



### HAVE YOU EVER . . .

- Struggled with resistance to change?
- Implemented a process change and then watched it slip back to the old way?
- Wondered why some people responded so emotionally to what you thought was a “no big deal” change?
- Seen a new process followed *only* while someone was watching?
- Shared a need for change and a new vision and experienced crickets in response?



The Truth:  
Lean transformations involve a ton of change

The Problem:  
The natural human reactions to change hold us back



3

## THE RISK

The natural human reactions to change:

- Slow us down
- Limit the breadth of adoption
- Harm the chances of sustainability
- Take us back to business as usual – with added suspicion by the team
- Create unnecessary conflict, tension, and burden



4

## THE COUNTERMEASURE

*Purposefully* Lead Through Change



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## One Teaching That's Wrong



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"THE PROBLEM  
WITH LABELS IS  
THAT THEY SEEM  
PERMANENT,  
AND THAT  
MAKES  
CHANGING SEEM  
IMPOSSIBLE."

– MARILEE ADAMS



## WHAT TO DO INSTEAD

Stop Labeling

Move from a place of judgment to a place of respect



## THE EASE THE PAIN OF CHANGE MODEL

- I. Understand the Psychology of Change
  - i. 3 Change Constructs
- II. Set the Foundation for Change
  - i. 3 Actions
- III. Purposefully Lead Through Each Change
  - i. 8 Steps



