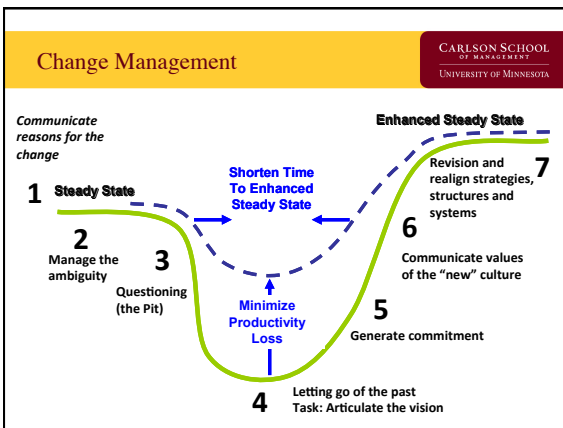


**Leadership Engagement &
Change Management**
Group #9
3/31/2016

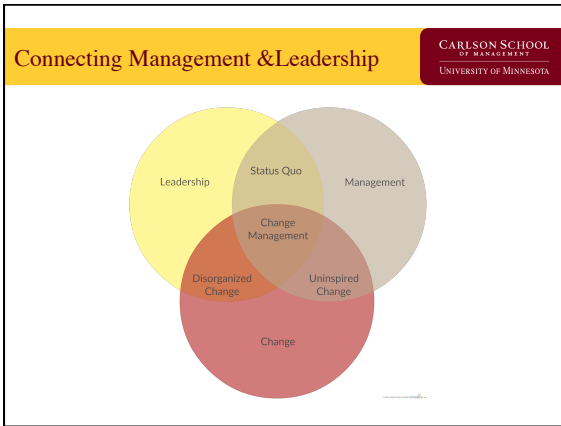
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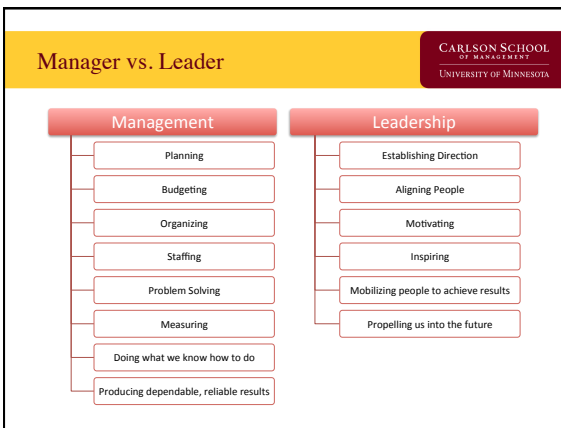
Laura Daugherty ☒ Briana Hendrickson
Devi Kyanam ☒ Sam Larson ☒ Mike Madetzke
Ryan McElhinny ☒ Polina Saprygina ☒ Thuong Thai



Leadership

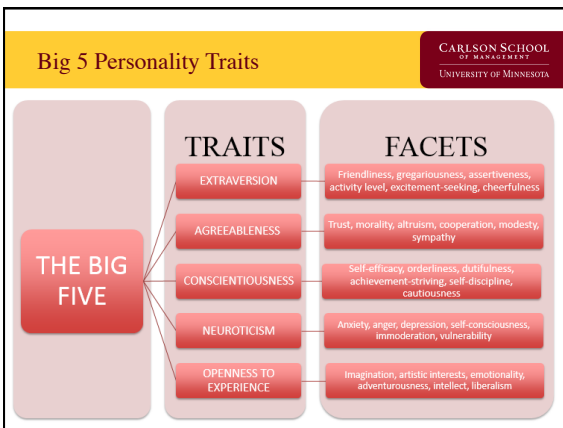
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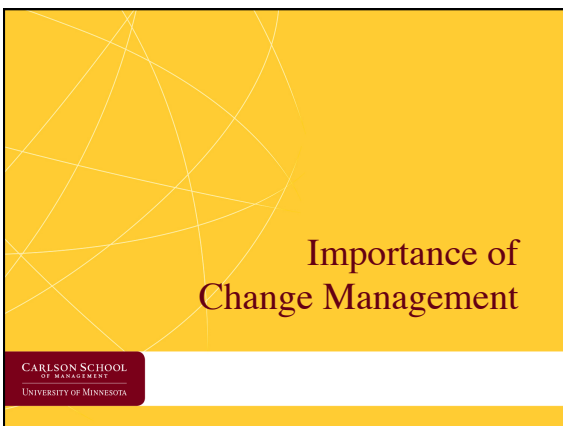












Why is it important?

