They Don't Want to Change So Now What Do I Do?

The Role of The Master Black Belt in a Six Sigma Project
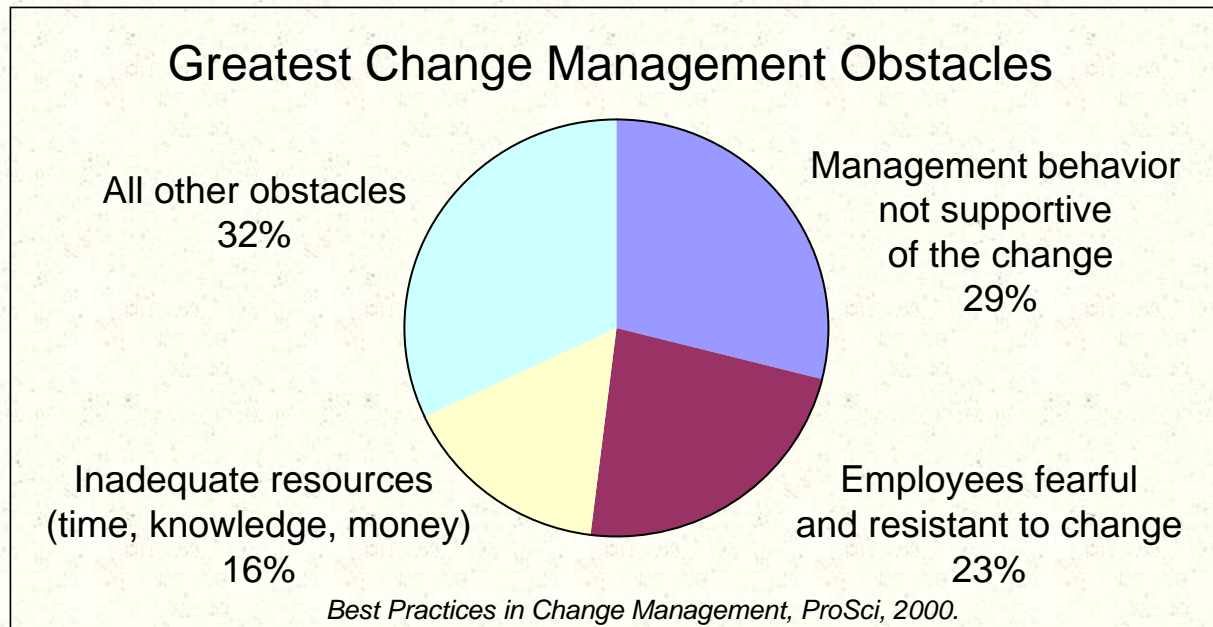
K. Judge

As a Result of This Session You Will be Able to ...

- Identify the Eight Sources of Resistance to Change that Impact a Six Sigma Project

- Determine How to Collect Data Predicting and/or Identifying that Resistance

- Explain How to Build into the Six Sigma Project Ways to Prevent and/or Mitigate that Resistance

- Define the Additions and Refinement to the Six Sigma Tools to Incorporate Effective Change Management

What Gets in the Way of Successful Change?

Greatest Change Management Obstacles

All other obstacles
32%

Management behavior
not supportive
of the change
29%

Inadequate resources
(time, knowledge, money)
16%

Employees fearful
and resistant to change
23%

Best Practices in Change Management, ProSci, 2000.

Over 50% of this risk is directly attributable to _employee behavior_ !!!

lamarsh and associates, inc.
consulting services for changing organizations

Managed Change™ Defined

The organized, systematic application of the knowledge, tools and resources needed to effect change in the people who will be impacted by it.

lamarsh and associates, inc.
consulting services for changing organizations

Managed Change™

<u>Use Managed Change™ to:</u>

- Identify and predict the source, degree, type and intensity of potential target resistance

- Accelerate the change by implementing the actions steps to reduce that resistance.