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11

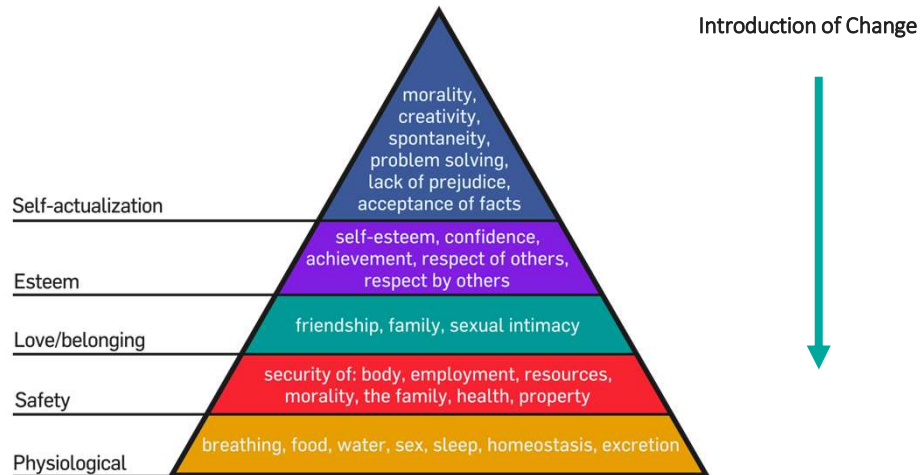
## I. Psychology of Change



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12

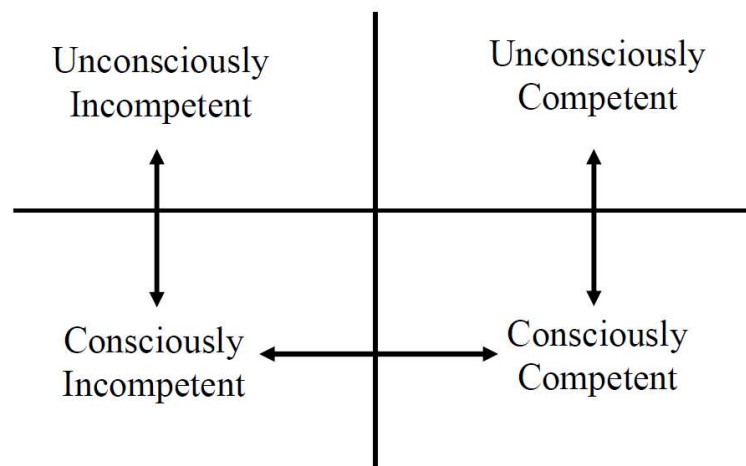
## 1. MASLOW'S HIERARCHY OF NEEDS



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13

## 2. COMPETENCY MODEL



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14

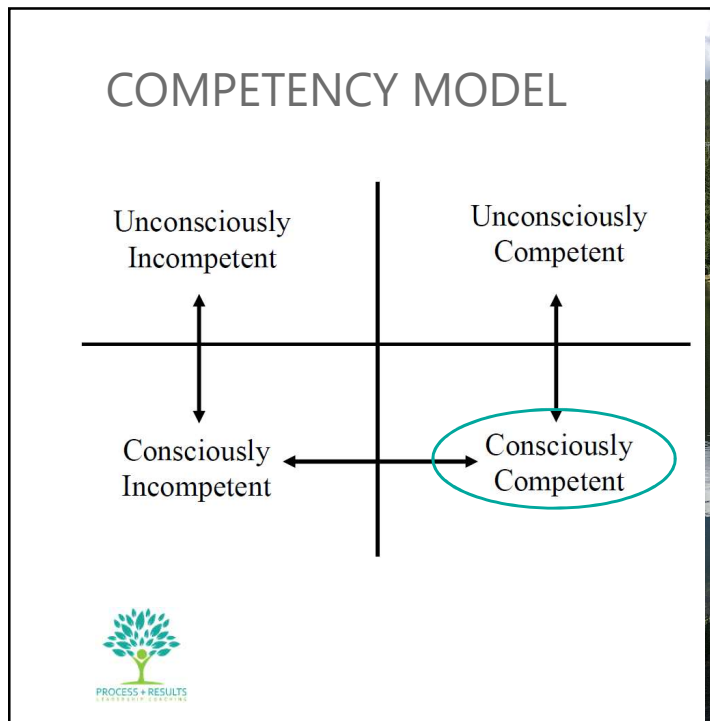
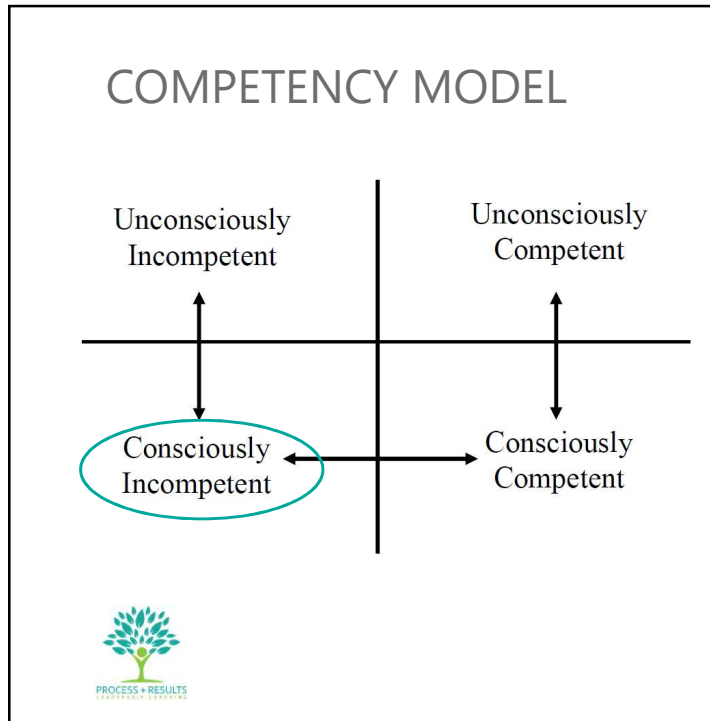




### COMPETENCY MODEL

Unconsciously Incompetent	Unconsciously Competent
↑	↑
↓	↓
Consciously Incompetent	Consciously Competent
←	→





### COMPETENCY MODEL

Unconsciously Incompetent

Unconsciously Competent

Consciously Incompetent

Consciously Competent

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### COMPETENCY MODEL

Unconsciously Incompetent

Unconsciously Competent

Consciously Incompetent

Consciously Competent

20

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## COMPETENCY MODEL

### Learning Anxiety is based on fears

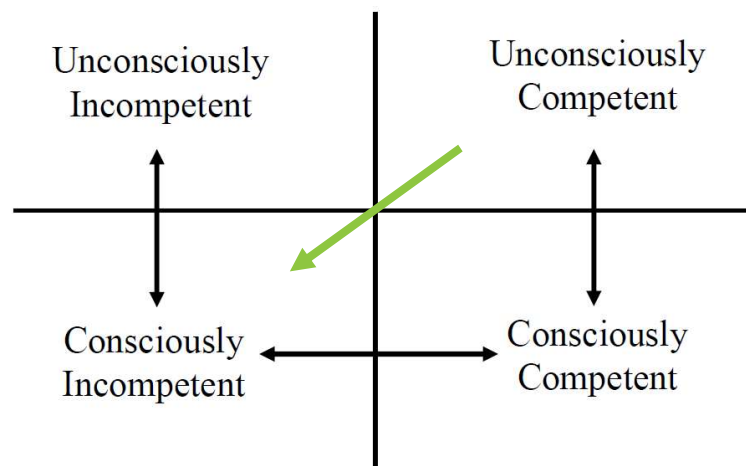
- Fear of temporary incompetence
- Fear of punishment for incompetence
- Fear of loss of personal identity
- Fear of loss of group membership

