

Don't Just Manage Change, *Inspire Change*

Presenter:
Chris Spranger
Spranger Business Solutions



Today's Program



- Welcome
- Introductions
 - Ellen Milnes
- “Don’t Just Manage Change, Inspire Change”
 - Chris Spranger
- Open Discussion and Questions

About MoreSteam

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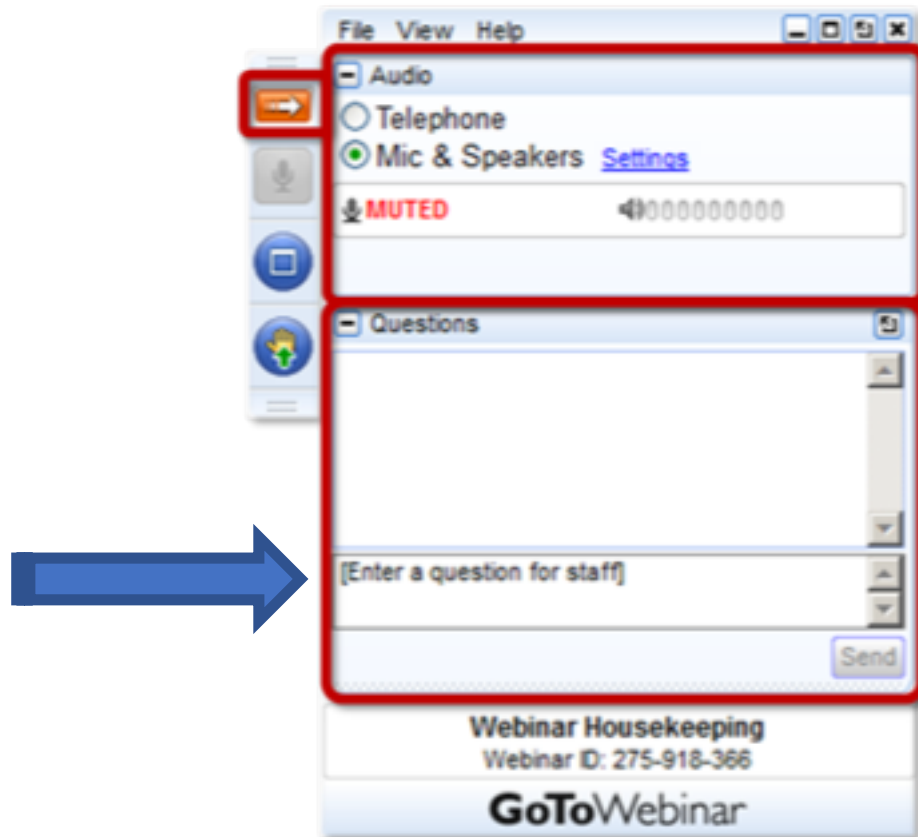
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GoToWebinar Attendee Panel



About Our Presenter



Chris Spranger

Principal – Spranger Business Solutions

- Founded management consulting firm focusing on Lean Six Sigma coaching/training/deployment and implementing standard-based quality management systems
- Certified Six Sigma Black Belt and MBB
- BS in Industrial Engineering and MBA from University of Wisconsin

Inspire Change

How to win hearts and minds to
have people embracing change

A free resource
guide for those
that hang out
with us to the
end!