lamarsh and associates, inc.
consulting services for changing organizations

The Four Threes of Managed Change™

Stages of Change: Current – Desired – Delta

Roles in Change: Sponsor – Change Agent – Target

Critical Variables: Culture – History – Resistance

Change Systems: Communication – Learning – Reward

lamarsh and associates, inc.
consulting services for changing organizations

The Five Steps of Managed Change™

Step 1: | Identify | the change

Step 2: | Prepare | to change

Step 3: | Plan | the change

Step 4: | Implement | the change

Step 5: | Sustain | the change

lamarsh and associates, inc.
consulting services for changing organizations

The Managed Change™ Model

External Change Drivers

Internal Change Drivers

Identify the Change

| Current | Desired | Delta |

Prepare to Change

| Sponsor | Change Agent | Target |
| Culture | History | Resistance |

Plan the Change

| Communication | Learning | Reward |

Implement the Change

Sustain the Change

The Stages of Change

K. Judge

lamarsh and associates, inc.
consulting services for changing organizations
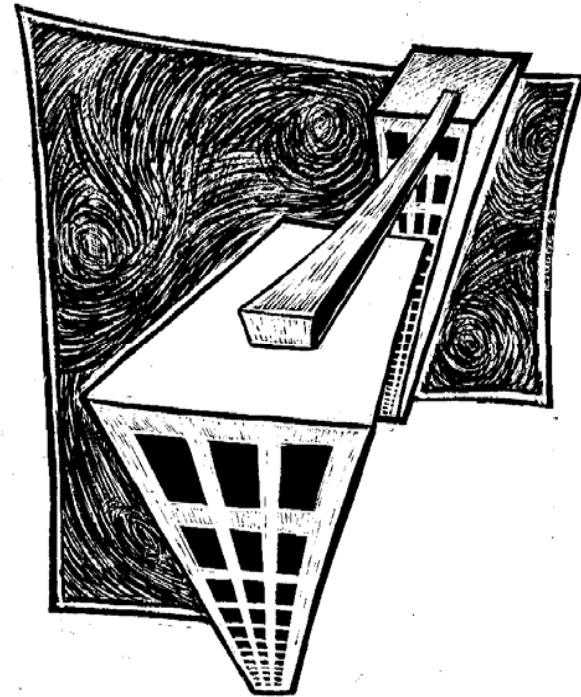
Stages of Change

Current State

Desired State

Delta State

K. Judge

WHY?

WHAT?

HOW?

lamarsh and associates, inc.
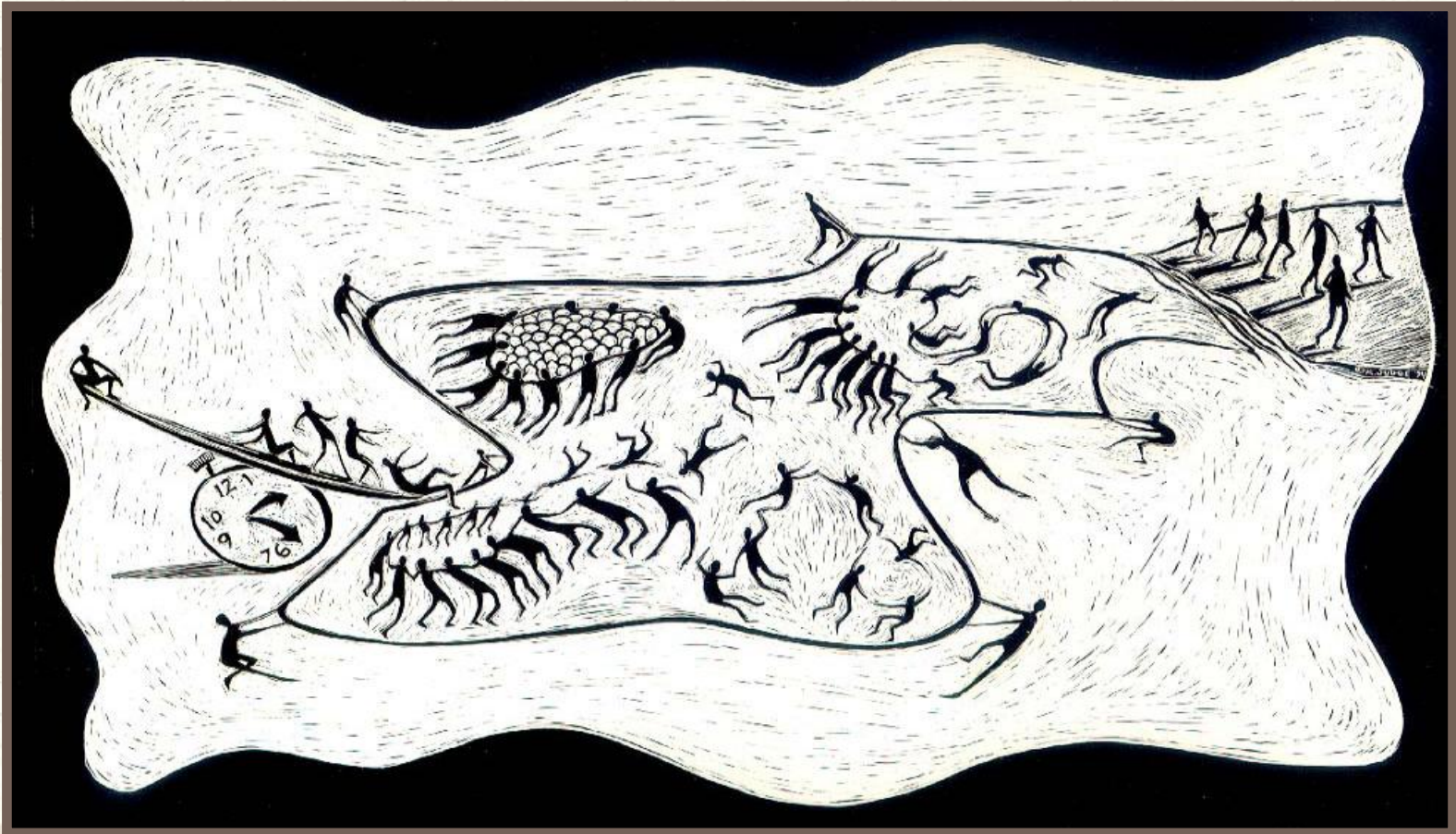consulting services for changing organizations