Edgar H. Schein, *Organizational Culture and Leadership*



21

## COMPETENCY MODEL



22

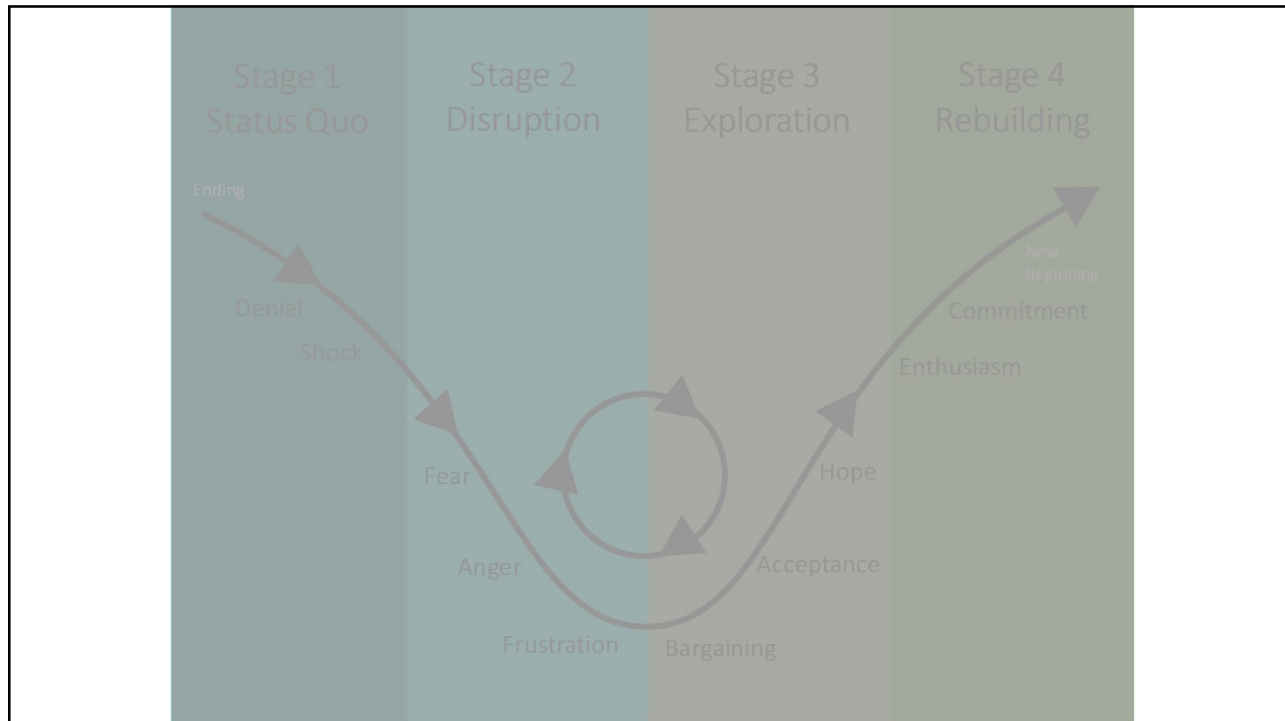
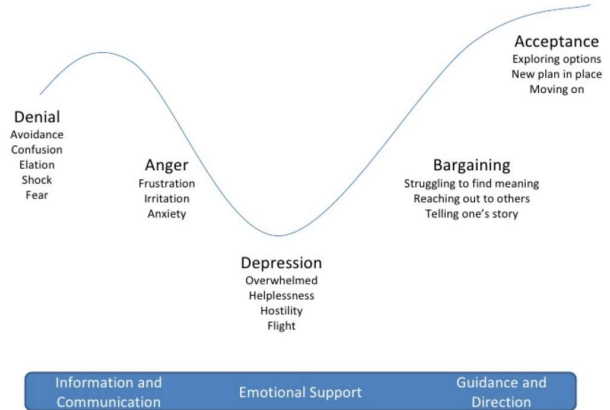
### 3. THE CHANGE CURVE