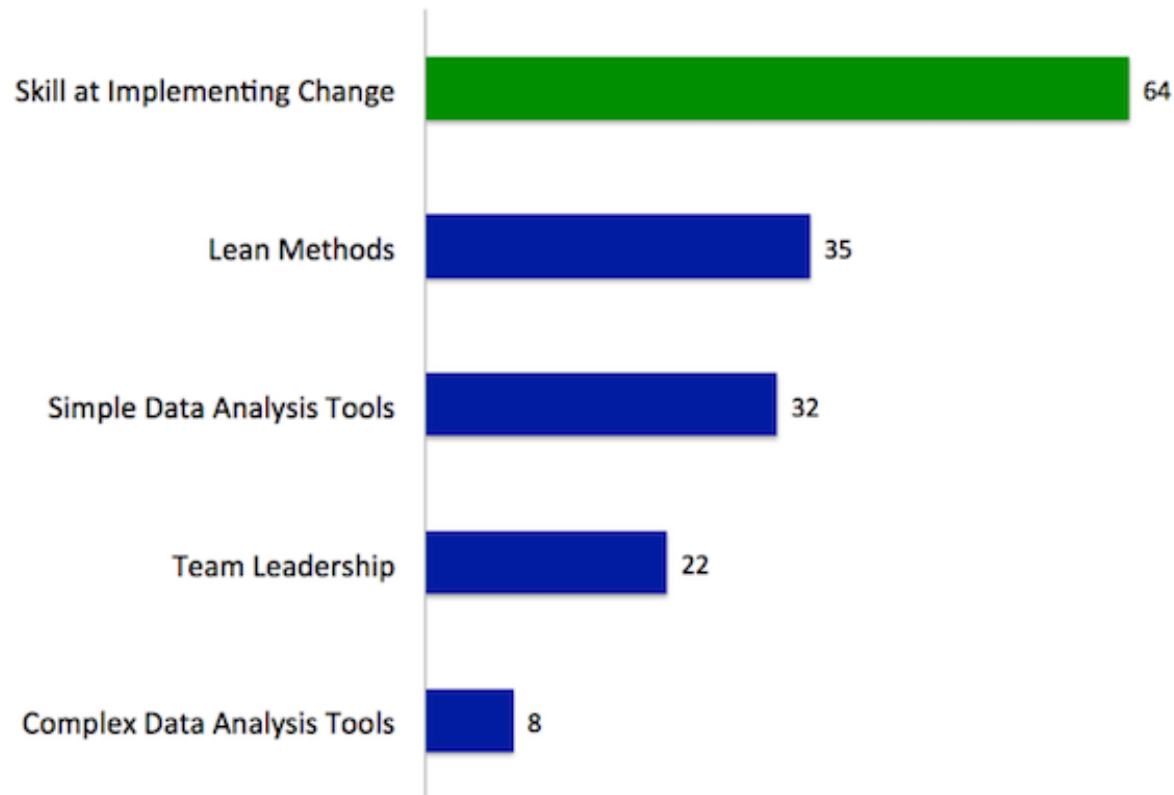
		3- This is not an issue 2- Pretty good here, might need some work 1- Need to address this, disaster is looming	
Options	Question	Score	
Confusion	3.1 Team members and/or stakeholders are questioning or may question why this is an important endeavor or the bigger purpose behind it	3	
	3.2 Team members don't understand how we will incorporate everyone's wants and work together to accomplish this	3	
	3.3 Team members can't explain what will be different/better/because of this change	3	
	3.4 The vision has not been effectively communicated by the leader AND understood by the stakeholders	3	
Resistance	2.1 Team members do not seem to be progressing toward the goal (dropping their feet)	3	
	2.2 There is active opposition to the change, or potential opposition (speaking against it, refusal to do assignments, rallying others against the change, etc.)	3	
	2.3 People are not opening up and sharing ideas or concerns. Collaboration is not happening	3	
	2.4 Stakeholders have not been approached and given an opportunity to speak and provide feedback on the change	3	
Anxiety	3.1 Stakeholders are afraid they will not be able to succeed with the new change	3	
	3.2 Stakeholders seem to be asking the same questions repeatedly - you have to cover the same ground over and over	3	
	3.3 Stakeholders seem to be "paralyzed" by this change - hesitant or unable to take action	3	
	3.4 People are complaining that they don't know what to do or how to do it	3	
Frustration	4.1 Something else always trumps working on this change or it is clearly something else will take priority	3	
	4.2 The focus of the team/stakeholders is on why this won't work, rather than taking the steps to make it work	3	
	4.3 People are complaining about a lack of support, support or money	3	
	4.4 People feel like their hands are tied - there is nothing they can do to make this happen	3	
False Start	5.1 People have taken on an attitude of "here we go again" and seem to be waiting for this to pass so they can get back to the way they've always done it	3	
	5.2 People are often seeking for information they need, while communication and accountability aren't happening	3	
	5.3 Some areas are progressing rapidly while others are stagnating	3	
	5.4 Clear coordination of work is anticipated to be a challenge or assignments are just not getting done	3	
Graded Change	6.1 People don't appear to be motivated to get this done any time soon	3	
	6.2 You anticipate or are seeing that people are going through the motions but are not enthusiastic - they don't seem to care	3	
	6.3 There is a lot of activity, but we don't seem to be getting any closer to the goal	3	
	6.4 People clearly have the skills and resources they need but aren't demonstrating a desire to go above and beyond	3	
Grand Total		51	

Change Effectiveness Assessment Diagnostic Results		
Confusion	3	Vision
Resistance	3	Engagement
Anxiety	3	Skills
Frustration	3	Resources
False Start	3	Action Steps



Why is this an important topic?

Which skills/tools are most important to you and your people?



Source: MoreSteam Blog

“They need to be engaged”

“For this to be effective, we need to build support”

“They need to be more committed”

“The culture needs to buy-in”

“Let’s make it their idea”



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Brief History...From Aerospace to Healthcare



One of my worst failures...

Coaching a new Green Belt through a project to streamline the “flipping” of a patient room...



Actual footage from the project rollout...



