

FastStart[™] Training

Participant Manual



SMARTCHANGE[™]
ENABLING PEOPLE TO TRANSFORM ORGANIZATIONS

www.smartchangesolutions.com

THIS PAGE LEFT BLANK INTENTIONALLY

Acknowledgments

This manual was developed by SmartChange™ LLC (“**SmartChange™**”). Please send comments to info@smartchangesolutions.com

Confidentiality and Proprietary Rights

This document is the intellectual property of **SmartChange™**. No part of this document may be reproduced in any form for any purpose or use without expressed written permission of **SmartChange™**. Inquiries regarding use of this material in any other way should be addressed to the e-mail address listed above.

Trademarks

SmartChange™ is a registered trademark of **SmartChange™ LLC**. All other product names and logos are trademarks or registered trademarks of their respective companies.

Copyright Notice

Copyright © 2009-2013 SmartChange™ LLC. All rights reserved.

Disclaimers

This document is provided to you for information purposes only. The information in this document is subject to change without notice.

Table of Contents

Contents

<i>What Is This Program and Why Is It Important?</i>	5
<i>Introduction to SmartChange™</i>	6
<i>What is the FastStart™ Process?</i>	9
<i>Case for Change</i>	10
<i>Future State Definition</i>	12
<i>20-Words Statement</i>	14
<i>In Scope/Out of Scope</i>	16
<i>More of/Less of</i>	18
<i>'Resistance' to Change</i>	21
<i>Stakeholder Assessment</i>	22
<i>Stakeholder Engagement Strategy</i>	24
<i>The Four Ps of Understanding</i>	26
<i>Appendix A: Insights and Action Planning</i>	27
<i>Appendix B: Recommended Readings</i>	28
<i>Appendix C: Course Evaluation</i>	29

What Is This Program and Why Is It Important?

The purpose of this program is to qualify you, the change agent, to apply critical change implementation skills, concepts, and tools. During this program participants also have the opportunity to practice and receive feedback in order to experience a measurable increase in your change agent skills.

Specifically, at the end of this workshop you will...

- 1) Understand the FastStart™ Process from the SmartChange™ Methodology for implementing and sustaining change.
- 2) Understand how to use the FastStart™ Process to set up a project for success and create high levels of alignment, awareness, and acceptance for a change project.
- 3) Have applied the FastStart™ Process to specific projects.

This training program is built on the simple premise that great training is about increasing participant's knowledge, skills, and confidence. To that end, we make the learning experience engaging, hands on, and impactful. Our training is about 70% hands on application and engaging exercises and facilitative in nature. Our hands-on approach uses a simple but powerful training methodology.

Explain: brief explanation of the concept/tool

Demonstrate: live demonstration of the skill or tool in focus

Practice: hands-on practice on real life examples and applications

Evaluate: debrief of participant's experience with instructor's coaching and feedback

Participants will find SmartChange™ training packed with practical, relevant, and value-added materials.

Introduction to SmartChange™

Concept/Principle: Effective Change Implementation

What are the characteristics of 'successful' project implementation?

What are the characteristics of 'failed' project implementation?

*80% of large scale projects fail
due to poor change
management*

Notes:

“_____ of large scale change projects fail due
to _____”

Definition: What is Organizational Change Management (OCM)?

Organizational Change is defined as any situation that requires people to learn new behaviors and skills.

Organizational Change Management can be defined as the collection of concepts, processes, and tools for helping people deal with change. It is a structured approach to help groups go through transitions effectively.

Application

The effectiveness (E) of a change initiative is a function of three variables:

1. The **Quality** of the technical solution (Q) to address an organizational or business problem multiplied by...
2. Organizational **Acceptance** (A) of the change plus...
3. A change in the **Behavior** (B) of people in the organization.

Useful Tips:

If you always do what
you've always done,
you'll always get what
you've always gotten.
So...change what you
are doing!

Characteristics of Effective Change

- **Specific** destination, criteria for success, and roadmap
- **Modifies** specific behaviors required for long-term success
- **Acceptable** to those whose support is critical for success
- **Relevant** sense of urgency and call for action to those who lead and those who need to change
- **Timely**—adaptive, proactive, and forward looking

"People don't resist change...people resist being changed"

- Unknown -

Tool: The SmartChange™ Methodology

The SmartChange™ Methodology for implementing change consists of four basic elements: *Prepare* for the change, *Enable* the change, *Sustain* the change in the organization so the results last, and *Measure the Outcomes* of the change management interventions to ensure effectiveness. The model is designed to create lasting mindset and behavior change.



