

The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance. The largest droplet is on the right side, and there are smaller ones near the top and bottom edges.

CHANGE MANAGEMENT TOOLKIT

A MANAGING TRANSITIONS APPROACH FOR ORGANIZATIONAL CHANGE

PRESENTED BY: FRANK VOEHL

LEAN SIX SIGMA GRAND MASTER BLACK BELT

OBJECTIVES

- DISCUSS SOME REASONS THAT MANAGING CHANGE IS SO CHALLENGING.
- REVIEW SOME DYNAMICS THAT UNDERLIE THE CHANGE PROCESS.
- EXAMINE SOME CHANGE MANAGEMENT MODELS.
- IDENTIFY SPECIFIC ACTIONS YOU CAN TAKE TO LEAD/MANAGE CHANGE IN YOUR OFFICE.

A WORD ASSOCIATION GAME ...

- WHEN I SAY “BLACK,” YOU MIGHT SAY “WHITE”, OR
- WHEN I SAY “BLACK,” YOU MIGHT SAY “CAT” ...
- WHAT WORDS COME TO MIND WHEN I SAY ...

CHANGE!

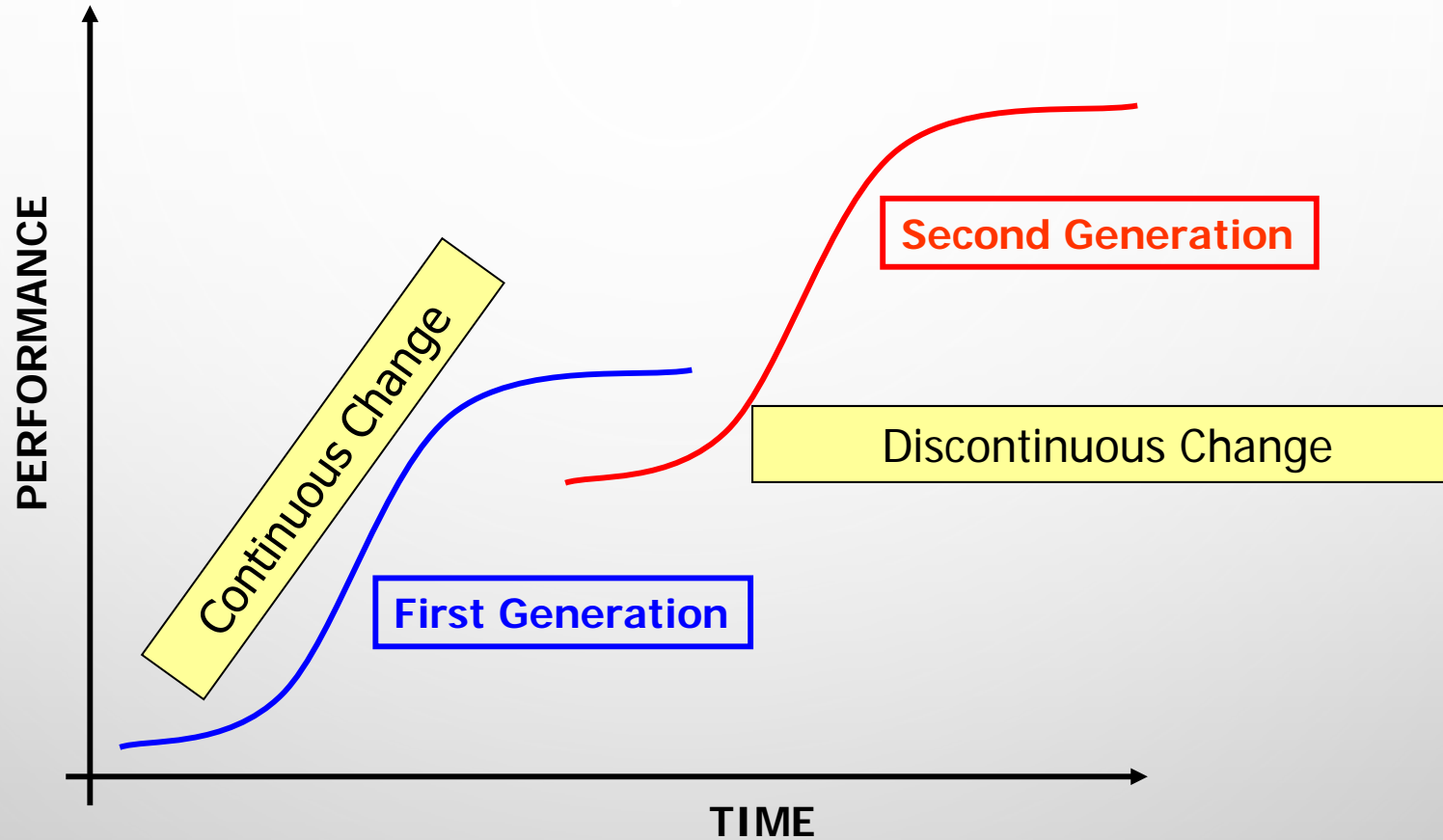
Compare your answers with these ...

- Fear of the unknown
- Loss of control or power in the new system
- Outside of their comfort zone
- Nostalgia
- Satisfaction with the present way of doing things
- Fear of failure in the new; loss of face
- New things mean more work
- Perceived lack of resources
- No time to adjust

Types of Change

1. **Continuous** change deals with incremental improvement. (Continuous Improvement)
2. **Discontinuous** change requires us to take a step back with the hope that progress will eventually come. (Breakthrough Improvement)

The S-Curve Model of Change



Progress usually comes as a series of overlapping S curves.

