

Don't Just Manage Change, *Inspire Change*

Presenter:
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Spranger Business Solutions



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Here's what you'll learn today

- The key difference between managing change and inspiring change
- Identifying the “symptoms of ineffective change” and identifying the causes
- How to craft an Inspiring Vision
- The four essential things you need to communicate to build engagement right from the beginning
- How to continue your learning

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

3- This is not an issue		
2- There's good here, might need some work		
1- Hard to address this, disaster is looming		
Category		Score
Concern	1. Team members and/or stakeholders are questioning or asking questions about the change or the leader's intent	1
	2. Team members don't understand how we will overcome the obstacles	1
	3. Team members don't understand how we will overcome the obstacles	1
	4. Team members don't understand what will be different (overall) because of this change	7
	5. The vision has not been effectively communicated by the leader and/or understood by the stakeholders	1
Resistance	6. Team members do not seem to be progressing toward the goal	1
	7. Team members are not taking ownership of the change or are dragging their heels	3
	8. Team members are not taking ownership of the change or are dragging their heels	3
	9. Team members are not taking ownership of the change or are dragging their heels	3
	10. Team members are not taking ownership of the change or are dragging their heels	3
Anxiety	11. Team members are not taking ownership of the change or are dragging their heels	3
	12. Team members are not taking ownership of the change or are dragging their heels	3
	13. Team members are not taking ownership of the change or are dragging their heels	3
	14. Team members are not taking ownership of the change or are dragging their heels	3
	15. Team members are not taking ownership of the change or are dragging their heels	3
Inertia	16. Team members are not taking ownership of the change or are dragging their heels	3
	17. Team members are not taking ownership of the change or are dragging their heels	3
	18. Team members are not taking ownership of the change or are dragging their heels	3
	19. Team members are not taking ownership of the change or are dragging their heels	3
	20. Team members are not taking ownership of the change or are dragging their heels	3
Failure	21. Team members are not taking ownership of the change or are dragging their heels	3
	22. Team members are not taking ownership of the change or are dragging their heels	3
	23. Team members are not taking ownership of the change or are dragging their heels	3
	24. Team members are not taking ownership of the change or are dragging their heels	3
	25. Team members are not taking ownership of the change or are dragging their heels	3
Grand Total		51
Change Mechanism Assessment (Expected Results)		
Concern	Change Mechanism Assessment (Expected Results)	Concern
Resistance	Change Mechanism Assessment (Expected Results)	Resistance
Anxiety	Change Mechanism Assessment (Expected Results)	Anxiety
Inertia	Change Mechanism Assessment (Expected Results)	Inertia
Failure	Change Mechanism Assessment (Expected Results)	Failure

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Chris Spranger - Spranger Business Solutions

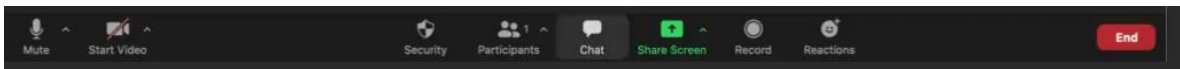


- Help businesses utilize Lean Six Sigma to save time, money and develop a culture of continuous improvement.
- 20 years of experience improving manufacturing, health care, service, construction, government, and transactional businesses.
- Trained and coached 100s of people on Lean Six Sigma improvement methods
- Developed and taught course curriculum on Lean Six Sigma at the collegiate and technical college level.
- Past chair of ASQ Section 1218
- ASQ Certified Six Sigma Black Belt and ASQ Certified Master Black Belt (#72)
- BS in Industrial Engineering and MBA from University of Wisconsin

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Format

- Stay on Mute to cut out background noise
- If you have a question
 - Use the chat feature
 - Unmute and ask
- There will be time for Questions at the end