Notes:

Application: Process of Behavior Change

Behavior change happens when individuals...

- Become **AWARE** of what the change is and what it entails
- Come to **ACCEPT** the change and its implications
- Become **CONVINCED** of what they need to do differently
- Begin to **ACT** in ways consistent with the change

The SmartChange™ Toolkit is based on the SmartChange™ Methodology and is designed to create behavior change as outlined in the *Behavior Change Process*.

Five Guiding Principles:

1. Target few behaviors
2. Involve & hold others accountable
3. Invite leadership to model desired behaviors
4. Promote and enable meaningful dialog
5. Reinforce behavior through organizational systems & structures

Change Tools

Applying the concepts and principles of SmartChange™ is made easier with the right set of tools. However, the tools are only a means to an end, not the end itself. Tools can be used as stand-alone interventions or as a series of steps to produce a specific outcome.

"There is nothing as dangerous as a tool begging for a need"

- Anonymous -

Tool: SmartChange™ Toolkit

Electronic, interactive repository of all SmartChange™ tools. Full templates contain facilitation and usage instructions for each template. Includes Change Decision Matrix and Change Management Plans to help you get started.

Points to Remember:

1. Understand the situation and the need first
2. Define the desired outcome
3. Find the right tool
4. Make the tool work for the need

SmartChange™ Element	Tool	Purpose
PREPARE	Change Strategy Wizard	Help decide how to proceed given current change needs
	DEVELOP A LEADERSHIP COALITION	Tools to develop an effective coalition of leaders to champion the change
	Leadership Readiness Audit & Plan	Generate necessary support from key leaders
	Sources of Energy Audit	Ensure enough energy throughout the change
	CREATE A FELT NEED FOR CHANGE	Tools to develop early energy to change the status quo
	Initial Assessment Interview	Gather data about the current situation, challenges/opportunities
	Case for Change	Create clear, relevant, and urgent case for change
IMPLEMENT	CRAFT A CLEAR & COMPELLING VISION	Tools to develop a clear direction and energy to move forward
	Future State Definition	Create compelling vision of the future
	20 Words Statement	Define project purpose (or other key definitions)
	In and Out of Scope	Delineate project scope
	More of.../Less of...	Define critical new behaviors required for success
	CREATE A ROADMAP FOR ACTION	Tools to help develop an action plan to the future state
	Stakeholder Assessment	Prioritize efforts to create broad-based support
INTEGRATE	Roadmaps	High level change management plans for various types of projects
	BUILD AWARENESS & UNDERSTANDING	Tools to build stakeholder awareness & understanding about the change
	4 Ps of Understanding	Create a relevant, clear, and concise message about the change
	Communications Plan	Create awareness and understanding about the change
	GENERATE ACCEPTANCE & COMMITMENT	Tools to create stakeholder acceptance & reduce rejection for the change
	Stakeholder Engagement Plan	Prioritize efforts to create broad-based support
	Behavior Gap Analysis	Identify critical behaviors for success
MONITOR	ENABLE ACTION	Tools to identify and implement tactics to facilitate action & behavior change
	Stakeholder Engagement Plan	Prioritize efforts to create behavior change
	Behavior Modification Plan	Plan tactics to promote desired behaviors
	Key Milestones Plan	Document key activities and integrate into master plan
	REINFORCE NEW BEHAVIORS	Tools to reinforce long-term behavior change
	Leadership Modeling Plan	Create positive reinforcement & credibility by leaders
	Force Field Analysis & Plan	Promote forces for change & remove barriers
MONITOR	MODIFY SYSTEMS	Tools to sustain the change systemically
	Systems & Structures Assessment & Plan	Identify key levers to reinforce desired behaviors
	PIC/NIC Analysis & Plan	Reinforce desired behaviors through effective consequences
	Transition Plan	Plan for continuity and follow up
MONITOR	Acceptance Index	Measure levels of acceptance of the change
	Behavior Change Meter	Measure behavior shift along Behavior Change Process

What is the *FastStart*™ Process?

