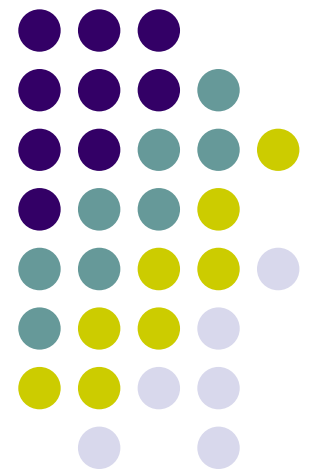


Sustaining Change Workshop

June 13, 2008

Susan Anderson, AHW



EXPECTATIONS for Today



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Leading Change Takes Courage



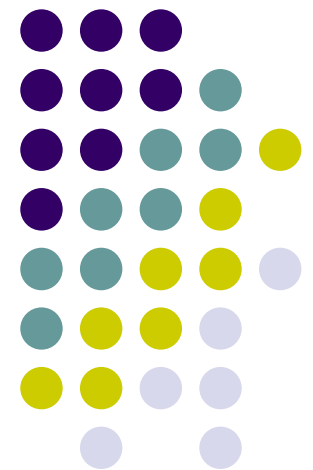
“ There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.”

Niccolo Machiavelli - 1505

Let's get real

Change is hard!

70% of change initiatives fail....



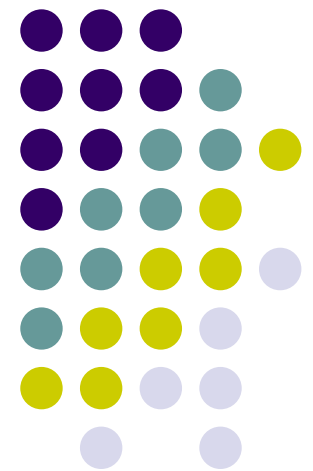


Assuring What Results?

- Fast and robust results for customers, operations, culture and \$.
- Broad internal ownership & momentum to act and realize results.
- Minimal messiness, stress, resistance.
- Much more from existing resources.
- Inside people can build & maintain it.
- Opportunity for individual and group learning.

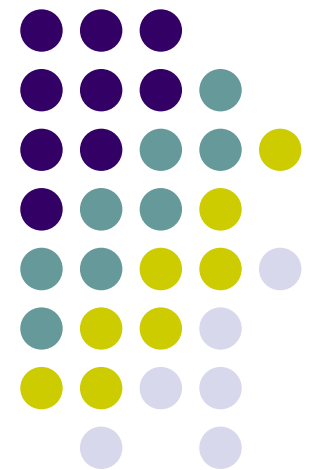
visionary, coaching leadership

not a hero on a trusty stallion!



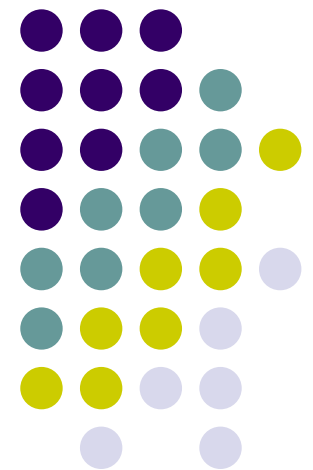
a compelling vision

... not a burning platform!



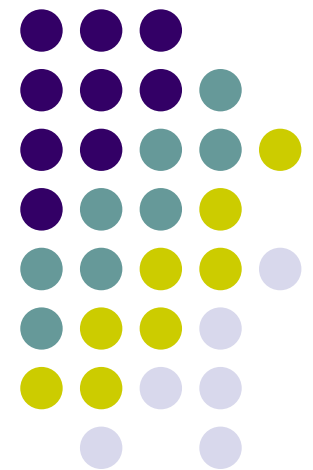
a cross-section of people

... including credible skeptics;
all levels, all departments.



engage and enable

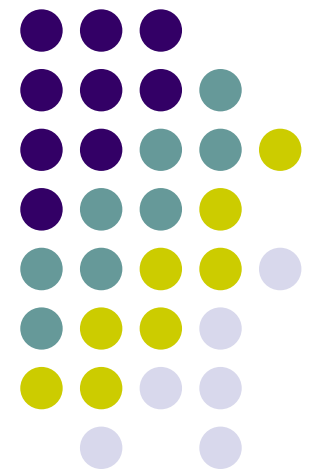
not “tell and sell”.