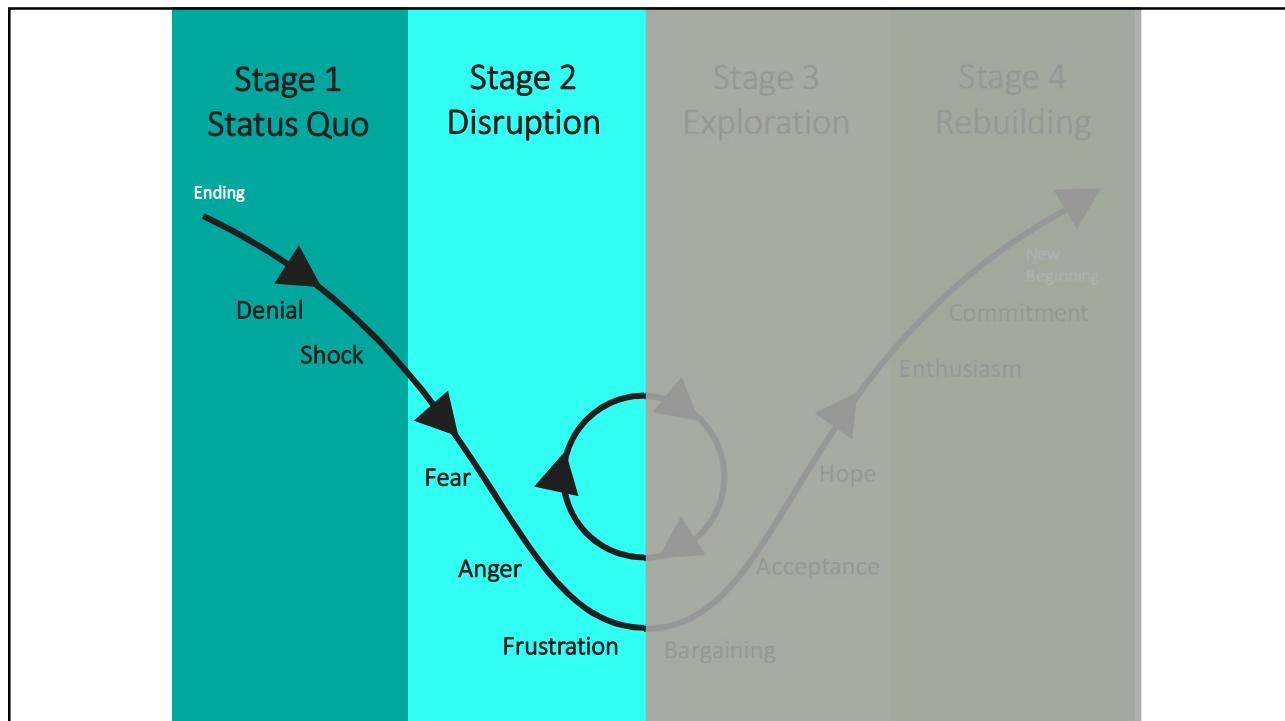
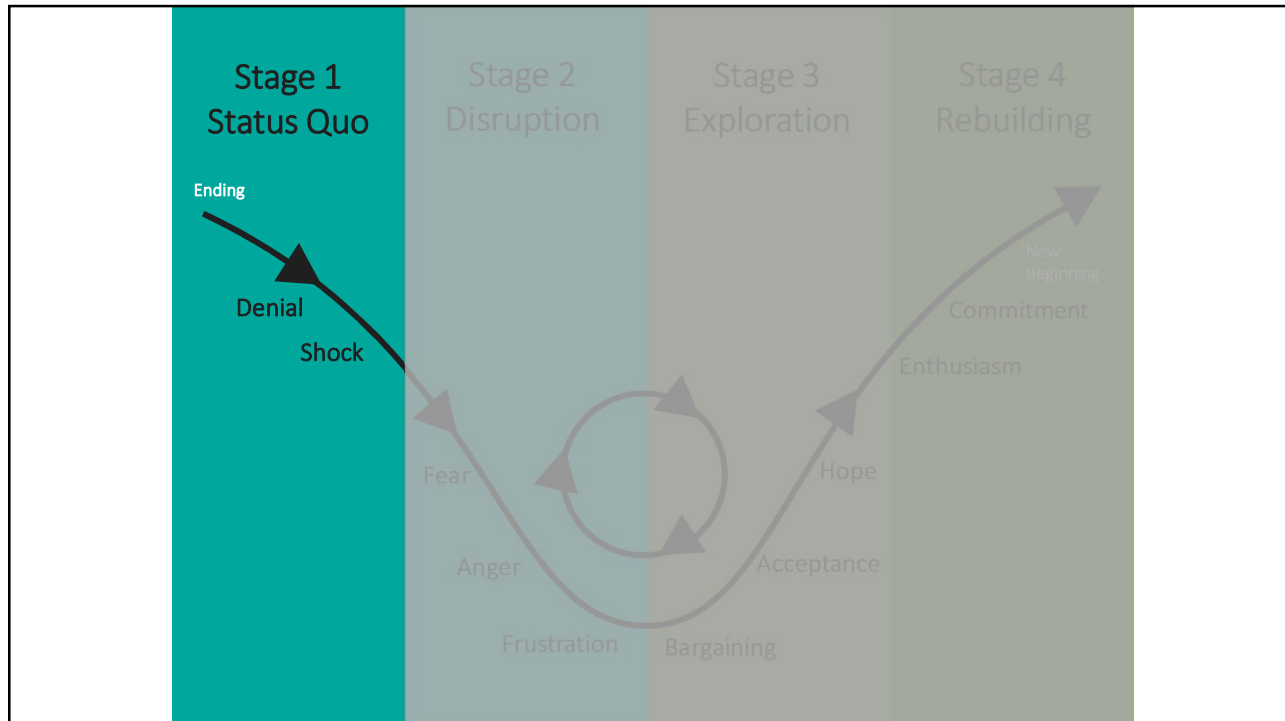