Principle: High Performance Teams Aren't Accidents...They Must Be Designed

Top talent is no warranty for success. Only implementation teams that work together effectively succeed. For teams to be effective they must be aligned around the same collective purpose, share the work and the vision of the results, and establish clear roles and responsibilities for working together.

"The achievements of an organization are the results of the combined effort of each individual."

~ Vince Lombardi ~

Tool: The *FastStart* Workshop

Early in the planning process teams should come together to agree on some fundamentals such as:

- *Why* we are engaged in the project?
- What will the *future state* look like?
- What is our *mission* as a team?
- What are the *boundaries* of our activities?
- What are the *behaviors* we should agree on as a team?
- Who are our *stakeholders* and how can we *engage* them in the change?
- What is the *change message* we need to communicate?

Early agreement about these fundamentals will prevent the frustration and costly budget overruns and schedule slippages typical of teams due to an early divergence in direction, misunderstanding about the scope, and lack of agreement about how they are to work together.

The key outcomes of this session are: 1) a documented team charter, 2) an agreement for working together, 3) an action plan or roadmap to begin the work of change.

Notes:

Application

The *FastStart* Workshop can be used either as part of or as the team kickoff event. Review the workshop agenda and outcomes and schedule a team meeting with adequate time to accomplish the desired objectives.

You may choose to have a third party facilitator who can objectively and neutrally facilitate certain portions of the meeting or the entire session for you to be able to fully participate.

Useful Tips:

You may break the session in two parts if the team cannot devote an entire 6-8 hour block of time. If so, schedule the meetings as close to each other as possible to maximize momentum.

You may use individual tools to engage others in dialogue.

Case for Change

Principle: Without a Sense of Urgency Nothing Happens

Complacency is a feeling of contentment or self-satisfaction, born usually out of success or lack of failure. False urgency is energy-filled activity (not productivity) born out of failure, pressure, frustration, or anger usually yielding frantic activity. Real urgency is dissatisfaction with the status quo that drives people to immediate action away from impending risk or failure and into opportunity or reward.

"The first step in creating a true sense of urgency is to deeply understand its opposites: complacency and false urgency"

~ John P. Kotter ~

Case Study: If It Ain't Broken, Don't Fix It

Tom, a recently promoted mid-level manager recognizes the need for much needed and simple process improvements that would make everyone's life easier at work and save the company thousands of dollars. However, his peers have been in their roles for a long time and are used to the way things run. No one is really held accountable for performance and delays and rework are acceptable as long as it does not impact customers. Consequently, rushing jobs, long hours, and overtime are commonplace to meet customer deadlines. People have found a comfortable rhythm in this way of working. It provides a sense of job security, customers are happy, and profits are acceptable at least for now. Tom knows it is just a matter of time before they have to do some drastic changes. But how? People are satisfied with the current way of doing things.

Tool: Case for Change

The purpose of this tool is to create a clear, relevant, and urgent case for change. The key is to create an 'experience' where logical reasoning is complimented and magnified by a powerful 'feeling' of urgency.

Notes:

Tool Template: Case for Change

	What are the benefits of doing the project?	What are the negative consequences of not doing the project?
For the Customers	<ul style="list-style-type: none"> • Lower total cost for them • Shorter cycle times • More responsive customer service 	<ul style="list-style-type: none"> • Miss shipments constantly • Inconvenience of not getting their orders all at expected times
For the Employees	<ul style="list-style-type: none"> • Safer work environment • Closer contact with customer • More meaningful contribution to product quality 	<ul style="list-style-type: none"> • Forego upskilling of workforce, which makes them more valuable and marketable
For the Organization	<ul style="list-style-type: none"> • Increased employee involvement • Greater quality leading to more satisfied customers, which leads to loyalty • Reduce footprint in 6 months 	<ul style="list-style-type: none"> • Erode margins even more • Lose customers

Instructions

- Explain the purpose and process of the tool.
- Present each question in turn and brainstorm answers to each.
 - What are the *benefits of doing the project*? For our customers, for the employees, and for the organization?
 - What are the *negative consequences of not doing the project* (status quo)? For our customers, for the employees, and for the organization?
- *Prioritize* if necessary to highlight most pressing reasons for change.
- *Synthesize* and document in template.