me →



This wasn't just “my” problem

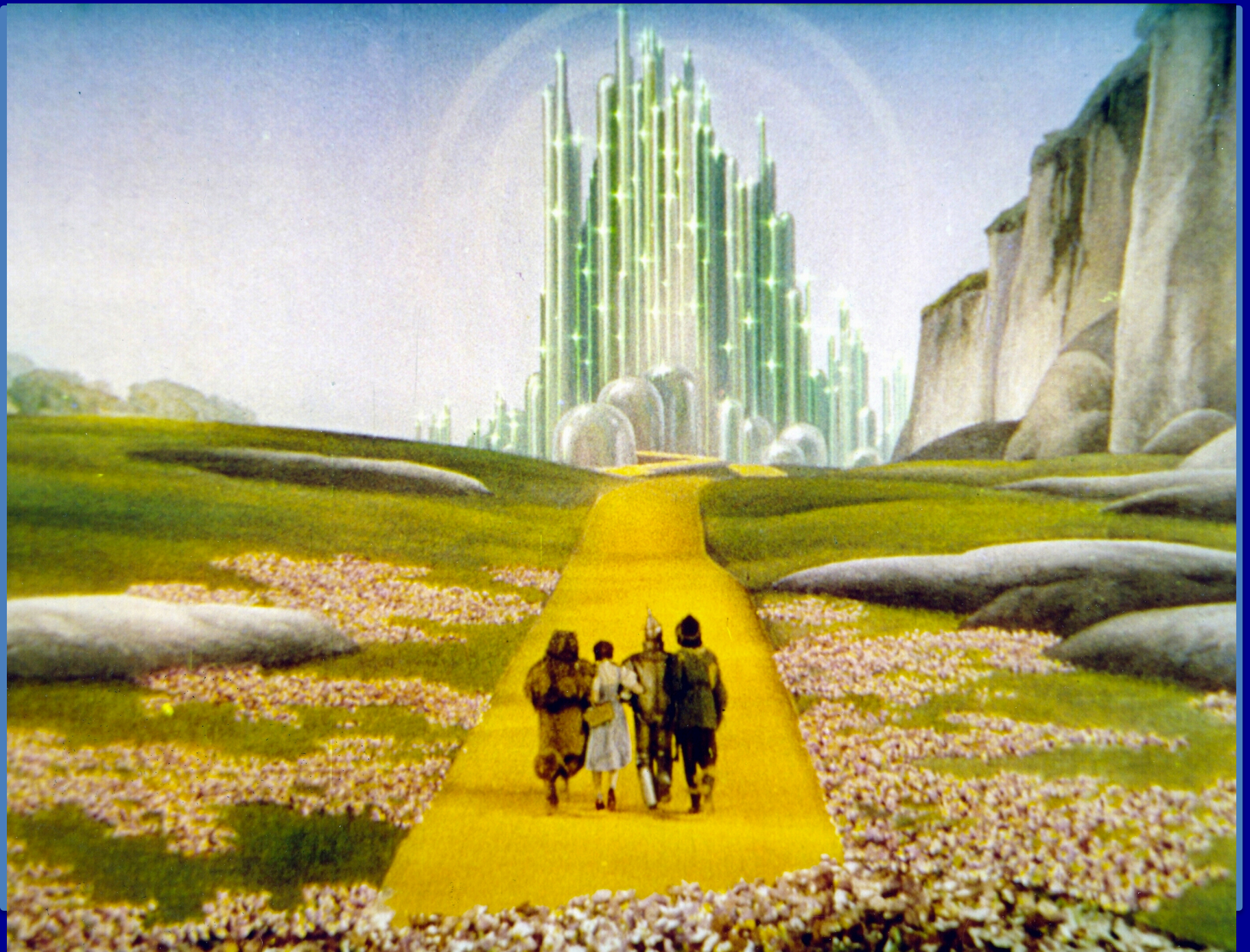
- Yeah, I messed up...and apologized for YEARS...
- I wasn't alone
- I've coached hundreds of projects...
 - Really good “belts” struggled with change
 - Really good executives struggle with change
 - #1 one project killer
 - The DMAIC framework is limited in tools and direction that apply to change



HOW do I get
people to
change?

No, no, no...not
what do I need to
do, HOW do I
actually do it?



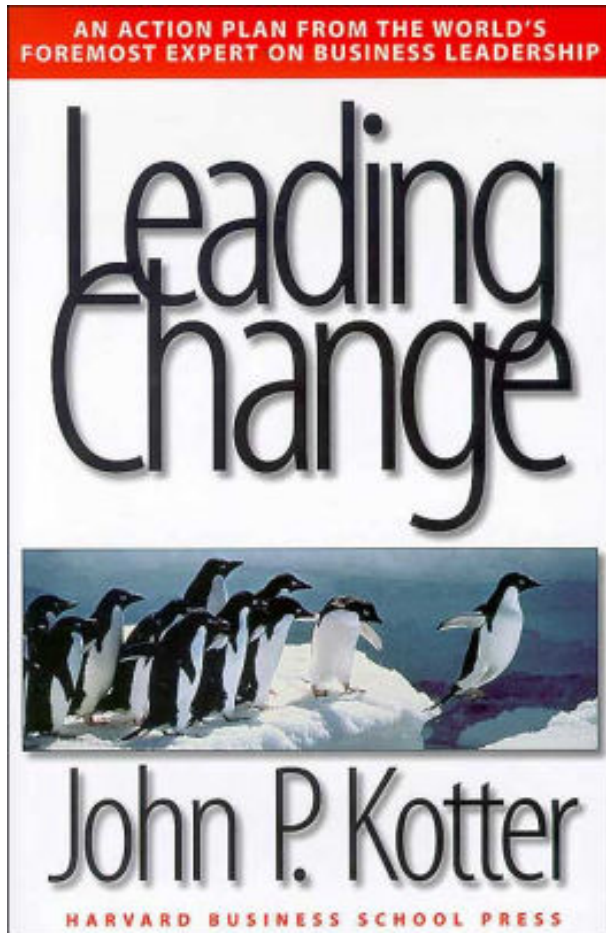


I decided to build the road...