MANAGING CHANGE

MANAGING BOTH TYPES OF CHANGES IS LIKE

“CHANGING THE TIRES ON A CAR WHILE IT’S STILL MOVING.”

A TYPICAL CHANGE ...

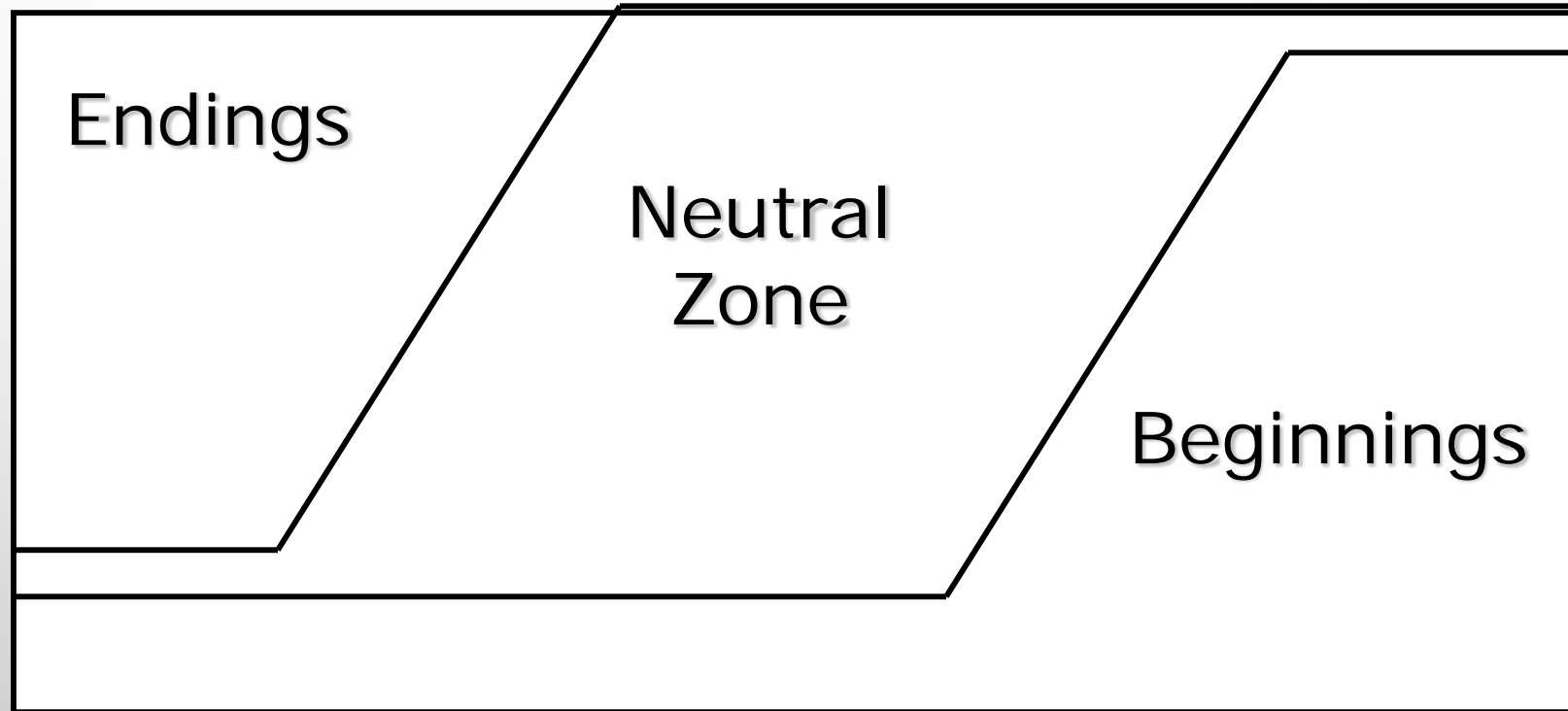
- **IS INITIATED (BEGINS) ...**

GETS IMPLEMENTED ...

AND ENDS.

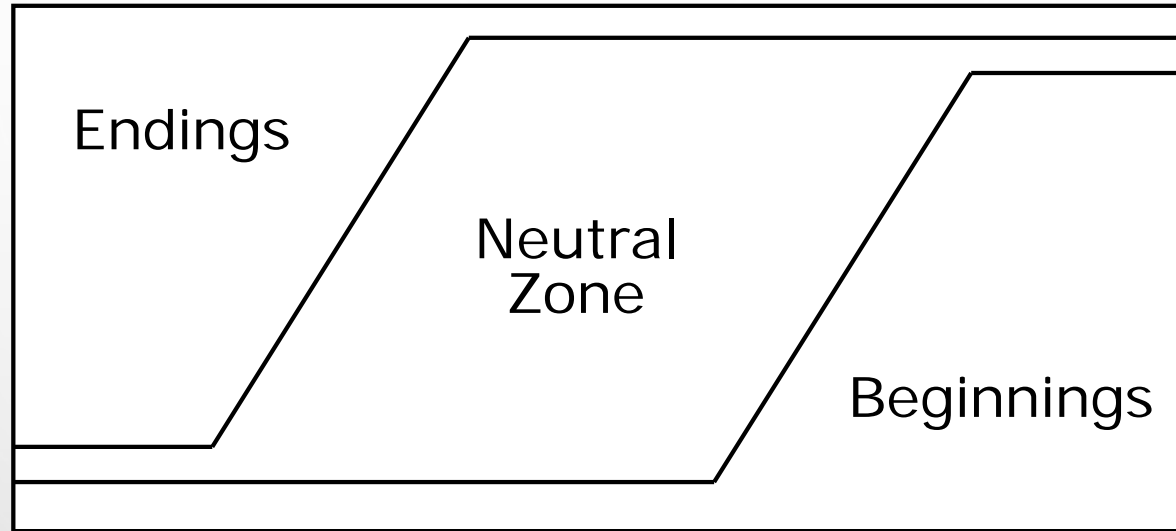
Right?

