

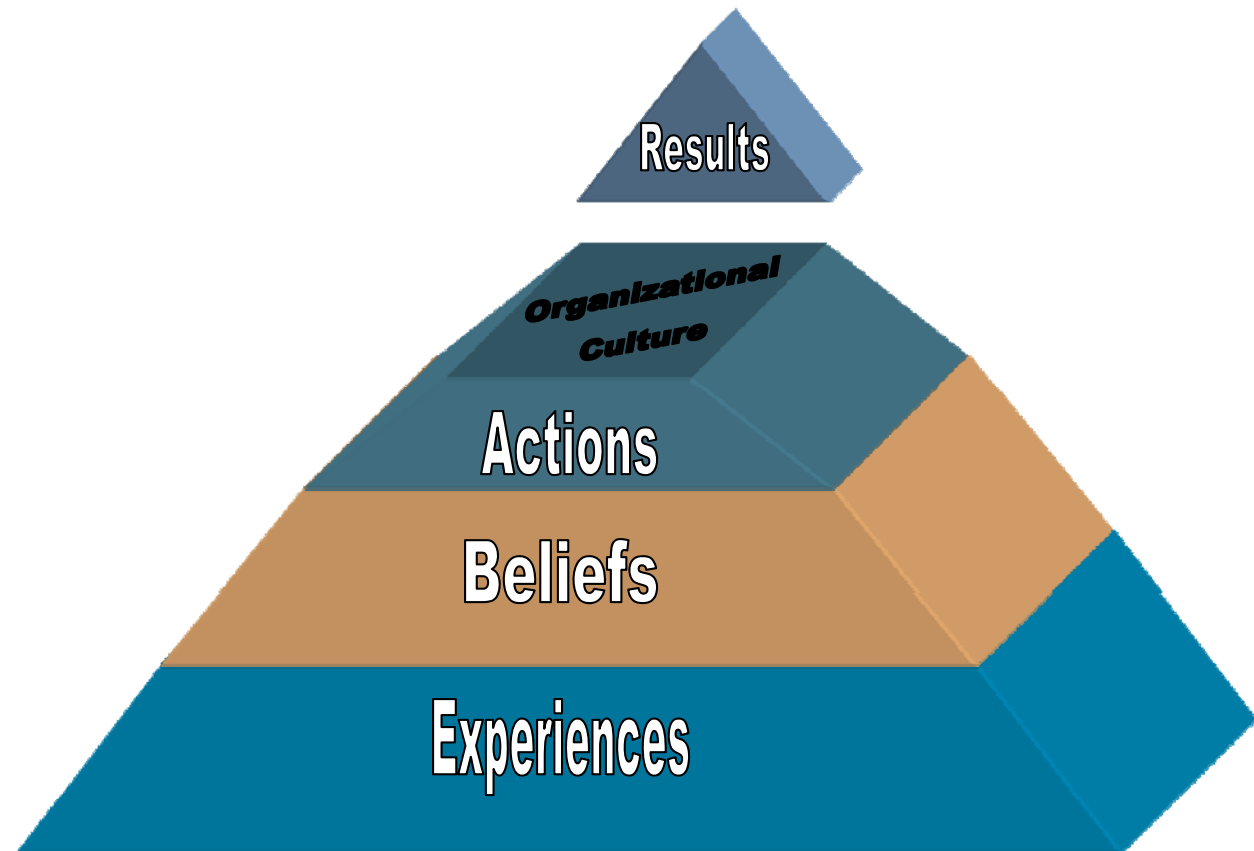
ASQ Meeting
A Positive Approach to Change
November 8, 2005