...and it needed to do some key things:

- 1) Pre-diagnose what was preventing (or was going to prevent) the change from being successful
- 2) Give direction to a specific tool or approach or method
- 3) Provide step-by-step guidance on how to use the correct tool

Full Disclosure...



In this webinar, you will learn...

- The exact change model I follow when:
 - Executing DMAIC projects
 - Coaching Lean Six Sigma Belts
 - Deploying Continuous Improvement programs
- Your complete Step-by-Step guide!

Change Defined

verb

1. **to make** the form, nature, content, future course, etc., of (something) **different from what it is** or from what it would be if left alone
2. to transform or convert (usually followed by into)
3. to substitute another or others for; **exchange for something else**, usually of the same kind
4. to transfer from one (conveyance) to another

noun

1. the act or fact of changing; fact of being changed.
2. a **transformation or modification**; alteration
3. a variation or deviation
4. the **substitution of one thing for another**
5. variety or novelty

source: *dictionary.com*

Manage change?

man-age

verb

1. to bring about or succeed in accomplishing, sometimes despite difficulty or hardship
2. to take charge or care of
3. to dominate or influence (a person) by tact, flattery, or artifice
4. to handle, direct, govern, or control in action or use
5. to wield (a weapon, tool, etc.).

source: *dictionary.com*

An alternative view...

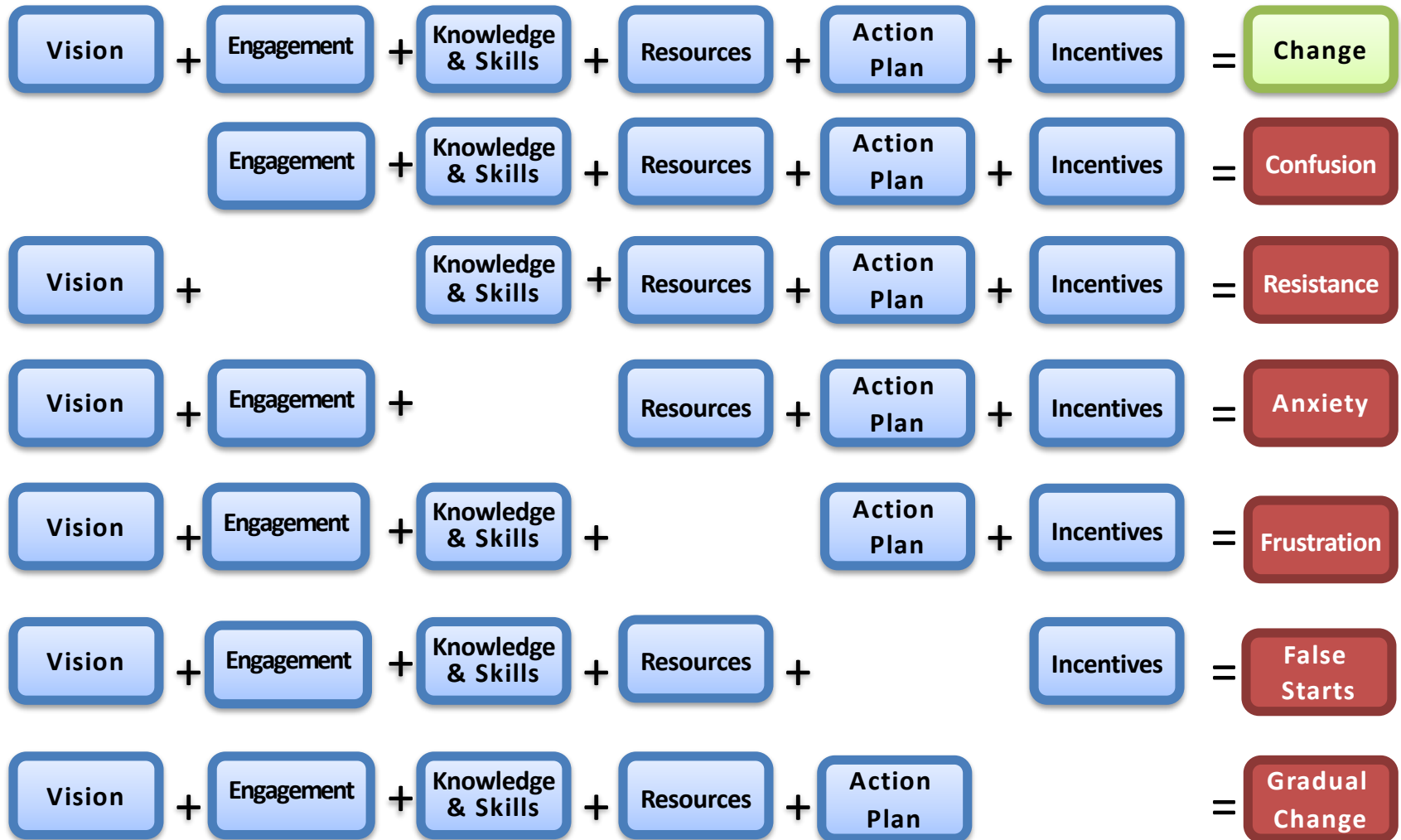
in·spire

verb

1. to fill with an animating, quickening, or exalting influence
2. to produce or arouse (a feeling, thought, etc.)
3. to fill or affect with a specified feeling, thought, etc.
4. to influence or impel
5. to animate, as an influence, feeling, thought, or the like, does