The Safety Nets

K. Judge

- **Communication System**

- **Learning System**

- **Reward System**

The Chaos of the Delta State

K. Judge

Key Roles

- Change Sponsors

- Change Agents

- Change Targets

K. Judge

Targets of Change

K. Judge

lamarsh and associates, inc.
consulting services for changing organizations

Managed Change™ as a Process

1. Create **2. Populate** **3. Generate**

Current State Analysis

Desired State, Culture Design

Sponsor Assessment

Change Agent Assessment

InfoMatrix

Communication System

Target Assessment

Learning System

Fishbone of Changes Analysis

Reward System

History Audit

4. Repeat as necessary until change is sustained

lamarsh and associates, inc.
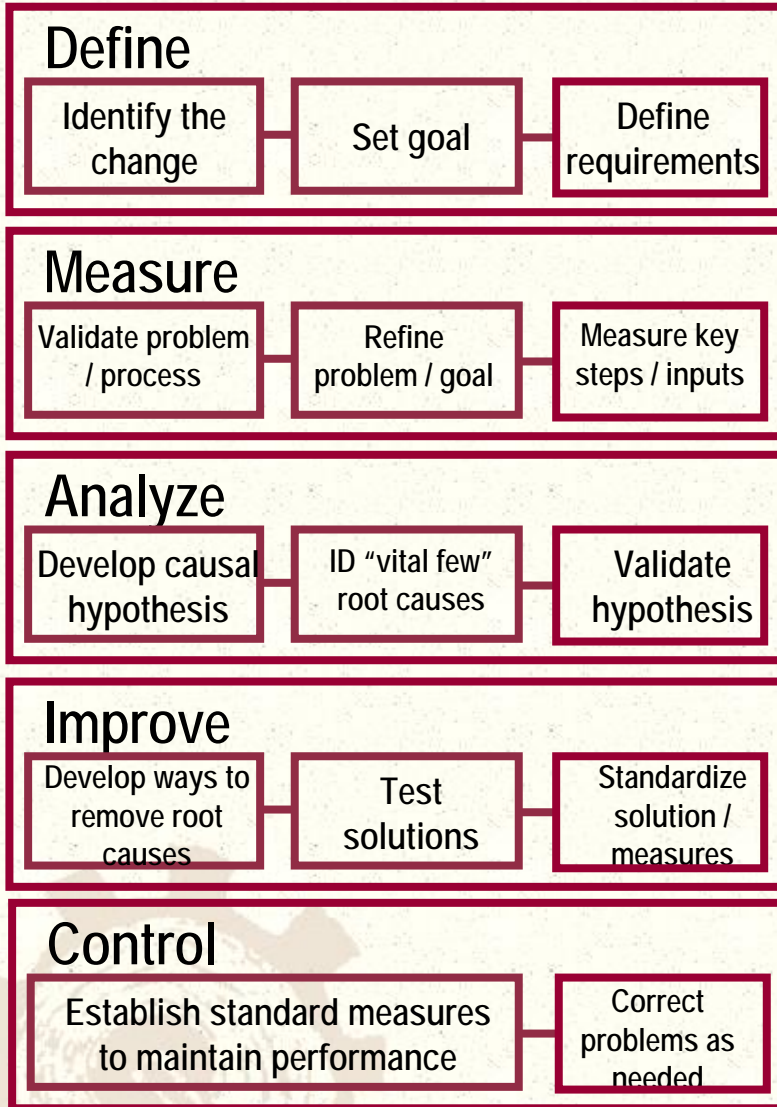consulting services for changing organizations

