

Change Management of Process Management

A summary of “Managing the Dynamics of Change” by Jerald Jellison

Change Management

- Bad implementation, not ill-conceived ideas, causes most change initiatives to fail.
- Process Management represents a change to the way the organisation will work.

What is the change? : Attitudes

Process Management means that people will know that:

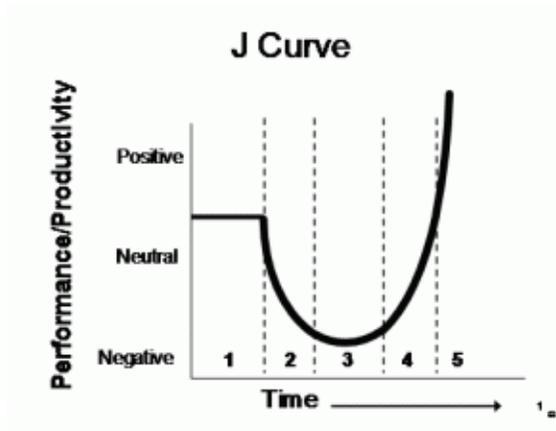
- To improve a process we need to know how our customers view the process, what they expect from the process and how we we're currently performing against these expectation.
- 95% of problems are caused by the process.
- We need to manage the process, rather than the people, to manage performance.
- The key to managing a process is understanding what causes the variation in process performance.

What is the change?: Behaviours

Process Management means people will:

- Measure the process from the customer's point of view
- Regularly review the performance of processes using data
- Analyse the variation in the process
- Improve the process using a structured approach, depending on the type of variation found

A new view on the change curve



Stage 1: The Plateau

- People are following established patterns and often have a high degree of mastery in their work.
- “We’ve always done it this way”
- Resistance grows following announcement of the change

Stage 2: The Cliff

- People start trying to do things the new way, often as if they’ve got a gun in their back.
- Performance drops sharply.
- Resistance becomes intense.
- There is glorification of the old way.

Stage 3: The Valley

- Errors aren’t as frequent or large. People have mastered the basics.
- Performance eventually starts increasing

Stage 4: The Ascent

- People sharpen their skills, establish new procedures, eliminate inefficiencies, and coordinate better with each other.
- They’re getting a psychological boost from their newfound proficiency.

Stage 5: The Mountaintop

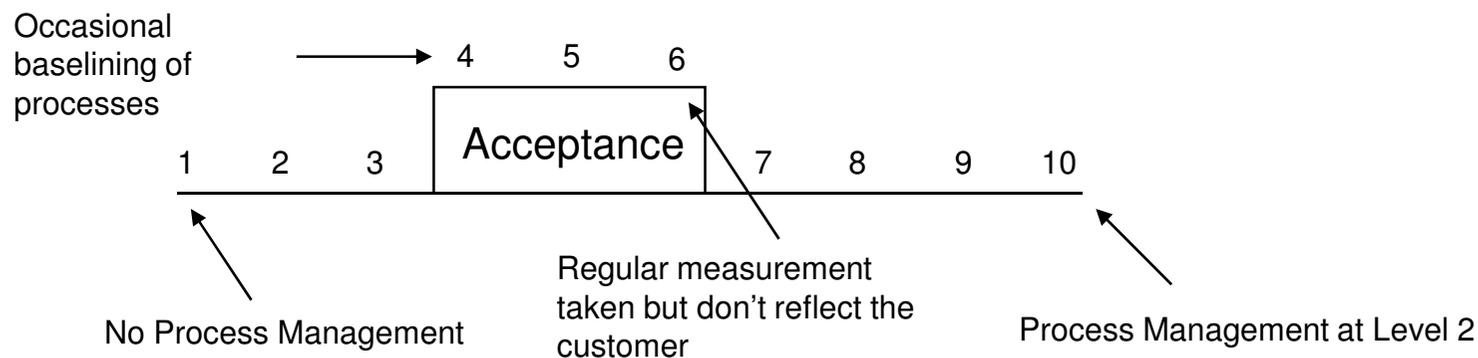
- The change has been achieved.

There are three ways to get people to change:

- Persuasion
- Coercion
- Activation

Persuasion

What is it?	What would it look like for Process Management?	What are the good points?	What are the bad points?
Talking to people and trying to get them to see why the change is a good idea and how it will happen	Describe the high-level benefits of Process Managing: increase in revenue, increase in customer satisfaction, decreasing costs etc Outline the high-level approach	It's quick and easy. Works for people who are already convinced! Reassures doubters that there is a coherent plan, even if they disagree with it.	It has no effect on resisters. Some people may change their attitude but not their actions. You can't persuade people to move outside of their latitude of acceptance (see below).



Coercion

What is it?	What would it look like for Process Management?	What are the good points?	What are the bad points?
Resorting to force. Making threats to scare people into making the change.	The Execs tell their managers that Process Management WILL be implemented, despite their reservations. Building Process Management into people's objectives too quickly.	It works in the short run.	It makes people act as if they have changed but things quickly go back to the old way. Threats don't change attitudes and behaviours. It's addictive as it gets quick results.

Activation

What is it?	What would it look like for Process Management?	What are the good points?	What are the bad points?
<p>Breaking down the change into small, achievable steps.</p> <p>Front-loading rewards.</p> <p>Making it safe to make mistakes.</p> <p>Providing guidance and training.</p> <p>Encouraging involvement.</p> <p>Sympathising with negative feelings.</p> <p>Making it easy to get started.</p> <p>Staying committed to implementing the change</p>	<p>Take people through the detailed methodology but focus on how we can achieve the next step.</p> <p>Encourage and thank people for each achievement e.g. next deliverable delivered.</p> <p>Work through a real-life examples e.g. put their data into a control chart with them. Do the analysis.</p> <p>Be prepared to train and coach during and following the launch of Process Management.</p> <p>Provide as much help as possible with the set up of dashboards, creating process flows etc.</p> <p>Ask people how they're getting on. When things go wrong, respond positively.</p>	<p>People are more likely to have success with small steps.</p> <p>It helps people get through the scary part and experience the rewards.</p> <p>If mistakes are ok, people are emboldened to try new things.</p> <p>Promotes an early positive experience, moving resistors to supporters.</p> <p>It addresses people's feelings, in particular fear.</p> <p>Knowing how to make the change creates a feeling of control.</p> <p>It's the most effective way to change behaviours and attitudes.</p>	<p>It takes longer than persuasion.</p>

Other ideas

- Anticipate how people will feel: what's in it for me? (I'm a human, not an organisation.)
- Create a safe environment for making mistakes
- Ground-level communication
 - Describe to people exactly what they need to do.
- Ask, don't tell
 - Involve people in how PM will be implemented in their function
 - Ask before and during the implementation

What will I do differently?

- Use Persuasion in initial communications.
- Avoid using coercion when things get hard.
- Adopt the principles of activation throughout the project and following its implementation.
- Provide ground-level communications to Execs, managers and their teams to describe what will be different.