

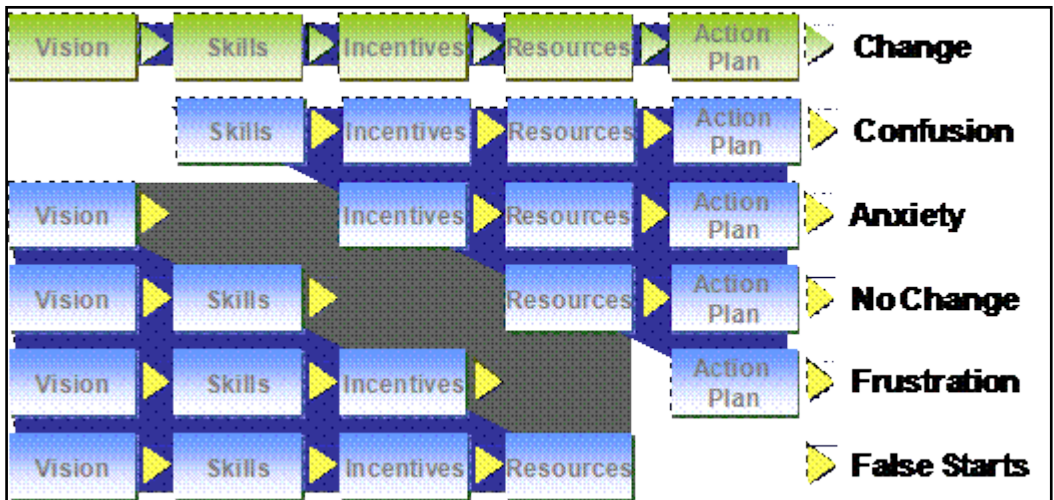
PROGRESSION Planning and Managing CHANGE

Many companies embark on a journey of change. Normally this involves changing process ... but process is supported with people so it makes sense that you look at the evolution of your people as part of the change process ... this is not an HR driven initiative but true career planning.

But ... before you start the change process you need to reflect internally and with your team on the following questions;

- Why are we Changing?**
- What are we Changing?**
- What are we Changing to?**

Once you have answered these basic fundamental questions then you need to look at your critical factors that can impact success ...



Most of you are familiar with the above slide showing the key factors that enable change and what the resulting impact can potentially be if you are missing to address one of the factors. Personally, I would place PROGRESSION planning in the "Incentive" category. "Resistance to Change" is a topic always near the top of any agenda when the discussion revolves Around change management ... closely followed by "we need senior leadership commitment"

Let us explore this opportunity in greater detail

**"SLOW DOWN
AND GO FASTER"**

"Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

Where Lean Thoughts can become Reality

PROGRESSION Planning and Managing CHANGE

Now if we can make change personal and can show our team members how it will be beneficial and a career building strategy I am sure the resistance will become adrenalin to the organization to implement change.

FACT ... Lean will open up capacity.

FACT ... Change creates rumours and speculation.

FACT ... Rumours and Speculation distract the organization from managing change.

There are several ways to create focus within your organization ... many of them are hard tools; Policy Deployment, Project Management etc ... but Succession planning can help you on the emotional side of your employees.

How to make this happen? Just like Value Stream Mapping you need to start with the "Current State" which is likely your current organizational chart.

Your "Future State" organizational chart is what you need to create after you have completed a successful implementation of change.

Now look at how you are going to migrate from your current state to future state. Who is going to be effected and how will they be effected. This can include the elimination of positions. Be honest with your organization about what the result will look like.

Then develop your project plan of migration. What are the aspirations of the folks within your organization and where is it that they would like their career to evolve. Like in the game of chess, you should planning for at least two moves ahead and a solid roadmap on how to get their. Indentify your trigger points that will initiate the move and include this within your critical success metrics of your change movement.

Process Change can be all about changing the face of the business ... but people want to know what is planned for them, when and how. This may get folks excited to insure change is properly implemented and documented for sustainability.

If you cannot answer what your next two potential career moves are within your organization ... then neither can your people and that will sum into "Resistance to Change."

TALKING FLOORS

For those not yet committed to a visual factory – stupid floors, you just walk on, but talking floors, are filled with information that brings order out of chaos, as visual indications show where everything should be.