16

Resistance to Change Must be Addressed in *Six Sigma*

Six Sigma must include, *as a key element of the DMAIC process*, a systematic identification of the people who will have to change, the potential reasons they might resist the change and the design and deployment of a set of action steps to reduce that resistance.
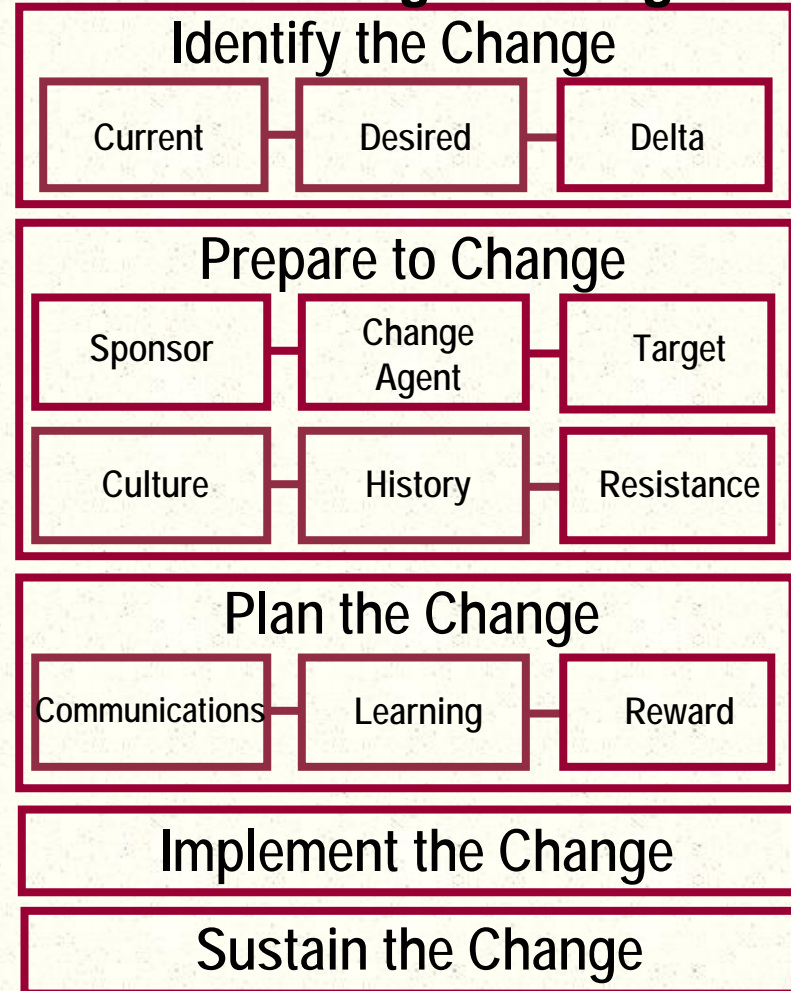
Six Sigma DMAIC & Managed Change™ Side x Side