EMOTIONALLY, IT HAPPENS BACKWARDS!



Adapted from William Bridges⁹

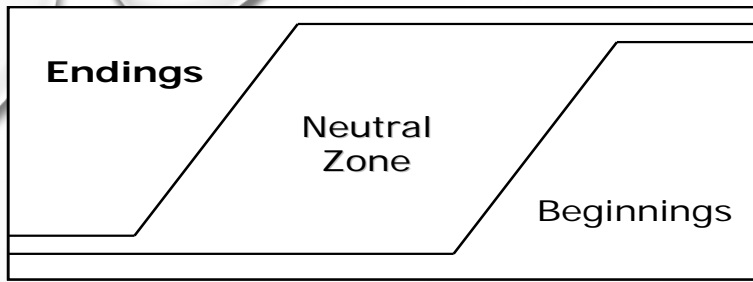
FEELINGS DON'T OPERATE ON THE SAME TIME FRAME AS THE STRUCTURAL CHANGE



Grieving the loss of the old

Confusion – not the old way, not the new way yet either!

Enrollment/commitment to the new way. “Buying in.”



DEALING WITH ENDINGS

- COMPENSATE FOR LOSSES
- GIVE PEOPLE INFORMATION AND DO IT AGAIN AND AGAIN
- DEFINE WHAT IS OVER AND WHAT ISN'T
- MARK THE ENDINGS
- TREAT THE PAST WITH RESPECT
- LET PEOPLE TAKE PIECE OF THE OLD WAYS WITH THEM
- SHOW HOW ENDINGS ENSURE CONTINUITY OF WHAT REALLY MATTERS

LEAN SIX SIGMA TOOLS TO HELP

THE MAIN IDEA IS TO HELP PEOPLE ASSESS
THEIR CURRENT SITUATION IN ORDER TO
HELP THEM LET GO OF THE PAST

BASIC WHITE BELT, YELLOW BELT AND GREEN BELT TOOLS
SUCH AS:

- THE BREAKTHROUGH STORY & EQUATION
- FORCE FIELD ANALYSIS
- PORTER'S FIVE FORCES MATRIX
- CUSTOMER/STAKEHOLDER ANALYSIS MATRIX

Stakeholder Analysis

- Identify Stakeholders
- Determine level of support
 - Determine who is supportive
 - Determine who will be a barrier
- Develop Organizational Change Readiness Map
- Develop a strategy to move them to where they need to be

Stakeholder Analysis (cont'd)

Stakeholder Analysis					
Names	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
John M				★ ✘	
Andrew					★ ✘
Rob				★ ✘	
Supervisors					★ ✘
Module Mgrs.	✘	→		★ ←	✘
Directors		✘	★ ✘		
Others	?	?	?	?	?

★ Where they need to be for the change to be successful
 ✘ Where they are now
 → Direction they need to move




How do you interpret the “Module Managers” line?

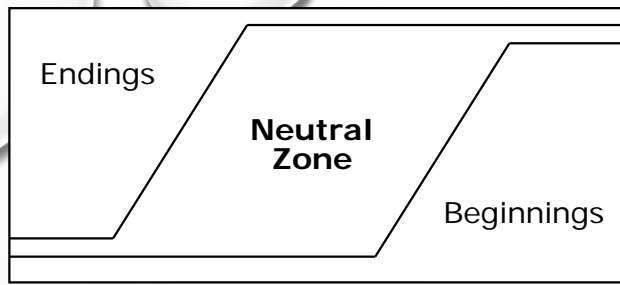
Activity: Define Stakeholders

- Break into teams
- Select recorder & spokesperson
- Steps:
 1. Brainstorm key stakeholders by name.
 2. Plot where individuals currently are with regard to desired change (X = current).
 3. Plot where individuals need at the minimum level to be (O = desired) - identify gaps between current & desired.
 4. Determine reason / issues for gap
 5. Plan action steps for closing gaps with 2 key stakeholders

Stakeholder Analysis

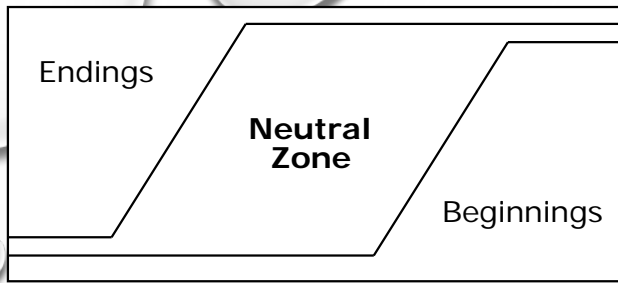
Stakeholder Analysis					
Names	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive

 Where they need to be for the change to be successful
 Where they are now
 Direction they need to move