success is 90% process

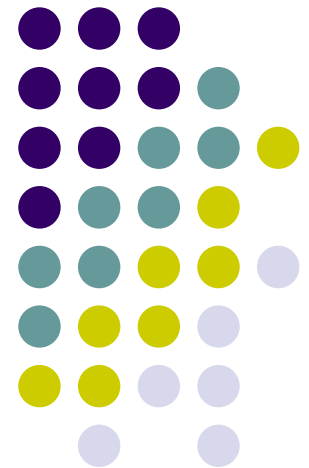
Vision
Decision
Project Management
Communication
Training

Plan
Methodology
Design
Build
Maintenance



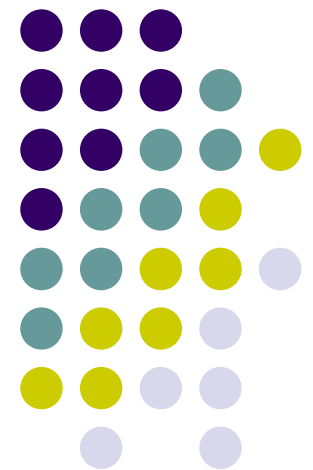
decide like a democrat

...implement like a dictator.
Engage stakeholders before
decisions are made!!



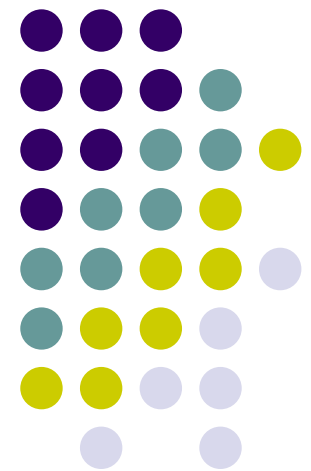
demonstrate success

... real customers, real issues,
real people, real tools;
real results in real time!



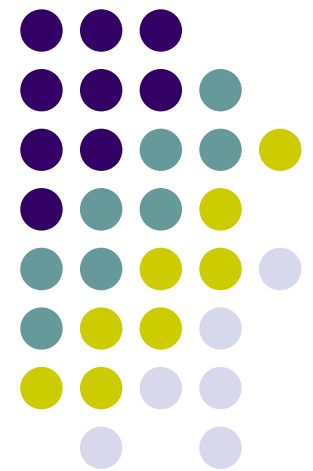
change and sustain the system

- Design and practice operational and managerial processes.
- Build relationships across barriers.
- Practice culture shifts.
- Measure for all desired results.



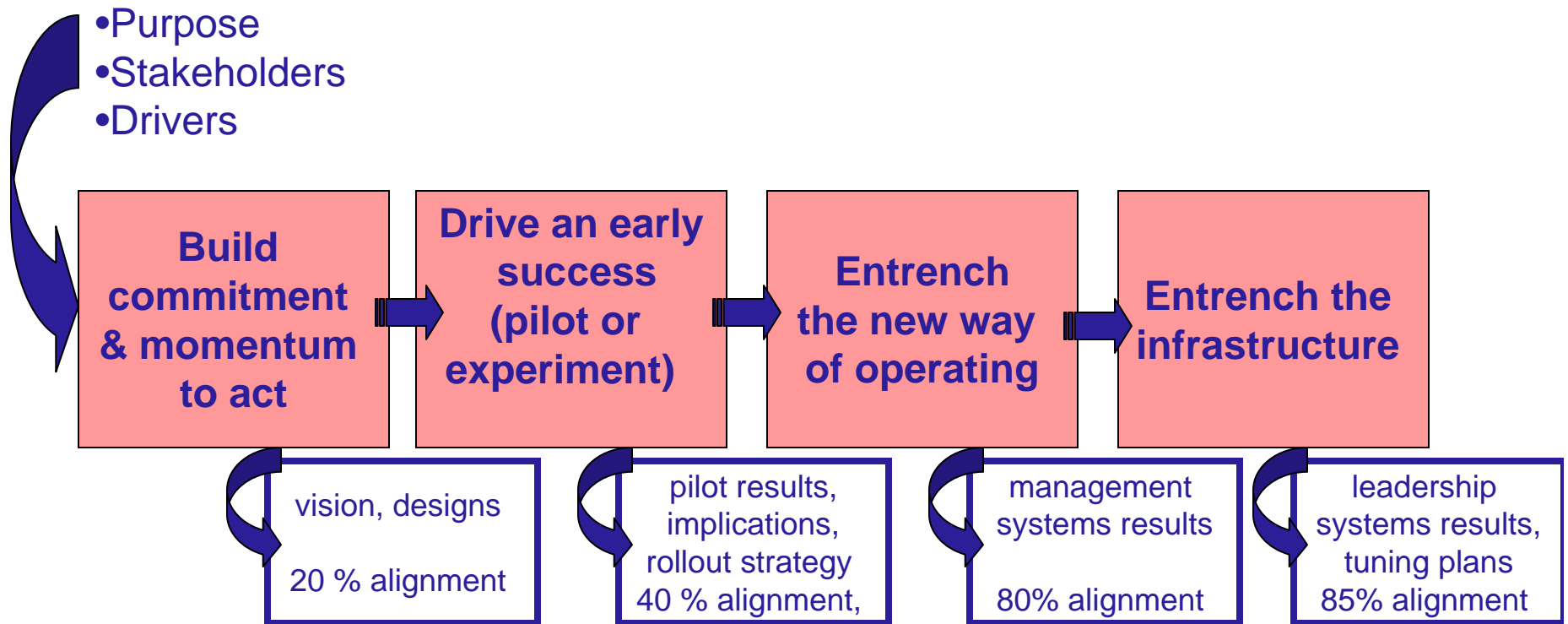
HOW?