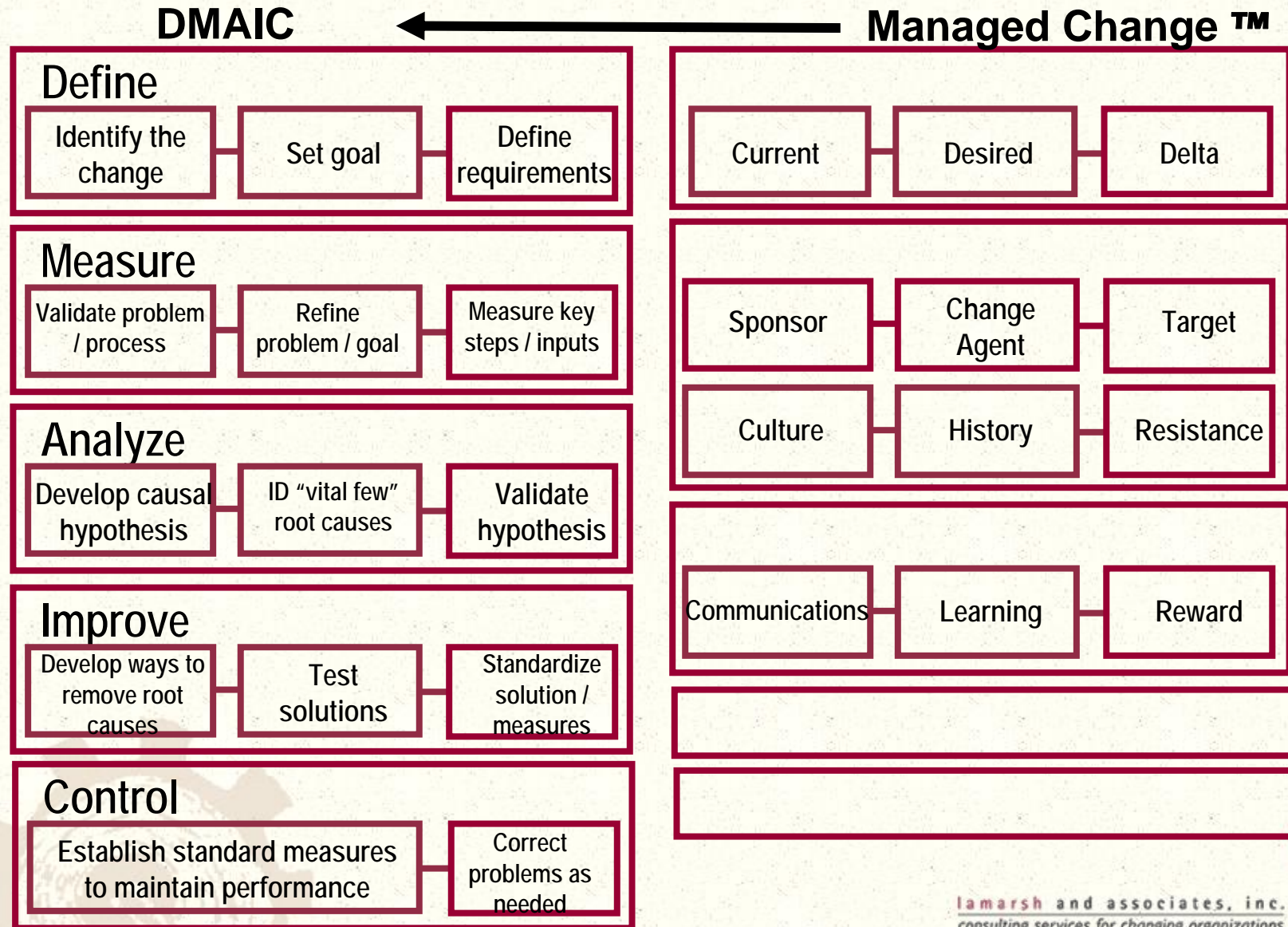## DMAIC

Define
| Identify the change | Set goal | Define requirements |

Measure
| Validate problem / process | Refine problem / goal | Measure key steps / inputs |

Analyze
| Develop causal hypothesis | ID "vital few" root causes | Validate hypothesis |

Improve
| Develop ways to remove root causes | Test solutions | Standardize solution / measures |

Control
| Establish standard measures to maintain performance | Correct problems as needed |

Managed Change ™

Identify the Change
| Current | Desired | Delta |

Prepare to Change
| Sponsor | Change Agent | Target |
| Culture | History | Resistance |

Plan the Change
| Communications | Learning | Reward |

Implement the Change

Sustain the Change

Six Sigma DMAIC & Managed Change™ Integrated

DMAIC

Managed Change ™

Define

| Identify the change | Set goal | Define requirements |

Measure

| Validate problem / process | Refine problem / goal | Measure key steps / inputs |

Analyze

| Develop causal hypothesis | ID "vital few" root causes | Validate hypothesis |

Improve

| Develop ways to remove root causes | Test solutions | Standardize solution / measures |

Control

| Establish standard measures to maintain performance | Correct problems as needed |

| Current | Desired | Delta |

| Sponsor | Change Agent | Target |
| Culture | History | Resistance |

| Communications | Learning | Reward |

lamarsh and associates, inc.
consulting services for changing organizations

Six Sigma and Managed Change™ An Important Element Added

Define ⟩⟩ Measure ⟩⟩ Analyze ⟩⟩ Improve ⟩⟩ Control

In each step of DMAIC there are action steps accompanied by tools and templates to achieve that step that must be integrated into a well managed Six Sigma project

