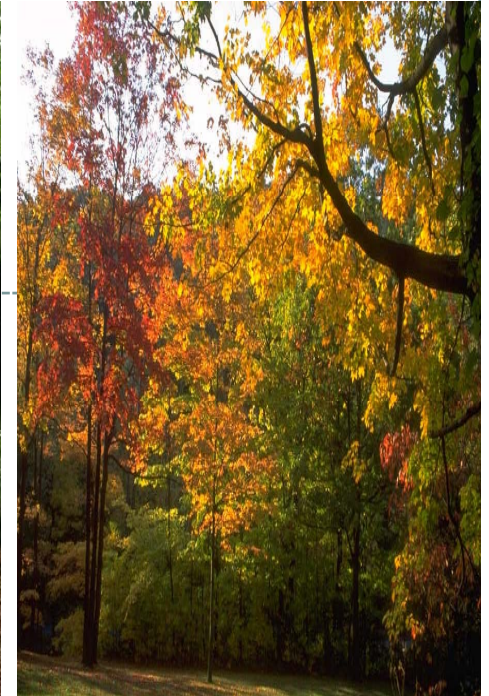


*Like the Seasons...
may we always know when to Change...*



Changer in a Strange Land

*Guy Parsons & Stephanie Kerr
Lean Transformation Summit
March 2009*



Setting the Stage

- Introductions & Expectations
- Session Objectives
- Ground Rules
- Context

Objectives

3

As a result of this session, you will:

- Understand the typical stages of change
- Identify how to motivate individuals and groups in times of transition
- Gain insight on how Change and LEAN Leadership principles align

Agenda

4



Setting the Stage for Change



Individual Transitions



Leading Transitions



Summary

Ground Rules

5

- Be here...now
- Be open to new ideas and perspectives
- Be open to sharing your experiences with others
- Give direct and honest input
- Listen without judgment
- Be respectful of others' opinions and experiences
- Have some fun!

CHANGE ripples through our lives...

6



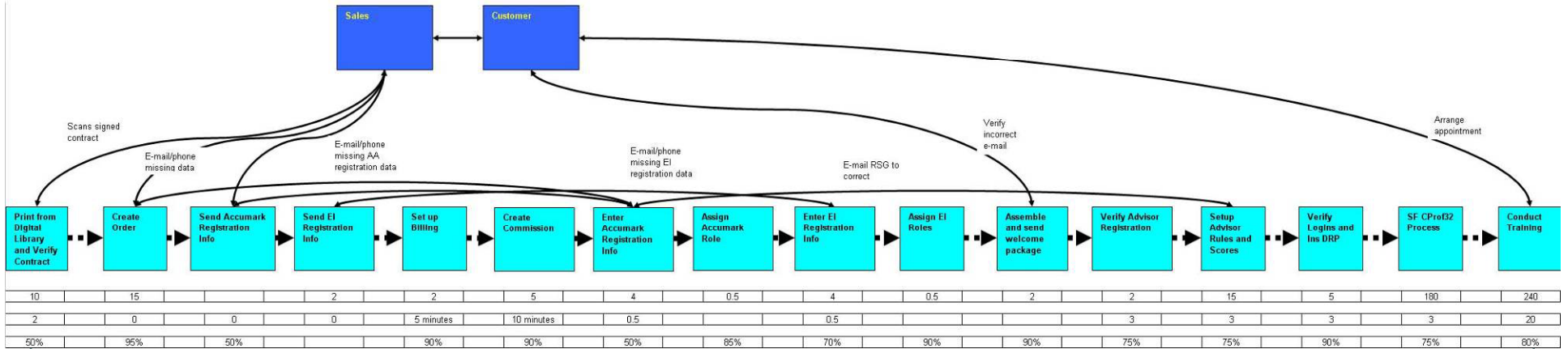
- Excitement
- Disruption
- Distress
- Opportunities
- Exploration
- Crisis



