

Terminet
International Network for Terminology

Workshop

Terminology Policies & Change Management

Gabriele Sauberer
(TermNet)

Change Management **Terminet**
International Network for Terminology

- The role of terminology policies within strategies to manage change in society and organizations: a business oriented point of view.

2006-11-15
Workshop Terminology Policies and Planning
2

Change Management **Terminet**
International Network for Terminology

- Definition and history of change management - an online tutorial:
- <http://www.change-management.com/tutorial-definition-history.htm>
- "... two fields of thought: an engineer's approach to improving business performance and a psychologist's approach to managing the human-side of change."

2006-11-15
Workshop Terminology Policies and Planning
3

Change Management **Terminet**
International Network for Terminology

Engineers
(mechanical focus on change)

Convergence over time

Psychologists
(human focus on change)

A combination of these two approaches is to be supposed to be the most successful.

2006-11-15
Workshop Terminology Policies and Planning
4

Change Management **Terminet**
International Network for Terminology

	Engineer	Psychologist
Focus	Processes, systems, structure	People
Business practices	ISO 9000, Quality Management, etc.	Human resources
Starting point	Business issues or opportunities	Personal change, employee resistance
Measure of success	Financial and statistical metrics	Job satisfaction, turnover, productivity loss
Perspective on change	"Shoot the stragglers, carry the wounded."	"Help individuals make sense of what the change means to them."

2006-11-15
Workshop Terminology Policies and Planning
5

Definition **Terminet**
International Network for Terminology

- ***Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize that business change effectively within the social infrastructure of the workplace.***

2006-11-15
Workshop Terminology Policies and Planning
6

Definition

- **This definition allows to:**
- Separate change management from business improvement techniques.
- View change management as an essential competency to overlay and integrate with these techniques.

2006-11-15 Workshop Terminology Policies and Planning 7

Change Management

Any organization today should:

- **constantly examine its performance, strategy, processes and systems to understand what changes need to be made**
- **understand the implications of a new change on its employees given their culture, values, history and capacity for change.**

2006-11-15 Workshop Terminology Policies and Planning 8

What changes?

1) Business culture & values

- *The response of the employee has shifted from “yes, sir” to “why are we doing that”*
- *evolution from traditional values (control, predictability and consistency) to new values (accountability, ownership and empowerment)*
- *makes the implementation of business change more difficult*

2006-11-15 Workshop Terminology Policies and Planning 9

Terminology & Change

→ if you want to convince decision makers to implement your terminology policy, you should:

- find out who the decision makers are
- analyse expectations of interested parties & people involved
- be able to „speak the language“ of these (business) people

2006-11-15 Workshop Terminology Policies and Planning 10

Framework & Expectations

Involved	mood, attitude + / = / -	relevance, power 1.....5	expectations (+) concerns (-)	strategies, remedies
Senior management, Boss	Principal of university, CEO;	5 -4	+ CONSISTENCY; cost savings, transparency - Costs and time consuming, training needs; change management	Long-term strategy; awareness raising; budget plans; time management; fund raising
Decision makers	Head of Communication; middle mgnt	4 – 5	More efficiency; more budget; branding Feasible? More work? Evaluation? Expertise sufficient?	Major methodologies; delegation of tasks

2006-11-15 Workshop Terminology Policies and Planning 11

Framework & Expectations

Involved	mood, attitude + / = / -	relevance, power 1.....5	expectations (+) concerns (-)	strategies, remedies
Terminology team	+	4-5	Recognition Hidden agenda?	Provide visibility, support; detailed information; training etc

2006-11-15 Workshop Terminology Policies and Planning 12

What changes?



2) Organization of work & business processess – towards project oriented organizations

→to implement your terminology policy successfully, you should:

- treat the policy like a programme – to be broken down into & implemented by several projects:

2006-11-15

Workshop Terminology Policies and Planning

13

Terminology & Change



- define goals, strategic approach and success of the programme,
- define objectives and success of the projects & the project management
- be familiar with the characteristics of projects, etc.