The Tools of Change Management

1. InfoMatrix
2. Tracking Multiple Changes
3. Key Role Map
4. Current State Analysis
5. Desired State Design

lamarsh and associates, inc.
consulting services for changing organizations

Six Sigma and Managed Change™ An Important Element Added

Six Sigma   **Managed Change™**

Define
- ✓ Prepare a Framework for Data Collection
- ✓ Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles as Sponsors and Change Agents
- ✓ Examine the Burden of Too Many Changes
- ✓ Design and Implement the Communication Plan

Measure & Analyze
- ✓ Gather a Full Set of Data Regarding the Current State
- ✓ Determine the Source and Degree of Resistance for the Various Target Populations
- ✓ Update and Review the Key Role Map
- ✓ Continue to Implement the Communication Plan

Improve
- ✓ Gather a Full Set of Data Regarding the Desired State Options
- ✓ Assess the Impact of Previous Attempts to Change
- ✓ Update and Review the Source and Degree of Resistance for the Various Target Populations
- ✓ Determine the Potential Delta Dip for each Desired State Options
- ✓ Update and Review the Key Role Map
- ✓ Design the Learning and Reward Plans
- ✓ Continue to Implement the Communication Plan

Control
- ✓ Implement the Learning and Reward Plans
- ✓ Continue to Implement the Communication Plan
- ✓ Design the Sustainment Plan

lamarsh and associates, inc.
consulting services for changing organizations

Six Sigma and Managed Change™
An Important Element Added

Six Sigma	Managed Change™	Tools

Six Sigma

Define

Measure & Analyze

Improve

Control

Managed Change™

Define
- ✓ Prepare a Framework for Data Collection
- ✓ Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles as Sponsors and Change Agents
- ✓ Examine the Burden of Too Many Changes
- ✓ Design and Implement the Communication Plan

Measure & Analyze
- ✓ Gather a Full Set of Data Regarding the Current State
- ✓ Determine the Source and Degree of Resistance for the Various Target Populations
- ✓ Update and Review the Key Role Map
- ✓ Continue to Implement the Communication Plan

Improve
- ✓ Gather a Full Set of Data Regarding the Desired State Options
- ✓ Assess the Impact of Previous Attempts to Change
- ✓ Update and Review the Source and Degree of Resistance for the Various Target Populations
- ✓ Determine the Potential Delta Dip for each Desired State Options
- ✓ Update and Review the Key Role Map
- ✓ Design the Learning and Reward Plans
- ✓ Continue to Implement the Communication Plan

Control
- ✓ Implement the Learning and Reward Plans
- ✓ Continue to Implement the Communication Plan
- ✓ Design the Sustainment Plan

Tools

Key Role Map / InfoMatrix

Sponsor/Change Agent Job Description

Sponsor/Change Agent Assessments

Governance Charters

Change Impact Analysis / Fishbone

Communication Plan

Current State Analysis

InfoMatrix

Key Role Map

Communication Plan

Desired State Template

History Assessment

InfoMatrix

Delta Dip Analysis

Key Role Map

Learning/Reward Plan Templates

Communication Plan Template

Learning/Reward Plan Templates

Communication Plan Template

Sustainment Plan Template

23

InfoMatrix

Managed Change™ InfoMatrix	Stages of Change			Key Roles			Critical Variables	
Target Groups	Current	Desired	Delta	Sponsor	Change Agent	Target	Culture	History

lamarsh and associates, inc.
consulting services for changing organizations

Six Sigma and Managed Change™
An Important Element Added

Six Sigma	Managed Change™	Tools

Six Sigma

Define

Measure & Analyze

Improve

Control

Managed Change™

Define
- ✓ Prepare a Framework for Data Collection
- ✓ Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles as Sponsors and Change Agents
- ✓ Examine the Burden of Too Many Changes
- ✓ Design and Implement the Communication Plan

Measure & Analyze
- ✓ Gather a Full Set of Data Regarding the Current State
- ✓ Determine the Source and Degree of Resistance for the Various Target Populations
- ✓ Update and Review the Key Role Map
- ✓ Continue to Implement the Communication Plan