Useful Tips:

To maximize urgency, probe to identify clear and immediate benefits or negative consequences.

Beware not to fall into a 'pros vs. cons' discussion.

Future State Definition

Principle: A Picture is Worth a Thousand Words

Defining a future state is the essence of vision. Unfortunately, most future state definition work is usually limited to financial or operational aspirations that lack relevance to the people doing the day-to-day work. For a future state definition to work it must be pictured and burned in the minds and imagination of the people. The best way to do that is to involve them in the process.

"Work without vision is drudger. Vision without work is dreaming. Work coupled with vision is destiny"

~ Thomas S. Monson ~

Tool: Future State Definition

The purpose of this tool is to create literally a visual of the future state by tapping into the imagination of the people involved in making it happen. The best way to do this is to use magazines from which participants can clip pictures, symbols, words, or other graphics to create a collage of what the future will look like. Alternatively you can use words, drawings, or sketches. In either case, here are the materials you will need:

- Large piece of 'brown paper' or you can tape three or four flipchart pages together.
- Lots of dark color markers
- Masking tape
- Several pairs of scissors (if using magazines clippings)
- Magazines (even boring-looking industry magazines will work. Avoid popular magazines that might cause distractions)

This tool uses 'right brain' thinking, which helps people conceptualize wholes and use their intuition to add to the logical, rational part of the discussion that characterizes project work.

Notes:

Tool Template: Future State Definition

Describe what does the future looks like?

Notes:

1. What are the business and organizational outcomes?
 - 98% first quality rate
 - Renewal of ABC contracts with XYZ customers
 - Meet criteria required for ABC customer award in our industry
2. What does the future look like to our customers?
 - Turn around time under X 99% of the time
 - Single point of contact for each customer (down from 2-3)
 - Easy access to view their order information
 - Tools for self-service that work 100% of the time with 100% accuracy
3. What does the future look like for our associates?
 - Greater discretion to make customer focused choices
 - Able to service customer based on sound criteria and accurate information
 - Receive meaningful and timely feedback from manager that helps them improve performance
 - Confident in their ability to do their work

[illegible]

Example of Collage Technique



Instructions

- Explain the purpose and process of the tool.
- *Visualize*: Pose a question such as “imagine that we’ve closed the project and that we overcame the challenges and implement the project successfully. What will the end result look like?”
- *Collect input*: Direct participants to use clippings or markers to answer the question. They are not to discuss the question during this time. Allow 15-20 minutes for participants to post their input on the brown paper.
- *Discuss*: When complete, facilitate a discussion about the meaning of their input. Make notes on the paper to clarify or add to the collage.

Useful Tips:

Explain the purpose of the technique to counter possible perceptions of a frivolous exercise.

Invite participants to stand around the collage to discuss.

Only ask questions. Never suggest meaning.

20-Words Statement

Principle: Alignment Enables Effectiveness and Efficiency

For implementation teams to work as effectively (doing the right things) and efficiently (doing the right things right) as possible, the members of the team must be aligned about the purpose. Reading a slide with an objective statement does not accomplish that. In most cases, alignment is a process of discovery and co-creation.

"Just as your car runs more smoothly and requires less energy to go faster and farther when the wheels are in perfect alignment, you perform better when your thoughts, feelings, emotions, goals, and values are in balance"
~ Brian Tracy ~

Case Study: Did You Get the Memo?

A project manager sends the ‘project contract’ to the team members ahead of the first team meeting. During the meeting he discovers that people have lots of questions and reservations about the project and quickly realizes that everyone is on a different page as to their understanding of what the project is all about. Frustrated he asks “did anyone read the memo?” When all report that they did, he’s puzzled that though they all read it no one seems to be aligned. Why?

Tool: 20-Words

The purpose of this tool is to create alignment about the purpose or objective of the project (or about any other critical definition such as the problem, the solution, etc.). It is a group discussion that consists of input generation through: input comparison, discussion and debate, and consensus building. In the end, the group should be able to successfully agree on a mutually understood definition of the objective and understand the assumptions everyone else is making.

Notes:

[illegible]

Tool Template: 20-Words Statement

In 20 Words or less, what is the objective of the project?

