Rapid Change Management

Select Slides from LQC presentation by Jim Ellis and Leo Serrano

10 Essentials for Rapid Change Management

1. **Learning to “Think”**
2. **Learning to “See” the Opportunities**
3. **Prioritize the Opportunities – Make your Shortlist in Priority Order**
4. **Define Success for each Change (measure of Success, time frame, value**
5. **Pick your team (Stakeholders, Team Captain, Players)**
6. **Gantt your time line for the complete project (all steps of DMAIC)**
7. **Learning to “Execute” your plan (detail out all steps of DMAIC)**
8. **Create a “Job Jar” of Future Changes as you go along but stay focused on current change**
9. **Presentation/s to Stakeholders, Customers, Team (possible PIP use)**
10. **Learning to “Count” (only if time allows, if not, read on your own)**

1. Learning to “Think”

In Summary

Leading a successful, rapid change management project **requires you to “Learn how to Think” probably a little differently** than you have in the past. Recognize that **everyone thinks differently** and that in your quest to be successful you will most likely run into all 5 Thinking Styles and combinations of them**. Use various behavioral approaches** for each individual that you must influence in order to be successful with your change project. **Recognize the competency level** of yourself and your team members as you progress through your project. **Appropriately coach, assist, train**, etc. for each team member based upon their competency level of the desired skill. **Use the “Thinking” hints** from those that have been successful leading change management projects. **At the end of this step you will be ready to “Learn how to See” your change opportunities.**

Learning to See (examples)

- Need to do more with less!
  - Why do we do it this way?
    - 5 Why's
    - Look at what can be changed? Be creative!
  - Decreasing volume/revenues – WHAT TO DO?
    - How do we do our work?
      - Value Stream, Process Map, SIPOC
    - What does the lab look like?
      - Take pictures of the lab- critique them
      - 5 S your lab
        - Sort, Segregate, Shine, Strengthen, Standardize

Learning to See #2

- What is wrong with the status quo?
  - Ask your “customers”
- Methods for Customer Input
  - Know who your customers are.
    - Customer satisfaction surveys
    - Improvement surveys – **ask** what they think
    - Measure areas surveyed
    - Encourage customer feedback-suggestion boxes
    - Visit with your customers – ask what they need
    - Customize the input process to fit the customer base.

What to look for

- To achieve High Performance a team needs diversity in the orientation of its individual team members:
  - Some team members will be needed who are primarily oriented towards task and target date accomplishment (Consult your Thinking Styles work).
  - Other team members will be needed who hold process, planning, organization and methods in the highest regard.
  - Teams also need members who nurture, encourage and provide communication nodes. Otherwise, anarchy and intense frustration can result, as individuals demand that "their way" is "the only way."
  - Teams will certainly need some members who are creative and innovative. This quality is helpful when product design, inspiration, optimism or humor is needed.
  - The final type of team member needed by a High Performance Team is a floater-someone who is capable of identifying with all of the above orientations and can fill in when one of the viewpoints is missing.

Summary

Remember the following highlights:

1) **Successful** – in the eyes of your customer, adding value, operational definition, measurement of success, time bound.
2) **Rapid** – 1st project 30 days or less, majority 90 days or less, max. 12 months.
3) **Change** – operational definition, must add value, measurement and time bound
4) **Management** = Leadership, YOU!
5) **Find SME's to help you accelerate**
6) **R&R (Ready & Receptive)**
7) **5 Styles of Thinking** – what are you, what is your audience/customers?
8) **4 Stages of Competence** – know where you and your team are.
9) **Core Competency or a Target for Outsource?**
10) **Tools for Prioritization**
11) **Define Success** – Primary & Secondary CTQ's, Metrics (KPM's), Goal, Time Bound
12) **Pick Your Team for Success**

Summary (continued)

Remember the following highlights:

13) **Gantt following DMAIC**
14) **Direct Observation is most accurate way to get real data**
15) **Make your Plan, Work your Plan**
16) **Communicate, Communicate, Communicate**
17) **Job Jar will locate your next opportunity**
18) **Ho-Hum Crasher** – disclose the ending first and then explain how you got the ending
19) **Tell a story, order by DMAIC**
20) **Go after the Holy Grail** – KPM's collected passively and real-time & displayed electronically color coded
21) **Add an accountant/finance person to your team early on**
22) **CTQ's are to Value as Westgard Rules are to QC**

In Summary this written tutorial and the accompanying slides should assist you in any change management project that you encounter. We have applied the principles described in this workshop to our everyday projects over many years and have found them to be extremely useful in delivering successful, rapid change management initiatives. We hope you can benefit from our experiences and not have to go through trial and error to come up with a change management process. Contact us if you need help or advice. Good luck!

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