source: *dictionary.com*

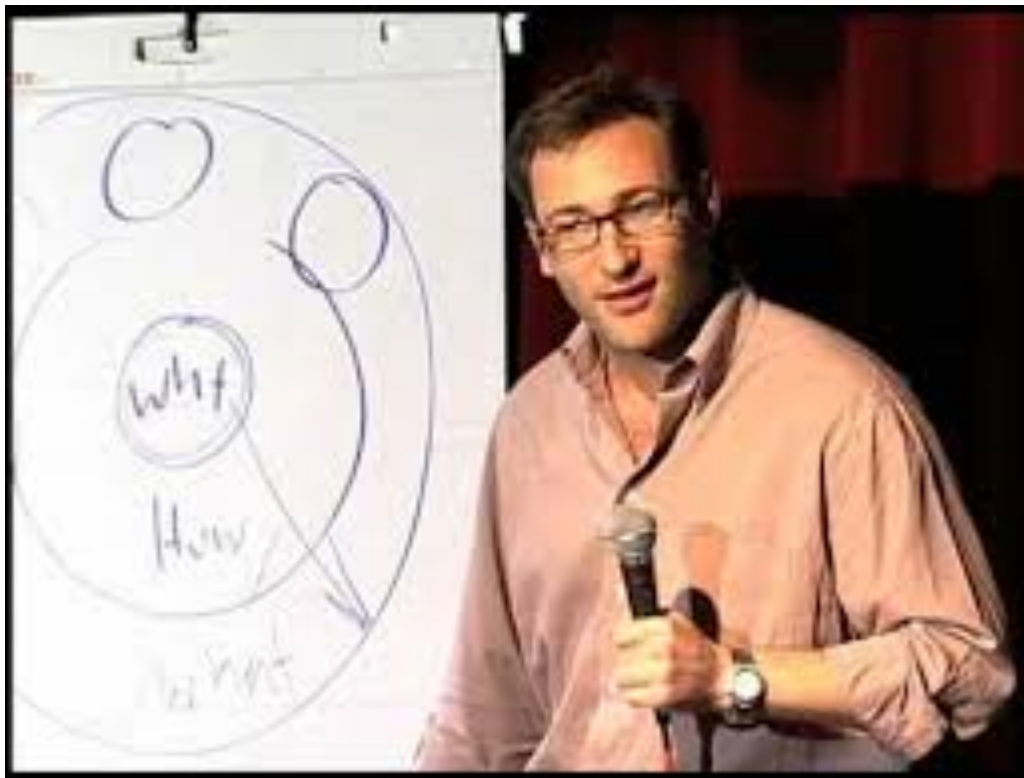
Elements of a Successful Change Effort



Vision

Creating clarity around purpose and direction to overcome confusion

Simon Sinek's Golden Circle



An inspiring vision

Communicates your purpose, cause, or belief...

...not what you are going to do

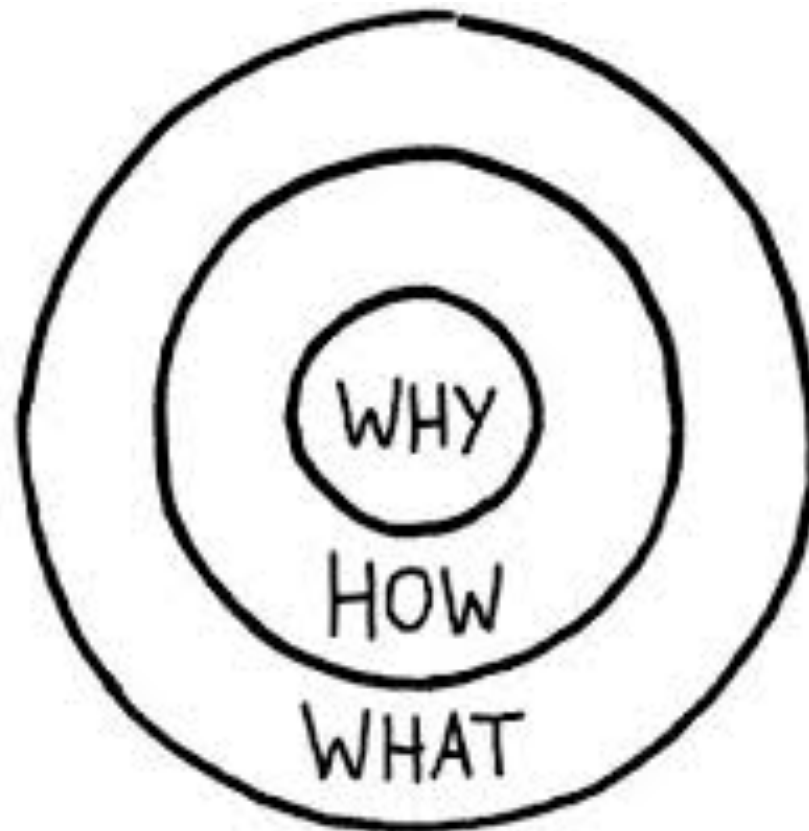
“Our communities depend on us to take care of them. They deserve our absolute best at all times. **We have a responsibility** to ensure every time they need us, it is a better experience than the time before.”

