## Session Goal

<table>
<thead>
<tr>
<th>TO: What is the goal, purpose or outcome desired?</th>
<th>Obtain practical knowledge and methods to better understand and help manage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOR: Who benefits from the results? What is the scope?</td>
<td>You, anyone helping others understand, accept, and implement changes</td>
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</table>
| BY: How will you achieve the result; Basic approach | Understanding the concepts of change  
■ Identifying techniques to help  
■ Starting practice in application |
| SO THAT: What are the benefits from achieving the goal? | You can better assist your organization in creating positive change. |
| STANDARDS: How will you measure success; Measure and Target? |  
| ■ What Knowledge improvement |  
■ How Measured Workshop survey |  
■ Target 1 point improvement (1-5 scale) |
| CONDITIONS: What requirements or limitations exist? |  
■ Workshop begins & ends on time  
■ Confidentiality (No named individuals) |
Helping Manage Change

Learning Objectives

- Understanding the concepts of change
- Identifying techniques to help
- Starting practice in application
Some Views of Change

Change can be defined as: “The complete process of moving from one state to another” … and Improvement is POSITIVE change!

- Change appears to NOT be constant; it is increasingly frequent (See “Did You Know?”; YouTube)

- Change can be driven from multiple directions: Personal, External and Organizational
Some Views Of Change

- Can be described as…
  - Easy or hard
  - Incremental or Transformational
  - Forced or desired
  - Managed poorly or managed well…

- Change can be part of growth, achievement and improvement or…
  … a significant barrier
Change Is A Transition

Belief that the current state is insufficient for the future

Belief that the new/future state offers advantages and is possible

See Transition Curve in the Appendix
Thoughts about the Transition . . .

- Transition is the process people go through to come to terms with the new situation.
- Transition is often difficult because:
  - It is fraught with ambiguity & unknowns
  - Every transition starts with an ending/loss of what was and the loss is often not easy
- It can be a confusing in-between state where people are no longer in the ‘old’ and not yet comfortable in the ‘new’.
- It is often stressful
When Are We Managing Change?

Environmental

Personal

Social

Revise policies

Technology

Boss decisions

New policies

Programs

Projects

Law
Great improvement organizations have a culture that is receptive to change and are good at it; part of the role of improvement leaders is helping to make the change!
What Are Your Change Experiences? In Improvement Projects? Organization Changes?

- What positives or issues have you encountered?
- What accounted for the positives or issues?
WHY IS CHANGE OFTEN DIFFICULT?
The Technical and Social Nature Of Change

Change often includes **technical** and **social** system changes...and often the social systems are more difficult.

<table>
<thead>
<tr>
<th>Technical</th>
<th>Social</th>
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<tbody>
<tr>
<td>Technology (e.g. IT)</td>
<td>Roles</td>
</tr>
<tr>
<td>Processes</td>
<td>Relationships</td>
</tr>
<tr>
<td>Systems</td>
<td>Culture</td>
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**Example:**

- Introduction of Internet
- Example: Broad access to information
- Social networks
- **How people interact**
- Possibility of working at home
- Role of supervisor (giver of information to coach)

**Both need to be addressed!**
Why Do People Find Change Hard?

- Don’t realize the need for change
  - Misperceive the situation
- Don’t know how to change
  - Do I have the competencies to change?
- Fear of the unknown, failure, discomfort, *job loss*
  - New standards of performance
- Don’t think it worth the while
  - Cannot see the benefits
- Perceived loss of power or prestige
  - Lose more than they gain
Change Can Lead To Resistance

In the open:
- Refusal
- Blaming
- Going through the motions
- Delays

Hidden:
- Silence
- Lack of creativity
- Inactivity
How Will You Help People Make The Change?

Will You…

- Eliminate the old way
  - turn off the old computer system; eliminate super-size soda cups

- Make it uncomfortable to not comply
  - fines for not wearing seat belts; tax on sugar laden beverages; performance evaluations

- Encourage the new way and enable the behavior
THE GOOD NEWS: CHANGECAN BE UNDERSTOOD AND HELPED
Typical Steps of Making a Change

Change has an underlying process and uses the methods of improvement (e.g. root cause problem solving) to solve problems.
Focus the Effort: Make Sure You Understand The Change And Can Describe It

- Understand Current State and Future State
  - Create Vision for the change; Develop “From/To” statement for each stakeholder group
  - Build “Elevator Speech”

- Decide how big a change it represents
  - Identify the size and scope of change
  - List potential systems, structures and roles that may change

- Convert it to a Direction or Goal
  - Build a goal statement including the elements of TO, FOR, BY, SO THAT, STANDARDS, CONDITIONS
Motivate Interest: Why Should I Change?