Elisabeth Kubler-Ross

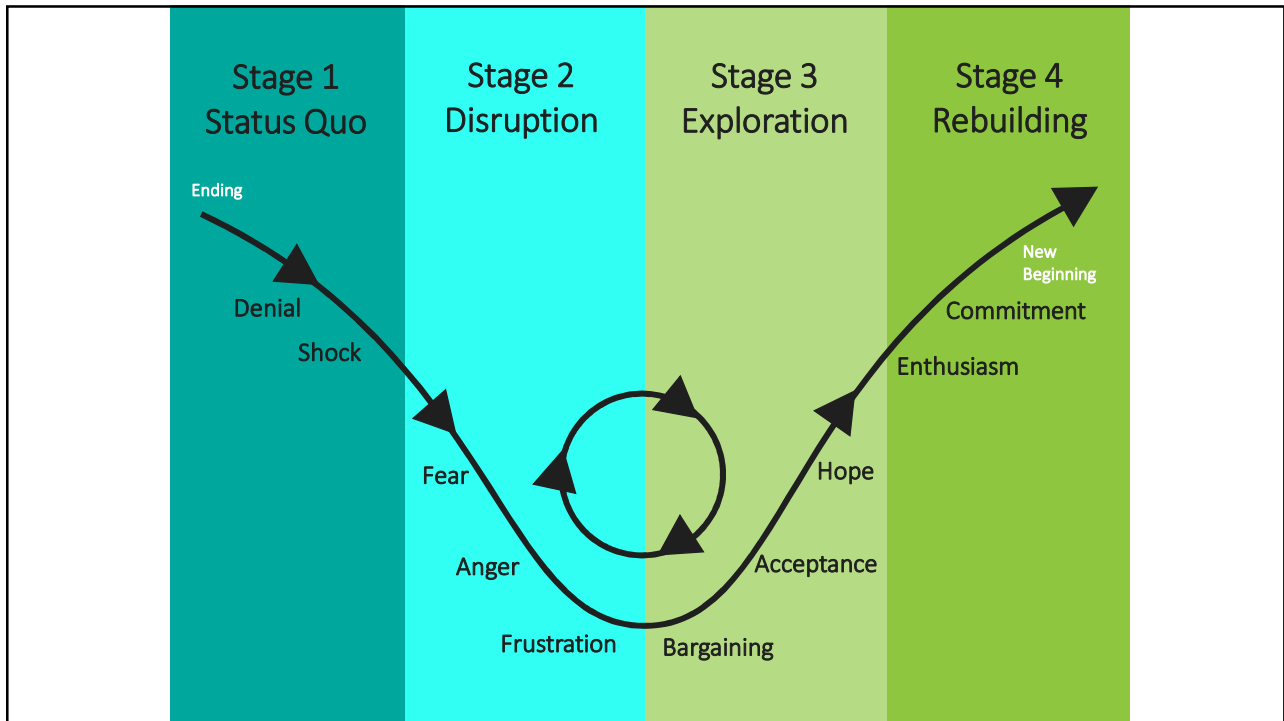
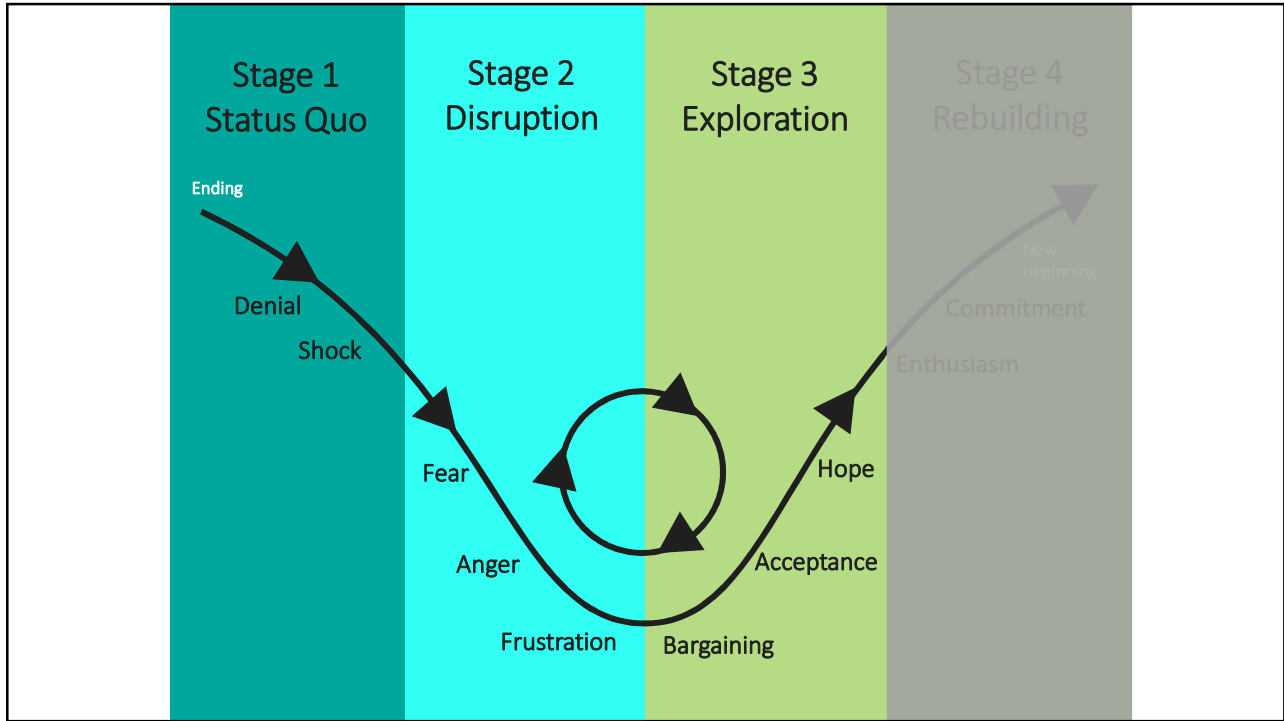