Improve
- ✓ Gather a Full Set of Data Regarding the Desired State Options
- ✓ Assess the Impact of Previous Attempts to Change
- ✓ Update and Review the Source and Degree of Resistance for the Various Target Populations
- ✓ Determine the Potential Delta Dip for each Desired State Options
- ✓ Update and Review the Key Role Map
- ✓ Design the Learning and Reward Plans
- ✓ Continue to Implement the Communication Plan

Control
- ✓ Implement the Learning and Reward Plans
- ✓ Continue to Implement the Communication Plan
- ✓ Design the Sustainment Plan

Tools

Key Role Map / InfoMatrix

Sponsor/Change Agent Job Description

Sponsor/Change Agent Assessments

Governance Charters

Change Impact Analysis / Fishbone

Communication Plan

Current State Analysis

InfoMatrix

Key Role Map ⬅

Communication Plan

Desired State Template

History Assessment

InfoMatrix

Delta Dip Analysis

Key Role Map

Learning/Reward Plan Templates

Communication Plan Template

Learning/Reward Plan Templates

Communication Plan Template

Sustainment Plan Template

25

Key Role Map

Name: _____
Sponsor: Yes   No _____
Change Agent: Yes   No _____
Target: Yes   No _____
Issues/Concerns: _____
_____
_____

Name: _____
Sponsor: Yes   No _____
Change Agent: Yes   No _____
Target: Yes   No _____
Issues/Concerns: _____
_____
_____

Name: _____
Sponsor: Yes   No _____
Change Agent: Yes   No _____
Target: Yes   No _____
Issues/Concerns: _____
_____
_____

Name: _____
Sponsor: Yes   No _____
Change Agent: Yes   No _____
Target: Yes   No _____
Issues/Concerns: _____
_____
_____

Name: _____
Sponsor: Yes   No _____
Change Agent: Yes   No _____
Target: Yes   No _____
Issues/Concerns: _____
_____
_____