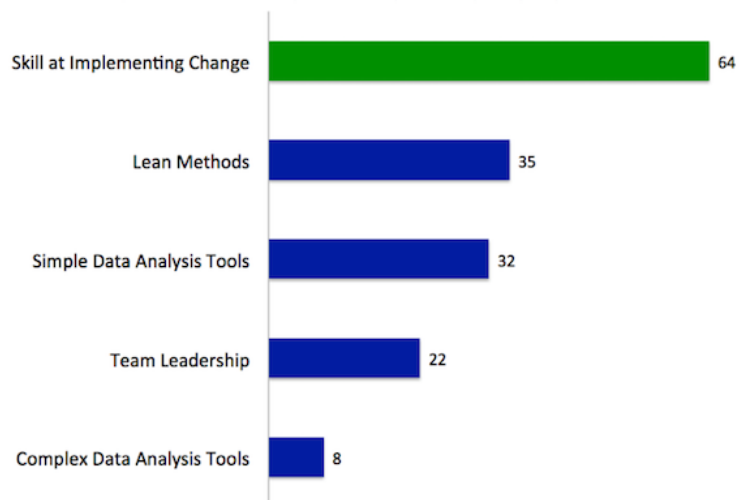


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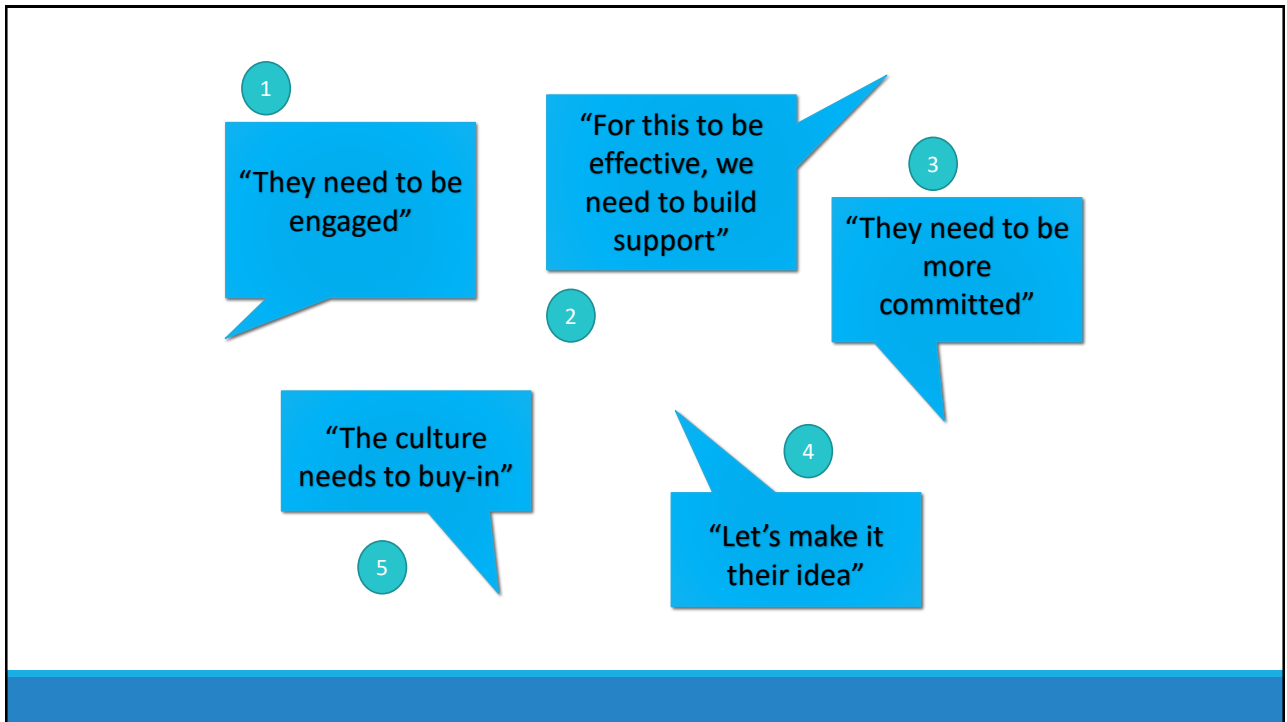
Why is this an important topic?

