practices that need to be developed and agree upon experiments to develop activities.

**Goal:** Members of the team have their voices heard, the team continuously develops its working practices on its own.

Leaders have an important role to play in conducting and promoting retrospectives and ensuring that their teams have time and possibility to stop and think about how activities could be developed





# Equipping People Managers to lead change

With culture and lean & agile lenses



What have we learnt  
so far?



# Learnings so far

- ➔ We have more fun and are more successful if we join forces!
- ➔ Change Management, Culture Development and Lean & Agile practices – joining forces makes us have a bigger impact on our stakeholders
- ➔ Start with equipping the leaders and make sure we always have a sponsor
- ➔ Celebrate and recognize the small steps of improvement!



A smiling woman with curly hair, wearing a white blouse and black skirt, is walking on a staircase. The background is a bright, modern interior with large windows and greenery. The word 'KONE' is overlaid in large, bold, black letters on white rectangular backgrounds.

**K**

**O**

**N**

**E**