The diagram shows four yellow Post-it notes arranged on a white background. The notes contain the following text:

- Top-left: Select this Post-it® note and click copy and then paste to add a new note.
- Top-right: To implement XYZ system to improve our customer service for ABC business
- Bottom-left: To help our associates be more customer focused by using tools and a proven process to improve speed and accuracy
- Bottom-right: To improve accuracy and speed of service delivery to our customers through the use of XYZ process and system.

Combined Statement

The purpose of the project is... *"to improve the customer experience (speed and accuracy) by using XYZ process and tools"* (*this is only an example*).

Notes:

Instructions

- Explain the purpose and process of the tool.
- Give participants large size Post-It® sheets and a thick point Sharpie® marker.
- **Generate input:** Ask them to (individually and in silence) write in 20 words or less their understanding of what the purpose or objective of the project is. Have them all post their input onto a flipchart.
- **Synthesize:** Invite the group to identify similar terms and mark them by circling them. Invite the group also to identify unclear or confusing terms and to clarify them as they go.
- **Finalize:** Ask the group to come up with a single statement that reflects the understanding of the group. Facilitate the dialog to enable consensus.

Useful Tips:

Ask group to stand around the flipchart so all can see and participate.

You can start to consolidate by making a bulleted list of common terms.

Alternatively, start with one statement that the group agrees mostly reflects the rest and edit from there.

Use the 80/20 rule. If the statement is 80% good enough, move on.

In Scope/Out of Scope

Principle: What's Not Explicitly Out of Scope, Is Implicitly In Scope

It is just as important (sometimes even more so) to know and agree on what is OUT of scope as what is IN scope. Scoping discussions and decisions are frequently fraught with assumptions that must be expressed, discussed, agreed on, and documented, frequently more than once.

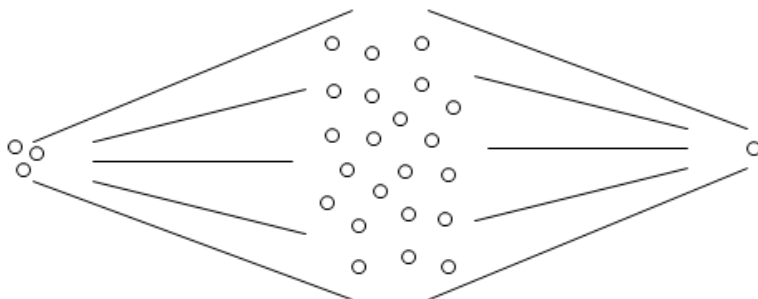
"Few things are as dangerous as the illusion of agreement"

~ MS ~

Tool: In Scope & Out of Scope

The purpose of this tool is to create alignment about what the boundaries and limits of the project in terms of timing, location, implications, involvement, stakeholders, support, and a number of other variables that can come into play during project implementation.

This small group discussion requires a simple brainstorm exercise to identify what is in or out of scope. The key to this exercise is to allow for divergence to then achieve convergence of agreement as illustrated below.



Notes:

In the end, the group should agree on the project boundaries and discuss the implications of the discussion. Invite the group to understand and clarify the assumptions implicit in the discussion.

Tool Template: In Scope/Out of Scope

The boundaries of the project are...

In Scope	Out of Scope
<p>•<i>What's in scope...?</i></p> <ul style="list-style-type: none"> •Diagnose process and system breakpoints •End-user training •New process change training •Training delivery •Locations A, B, C •Modify XYZ system •Stabilize modified system 	<p>•<i>What's out of scope...?</i></p> <ul style="list-style-type: none"> •Revisit decision to leverage XYZ process •Leadership training •Training design •Location D, E •System replacement •Process improvement post close

Notes:

Instructions

- Explain the purpose and process of the tool.
- Pose the question “what are the boundaries of the project in terms of: the timing, locations, stakeholders involved, support required, etc.?”
- **Brainstorm:** Use Post-it® notes to write their answers so you can move them back and forth if necessary. Collect all the input first and delay discussion until after all input has been collected.
- **Discuss/negotiate:** Quickly sort out the items that the group clearly agrees on and then focus on those items where there is disagreement. If necessary, further define the item or break it down in smaller components to facilitate agreement.
- **Synthesize & Finalize:** Let group also discuss and document the implications of such boundaries. If there are items the group cannot agree on, take them to the project champion or owner to decide.