These are not name-less, face-less people. These are our friends, our neighbors, our children, our parents, and aunts and uncles. Real people. And **we need to come through for them.”**



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Simon's Golden Circle



Crafting a Compelling Vision

- Start with Why, include How, touch on What if necessary
- Vision is
 - Anticipating
 - Vivid
 - Imaginative
 - Compelling
 - Attractive
 - Clear enough

Engagement



Removing the natural urge to resist

Who are your key stakeholders?

- “Owners” of the change or process(es)
- Anyone contributing to the change
- Anyone affected by the change
- Those who benefit from process output
- All who see themselves as stakeholders

Stakeholder Perspectives – commitment, support, and less...

- **Advocate** – Wants it to succeed, is committed to it's success, and will help convince others of its merits
- **Supporter** – Wants it to succeed; thinks it's a good idea
- **Neutral** – Not taking sides, can take it or leave it
- **Critic** – Opposed to it, thinks it's a bad idea
- **Blocker** – Opposed to it and willing to work against it; will try to stop it from succeeding

Stakeholder analysis

Stakeholder Name	Influence enter a "1"			Status select "X" for current, "O" for desired					Current Score	Desired Score	Delta Score	What do they value? What is their perspective on this change?	Recommended actions
	H	M	L	B	C	N	S	A					
	9	5	1	-9	-5	1	3	7					
Medical Director	1						x	o	27	63	36	He gives strong support, he is also the Champion of the project	He will attend the kick-off to communicate his commitment and his urgency to the team.
Nursing Director	1					x	o		9	27	18	She will give support, because she will get benefit, but she may be influenced by the staff	She will be involved during the next meetings.
Staff RN1			1				x		3			She will give support, because she will get benefit in view of waste	Keep her informed through regular VITALs meetings. No special contact needed.
Staff RN2		1			x		o		-25	15	40	Her support is required because of the impact on her shift. Some trials will have to be done on her shift. If we can improve the time it takes to do these tasks she will get benefit from the project	Some evening discussions while she is on-shift and things are "quiet". She also responds well to emails because it allows her to digest info and think about her responses.
Staff CNA1			1		x			o	-5	7	12	If we improve the situation she will get benefit. But she may lose the possibility to hide some of her own problems (DANGEROUS)	Involve her before "starting" the project. Small meeting before project launch. Always try to get information about her feelings. Informal is best.
HUC			1		x			o	-5	7	12	She will be affected by the project, because she is tracking the metric that this involves. She will only get "indirect" benefit and it may require additional effort on her part.	Involve him before "starting" of the project. Small meeting. Benefit from good relations to him. Give him information about the status quo.
Case Manager		1					x		15			She has an impact on communication of key information that can help with preparing patients for discharge.	I already had a meeting with her. She is open minded to 6-sigma and had no problem to give the information I asked for.

Nemawashi



When one moves a plant, they must gently touch and remove all the roots or else they may cause great damage to what was living.

Hiroyuki Tomano

Nemawashi – Essential Elements

1. Inform them of the situation
2. Let them know how things will likely change
3. Ask for their input or feedback, but...
4. Give them time to process

Start early and repeat frequently!

Recap

1. Identify and assess stakeholders
2. Create engagement strategy
3. Nemawashi, Nemawashi, Nemawashi

Skills & Resources

Helping people overcome Anxiety and Frustration

Ensuring Skills & Resources are Present is ALL About...

...Intentionally:

- Determining what's needed to be successful in the change
- Determining which of those needs we currently have
- Determining how to fill the gaps

SKILLS Matrix

Current Level of Competency

1 = not a skill, no competency

5 = some level of competence or experience, but not a true skill

9 = highly skilled, consistently performs with excellence without need for constant attention

Hard/Technical Skills

Person	Key info to include	Where to find info	How to do and report audit	Skill 4	Approach to close Skill Gaps
Strawberry Lane DON	8	4	3		On a sample form, work with them to identify where the info needs to come from for each field, then laminate and mount at nurse's station. Walk them through the first audit and capture notes to create a cheat-sheet for this as well.
WRCC DON	8	6	4		On a sample form, work with them to identify where the info needs to come from for each field, then laminate and mount at nurse's station. Walk them through the first audit and capture notes to create a cheat-sheet for this as well.
Edgewater DON	9	7	2		Walk them through the first audit and capture notes to create a cheat-sheet for this as well.
ER HUC/Nurses			7		

Desired Level of Competency

Hard/Technical Skills

Person	Key info to include	Where to find info	How to do and report audit	Skill 4
Strawberry Lane DON	7	7	7	
WRCC DON	7	7	7	
Edgewater DON	7	7	7	
ER HUC/Nurses			7	

RESOURCE Matrix

For this change effort...