CHARACTERISTICS OF THE NEUTRAL ZONE

- ANXIETY RISES AND MOTIVATION FALLS
- PEOPLE FEEL DISORIENTED AND SELF-DOUBTING
- PEOPLE MISS MORE WORKDAYS THAN AT OTHER TIMES
- OLD WEAKNESSES, LONG PATCHED OVER OR COMPENSATED FOR, REEMERGE
- PEOPLE ARE OVERLOADED, SIGNALS ARE OFTEN MIXED, AND SYSTEMS ARE IN FLUX AND THEREFORE UNRELIABLE
- PEOPLE BECOME POLARIZED BETWEEN THOSE WHO WANT TO RUSH FORWARD AND THOSE WHO WANT TO GO BACK TO THE OLD DAYS
- ORGANIZATIONS ARE VULNERABLE TO ATTACK



DEALING WITH THE NEUTRAL ZONE

- PROTECT PEOPLE FROM FURTHER CHANGES WHILE THEY ARE TRYING TO REGAIN THEIR BALANCE
- REVIEW POLICIES AND PROCEDURES TO SEE THAT THEY ARE ADEQUATE TO DEAL WITH THE CONFUSING FLUIDITY
- REORGANIZE THE DECISION-MAKING STRUCTURE AND PROCESS BY REGROUPING PEOPLE INTO NEW UNITS UNDER TEMPORARY MANAGERS
- SET SHORT-RANGE GOALS FOR PEOPLE TO AIM TOWARD AND ESTABLISH CHECKPOINTS ALONG THE WAY TOWARD LONGER-RANGE OUTCOMES
- DON'T SET PEOPLE UP FOR FAILURE
- FIND OUT WHAT SUPERVISORS AND MANAGERS NEED TO LEARN TO FUNCTION IN THE NEUTRAL ZONE AND PROVIDE SPECIAL TRAINING

LEAN SIX SIGMA TOOLS TO HELP

THE MAIN IDEA IS TO HELP PEOPLE WHO
HAVE LEARNED TO LET GO OF THE PAST
ALSO LEARN HOW TO DEAL WITH THE
'NEUTRAL ZONE' WHERE AMBIGUITY RULES
AND EVERYTHING IS IN PLAY

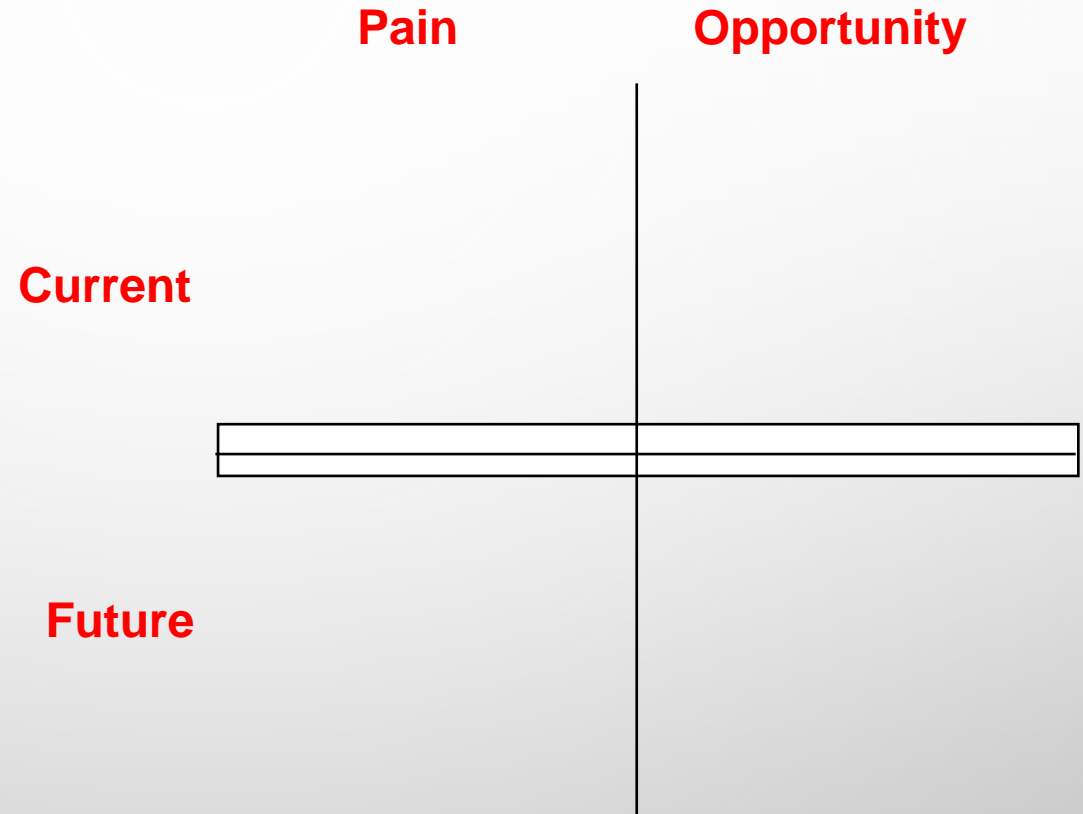
BASIC WHITE BELT, YELLOW BELT AND GREEN BELT TOOLS
SUCH AS:

- PROCESS MAPPING
- CREATE A SHARED-NEED WINDOW
- AFFINITY DIAGRAM/KJ ANALYSIS

CREATE A SHARED-NEED WINDOW

The “Pain Grid”

- **WIIFM**
- WHAT ARE THE IMPLICATIONS OF **NOT** CHANGING?
- WHAT CAN PEOPLE **MOVE TOWARDS**, OR
- MOVE **AWAY FROM**?