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



Source: MoreSteam.com Blog

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Brief History...From Aerospace to Healthcare



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One of my worst failures...

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



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Actual footage from the project rollout...



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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

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I decided to build the road...

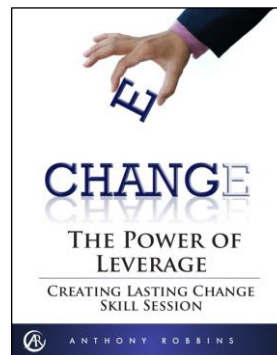
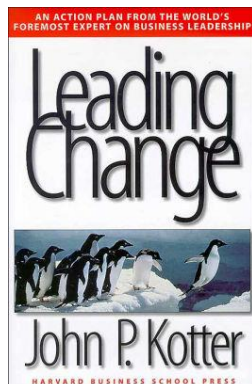
...and it needed to do some key things:

- 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

What I am going to share with you today are a handful impactful approaches I have discovered...

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Full Disclosure...



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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

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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

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An alternative view...

in·spire

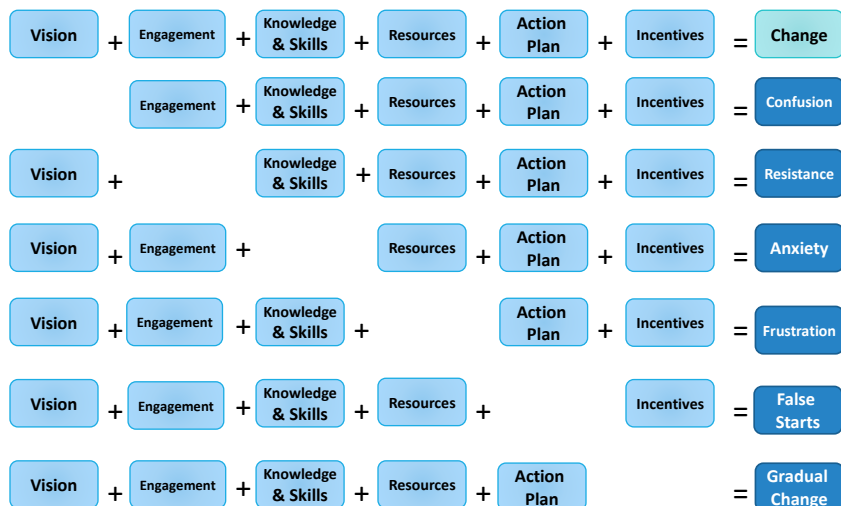
verb

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

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Elements of a Successful Change Effort



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How you react – matters!

- It is really challenging to not get upset, frustrated or even offended when people begin to resist change.
- Be objective! Be observant!
- You are the captain of the ship that is navigating rough waters...don't get mad about the waves – understand them and make the appropriate adjustments!

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How do we know what is missing?

- Each symptom has distinctly different traits
- People will tell you!
- You have to listen!

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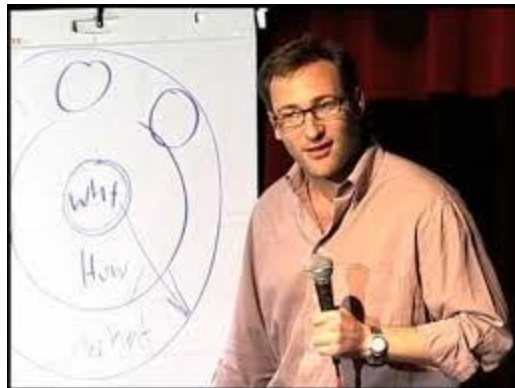
What it looks like - Confusion

- People cannot articulate the benefits of the change
 - People are questioning the purpose
 - “Whose idea was this anyway?”
 - “Weren’t we doing good before?”
- The VISION isn’t clear...the underlying question is “WHY”



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Simon Sinek's Golden Circle



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An inspiring vision

Communicates your purpose, cause, or belief...