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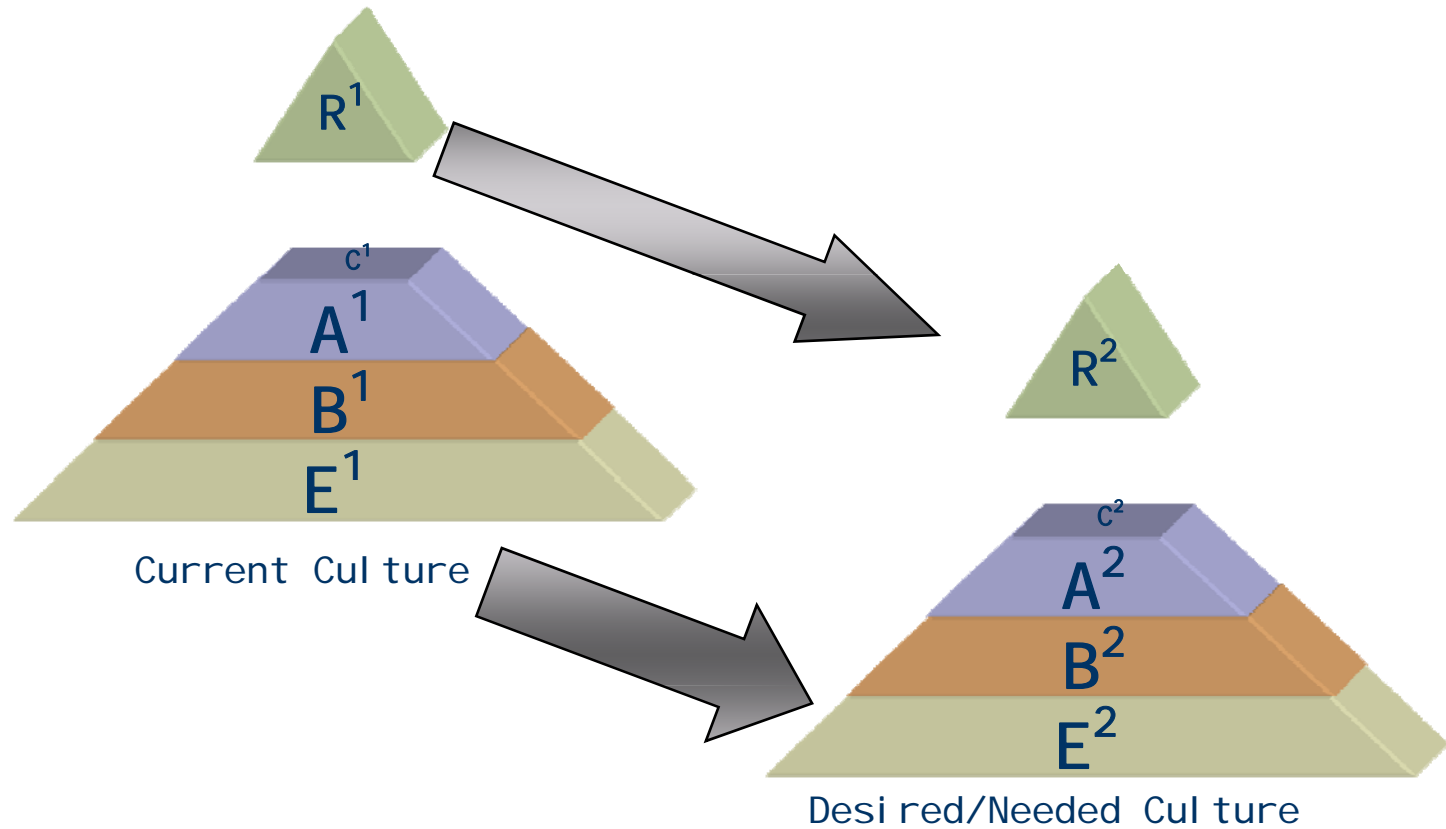
The Results PyramidSM



Change Model: Diagnostic

Vision	Skills	Incentives	Resources	Action Plan	Implementation	Result
X	X	X	X	X	X	Change
NO	X	X	X	X	X	Confusion
X	NO	X	X	X	X	Anxiety
X	X	NO	X	X	X	Slow Change
X	X	X	NO	X	X	Extreme frustration
X	X	X	X	NO	X	False starts
X	X	X	X	X	NO	No activity

Cultural Transition



Identifying Your R¹ to R² Shift

R¹ Results

A.
B.
C.
D.



R² Results

A
B.
C.
D.