- Establish the type of change (proactive or reactive)
  - Is it a Current Pain, Future Anticipated Pain, Current Opportunity, Future Anticipated Opportunity?
  - Establish a sense of urgency

- Answer the question “What’s in it for me (WIIFM)?”
  - Resolve the broader concern over job reduction

- Start the communication and educational process
Align Stakeholders With the Direction: Where Is Everyone At With Respect To The Change?

Stakeholder analysis
- Who are they?
- Who is critical to the change?
- Are they opposed?
- Why? What is the root cause?
- How will we manage it?

Continue Communication
- Communication strategy
- Individual communications
Create Structure of Support

**Sponsor (e.g. Process Owner)**
- Needed to ensure behaviors are consistent with the change, provide resources, role model

**Champion (You!)**
- Skilled in helping make the change

**Change Team (e.g., the event team)**
- Empowered to act on the vision and goal
- Clear on the team and individual roles
Implement, Monitor and Learn: Make The Change and Solve Problems

- Develop, track and manage action plan; include change management issues
- Execute Communication strategy for all stakeholders
- Develop and execute Training plan
- Periodically extract Lessons Learned and make corrections based on root causes
- Provide consequences (remember the positive – catch people “doing it right”!)
TECHNIQUES TO HELP UNDERSTAND AND MAKE THE CHANGE
A Number of Techniques Exist to Help Understand the Issues and the Root Causes

- Transition curve (see appendix)
- Need for change matrix (Facts, Find and Formulate; 3 Fs)
- Vision; Vision to Actions
- Threat vs. Opportunity Matrix
- Force Field
- Stakeholder Analysis
- Cause and Effect; 5 Whys
- Sponsor and Champion Assessments

- Communications
  - Communication strategy templates
  - Structures for individual communications (ROAMMM)
  - Elevator Speeches
- Diagnostic Tools
  - Team assessments
  - Systems and structures analysis
  - Employee involvement or engagement assessments

Many exist however there are some simple and powerful ones to get started
And Three Techniques To Help…

- **Stakeholder Analysis**
  - Supports the *Alignment of Stakeholders*
  - A technique to identify sources of resistance and identify strategies to gain sufficient support to ensure success

<table>
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<tr>
<th>STAKEHOLDER (Role)</th>
<th>THEIR LEVEL OF SUPPORT (1-Strongly Against; 5-Strongly in favor)</th>
<th>THEIR IMPACT ON CHANGE (1-Strongly Impact; 5-minimal Impact)</th>
<th>ISSUES WITH THE CHANGE</th>
<th>WHAT IS NEEDED FROM THEM?</th>
<th>ACTIONS OR INFLUENCE STRATEGY</th>
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Exercise: Stakeholder Analysis

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<tr>
<td>Supervisor</td>
<td>2</td>
<td>1</td>
<td>Not sure if change is needed. Concerned that he/she will not have sufficient input.</td>
<td>Resources Cooperation Approval</td>
<td>?</td>
</tr>
</tbody>
</table>

As a Group: Let’s practice with one potential stakeholder— the Supervisor of the work process
Exercise: Stakeholder Analysis

Table groups

Select:
- Achieving Accreditation OR
- Creating a Culture of Quality Improvement

Build a stakeholder analysis for current change; try to identify all stakeholder roles and complete at least 2
And 2\textsuperscript{nd} Technique To Help...

