# CONTENTS

[CONTENTS 2](#_Toc145691726)

[Dear Reader 5](#_Toc145691727)

[Var.1: Models 8](#_Toc145691728)

[CELP-M Dashboard 9](#_Toc145691729)

[The CELP-M Model 10](#_Toc145691730)

[Origins of Change 11](#_Toc145691731)

[Strategic Model 12](#_Toc145691732)

[Three-step Change 13](#_Toc145691733)

[Dimensions of Culture 14](#_Toc145691734)

[Aspects of External Environment Analysis 15](#_Toc145691735)

[Elements of Internal Operation Analysis 16](#_Toc145691736)

[Leadership Focus of Change 17](#_Toc145691737)

[in the CELP-M Coding 17](#_Toc145691738)

[Leadership’s HR Focus 18](#_Toc145691739)

[Performance Management System 19](#_Toc145691740)

[Job Measurement and Performance Appraisal 20](#_Toc145691741)

[Competence Pyramid 21](#_Toc145691742)

[Workforce-related Leadership Focus 22](#_Toc145691743)

[Leader’s Motivational Tools 23](#_Toc145691744)

[Elements of the Personal Motivational Structure 24](#_Toc145691745)

[Retaining Colleagues 25](#_Toc145691746)

[Elements of Personal Conflict Resolution 26](#_Toc145691747)

[Project “Holy Trinity” and “Scripture” 27](#_Toc145691748)

[Process of Communication 28](#_Toc145691749)

[Success Criteria of Efficient Meetings 29](#_Toc145691750)

[HAPPY CHANGE Dashboard 30](#_Toc145691751)

[CELP-M checklists for a particular change 31](#_Toc145691752)

[Change Design CELP-M Checklist 31](#_Toc145691753)

[Change Control CELP-M Checklist 33](#_Toc145691754)

[CELP-M diagnosis for organizational development 35](#_Toc145691755)

[CELP-M detailed coding: C 38](#_Toc145691756)

[CELP-M detailed coding: E 39](#_Toc145691757)

[CELP-M detailed coding: L 40](#_Toc145691758)

[CELP-M detailed coding: P 41](#_Toc145691759)

[CELP-M detailed coding: M 42](#_Toc145691760)

[Var.2: Discussion 43](#_Toc145691761)

[Awakening 44](#_Toc145691762)

[The Change Family interprets Happy Change! 45](#_Toc145691763)

[Happy Change! Design 47](#_Toc145691764)

[CELP-M decoding 48](#_Toc145691765)

[The CELP-M and Happy Change! dashboards 48](#_Toc145691766)

[Origins and success factors of change 49](#_Toc145691767)

[Use of the CELP-M lists 52](#_Toc145691768)

[The change process 53](#_Toc145691769)

[The Strategic Three 54](#_Toc145691770)

[C: Culture 56](#_Toc145691771)

[Cultural elements and Happy Change! cross-references 57](#_Toc145691772)

[Value set 57](#_Toc145691773)

[Learning 58](#_Toc145691774)

[Quality 59](#_Toc145691775)

[National and sectorial cultures 62](#_Toc145691776)

[Organizational types 65](#_Toc145691777)

[E: Environment 67](#_Toc145691778)

[Outside now 69](#_Toc145691779)

[The client/ customer 72](#_Toc145691780)

[Inside now 73](#_Toc145691781)

[Stakeholder analysis 76](#_Toc145691782)

[The Three As 77](#_Toc145691783)

[L: Leadership 79](#_Toc145691784)

[Leadership’s CELP-M reflections 81](#_Toc145691785)

[Setting up the Strategic Three 83](#_Toc145691786)

[People and leadership 84](#_Toc145691787)

[Performance measurement, evaluation, development 87](#_Toc145691788)

[P: People 94](#_Toc145691789)

[Motivation 100](#_Toc145691790)

[Conflicts 104](#_Toc145691791)

[M: Methodology 108](#_Toc145691792)

[Project approach and practice 109](#_Toc145691793)

[Competence development in Happy Change 111](#_Toc145691794)

[Change and communication 112](#_Toc145691795)

[Role model of the organizational happy change 120](#_Toc145691796)

[Happy Change Family looks at one last model 121](#_Toc145691797)

[Var. 3: Cases, examples 123](#_Toc145691798)

[0.: Warm-up: Tightrope-walkers among us 124](#_Toc145691799)

[1.: Change analysis of the COVID-19 pandemic 129](#_Toc145691800)

[2.: Culture type game 131](#_Toc145691801)

[3.: Introduction of a new service 132](#_Toc145691802)

[4.: Digitalization’s effect on internal environment 133](#_Toc145691803)

[5.: Change of client service 135](#_Toc145691804)

[6.: Fluctuation related change 136](#_Toc145691805)

[7.: Setting up a family friendly office 137](#_Toc145691806)

[8.: Activity and innovation 139](#_Toc145691807)

[9.: Strategic Three exercise 142](#_Toc145691808)

[10.: The Nylon Bag 143](#_Toc145691809)

[11.: Arrival of a new, talented colleague 146](#_Toc145691810)

[12.: Employee profil - Uncle Sziszi 147](#_Toc145691811)

[13.: Bambi and Dudu looking for works 148](#_Toc145691812)

[14.: Employee performance evaluation 152](#_Toc145691813)

[15.: Employee contribution 153](#_Toc145691814)

[16.: Change by order 154](#_Toc145691815)

[17.: Conflict resolution situations 155](#_Toc145691816)

[Conflict resolution worksheet 156](#_Toc145691817)

[18.: Communication competence sheet 157](#_Toc145691818)

[19. Work-appeal game 158](#_Toc145691819)

[20. Organizational cliché vocabulary 159](#_Toc145691820)

[21. Performance planning 160](#_Toc145691821)

[22.: Communication plan for a social institution 161](#_Toc145691822)

[23.: Personal development list 163](#_Toc145691823)

[24. Higher education institution introduction of performance appraisal system 164](#_Toc145691824)

[Happy Change! Summary 172](#_Toc145691825)

[Recommendations 172](#_Toc145691826)

[The Happy Change! Merry Jokers 173](#_Toc145691827)

[The Merry Joker of the "P" code: The heartfelt use of "good job" and other feedback 173](#_Toc145691828)

[The Merry Joker of the "L" code: Understanding 174](#_Toc145691829)

[The Merry Joker of the "C" code: The tap-tap factor 174](#_Toc145691830)

[Invocation of Uncle Sziszi 174](#_Toc145691831)

[Epilogue: Another Awakening 175](#_Toc145691832)