### Kübler-Ross Grief Cycle





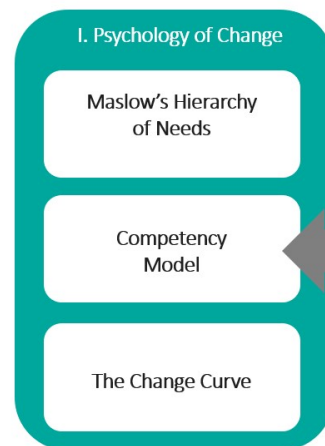






## THE EASE THE PAIN OF CHANGE MODEL

- I. Understand Psychology of Change
  - i. Maslow's Hierarchy of Needs
  - ii. Competency Model
  - iii. Change Curve
- II. Set the Foundation for Change
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## II. Set the Foundation for Change



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### SET THE FOUNDATION FOR CHANGE

Understanding the Psychology of Change is one thing. . . .

But what do I DO?



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## SET THE FOUNDATION FOR CHANGE

### 1. Stop labeling

- Move yourself from a place of judgment to a place of respect



33

## SET THE FOUNDATION FOR CHANGE

### 2. Teach these change constructs to every team member

- Normalizes human behavior
  - Reduces the fear of not fitting in
  - Allows team members to see possibility – that the pain of change is temporary
  - Creates shared language that serves as the foundation for open dialogue
- 
- Tip: Don't teach from a purely academic or information standpoint. Use stories to drive connection and activities to create experiences. You want team members to experience these change reaction feelings in a safe space.



34

## SET THE FOUNDATION FOR CHANGE

### 3. Create Psychological Safety

- Transparency and Vulnerability
- Response to Failure
- Curiosity and Experimentation
- Process + Results
- Recognition and Gratitude



35

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Questions about Section I or Section II?

36



## III. Lead Through Each Change



37

### 8-STEPS TO PURPOSEFULLY LEAD THROUGH CHANGE

For every change . . .

1. Get Clear on the **Core Message**
2. Understand Underlying **Beliefs**
3. Generate Team Member **Involvement**
4. Make **Communication** Frequent, Varied, and Ongoing
5. Create and Celebrate **Short Game Wins**
6. Solicit and Respond to **Feedback**
7. Drive **Connection** through Shared Language and Experiences
8. Systematically Work on **Improvement**



38

## 1. CORE MESSAGE

“The change goal must be defined concretely in terms of the specific problem you are trying to fix, not just as ‘culture change’.”