Useful Tips:

If Post-it® notes are not available, write each input on the flipchart and use arrows to indicate movement from one side to the other.

For larger groups, you may ask participants to write their input on Post-it® notes and place them on the flipchart, eliminate the duplicates items and then discuss.

More of/Less of

Principle: The Key to Culture Change is Behavior Change

One of the key levers of culture change is behavior change. One must first identify the critical few behaviors by connecting the why (Case for Change), the what (Future State Definition) and the how (More of.../Less of...) questions.

"The tough part is learning to be precise in identifying behaviors and getting good at effectively encouraging the behaviors you want and discouraging the ones you don't."

~ Ned Morse in Switch Points ~

Tool: More of.../Less of...

The purpose of this tool is to identify the necessary behaviors for the future state to become a reality. This tool is most effective when the Future State has been effectively and visually defined and when the same participants are involved in the process.

Using the Future State collage as a reference, invite the group to think of key behaviors by posing a 'visualization' question such as:

Imagine that the project has been successfully implemented, that this future state is now a reality and that we can clearly see the signs of success we discussed...if this were the case, what would people do more or less of that would CAUSE these results?

In a sense, this is a continuation of the Future State Definition process but here you are now focusing on people's behavior.

Notes:

Tool Template: More of.../Less of...

What Behaviors are Required for Project Success?

More of...	Less of...
<ul style="list-style-type: none"> • <i>Be specific. Use the verb+noun format</i> • Find and implement ways to improve processes • Use new process as outlined • Use new system tools • Clarify the concerns of the customer • Own the solution 	<ul style="list-style-type: none"> • Not taking responsibility for mistakes • Staying quiet during meetings when there is a concern/question in mind • Make assumptions that we understand when we haven't taken enough time to see the other's point of view • Saying "that's not my job"

Notes:

Instructions

- Explain the purpose and process of the tool.
- Pose the question a visualization question
- **Brainstorm:** Collect all the input first and delay discussion until after all input has been collected. Invite the group to be specific and focus on discrete behaviors instead of general ideas (e.g. TBD vs. TBD)
- **Discuss & Prioritize:** Help the group identify and discuss those behaviors and mindsets that are most critical to success.
- **Synthesize & Finalize:** Help the group reach agreement on those few mindsets and behaviors that will lead to the future state.

You may also use this tool to identify critical team member behaviors to be successful in project implementation.

Useful Tips:

Push group to think of a verb+noun combination to identify specific behaviors.

Ask *"what does 'cooperation' look like?"* or *"how do you know that someone is 'cooperating'?"* to invite more specific input.

You may develop different lists for different stakeholder groups such as "front-line employees" vs. "leaders."

THIS PAGE LEFT BLANK INTENTIONALLY

'Resistance' to Change

Concept: The Problem of 'Resistance'

Often, when we refer to people as 'resistant' we may overlook what causes people 'react' the way they do and put ourselves in a position to oppress and in turn create the very resistance we are trying to fight. It becomes a self-fulfilling and self-defeating vicious cycle.

"For every action there is an equal and opposite reaction"

~ Isaac Newton ~

Example:

Imagine you are asked to close your eyes and while closing your eyes to stand up, walk towards the room door and then walk out to the parking lot. Would you do it? What would be your reaction? Why? What was your observation here?

What did people do (reaction)?



Why did people react the way they did (cause)?

Notes:

Application

Next time you see the symptoms we typically call '*resistance*' ask yourself three questions:

1. What are potential plausible and logical explanations for why people would react that way?
2. Is it 'Resistance' or 'Rejection'? Are they 'opposing' or do they just not have enough 'evidence' (e.g. they're not convinced)?
3. Do they need to be conquered or overcome? Or would they respond better to influence and persuasion?

Useful Tips:

Listen & observe.
See it through their eyes
Challenge your own assumptions and intentions
Don't judge people by their actions...we usually judge ourselves by our intentions.

Tool Template: Stakeholder Assessment

Stakeholder Impacted	How will they be affected/ involved?	What are the potential benefits to them?	What concerns might they have about the change?