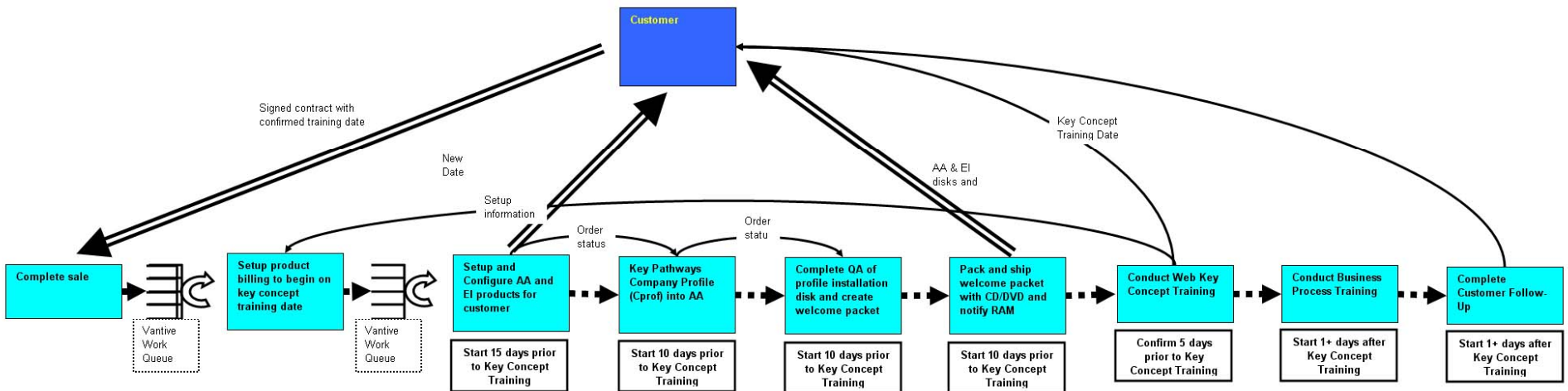
CCC LEAN Story

7

Current State



Future State



CCC LEAN Story

8

Key changes

- Bill after training
- Manage orders from a Queue (supermarket)
- Pull orders 3 weeks before training date
- Simplified work-flow and reduced handoffs
- Defined Perfect Order to improve FTQ

Pause...Discuss

9

In Trios:

What do you think were some of the individual reactions to the change?

Gather responses from the entire group after trio discussion



Individual Transitions

- Change vs. Transitions
- Transition Phases & Reactions
- Managing Transitions

Change vs. Transition

11

Structural Side

Change

(COMES FROM 'OUTSIDE')

- External shift
- Situational
- Outcome/results orientation



People Side

Transition

(HAPPENS INSIDE)