The Theory



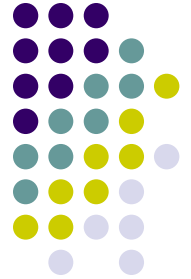


* Four step process to Lead & Sustain Change



* E. Page, People and Process Solutions

* The Art of Making Change Initiatives Stick

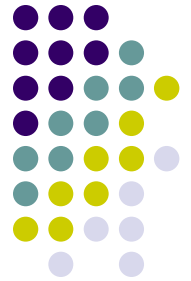


Chartering	The process by which the organization defines the initiative's purpose, its scope and the way people will work with one another on the program.
Learning	How managers develop, test and refine ideas through experimentation before full-scale rollout
Mobilizing	The use of symbolism, metaphors and compelling stories to engage hearts as well as minds in order to build commitment to the project.
Realigning	A series of activities aimed at reshaping the organizational context, including a redefinition of roles and reporting relationships as well as new approaches to monitoring, measurement and compensation.

* M. Roberto , L. Levesque MIT Sloan Management Review Summer 2005

* Leading Change

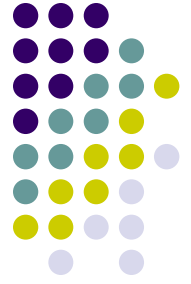
Why Transformation Efforts Fail



EIGHT Steps to Transforming Your Organizations:

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition
3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short-Term Wins
7. Consolidating Improvements and Producing Still More Change
8. Institutionalizing New Approaches

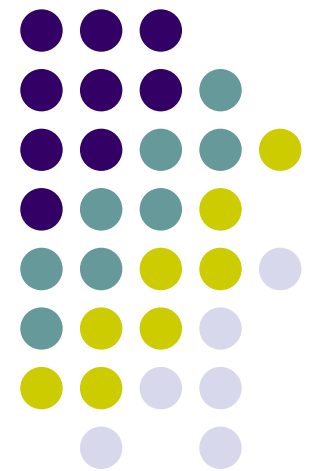
*Successful Change Management Addresses Head and Heart

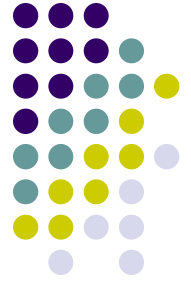


1. Addresses both technical and adaptive aspects of the change
2. Helps others “get” the urgency of change
3. Develop a shared picture of the future
4. Building visible sponsorship
5. Engage in a Fair Process those affected through merit-based decisions
6. Clarify reciprocal expectations (a new compact)
7. Maximize alignment and consistency

* Jack Silversin, “Leading Physicians Through Change”

Reality Check & Experience

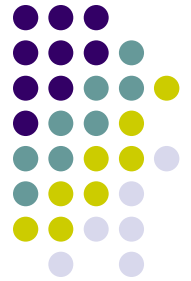




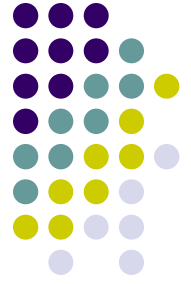
Individual work

- <25% of employees are operating at their potential; 50% do the minimum. i.e. disengaged
- Listen to what is important to key stakeholders:
 - Their vision? What strengths and interests they want to bring? What keeps them in this role/organization?
 - What needs to change? What is in the way?
- Build trust and relationship.
- Probe the “elephants”.