Instructions

- **Identify** stakeholders by asking participants who has a vested interest in the project and who is likely to be impacted
- **Assess** each stakeholder by
 - Discussing the impact or level of involvement of each stakeholder.
 - Identifying the potential benefits to the stakeholders
 - Discussing the possible concerns that the stakeholders might have about the project.
- **Prioritize** each stakeholder in relation to the others to determine where to begin to work. NOTE: ratings do not indicate importance but only the relative priority.

Useful Tips:

You might use a 'stakeholder map' to accelerate the process.

- Draw a circle in the middle with the project title.
- Use small Post-it® notes for each stakeholder and place them around the project.
- Use distance to the circle to indicate how close they are in terms of impact or influence.
- Use arrows to indicate influence (inward) or impact (outward).

Stakeholder Engagement Strategy

Principle: Stakeholder Engagement Begins is Built on Trust

For stakeholders to change their behavior and even enlist others in doing the same, they must go through the behavior change process. In the process they must see what's in it for them and how they perceive as a downside will be addressed or minimized.

“Leadership is the art of getting someone else to do something you want done because he wants to do it”

~ Dwight D. Eisenhower ~

Case Study: The Union Employee Team (Cont'd)

The black belt let the team members identified areas of improvement. He also introduced ideas and tools using terms common to them and showed examples they could relate to. They quickly saw what they needed to do and devised a way to apply it in their area. They collaborated in planning and implementing simple but significant improvements that yielded visible results. Though they started small, their involvement in process improvement continued long after the black belt left to work on another project.

Notes:

[illegible]

Tool: Stakeholder Engagement Plan

The purpose of this tool is to *plan* how to effectively engage stakeholders. The outcome of the tool is a plan to create awareness, understanding, and acceptance on the part of stakeholders that will move them to conviction and action.

Below is a table with a sampling of ideas for how to create engagement (behavior change) associated with a change.

INFORM & EXPLAIN to create AWARENESS	JUSTIFY the change & ADDRESS FEARS to lead to ACCEPTANCE	PERSUADE & Build TRUST to allow CONVICTION to develop	ENABLE and REINFORCE to encourage ACTION
<ul style="list-style-type: none"> •Cite studies & articles from expert sources •Provide competitor information, if available (sense of urgency to change or become extinct) •Use internal examples of the problem, statistics, testimonials, etc. - anything that will demonstrate there is pain and in a way they can relate to •Let executives (one level up) in collaboration with immediate manager do the explaining 	<ul style="list-style-type: none"> •Examples of peer companies who have done the same type of project and have succeeded •Quantify loss of status quo (not changing)) •Engage in discussion of how they are affected •Involve in translating the financial business case into an organizational business case they care about (for their area of responsibility) •Let them ask direct questions to their managers and executives through open forums, social media, etc. 	<ul style="list-style-type: none"> •Demonstrate solid plan & forecast •Show how the project will be accomplished •Involve people in defining the change and/or how the change will be implemented •Have managers demonstrate their commitment through their actions (attending key meetings, sending key messages, listening to employee concerns, etc.) •Show transparency (create visibility about how decisions are made, the rollout plan, what's next, etc.) 	<ul style="list-style-type: none"> •Be specific about what you want people to do and communicate it clearly •Remove excuses not to act, (e.g. ineffective executives, conflicting messages, indecision, etc. •Celebrate and reinforce success •Offer training, coaching, and other development resources to upgrade skills if necessary •Align 'measuring system' or process to be consistent with the expected new behavior.

Tool Template: Stakeholder Engagement Plan

Stakeholder Impacted	How can we create AWARENESS?	What will lead them to ACCEPTANCE?	How can they gain CONVICTION?	How can we enable and reinforce ACTION?

Instructions

- Starting with the highest priority stakeholders, identify specific and practical *strategies* and/or tactics to create
 - Awareness*, through communication and information
 - Acceptance*, through stakeholder involvement
 - Conviction*, through persuasion and showing proof
 - Action* (desired behaviors) through systemic reinforcement
- Look for opportunities to leverage specific ideas to influence multiple stakeholders
- If necessary, down select all the ideas to the critical few, actionable, feasible ideas and incorporate into your project plan.