...not what you are going to do

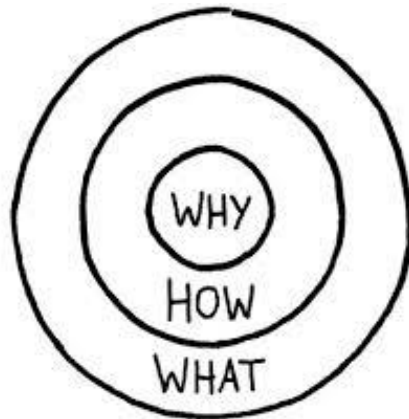
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“Our communities depend on us to take care of them. They deserve our absolute best at all times. **We have a responsibility** to ensure every time they need us, it is a better experience than the time before.”

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



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"Engagement"



"They need to be
more
committed"

"They need to be
engaged"

"For this to be
effective, we
need to build
support"

"The culture
needs to buy-in"

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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

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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!

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Nemawashi



Essential “water cooler conversation”:

1. “Hi _____. I wanted to let you know that we have a team of people working on streamlining the _____ process.”
2. “We aren’t quite sure what changes we are going to try yet – if you have any ideas, let me or (other team members) know.”
3. “Take some time to think about it and let me know if you have any thoughts”

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Where to start?

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Change Effectiveness Assessment

Scoring Guide:		
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 express their views on this change.	
	1.4 The vision has not been understood by the stakeholders.	
Resistance	2.1 Team members do not seem to be committed (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 do not absorb 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>	Incentives

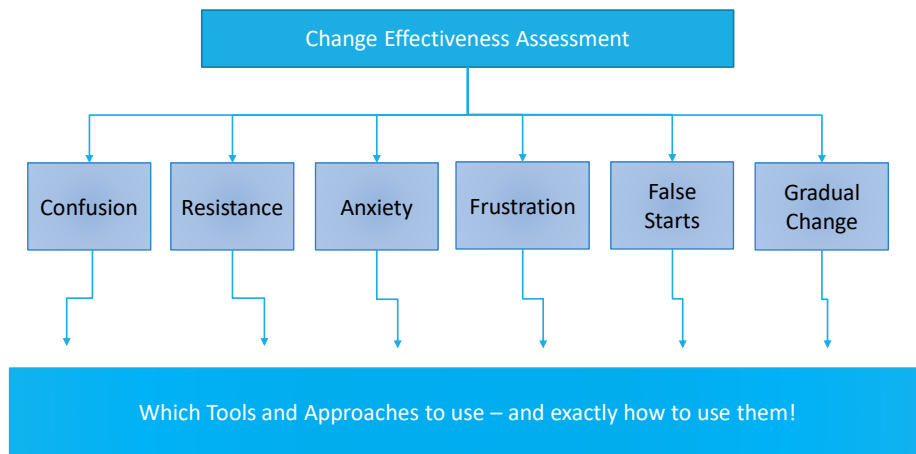
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Step-by-Step

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!!

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INSPIREchange
The Proven Step-by-Step System for Leading People to Embrace Change

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SPRINGER
BUSINESS SOLUTIONS
improve constantly

- ✓ Complete, done for you process
- ✓ Tells you exactly how to know which symptom and/or combination of symptoms are occurring
- ✓ Connects the dots between symptom, cause, approach – in exact “how to” fashion
- ✓ All tools, templates, forms, etc.
- ✓ Step by step video walk throughs on how do it!
- ✓ A complete playbook to identify and resolve what is holding you back!
- ✓ Immediate access to all modules for life

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The Proven Step-by-Step System for Leading People to Embrace Change

1. Getting the Mindset Right
2. The Framework
3. Communicating the Vision
4. Removing the Natural Urge to Resist
5. Securing Skills and Resources
6. Planning the Change
7. Motivating people to "Go After It"
8. Putting it all to work
9. Tools, Links, Resources

All the details:

[ImproveConstantly.com/InspireChange](https://improveconstantly.com/InspireChange)

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Thank you for joining us!



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



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