Significance	Score

Scoring Your Shift In Results

1. Difficulty	1	2	3	4	5	6	7	8	9	10
	No real change in difficulty					Significantly higher than past results				
2. Direction	1	2	3	4	5	6	7	8	9	10
	Same direction					Significantly different direction				
3. Deployment	1	2	3	4	5	6	7	8	9	10
	No major deployment required					Significant re-deployment or deployment of people and/or resources required				
4. Development	1	2	3	4	5	6	7	8	9	10
	Current organizational deployment required					Process, systems, skills and/or structure must radically change				

Your Stop/Start/Continue Analysis

RESULTS	ACTIONS
1.	<p>STOP _____ _____</p> <p>START _____ _____</p> <p>CONTINUE _____ _____</p>
2.	<p>STOP _____ _____</p> <p>START _____ _____</p> <p>CONTINUE _____ _____</p>

One Company's Stop/Start/Continue Analysis

Company #2 CARE COMPANY		JAPANESE AFFILIATE OF A GLOBAL HEALTH A ² ACTIONS
<p>R² Results</p> <ul style="list-style-type: none"> ❖ Launch two new products and achieve targeted market penetration on schedule ❖ Maintain market share on existing products ❖ Double the number of employees 	STOP	<ul style="list-style-type: none"> ○ Acting as if Japan and the Ministry of Health are the same as the United States and the Food and Drug Administration ○ Emphasizing individual rather than team play ○ Pointing out people's weaknesses instead of their strengths ○ Blaming and finger-pointing
	START	<ul style="list-style-type: none"> ○ Allowing each department to "do its own thing" ○ Defining and communicating a long-term strategy ○ Investing more in developing people ○ Improving more in developing people ○ Improving communication both between the U.S. headquarters and Japan, and within the Japanese operations ○ Encouraging more open dialogue between management levels ○ Generating greater teamwork
	CONTINUE	<ul style="list-style-type: none"> ○ Producing excellent products ○ Enabling people to have freedom and to control their own work ○ Having a simple decision-making process ○ Mixing nationalities: Westerners emphasize logic and Japanese emphasize relationships, which produces good balance ○ Hiring people with strong skills and high intelligence

Levels of Belief

Level One
BELIEF

Relatively easy to change on better information.

Level Two
BELIEF

Not easily changed and requires significant experience to shift.

Level Three
BELIEF

Almost unchangeable, requires significant life experience to alter.

A Shift in Belief in Your Organization

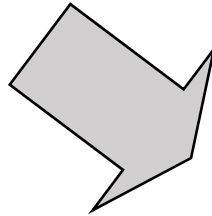
List the
RESULT _____

List the **current**
BELIEF _____

List the **desired**
BELIEF _____
that is held would
improve the ability
to achieve the result

C¹ CULTURE

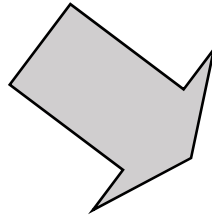
B¹ BELIEF



A¹ ACTIONS

C² CULTURE

B² BELIEF



A² ACTIONS

Working With The Experience Types

A key B² belief you want to create:	
Experience Type	Experiences that you could create to instill the B2 belief
Type One A meaningful event leading to immediate insight; needs no interpretation.	
Type Two An experience which needs to be interpreted in order to form the desired beliefs.	
Type Three Experiences that will not have an impact on prevailing beliefs because they are perceived as insignificant.	
Type Four Experiences that will always be misinterpreted regardless of the amount or quality of the interpretation.	

Maintaining Alignment Around the Culture Change

The Alignment Checkpoints



Are we aligned around the urgency of the need to shift the way we think and act?



Are we aligned around our cultural beliefs?



Are we aligned around the actions we expect people to take?



Are we aligned around the experience we are creating as a team in leading the change?



Are we aligned around the personal commitment each of us needs to make in creating new experiences for the organization.



Are we aligned around how we agreed to hold ourselves accountable for the change?

Resource

- Based on the book, Journey to the Emerald City by Roger Connors and Tom Smith, Prentice Hall Press, 1999
 - Highly recommended book for planning and implementing culture change.
 - Also The Oz Principle, developing a culture of accountability.

- Slide #3 Author unknown