Aligns the organization's people, culture, and structure during times of organizational change.


If change management is not practiced, transformation can:

- BE **STUNTED**
- TAKE **LONGER**
- OR **FAIL** ENTIRELY



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How to Implement



CAP / Six Sigma

Lewin

ADKAR

Kotter's 8 Steps

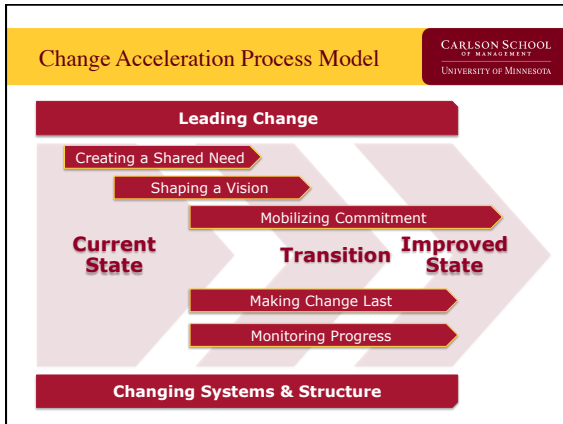
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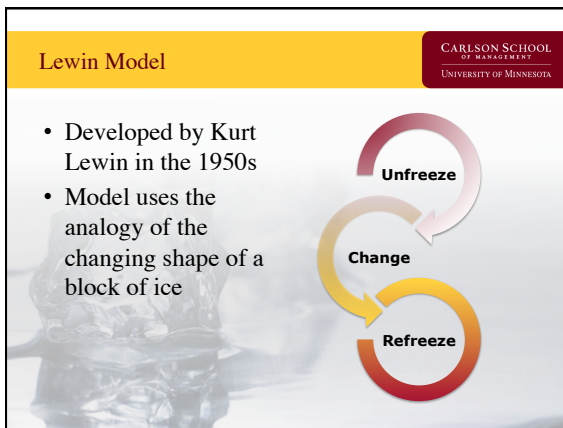
Change Acceleration Process (CAP)
Change Management within Six Sigma

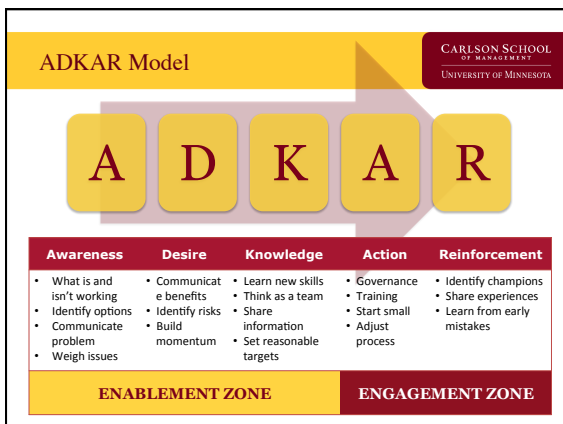
- CAP was created under the supervision of Jack Welch, Chairman and CEO of GE
- 1989-1990
- Realized companies everywhere were entering a world of "constant change"
- Those who were **slow to adopt** would **lose**

GENERAL ELECTRIC

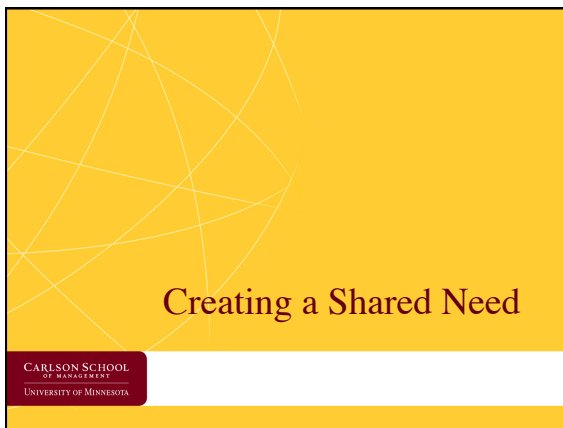
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- Creating a Shared Need**
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- What is the urgency that is driving the change toward a culture of innovation?
 - Kotter's Steps 1 & 2
 - Establishing a sense of urgency
 - Form a powerful coalition
 - Tools used to inspire a sense of urgency in others to make changes
 - Threat/Opportunity Matrix
 - 3D Matrix