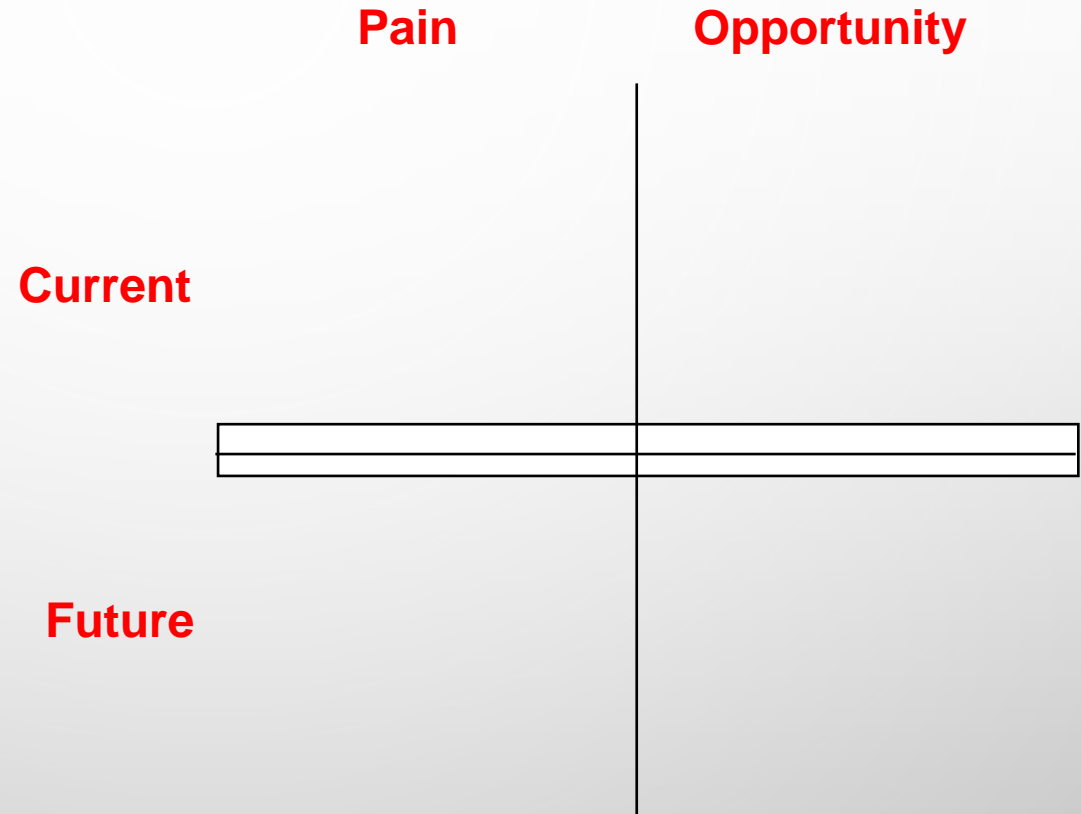


Adapted from Darrell Connor

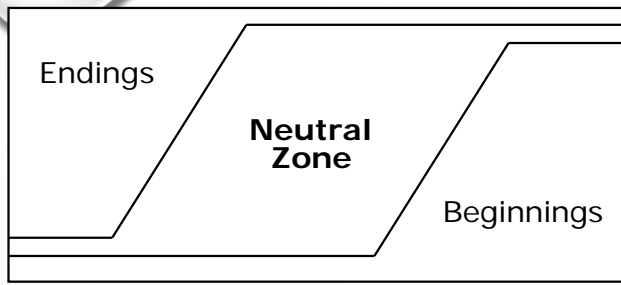
CREATE A SHARED-NEED WINDOW

- THINK OF A CHANGE YOU ARE RESPONSIBLE FOR LEADING.
- DRAFT MESSAGES IN EACH QUADRANT.

The “Pain Grid”

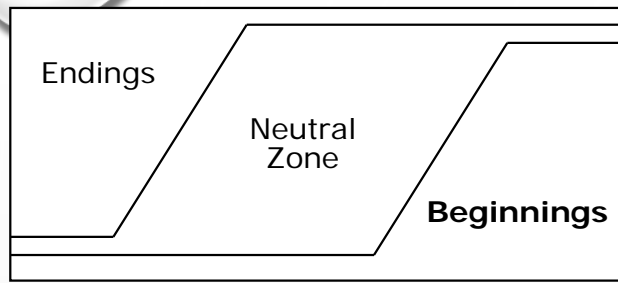


Adapted from Darrell Connor



ENCOURAGE CREATIVITY

- ESTABLISH BY WORD AND EXAMPLE THAT THIS IS A TIME TO STEP BACK AND QUESTION THE “USUAL” AND TO COME UP WITH NEW AND CREATIVE SOLUTIONS
- PROVIDE OPPORTUNITIES FOR OTHERS TO DO THE SAME
- PROVIDE TRAINING IN THE TECHNIQUES OF DISCOVERY AND INNOVATION
- ENCOURAGE INNOVATION
- EMBRACE LOSSES, SETBACKS OR DISADVANTAGES AS ENTRY POINTS FOR NEW SOLUTIONS
- LOOK FOR OPPORTUNITIES TO BRAINSTORM NEW ANSWERS TO OLD PROBLEMS
- RESTRAIN THE NATURAL IMPULSE TO PUSH PREMATURELY FOR CERTAINTY AND CLOSURE



WHAT CAN WE DO TO REINFORCE THE “BEGINNINGS” PHASE?