- Internal shift
- Personal
- Psychological re-orientation



Pause...Activity

12

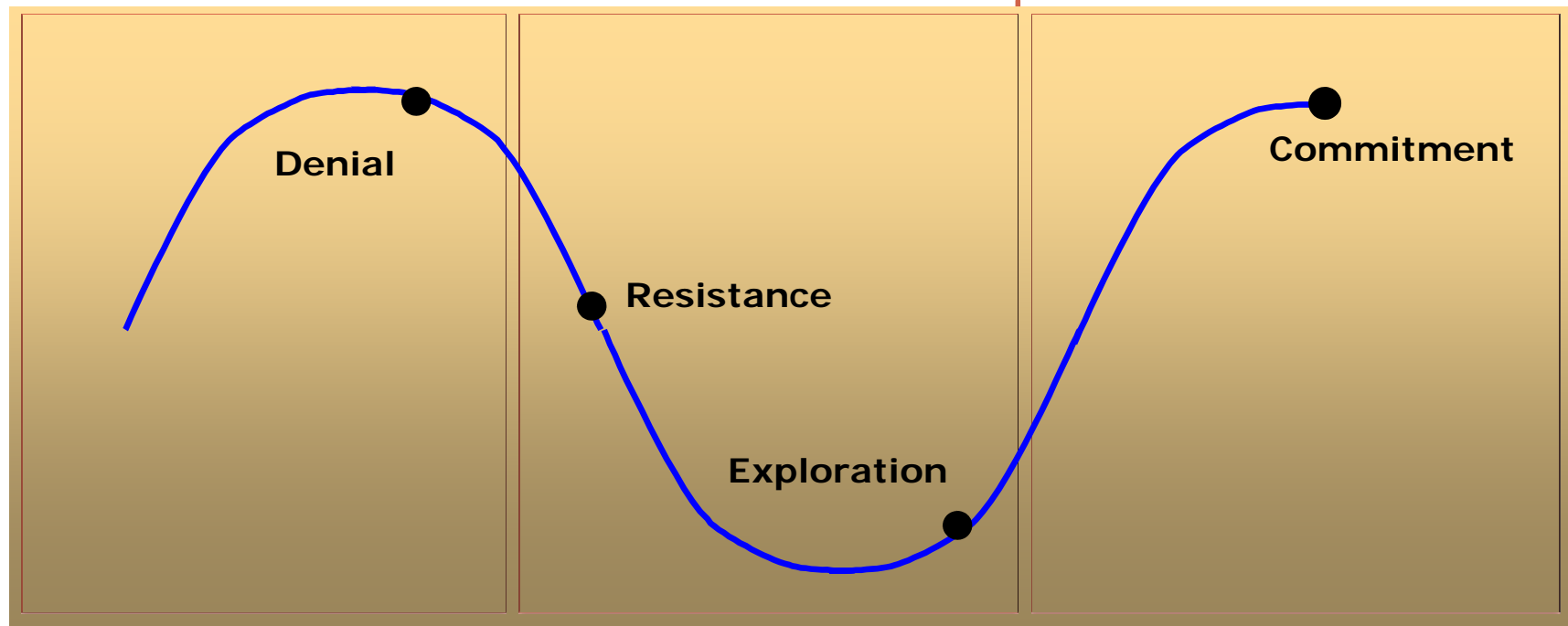
Individual exercise:
(You need paper and a pen/pencil)

- When I say "GO" write your first name as many times as you can in 30 seconds
- Flipchart group output
- Run activity again with one change (to be shared at session)
- Flipchart group output
- Compare/contrast results from first round to second round