Kotter Step 1:
Establishing a Sense of Urgency

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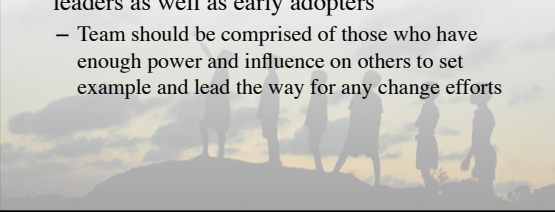
- Begin with a business case for the needed change
- Positioning the need for change in a way that is greater than the resistance to change
 - While working to decrease any negative resistance (sabotage) and working together through positive resistance (mindful questioning, searching for solutions)



Kotter Step 2:
Form a Powerful Coalition

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- Strategically building a team within Carver County
- Identify and empower those who are change leaders as well as early adopters
 - Team should be comprised of those who have enough power and influence on others to set example and lead the way for any change efforts



Threat/Opportunity Matrix

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- Over the short and long term:
 - What are the threats involved with not making changes?
 - What are the potential opportunities of making changes?

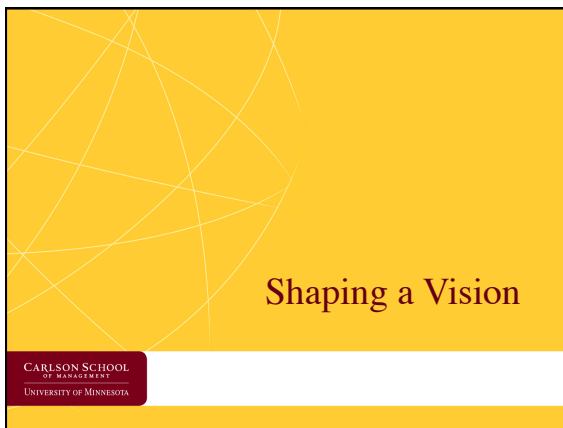
	Threat	Opportunity
Short Term	Leaving Kaizen events without buy-in or clear next steps/commitments	Leaving Kaizen events with vision and action plan around the new solution, what success would look like
Long Term	Employees not realizing the value in the changes or the solutions proposed, changes not being revisited in the long term to measure for their success resulting in wasted time and effort	All stakeholders (not just management) understanding around how things are different after new solution has been in place – specifically around what has improved, ability to measure if success has been reached and value has been added.

3D Matrix

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Multiple approaches (data, demonstrate, demand) used to create urgency around driving change - appeals to a wider audience than focusing on just one of the approaches

Approach	Possible Techniques
Data: Facts	Other countries who have been more open to change have seen cut costs and improvements in efficiencies
Demonstrate: Examples	Success stories from other local counties and their ability to implement change
Demand: Standards	Sticking with the status quo and demonstrating an unwillingness to change isn't adding value for the involved roles and the county



Shaping a Vision

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Create a Vision

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- Shape a vision to help direct the change
 - Develop a picture of the future
 - Keep it simple and easy to communicate
 - Provide direction for future action
- Use strategies and tools to define the vision
 - Backward Imaging
 - More of / Less of
 - Elevator Speech

Backward Imaging CARLSON SCHOOL
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- Imagine the future state of success
 - Developed communities
 - Efficient processes and productive employees
 - New growth initiatives
 - Increased creativity and innovation
 - Funds for further development
- Develop the vision to bridge the gap between current state and future state
 - Define key milestones and identify roadblocks
 - Predict resistance and discuss ideas to mitigate it

More of / Less of CARLSON SCHOOL
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- Describes the future state in behavioral terms
 - Behaviors expected to see START, STOP, and KEEP.
 - Provides visibility of what is gained and what is lost
 - Defines expectations clearly

More of	Less of
Innovation and Increased Productivity	Redundancies in Processes
Growth Initiatives	Disappointment and Frustration
Happy Communities and Employees	

Communicate the Vision CARLSON SCHOOL
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- Use effective vehicles of communication
 - Deliver the message multiple times
 - Communicate to various levels of audience
 - Teach and demonstrate new expected behaviors
 - Connect Kaizen events and initiatives to vision
- Walk the talk
 - Become a living symbol of the new culture
 - Use Elevator Speech as the communication tool
 - Involve more people as change ambassadors

Elevator Speech CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Very effective tool to communicate the vision
 - Keep it clear, concise and compelling
 - Present information in a quick and organized fashion
 - Highlight the key take away
 - Tailor the message based on the audience


Elevator Speech			
What is the vision?	What will it look like in 5 years?	How do we get there ?	What do you need ?