- Edgar H. Schein, *Organizational Culture and Leadership*



39

## 1. CORE MESSAGE

### The core message:

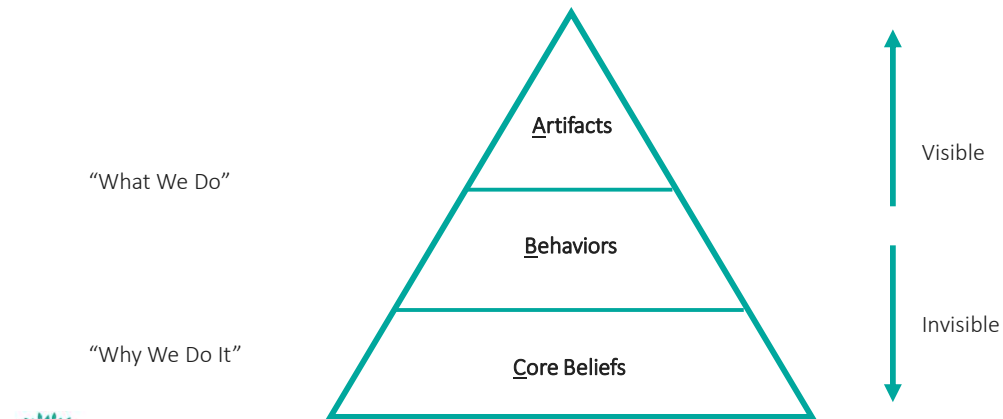
- Is not an elevator pitch – it’s not how you are going to “sell” or “convince”
- Is about getting clear on two things:
  - The Pain: What is the problem we are trying to solve? Why does this problem matter?
  - The Pleasure: What is the vision for the post-change future? How will this benefit individual team members? The team? The organization? Customers? Business Partners? Etc.



40

## 2. BELIEFS

### The ABCs of Organizational Culture



*Creating a Kaizen Culture* – Jon Miller, Mike Wroblewski, Jaime Villafuerte

41

## THE THING IS. . .

Belief  
Drives  
Behavior



42

## 2. BELIEFS

### Examples of shared underlying beliefs in culture:

- Productivity and “Getting work done” is how we each add value to the team
- Results and metrics are most important – we need to do whatever it takes to hit the number, hit the number, hit the number
- Skill / functional job mastery is what we most want in fellow team members
- Managers have all kinds of crazy ideas – we can ride this out like we have in the past
- Failure leads to punishment or embarrassment, so we shouldn’t take too many risks

When change challenges shared  
underlying beliefs, fear and pain is greater



43

## 2. BELIEFS

### Alternative beliefs

- What are the alternative beliefs team members need to hold?
- Need to be central to your messages and your behaviors



44

### 3. INVOLVEMENT

- Retrain or revisit change constructs with most-impacted team members (yep, every time)
- If possible, involve the most-impacted team members in the change decision prior to implementation
- If not possible (i.e. a mandated change), listen to the concerns of the most-impacted team members prior to implementation
  - Your goal is NOT to persuade
  - Your goal is to learn, understand, and help team members “feel” heard



45

“MINE FOR GOLD  
– WHERE  
OBJECTIONS  
EQUAL GOLD.”

– JAMIE V. PARKER





## 4. COMMUNICATION

### Communication must be frequent, varied and ongoing

- Frequent: Plan your communication – start by documenting at least 10 different deliberate communication actions. . . . Then double it. . . . Then double it again
  - Not just formal communication
  - Think about messaging in shift huddles, gemba walks, casual conversations, one-on-ones, joint stand in a circle exercises, team member recognition, etc.
- Varied: Use all three languages:
  - Auditory
  - Visual
  - Tactile
- Ongoing: Don't stop just because change implementation has started



47

“THE SINGLE  
BIGGEST PROBLEM  
WITH  
COMMUNICATION  
IS THE ILLUSION  
THAT IT HAS  
TAKEN PLACE.”

- GEORGE BERNARD SHAW



## 5. SHORT GAME WINS

“[There is a] necessity for the new behavior and set of cognitions to be reinforced, to produce once-again confirming data.”

- Edgar H. Schein, *Organizational Culture and Leadership*

Culture is shaped through **repeated successes confirming** the new core beliefs, behaviors, and artifacts.



49

## 5. SHORT GAME WINS

### Role of Short Term Wins (John Kotter, *Leading Change*)

- Provide evidence that sacrifices are worth it: Wins greatly help justify the short-term costs involved
- Reward change agents with a pat on the back
- Help fine-tune vision and strategies
- Keep bosses on board
- Build momentum



50

## 5. SHORT GAME WINS

### Be Deliberate about Short Game Wins

- Plan short game wins in advance
  - Results, metrics, process, behavior, experience, learning
- Work toward the planned short game wins, but remain flexible
- Look for unplanned short game wins
- Communicate and celebrate short game wins (a lot!)