Managing Individual Transitions

13

An Integrated Transition Model



Time

Phase 1: Endings

Phase 2: Realignment

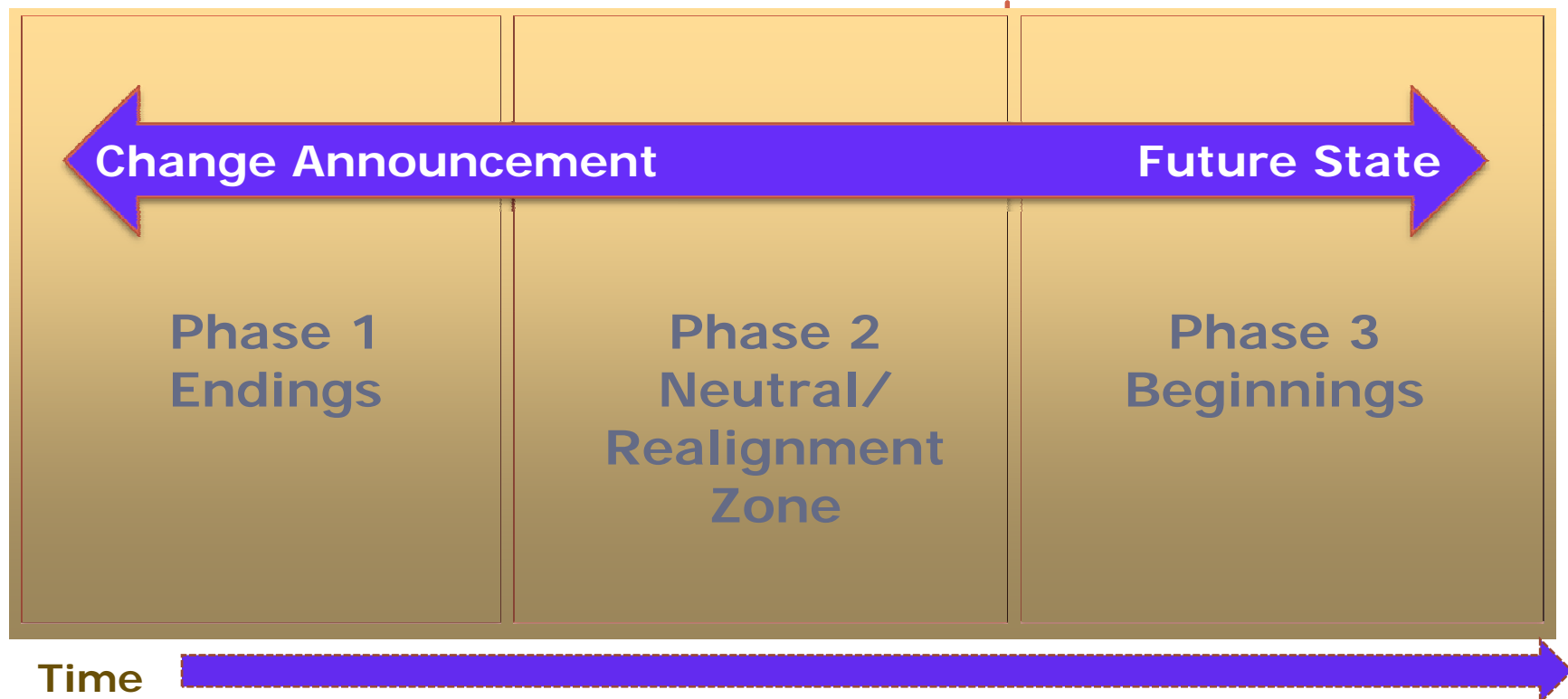
Phase 3: Beginnings

Individual Transitions

Managing Individual Transitions

14

3 Phase Transition Model



Adapted from Managing Transitions, William Bridges

Change...

15

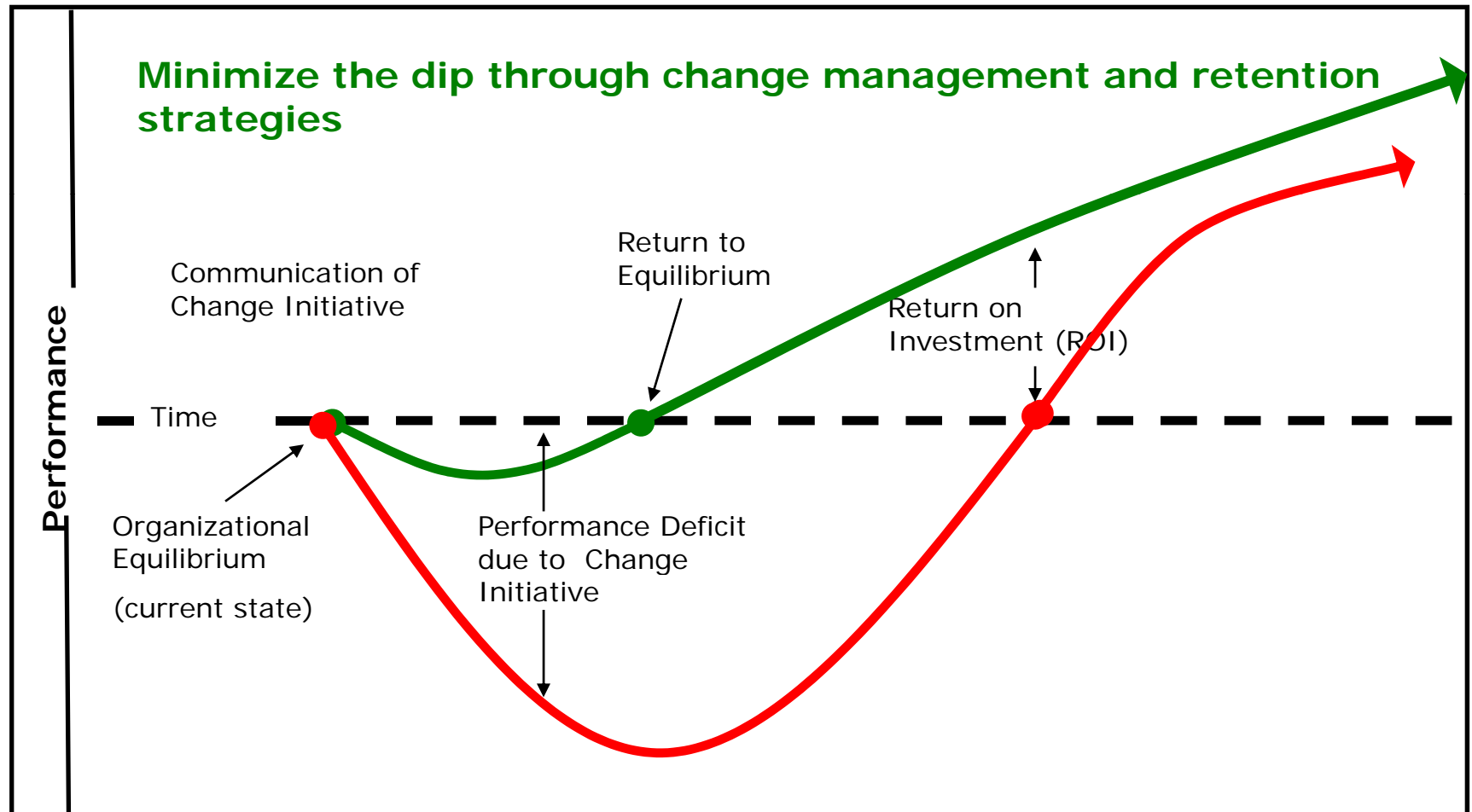
This is a time when you've let go of one **trapeze**, with the faith that the new trapeze is on its way.