Mobilizing Commitment

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Potential Resistance CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Resisters influence change management
 - Challenge findings and question solutions
 - Not comfortable with change and do not adapt
- No value in change management



Key Stakeholders CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Individuals influence change, invest in the project, support the project objectives
- Use strong company knowledge to:
 - identify important cultural and organizational changes
 - address the cultural and organizational issues caused by the changes
 - use their influence to move resisters to adapters

Ongoing Communication CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Communication must be structured and effective
- Messages are tailored to specific needs
 - Stakeholders/ Resisters/ Employees
- Keep message brief and informative
 - Focus on next steps & people’s reaction
 - Build action items into project plan to win people’s support.

Change Management Tools CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Stakeholder Analysis
 - Identify key people who need to be won over
 - Influence can improve quality of project
 - Obtain more resources
- Technical-Political-Cultural (TPC) Analysis
 - Identify the sources of resistance and understand why they exist - does the resistance make sense?
 - Brainstorm ways for employees to adapt to the change easier

Communications Plan

- **Road map** to deliver the message
- Understand the **need** to communicate and pinpoint what needs to change
- Determine **who** receives the communication
- Write key messages to audience and **reflect** their action items in the message
- Decide **when** and **how** the message is delivered
- **Customize** the message to audience

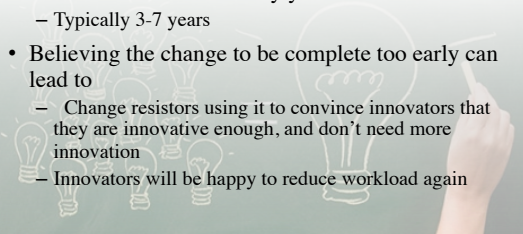
Institutionalize

Produce More Change

- Create new innovators by doing small scope and high probability of success projects
 - Have managers participate in at least one as a learner
 - Then lead the next kaizen
- Use the **small victories** to build *momentum*
 - Builds credibility in the idea of innovation
 - Use that to tackle the bigger issues
 - Larger projects may require alignment of multiple managers to promote the change
- Lack of results will kill change efforts.

Don't Declare Victory Early

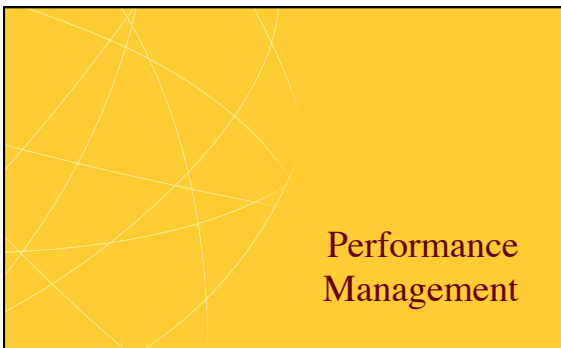
- Keep the bigger picture in mind
 - Especially important the first 1-2 years
- New behaviors takes many years to become habit
 - Typically 3-7 years
- Believing the change to be complete too early can lead to
 - Change resisters using it to convince innovators that they are innovative enough, and don't need more innovation
 - Innovators will be happy to reduce workload again



Create a Culture of Innovation

- Make innovation the new way things are done
 - Link to improved performance or financial savings
 - Promote only managers that are open to and support innovative behaviors
 - Promoting managers that do not support innovation will undue all the hard work that has been accomplished
- Actively develop future leaders of innovation
 - Have potential new leaders lead Kaizens
 - Engage leaders in all facets of innovation

Performance Management




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Performance Management CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Innovation is an essential component of Performance Management
 - Built on the current process
 - Customer Service and Communication
 - Productivity
 - **Leadership**
 - Decision Making
- Develop goals that incorporate innovation
 - Hold management responsible for promoting innovation within their team
 - Managers rate the level of support received from the facilitators

Performance Management CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Innovation is everyone’s responsibility
 - Different expectations by level
 - Goals that allow gradual involvement with Innovation
 - Participate in 1 Kaizen event per year
 - 360° Responsibility
 - Does my manager enable me to participate in Innovation projects?
 - Do I have a clear understanding of what my role is in Innovation initiative?



Questions?

Leadership Engagement & Change Management
Group 9

3/31/2016

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