

Five Minutes with... Jacob Hallencreutz



Jacob Hallencreutz, Senior Partner, Implement MP AB, Sweden

Your background in Change Management

15 years of change management experience from both service and manufacturing organizations.

How did you come to perform in a change management related role? What attracted you?

In the middle of the 1990s I worked a lot with quality management projects, such as implementation of ISO 9000-systems and TQM-programs. I learned the hard way that change is really about changing people's behaviour. The combination of structural and human perspectives attracts me.

Why is good change management so critical to the way businesses perform today?

In a typical large change program, it is not a matter of sending out the new organisation chart or the new budget or the new strategy with a few projects. It is about changing people's behaviour – often a lot of people – and this is not trivial.

What makes a great change management practitioner?

To me, good change management is about leadership, planning and communication. A good change manager is also a "systems thinker" with the ability to see the whole as primary, the parts as secondary – a shift from seeing elements, functions and events to seeing processes, structures, relationships and outcomes.



What would you say to anyone thinking of starting/developing a career in change management?

You must understand that change management is not about implementing the latest management ideas or a new shiny toolbox. Change is about leading people. So, you must have a profound interest in human aspects.

What is your idea of a great change management challenge?

I believe that we all have a global change challenge in the environmental problems we all see around us. That is a change challenge that really should concern all of us!