- **ACKNOWLEDGE THE CHANGE HAS BEEN IMPLEMENTED.**
- **CELEBRATE EMERGING SUCCESSES.**
- **IDENTIFY “BEST PRACTICES” AND “LESSONS LEARNED.”**
- **PUT “CONTROL MECHANISMS” IN PLACE TO ASSURE THE NEW CHANGES ARE INSTITUTIONALIZED.**

LEAN SIX SIGMA TOOLS TO HELP

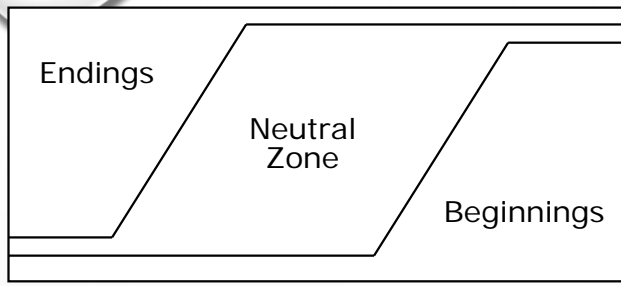
THE MAIN IDEA IS TO HELP PEOPLE WHO
HAVE SUCCESSFULLY NEGOTIATED TRAVEL
THROUGH THE NEUTRAL ZONE TO LAUNCH
THE NEW BEGINNINGS

BASIC WHITE BELT, YELLOW BELT AND GREEN BELT TOOLS
SUCH AS:

- THE VISIONING PROCESS
- FORCE FIELD ANALYSIS
- KANO ANALYSIS MODEL
- QUALITY FUNCTION DEPLOYMENT
- SCAMPER
- BUSINESS CASE MODELING

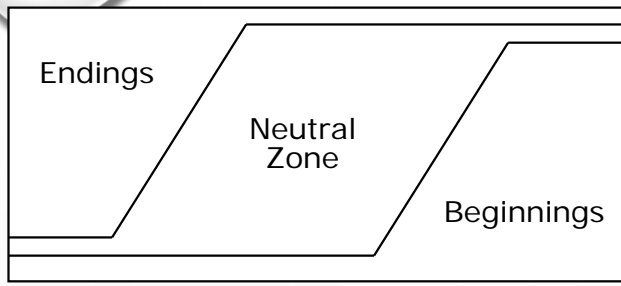
CREATE A VISION OF THE FUTURE

- “**FUTURE PACING**”
- “*IT IS XX MONTHS FROM NOW AND THE CHANGE HAS BEEN **SPECTACULARLY SUCCESSFUL**:*
 - WHAT DO YOU **SEE**?
 - WHAT DO YOU **HEAR**?
 - HOW DO YOU **FEEL**?
 - WHAT IS HAPPENING TO YOUR **CUSTOMERS**?
 - WHAT IS HAPPENING TO YOUR **FELLOW EMPLOYEES**?
 - WHAT IS HAPPENING TO THE **MEASURES AND METRICS**?



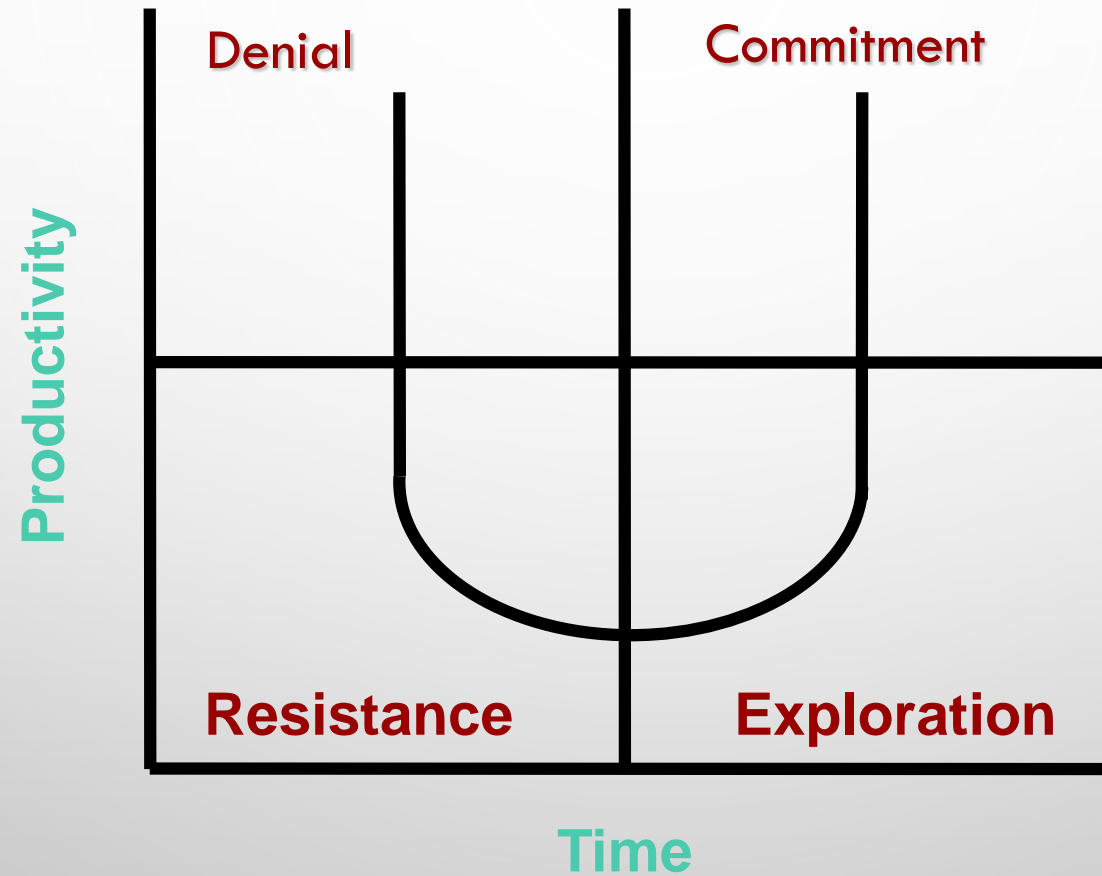
LET'S PUT THE MODEL INTO PRACTICE!

