

Alex van de Water  
 Anneloes van Eijk  
 Crystal Suares  
 Elco Reijntjens  
 Felicia Martens  
 Rachel van den Akker



**Day 1: present & future**

8:30 – 9:00 Arrival with coffee/tea  
 9:00 – 9:05 Welcoming  
 9:05 – 9:15 Program of the day  
 9:15 – 10:00 Culture diagnosis.  
 10:00 – 10:15 Break  
 10:15 – 10:30 Short presentation about which stakeholders are present at the intervention.  
 10:30 – 12:00 Brainstorming with the Delphi method  
 12:00 – 13:00 Lunch  
 13:00 – 13:15 Forming groups  
 13:15 – 13:30 Presentation of cultural diagnosis  
 13:30 – 14:30 Link cultural diagnosis to the goal of shifting to the private market.  
 13:35 – 14:30 Think about a plan how we could implement the change  
 14:30 – 14:45 Break  
 14:45 – 15:30 Comment on other groups  
 15:30 – 17:00 Bring several groups together and let them form a proposal together.  
 17:00 – 18:00 Spare time  
 18:00 – 20:00 Dinner  
 20:00 – 22:00 Drinks

**Day 2: Implementing change**

8:00-9:30 Breakfast  
 10:00 - 10:05 Welcome  
 10:05 - 10:15 Program of the day  
 10:15 - 12:00 Summary of the stakeholders  
 12:00 - 13:00 Lunch  
 13:00 - 16:00 Presenting the change plans  
 16:00 - 17:00 Behavioural goals need  
 17:00 - 18:00 Spare time  
 18:00 - 20:00 Dinner  
 20:00 - 02:00 After party

**Day 3: Closing**

10:00 - 11:00 Breakfast  
 11:00 - 11:15 Closing the large group intervention

"Right process/right people, right people/right process"

"High tech, High quality"



"Survival before pride"

"A business that makes nothing but money, is a poor business" - Henry Ford

# WeaveTech

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# WeaveTech

# *WeaveTech*

WeaveTech = Clothing company

Changing customer base: Focus on  
Public sector --> focus on Private sector

Goals for the near future:

- Profitability
- Productivity

How can this be achieved?

WeaveTech's Culture





## *Stakeholders*

- CVX Partner
- Ron Gilford (CEO)
- Employees
- Client base
- Government
- PD practitioners

# *Resistance*

## Definition

- Technical resistance
- Political resistance
- Cultural resistance

## How Wavetech handles resistance

- Tell a compelling story
- Learn how people change
- Involvement
- Communication

# *Large group interventions*

- Change the vision
- Structure
- Strategy of the organization

--> by involving the different groups within an organization into a large face-to-face meeting

**Implementation**  
**Role of HR**

## *Downsizing*

- Lay-off 20% of the managers
- Negative impact lay-offs
- No lay-offs
- Performance appraisal
- Large group intervention
- Internal hiring

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