



LEAN Ohio
BOOT CAMP

Change Management
Day 5: Module 3

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The Road of Change
All improvements require change



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50 Reasons Not To Change



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Change Definition

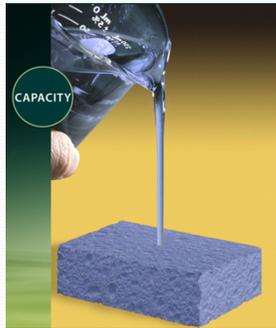
- The act, process or result of altering:
 - People
 - Processes
 - Strategy
 - Structure
 - Metrics / Rewards

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capacity for change

As change leaders we need to promote an understanding of not only what will change, but what will remain the same. Individuals can only tolerate a certain amount of change at once.



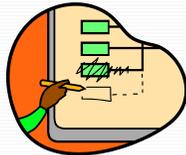
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Three Levels of Change

- **First Order Change**
 - Incremental changes within accepted frames
 - Minor improvement
 - No change in core processes
 - Reversible change
 - Logical and rational



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Second Order Change

- Change in systems
- Breakthroughs of large magnitude
- Revolutionary leap frog jumps
- Irreversible change
- New paradigms/ out of the box thinking



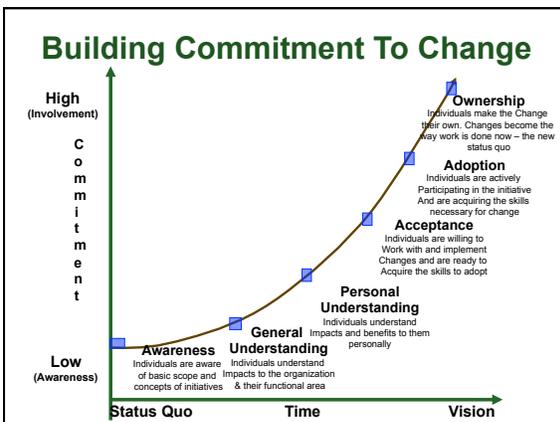
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Breakthrough Change

- All managerial activity is directed at either breakthrough or control
- A dynamic, decisive movement to a new higher level of performance
- Transformation



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Building Commitment to Change

- Critical Improvement approvals
 - Project idea approval
 - Solution approval
 - Implementation plan approval
 - Solution leveraged to other locations

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Selling Your Solution

- Increases odds of getting the solution approved by change sponsor and implemented.
- Increase odds of staff supporting implementation of the change

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You, the person with the great idea

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The people you need to convince

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Selling Your Idea

1. YOU
2. WHY
3. HOW



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The Why: the "Wedge"

- Causes you to let go of the past
- Explains challenges/problems that exist today that require change
- Problem statement
- Don't forget to "honor the past"



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The Why: The Magnet



- Attracts you to future improved state or vision
- Explain opportunities that lie ahead when you reach your project goal
- Opportunity statement

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Purpose of Resistors Is...



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Embracing Resistance

- Resistance is a form of **feedback** from people who often **know more** about day-to-day operations

Dismissing that feedback:

- Deprives you of valuable information
- Costs you goodwill
- Jeopardizes important relationships

- If you **embrace** resistance, you can use it as a resource and *find your way to a better solution*

Resistance Helps *Change Your Change!*

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Phases of Buy-In



WEAK

Seek Agreement:

1. On the problem
2. On the direction of the solution
3. That the solution actually solves the problem
4. That the solution will not lead to significant side effects
5. On how to overcome obstacles that might block the implementation
6. To implement

STRONG

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WIIFM & Burning Platform

Visualize *in advance* how your change affects their:

- Goals
- Major initiatives
- Biggest Challenges
- Budget/timing
- Use of their major resources/assets
- Other options to achieve same change



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Five I's for overcoming resistance

1. Incentives –
2. Information –
3. Intervention –
4. Indoctrination
5. Involvement –

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Communication Plan

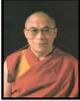
Message <i>(inform, persuade, empower)</i> WHAT and WHY	Audience	Media <i>(written, events, one-on-one, etc.)</i>	Who is responsible	When / Where

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Tool: Force Field Analysis

- Brainstorm a list of forces that will help implement the proposed change (Driving forces)
- For each driving force, list a Restraining Force that will work against implementation
- Analyze the diagram to understand the areas you can influence
- Plan and take appropriate action

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8 Mantras of Change Leadership

1. ALL change involves loss for change targets
2. Resistance is natural – Anticipate and Expect It
3. If you do not get resistance, the change is not big enough
4. Resistance doesn't always show its face – Find It
5. Resistance has many motivations–Understand It (maybe just ignorance)
6. Deal with people's concerns vs. arguments – Confront It
7. There's no one way to deal with resistance – Manage It
8. Overcome resistance with 5 I's (Incentives, Information, Intervention, Indoctrination, and Involvement)

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**Questions on
Change Management?**

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