What SUPPLIES are needed (technology, tools, office supplies, clinical supplies, etc.)?

Supplies (list each on separate line)	Current Availability	Desired Availability	Who will arrange for these?	By when?
Pink paper @ Strawb Lane	None	≥ 1 reem	DON	2/1/2014
Printer @ Strawb Lane	At nurse's station	on site	NA	NA
Pink paper @ WRCC	2 Reems in stock	≥ 1 reem	NA	NA
Printer @ WRCC	In front office	on site	NA	NA
Pink paper @ EDW	1 reem in stock	≥ 1 reem	DON	3/1/2014
Printer @ EDW	None	on site	DON	3/31/2014

What SUPPORT is needed (go-to people, ergonomics, opportunity, etc.)?

Support (list each on separate line)	Current Availability	Desired Availability	Who will arrange for these?	By when?
Contact at RHA if questions	CM Coord	In place	NA	NA
"Hot Line" # in ER	Available	Available	NA	NA

What AID or Money is needed (additional people or finances to help do work)?

Aid or Money (list each on separate line)	Current Availability	Desired Availability	Who will arrange for these?	By when?
None				

Recap

1. Think through and list skill and resource requirements
2. Identify “haves”
3. Identify the gaps
4. Close the gaps

Action Plan

Defining, Documenting, and Communicating the work to be accomplished to avoid False Starts

Tools

- Work Breakdown Structure
 - Visual tool
 - Structured approach
 - Identifies all of the work that needs to be accomplished
 - Breaks large work packages into smaller chunks
- Action Plan
 - Captures responsibilities – makes them clear
 - Incorporates timeline
 - Communicates progress
 - Allows association of sub-projects

Action Plan

Lean Six Sigma Project: EO Engagement Tracker ACTION PLAN

Action Item	Who	Estimated Start Date	Estimated Finished Date	Completion Date
1 Set up of blank template	Renee Madera	2-Jan-18	2-Jan-18	2-Jan-18
2 Generate MIN formula to determine engagements that started in 2017	Eric Schumacher	15-Dec-17	20-Dec-17	20-Dec-17
3 Apply formulas for engagements that started in Calendar Year 2017 for both US and BA resources	Renee Madera	20-Dec-17	5-Jan-18	10-Jan-18
4 Complete Engagement Mgr, Engagement Partner and FMA information in template	Renee Madera	20-Dec-17	20-Jan-18	12-Jan-18
5 Generate SUMIF formula for upload of actual and scheduled hours	Eric Schumacher	10-Jan-18	11-Jan-18	11-Jan-18
6 Apply formula for upload of actual and scheduled hours for engagements that started in 2017	Renee Madera	11-Jan-18	26-Jan-16	26-Jan-16
7 Generate formula for mapping of codes	Eric Schumacher	1-Feb-18	1-Feb-18	1-Feb-18
8 Align 2018 engagements to 2017 engagements	Renee Madera	11-Jan-18	26-Jan-16	
9 Generate formula for upload of hours for actual and scheduled hours for 2018	Eric Schumacher	1-Feb-18	1-Feb-18	1-Feb-18
10 Apply formula for upload of actual and scheduled hours for engagements that started in 2018	Renee Madera	1-Feb-18	2-Mar-18	
11 Generate variance analysis	Renee Madera	1-Feb-18	2-Mar-18	
12 Verify that total hours reconcile	Renee Madera	11-Jan-18	2-Mar-18	
13 Add information from Finance Metrics	Renee Madera			

Communicate the Plan

- Post it on your metrics boards
- Review it at huddles/department meetings
- Have regular meetings to Review and Adapt plan
- Make it visible and keep it current!

Incentives

Motivating people to “go after it”

Compelling research



Incentives: Material, Autonomy, Mastery, and Purpose

- What would it take to make this better for the team?
- What could you do to make it better for stakeholders and interested parties?