Useful Tips:

Make sure you validate your assessment with key stakeholders before you begin planning. Some ideas include:

- Involving members of the stakeholder group as part of the assessment
- Involving people who are well familiarized with the stakeholder as part of the conversation
- Going to the stakeholder to discuss some of the outcomes of the assessment

The Four Ps of Understanding

Principle: What If You Were in An Elevator...

...and one of your key stakeholders is there with you. You have only a few seconds to make a pitch in support for the project. What would you say? Would other team members say the same thing?

"The tough part is learning to be precise in identifying behaviors and getting good at effectively encouraging the behaviors you want and discouraging the ones you don't."

~ Ned Morse in Switch Points ~

Tool: Four Ps of Understanding

The purpose of this tool is to create a relevant, clear, concise, and memorable message about the 4 Ps outlined below:

- **Purpose:** What the change is and why it is necessary and important
- **Process:** How the change will be implemented
- **Product:** What the end goal is
- **Part:** What you are asking or expecting from key stakeholders

The 4Ps tool is most effective when other tools already covered in this course are used as the main source of information.

Notes:

What basic information do we need to communicate?

PURPOSE: Why is the change necessary? What problem or opportunity is it addressing?
(may use input from 20 Words Tool and/or Case for Change)

PROCESS: How will the change be implemented?
(may use input from In/Out of Scope)

PRODUCT: What's the end game? What are the goals? What will be different in the future state?
(may use input from Future State Definition and Behavior Gap Analysis)

PART: What is my part? How will I be affected? What's expected of me going forward?
(may use input from More of/Less of and Stakeholder Assessment)

Useful Tips:

Crafting an 'elevator speech' from nothing usually produces a statement that is relevant and clear only to the authors. Completing the tools from the FastStart process first, creates high alignment and clarity early on, which is required project for success. It also produces key messaging that informs not only your 4Ps but much of your communication plan.

Instructions

- Get input using the outputs from the other tools suggested. Ask the group to answer succinctly each question in the tool.
- Discuss the entire speech. Check for accuracy, relevance, and clarity.
- Practice by having team members answer the 4P's in a casual conversational mode to ensure that the key messages are consistent and memorable.

Appendix A: Insights and Action Planning

1. What are some key points you want to remember?	2. What areas, topics, concepts, would you like to explore further?	3. Identify one opportunity to apply ONE thing you have learned today.

Appendix B: Recommended Readings

1. A Sense of Urgency by John P. Kotter
2. EPIC Change by Timothy R. Clark
3. First Break All The Rules by Marcus Buckingham & Curt Coffman
4. Flawless Consulting by Peter Block
5. Leadership and Self-Deception by the Arbinger Institute
6. Managing Strategic change by Noel M. Tichy
7. Organizational Culture and Leadership by Edgar Schein
8. Switch Points by Johnson, Dakens, Edwards, and Morse
9. The Heart of Change by John P. Kotter and Dan S. Cohen
10. The Influencer by Patterson, McMillan, Switzler, Grenny
11. The Seven Habits of Highly Effective People
12. The Speed of Trust by Stephen M.R. Covey

Appendix C: Course Evaluation

Please indicate your degree of satisfaction with the following features and elements of the class.

Item to Evaluate	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
1. The variety of methods and media used	1	2	3	4	5
2. Instructor's expertise in the subject	1	2	3	4	5
3. Instructor's presentation of material	1	2	3	4	5
4. Clear directions for the exercises	1	2	3	4	5
5. Pace of the material presented	1	2	3	4	5
6. The way instructor managed the time	1	2	3	4	5
7. Relevance of the content to me	1	2	3	4	5
8. Use of case studies and examples	1	2	3	4	5
9. Demonstrations of tools	1	2	3	4	5
10. Skills practice throughout the course	1	2	3	4	5
11. Ratio of lecture to discussion to practice	1	2	3	4	5
12. Quality of instructional materials	1	2	3	4	5
13. Overall value of class	1	2	3	4	5

How might we improve this course?

Why would you recommend this course to others?

If you give your consent to use your endorsement in future marketing material, please include a brief recommendation for the course and/or the instructor. You may include your name (optional).

THIS PAGE LEFT BLANK INTENTIONALLY



www.smartchangesolutions.com