Group work

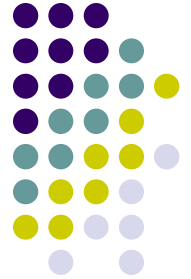


- Only 10% of managers are focused, energetic and resilient in the midst of change.
- Levers:
 - Talents and interests.
 - Plan and roles.
 - Process to create vision, values, strategies, goals, plans, decisions, actions, communications, designs, pilots, facilities, tools etc.
 - Relationships and environment: ways to handle conversation, conflict.
 - Action-learning. Can only learn to execute well through doing it.

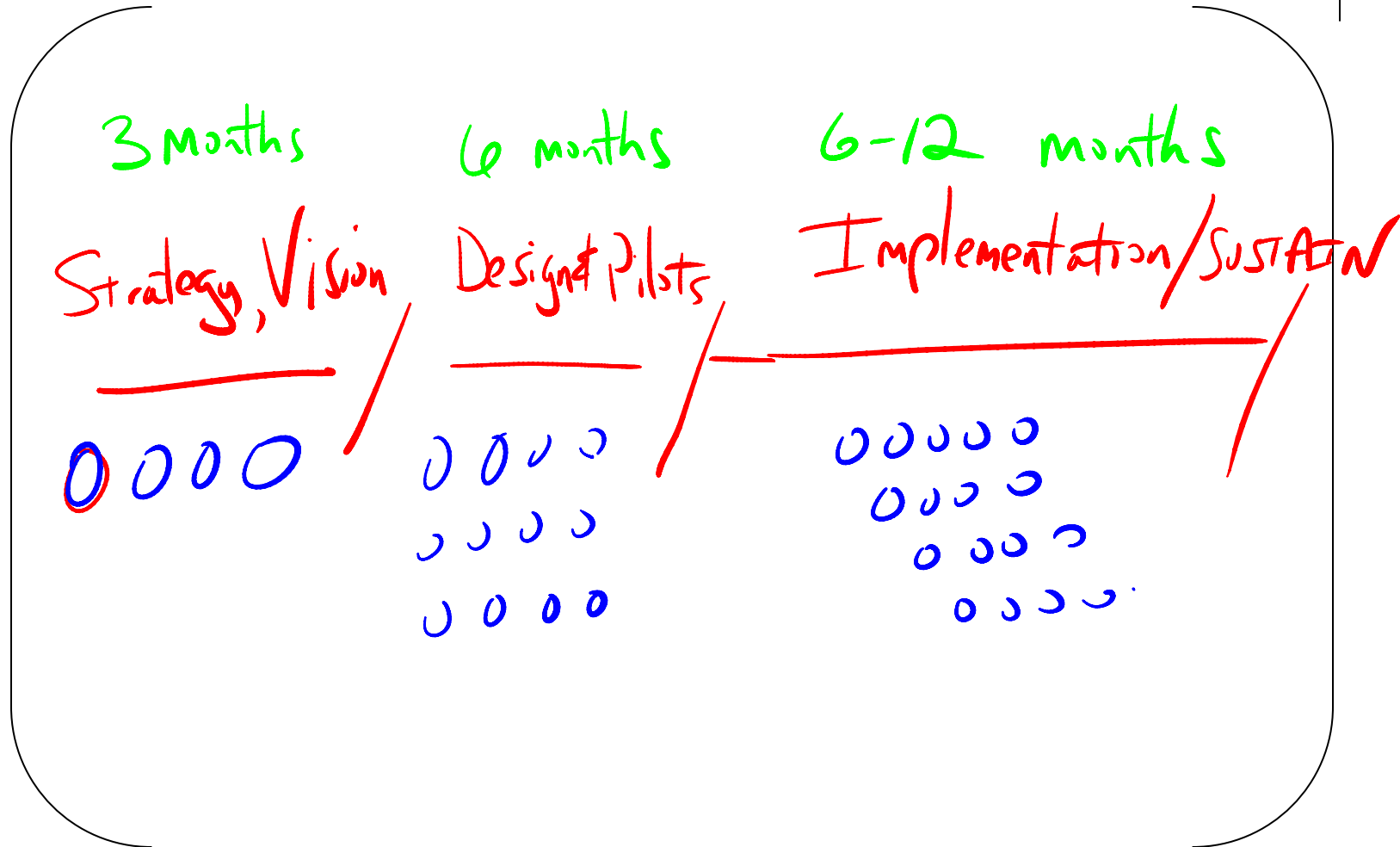


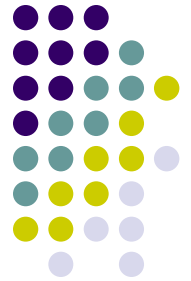
System-wide work

- 80% of employees leave because of jerk managers.
- Vision, values, strategies.
- Culture: behaviour.
- Management processes: planning, performance management, decision-making, measurement, communicating.
- Front-line processes: customer needs.
- People practices: attracting, selecting, hiring, learning, promoting, terminating.
- Roles and structure.

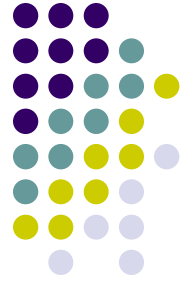


Enterprise Change Example:

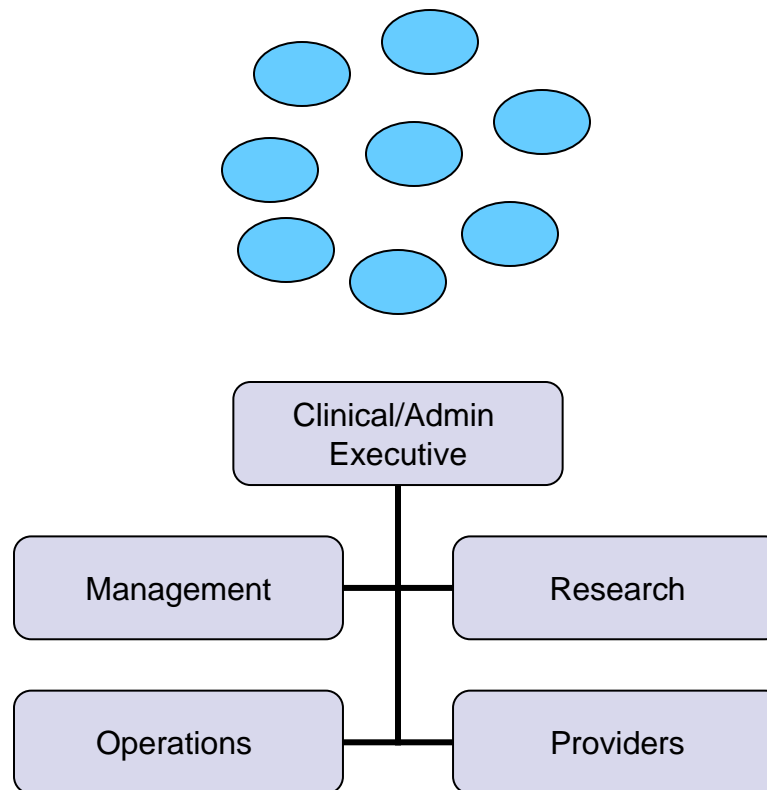


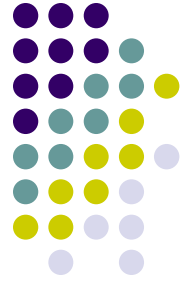


"If you want to build a ship, then don't:
drum up people to gather wood,
give orders, and divide the work.
Rather, teach them to yearn for
the far and endless sea."
Antoine de Saint-Exupery



Change Teams Model the New Organization Compacts & Behaviors





**"Never doubt that a small group
of thoughtful, committed citizens
can change the world.**

Indeed, it is the only thing that ever has."

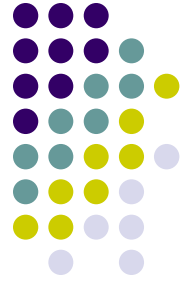
Margaret Mead

Made It So!

"Vision without action is a daydream.
Action without vision is a nightmare."

Japanese Proverb





Acknowledgements

- Those who have provided input to my perspectives on Sustaining Change:
- Eileen Page, People & Process Solutions
- M. Roberto, L. Levesque, “The Art of Making Change Initiatives Stick”
- J. Kotter, “Leading Change – Why Transformation Efforts Fail”
- Jack Silversin, Faculty of Medicine, Harvard and author of “Leading Physicians Through Change”
- D Cohen, “The Heart of Change Field Guide”, 2005
- Sharon King, Starfield Consulting, “Building Bridges” Research
- Larry Peterson, Larry Peterson & Associates, Open Space Fishbowl