2006-11-15

Workshop Terminology Policies and Planning

14

Every Project is



- new / innovative, relevant / important
- complex, dynamic
- interdisciplinary,
- and has a project „culture“ (rules and way of management)

2006-11-15

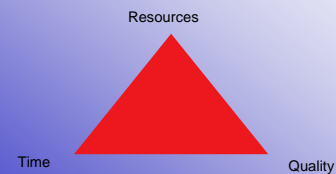
Workshop Terminology Policies and Planning

15

Every Project is



- determined by the golden triangle



2006-11-15

Workshop Terminology Policies and Planning

16

Project Management



- WHO does
- WHAT
- (until) WHEN
- HOW (in which form)
- WHY
- WHERE



2006-11-15

Workshop Terminology Policies and Planning

17

Terminology Projects



- What is specific about terminology projects?
- Complex, cost & time consuming
- need for explanation („what is terminology?“ „what is the difference between terminology and ...?“)
- need for argumentation („why important?“ „feasible anyway?“ „how much ...“, too broad, too horizontal, etc.)

2006-11-15

Workshop Terminology Policies and Planning

18

What changes?



3) Management philosophy

→ You should know & consider the 6 basic principles of efficient and effective management:

2006-11-15

Workshop Terminology Policies
and Planning

19

Management Principles



1. Think and act result-orientated
2. Contribute to the big picture
3. Focus on few things

2006-11-15

Workshop Terminology Policies
and Planning

20

Management Principles



4. Use your strenghts
5. Create trust
6. Think positive

(Fredmund Malik)

2006-11-15

Workshop Terminology Policies
and Planning

21

Terminology & Change



- To know the principles does not necessarily mean to be able to apply them
- Success factors for terminology policy projects
- Understanding and contributing to management philosophy & strategy

2006-11-15

Workshop Terminology Policies
and Planning

22

Success Factors



1. Think and act result-orientated
 - Design your terminology project(s) practice- and result-orientated
 - Promote your results (the new terminology policies helps/helped to improve, reduce, optimize ...)
 - Define your goals clear and measurable (SMART formula)

2006-11-15

Workshop Terminology Policies
and Planning

23

Success Factors



- SMART - ensure that goals are set
- S-pecific
 - M-easurable
 - A-chievable
 - R-ealistic / R-elevant
 - T-imely / T-ime specific

2006-11-15

Workshop Terminology Policies
and Planning

24

Success Factors 

2. Contribute to the big picture

- Terminology policies play a crucial role in the management of changes and improvements of:
 - Information & knowledge management
 - Corporate speech / corporate identity
 - PR & Marketing
 - Diversity Management
 -

2006-11-15 Workshop Terminology Policies and Planning 25

Success Factors 

3. Focus on few things

- Start with smaller projects for a specific need and in a specific field of change
- e.g.: multilingual newsletter for new international / diverse teams;
- online manual for new corporate software tools,
-

2006-11-15 Workshop Terminology Policies and Planning 26

Success Factors 

4. Use your strenghts

- When it's easy, it's your strenght and you are good in it
- Concentrate on the strenghts of the terminology policy – and your own strenghts
- If necessary, find competent partners to compensate the weeknesses

2006-11-15 Workshop Terminology Policies and Planning 27

Success Factors 

5. Create trust

- Clear objectives and structures
- Consistent internal and external terminology and communication – to support successful Change Management
- The terminology product/service as essential **part** of the product/service of the company/organization – to ensure quality
- Culture of dealing with problems, conflicts, mistakes, team culture, etc.


2006-11-15 Workshop Terminology Policies and Planning 28

Success Factors 

6. Think positive

- Terminology as high quality part of end products which are needed and appreciated in a fast changing society
- e.g. the 3 main fields of application for terminology products, services and tools (p/s/t)

2006-11-15 Workshop Terminology Policies and Planning 29

Success Factors 

6. Think positive

- Terminology as high quality part of end products which are needed and appreciated in a fast changing society:
 1. Information & communication (p/s/t)
 2. Classification (p/s/t)
 3. Translation (p/s/t)

2006-11-15 Workshop Terminology Policies and Planning 30

African languages



6. Think positive

- e.g. European and African languages as resources & markets – not as problems
- Roundtable „Language policies in a global perspective and human rights“ within the project „Linguistic diversity and literacy in global perspective“ (www.ecml.at), 21st June 2005, Vienna, Austrian Commission for UNESCO

Thank you



For your attention!

www.termnet.org
gsauberer@termnet.org