51



## 6. FEEDBACK

### Feedback must be frequent, varied and ongoing

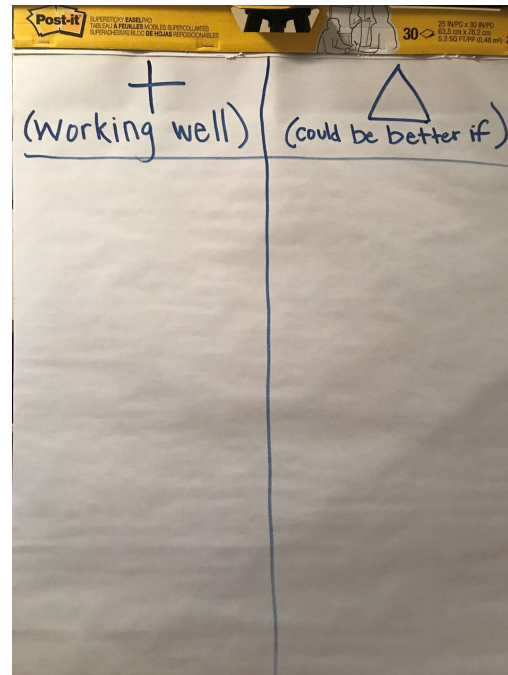
- Frequent: Think in hours, not in weeks
  - Not just formal feedback sessions
  - Think about feedback in shift huddles, gemba walks, casual conversations, one-on-ones, joint stand in a circle exercises, team member recognition, etc.
- Varied: Use all three languages:
  - Auditory – “Can you explain it to me?”
  - Visual – “Can you draw it out for me?”
  - Tactile – “Can you show me?” “Can I try it?”
- Ongoing: Don’t stop just because change implementation has started



53

## 6. FEEDBACK

Create “safe” and easy mechanisms for feedback



54

## 7. CONNECTION

### Talk about the change process with team members

- Use the shared language of the change constructs already taught
- Be vulnerable and share your own stories
- Ask open-ended, non-leading, non-judgmental questions
- Make change discussions the new norm



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## 8. IMPROVEMENT

### Leading through change is a process that requires learned skill

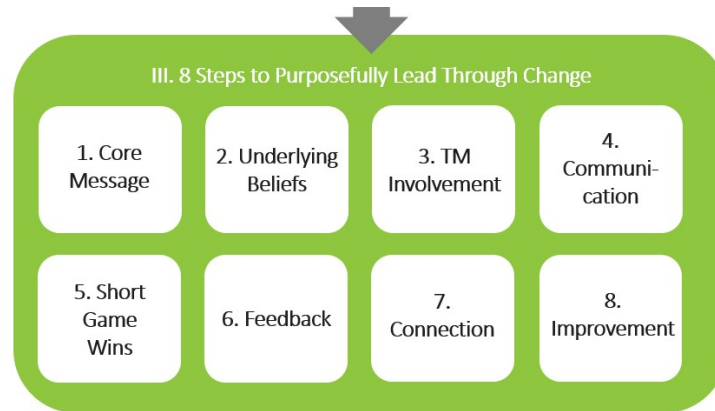
- The process can improve
- Your skill can improve
- Go to the thinking process you're most comfortable with (ex: PDSA, A3, Kata, 8-Step Problem Solving, etc.)
- Experiment, Study, Adjust, Reflect
  - Throughout the process
  - A post-mortem alone is not enough



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## PURPOSEFULLY LEAD THROUGH CHANGE



Repeating these 8 steps for every change WILL change your culture, too!



57

## PLANNING WORKBOOK

- Get a Free Planning Workbook that walks you through all 8 steps to Purposefully Lead Through Change! **Workbook Download:** <http://bit.ly/changeworkbook>



58



## HOW TO EASE THE PAIN OF CHANGE

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What about this model are you most excited to try?  
How could using this model improve your business?



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<http://bit.ly/changeworkbook>

59

## THE POSSIBILITY

- The team moves through change more quickly
- Achieve broader adoption
- Sustain changes with the ability to continuously improve
- Reduce unnecessary conflict, tension, and burden
- Move closer to a Lean culture of learning, challenging the status quo, continuous improvement, team member engagement, and failing forward
- Planning Workbook Download: <http://bit.ly/changeworkbook>



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PLEASE COMPLETE THE WEBINAR SURVEY!

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61