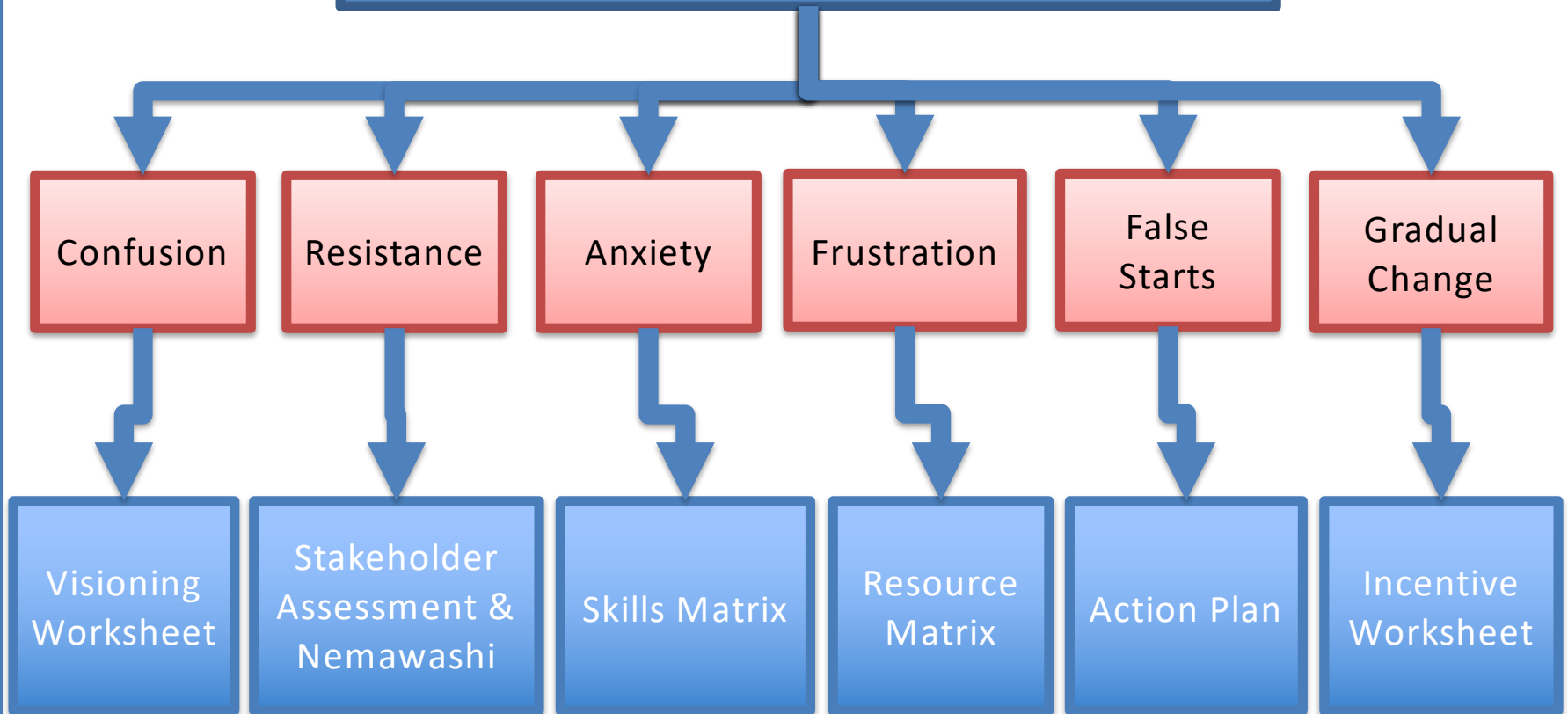
Incent Recap

- **Material** – if you do this, I'll give you that
- **Autonomy** – focus on the result and get out of the way
- **Mastery** – help them get better at what THEY WANT to get better at
- **Purpose** – help them be a part of a greater cause



Where to start?

Change Effectiveness Assessment



Change Effectiveness Assessment

3=This is not an issue 2=Pretty good here, might need some work 1=Need to address this, disaster is looming			
Symptom		Question	Score
Confusion	1.1	Team members and/or stakeholders are questioning or may question why this is an important endeavor or the bigger purpose behind it.	
	1.2	Team members don't understand how we will incorporate everyone's talents and work together to accomplish this.	
	1.3	Team members can't explain what will be different (benefits) because of this change.	
	1.4	The vision has not been effectively communicated by the leader AND understood by the stakeholders.	
Resistance	2.1	Team members do not seem motivated (dragging their feet).	
	2.2	There is active opposition (speaking against it, refusing the change, etc.)	
	2.3	People are not opening up. Collaboration is not happening.	
	2.4	Stakeholders have not been consulted and provide feedback.	
Gradual Change	6.1	People don't appear to be motivated to get this done any time soon.	3
	6.2	You anticipate or are seeing that people are going through the motions but are not enthusiastic - they don't seem to care.	3
	6.3	You anticipate difficulty moving the team away from the status quo or there is a lot of activity, but we don't seem to be getting any closer to the goal.	3
	6.4	People clearly have the skills and resources they need but aren't demonstrating a desire to go above and beyond.	3
Grand Total			51
Change Effectiveness Assessment Diagnostic Results			
Confusion	<div></div>	Vision	
Resistance	<div></div>	Engagement	
Anxiety	<div></div>	Skills	
Frustration	<div></div>	Resources	
False Starts	<div></div>	Action Plan	
Gradual Change	<div></div>	Resistance	

Step-by-Step

1. Change Effectiveness Assessment tool
2. Identify biggest gap and/or risk
3. Determine best tool to address
4. Go inspire change!
5. Re-assess using the CEA part way through...

Hint: Only do what you need to!!

Putting it to Practical Use

- Consider a change that you are currently leading
- Take a few minutes and use the Change Effectiveness Assessment to determine gaps
- Find the corresponding tool and start closing the gaps

Go to this link to get a free copy of the Change Effectiveness Assessment:

<https://improveconstantly.lpages.co/inspire-change-webinar-cea/>

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550,862

The number of professionals that have trained through MoreSteam programs.

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Register for our next MBB webcast, "Inspire Change," on July 26th led by Chris Spranger

New in TRACtion: Link company-specific reference files, checklists, and guides

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