In the meantime, there's nothing much to hold on to.



Leading Transitions

- Change Leadership Tactics
- 4 Pillars of Change Leadership
- LEAN Leadership



Effective Change Leaders

18

...are individuals who
can successfully
facilitate
change

Pillars of Change Leadership

19

- Achieve *Performance*
- Strengthen *Communication*
- Enhance *Engagement*
- Increase Employee *Retention*

Lean Leadership

20

The Lean Leader leads a very different way:

- By *setting the vision* (more *why* than *how*)
- By *building systems* and *processes* that cascade responsibility
- By *influence*
 - ✦ by *example*
 - ✦ by *being knowledgeable*
 - ✦ by *getting into the messy details*
 - ✦ by *coaching* and *teaching*
 - through *PDCA learning cycles*
 - through *questioning*

Lean Leadership

21

Responsibility \neq Authority

Focus on Responsibility

- doing the right thing

Not Formal Authority

- who has the “right” to decide

Pause....Discuss

22

In Trios:

How might you adapt your LEAN leadership approach during times of change?

Gather responses from the entire group after trio discussion

Leading Transitions

23

Change Leadership Tactics by Phase

- Communicate the What, Why and How
- Acknowledge emotions, don't get defensive
- Mark 'endings'
- Get leadership to play a role
- Expose key leaders and stakeholders to these concepts and conduct training

Endings

- Allow resistance to surface
- Provide information about the future and use HR support structures
- Encourage creativity and innovation
- Talk to employees about individual transitions
- Integrate details into meetings and events

Re-alignment

- Reward and recognize
- Celebrate
- Ensure organizational support for new beginning
- Clarify and model new ways of doing things
- Reinforce the right behaviors
- Communicate the What, Why and How

Beginnings



Summary

Summary and Next Steps

25

- Expect a range of emotions – both from yourself and others
- You choose your attitude and how you will manage & lead through transitions
- Keep your sense of humor
- Discuss significant concerns with your manager or mentor
- View change as an opportunity for growth or stagnation

Closing Quote

26

Life is change.
Growth is optional.
Choose wisely.