- TAKE 5 MINUTES TO THINK INDEPENDENTLY ABOUT A SIGNIFICANT CHANGE YOU EXPERIENCED IN WHICH YOU HAD LIMITED CONTROL OR CHOICE.
- USING THE THREE STAGES OF THE BRIDGES MODEL, EVALUATE THAT CHANGE THROUGH THE LENS OF THE 3 PHASES. MAKE SPECIFIC NOTES ABOUT HOW YOU WERE THINKING/FEELING AS YOU WENT THROUGH EACH OF THE THREE STAGES.
- A WORK-RELATED EXAMPLE IS PREFERABLE, BUT NOT ABSOLUTELY NECESSARY.



WHAT ARE YOUR “TAKE-AWAYS” FROM THIS CONVERSATION?

THE EMOTIONAL CYCLE OF CHANGE



Adapted from Cynthia Scott and Dennis Jaffe

MANAGING THE TRANSITION CURVE

Denial

Symptoms

- Apathy
- Numbness
- "This too shall pass"

What You Can Do

- Let people know the change will happen.
- Explain what they can expect and possible ways they can adjust to the change.
- Give them time to let things sink in and talk things over.

MANAGING THE CURVE (CONT'D)

Resistance

Symptoms

- Anger
- Fighting
- Can't sleep at night
- "I gave my all and now look what I get."
- Withdrawal from the Team
- "I don't like it."

What You Can Do

- Listen
- Acknowledge feelings
- Be empathetic
- Encourage and support
- Don't try to talk people out of their feelings

MANAGING THE CURVE (CONT'D)

Exploration

Symptoms

- Too many new ideas are generated
- Frustration
- Have a lot to do
- Trouble focusing

What You Can Do

- Focus on priorities and provide and needed training
- Set short-term goals
- Conduct brainstorming, visioning, and planning sessions

MANAGING THE CURVE (CONT'D)

Commitment

Symptoms

- Teamwork
- Satisfaction
- Clear focus and plan
- "Sign me up!"

What You Can Do

- Set long-term goals
- Concentrate on building a team
- Create a mission statement
- Validate and reward those responding to the change

SOME ADDITIONAL THOUGHTS

- AT ANY ONE GIVEN TIME, DIFFERENT PEOPLE ARE IN DIFFERENT QUADRANTS OF THE CURVE.
- WHAT DOES SOMEONE ALREADY IN THE “EXPLORATION” PHASE CALL SOMEONE IN THE “DENIAL” PHASE – AND THE OTHER WAY AROUND?

What are the implications of these thoughts for you as leaders of change?

HERE ARE SOME OTHER “TOOLS” FOR YOUR TOOLBOX WHEN LEADING & MANAGING CHANGE

- SPONSOR CHECKLIST
- SYNETICS
- STAKEHOLDER ANALYSIS
- FUTURE PACING
- COMMUNICATION PLAN
- APPRECIATIVE INQUIRY (AI)

IDENTIFY A SPONSOR

- POTENTIAL SPONSOR CHECKLIST:
 - WHO CARES – **PASSIONATELY** – THAT THIS CHANGE HAPPENS?
 - WHO CAN IDENTIFY AND REMOVE ANY OBSTACLES OR BARRIERS?
 - WHOSE PERFORMANCE OBJECTIVES AND INCENTIVE COMPENSATION IS IMPACTED BY THE SUCCESSFUL IMPLEMENTATION OF THIS CHANGE?

What changes are you responsible for leading?

How well would you score?

COMMUNICATION PLAN

- COMMUNICATION IS AN IMPORTANT COMPONENT OF A CHANGE PLAN
- ONGOING COMMUNICATION:
 - KEEPS KEY STAKEHOLDERS INFORMED OF PROGRESS
 - ENABLES STAKEHOLDERS TO PLAN RESOURCE ALLOCATION
 - ASSISTS IN ALIGNING THE PROJECT WITH OTHER INITIATIVES
 - CREATES BUY-IN & SUPPORT FOR THE DESIGN
 - PREVENTS MISUNDERSTANDINGS WHICH CAN IMPEDE OR STOP THE PROCESS.

COMMUNICATION PLAN

OBJECTIVES: WHAT DO WE WANT RECIPIENTS TO:

- KNOW
- FEEL
- DO

WHO ...

- NEEDS TO RECEIVE **WHAT CONTENT,**
- DELIVERED IN **WHAT FORMAT,**
- WITH **WHAT FREQUENCY ...** TO ACHIEVE YOUR COMMUNICATION OBJECTIVES.

DEVELOP A COMMUNICATION PLAN

- **OBJECTIVES:** WHAT DO WE WANT RECIPIENTS TO:
 - KNOW
 - FEEL
 - DO
- **WHO ...**
- **NEEDS TO RECEIVE WHAT CONTENT,**
- **DELIVERED IN WHAT FORMAT,**
- **WITH WHAT FREQUENCY ... TO ACHIEVE YOUR COMMUNICATION OBJECTIVES.**

Answer these questions with regards to what you've learned this session...