- Communication Strategy
  - Supports the \textit{Alignment of Stakeholders} and \textit{Implement, Monitor and Learn}
  - A technique to plan the \textit{what, who, when and how} communications are needed to gain sufficient support to ensure success

<table>
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<tr>
<th>STAKEHOLDER</th>
<th>ISSUES</th>
<th>TIMING/FREQUENCY</th>
<th>COMMUNICATION</th>
<th>OWNER</th>
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## Exercise: Communications Strategy

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<th>COMMUNICATION</th>
<th>OWNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pull from Stakeholder Analysis</td>
<td>At start up</td>
<td>• Initial communication</td>
<td>Leader</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monthly</td>
<td>• Department Newsletter</td>
<td>Planning team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekly</td>
<td>• Individual team meetings</td>
<td>Suprs.</td>
<td></td>
</tr>
</tbody>
</table>

### Table Groups:

**Begin a communication plan**

Now is a great time to pull out ROAMMM

See job aid: single topic guideline and Comm_Strategy template
And 3rd Technique To Help…

**ROAMMM**

- Communicating with Stakeholders
- Supports the **Alignment of Stakeholders and Implement, Monitor and Learn**
- A technique to formulate the communication
- Strategic, Tactical, Personal

Role: Inform
Objective: Increase awareness of upcoming kaizen event. Solicit process improvement input
Audience: Process team members not participating in the event, process stakeholders, other department staff
Method: Pre-event flyer posted in multiple places around the department
Message: The importance of this improvement event. Event details (date, times, scope, team members). Request for input.
Measure: > 5 team members ask about the event. > 5 improvement input received prior to the event

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Takeaways

- Improvement is about positive change; It relies on creation of a culture of seeking out and managing change.
- Change is a transition that encompasses technical and social issues.
- Change can and should be managed and facilitated; It is a process.
- Leadership has key responsibilities in change.
- Root causes of failure to make the change often are in the areas of work process, work setting and knowledge/skills; these are typically facilitated by leadership.
- Communicating the direction, Role modeling, Enabling the change, Creating a non judgmental, “problems are gold” culture, Dealing with barriers and Celebrating success can be instrumental to making the change...
Helping Manage Change

Learning Objectives

- Understanding the concepts of change
- Identifying techniques to help
- Starting practice in application
How Did We Do on the Objectives and Learning Expectations?

Workshop Survey:
Please complete the survey by rating your “Before Training” and “After Training” level of understanding

Thank You!
## Facilitate People Through The Transition Curve

<table>
<thead>
<tr>
<th>Denial</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refuse to accept the need or apply new information to their situation</td>
<td>Identify with new goals and are focused on how to reach them</td>
</tr>
<tr>
<td>Accept the change yet build obstacles and defend status quo</td>
<td>Begin the process of looking forward to the future state; try</td>
</tr>
</tbody>
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Based on “The Change Grid” dev. By Cynthia D. Scott & Dennis T. Jaffe

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## Transition Curve: Observed Behaviors

<table>
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<tr>
<th>Denial</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Avoiding</td>
<td>• Comfortable</td>
</tr>
<tr>
<td>• Withdrawal</td>
<td>• Internalized the change</td>
</tr>
<tr>
<td>• Immobilization</td>
<td>• Successful</td>
</tr>
<tr>
<td>• “It’s not happening”</td>
<td>• Sense of accomplishment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resistance</th>
<th>Exploration</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Defending</td>
<td>• New interest</td>
</tr>
<tr>
<td>• Anxious</td>
<td>• Trying it out</td>
</tr>
<tr>
<td>• Angry</td>
<td>• Increased flexibility</td>
</tr>
<tr>
<td>• Refusal</td>
<td>• “What does this mean for me?”</td>
</tr>
</tbody>
</table>

Based on “The Change Grid” dev. By Cynthia D. Scott & Dennis T. Jaffe
Helping People Move through the Transition Curve

1. **Denial: Give Information**
   - Communicate, communicate, communicate!
     - What, Why, How and Impact of the Change
   - Stay focused on the future state and benefits of the change.
   - Make clear the next steps or 1st “target state”.

2. **Resistance: Listen and find root causes**
   - Find and address the root causes of the concerns.
   - Educate
   - Break down steps to introduce changes.
   - Reinforce the positive results of the change.
   - Find ways to say “good-bye” to the past.
   - Expect feelings of frustration.
Helping People Move through the Transition Curve

3. Exploration: Facilitate the change
   ▪ Provide resources
   ▪ Keep educating
   ▪ Restructure work processes, coordinate new roles.
   ▪ Extract learning and incorporate in path forward.
   ▪ Treat problems as improvement opportunities.

4. Commitment: Install into the culture and acknowledge performance
   ▪ Enlist the help of early adopters to facilitate the change elsewhere.
   ▪ Operationalize the change in systems and structures.
   ▪ Provide feedback on overall results. Celebrate Success!
   ▪ Acknowledge the end of the change or phase of change and move on to the next.