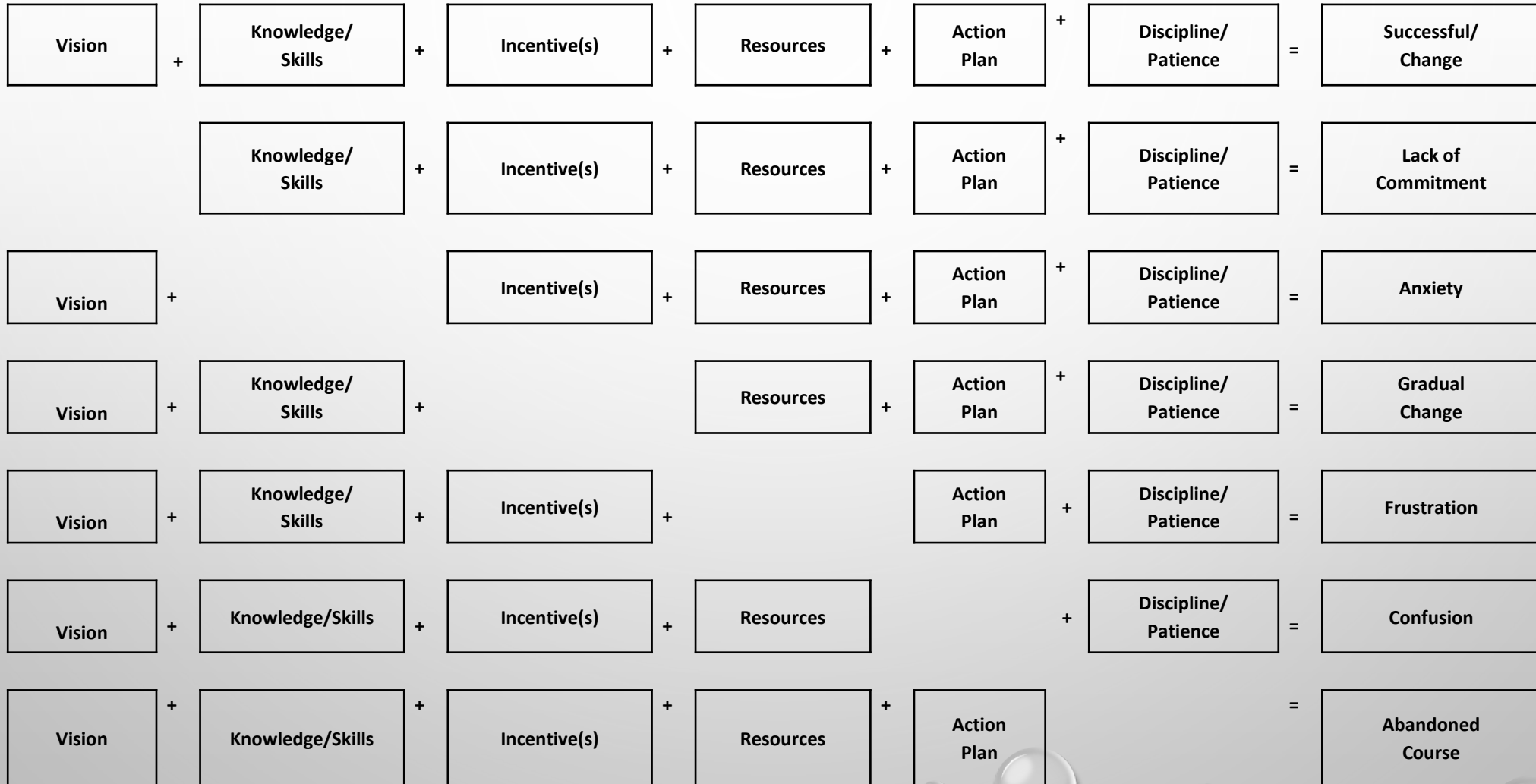
MAKING CHANGE LAST

HOW CAN YOU INCREASE THE CHANCES THAT A CHANGE WILL “STICK”
ONCE IT IS IMPLEMENTED?

Summary: Leadership Role in Change Management

- Communicate vision & anticipate resistance
- Do not compromise on the purpose & direction but be patient and be flexible on the means
- Preserve the best of what you already do well – change what needs to be changed.
- Establish the benefits of the new system
- Seek participation and light many fires but maintain consistency among them
- Track, measure, & reward the new behaviors
- Honor the past, but model the future

MANAGING COMPLEX CHANGE



WE COVERED A LOT OF GROUND

- LEARNED SOME OF THE REASONS THAT MANAGING CHANGE IS SO CHALLENGING
- REVIEWED SOME DYNAMICS THAT UNDERLIE THE CHANGE PROCESS
- EXAMINED SEVERAL CHANGE MANAGEMENT MODELS
- IDENTIFIED SPECIFIC ACTIONS YOU CAN TAKE TO LEAD CHANGE IN YOUR ORGANIZATION.

**QUESTIONS
ISSUES
CONCERNS**



Note on Version Control:

The Strategy Associates' Change Management Toolkit power point deck has had the following version/revisions since 2006:

1. CMT Orientation August 2006 v1 <file size = 48 slides>
2. CMT Orientation August 2007 v2 <file size = 46 slides>
3. CMT Orientation March 2008 v3 <file size = 42 slides>
4. CMT Orientation September 2009 v4 <file size = 44 slides>
5. CMT Orientation March 2010 v5 <file size = 51 slides>
6. CMT Orientation November 2010 v6 <file size = 53 slides>
7. CMT Orientation February 2011 v7 <file size = 50 slides>
8. CMT Orientation August 2011 v8 <file size 47 slides>
9. CMT Orientation December2012 v9 <file size = 46 slides>
10. CMT Orientation April2013 v10 <file size = 44 slides>