Six Sigma and Managed Change™ An Important Element Added

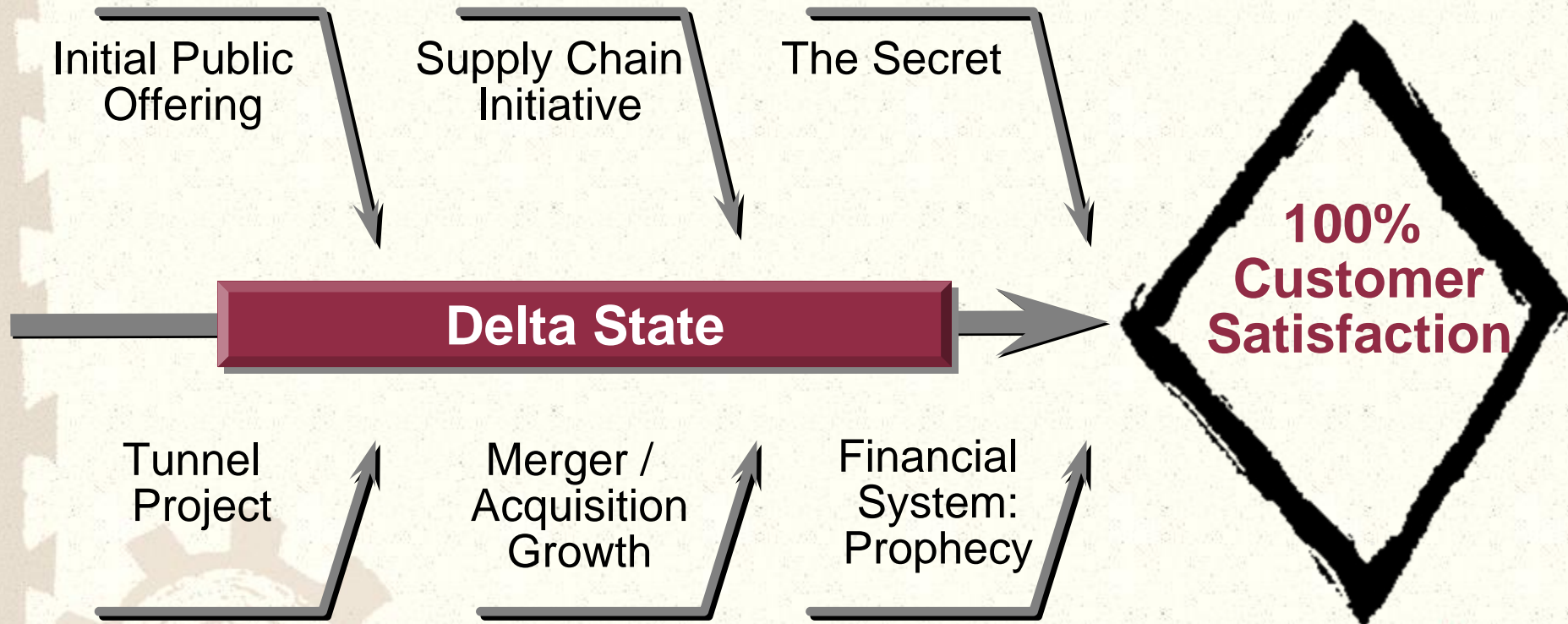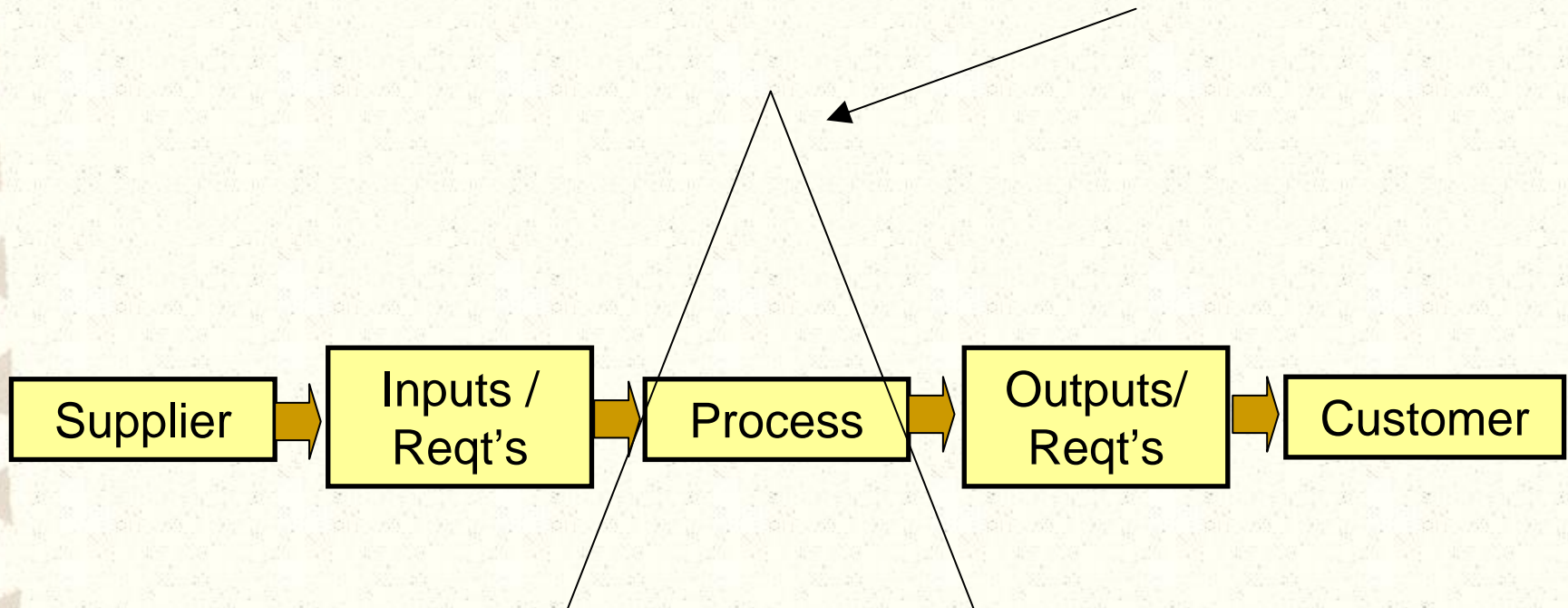| Six Sigma	Managed Change™	Tools
Define	✓ **Prepare a Framework for Data Collection** ✓ **Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles as Sponsors and Change Agents** ✓ **Examine the Burden of Too Many Changes** ✓ **Design and Implement the Communication Plan**	**Key Role Map / InfoMatrix** Sponsor/Change Agent Job Description Sponsor/Change Agent Assessments Governance Charters **Change Impact Analysis / Fishbone** Communication Plan
Measure & Analyze	✓ **Gather a Full Set of Data Regarding the Current State** ✓ **Determine the Source and Degree of Resistance for the Various Target Populations** ✓ **Update and Review the Key Role Map** ✓ **Continue to Implement the Communication Plan**	**Current State Analysis** **InfoMatrix** **Key Role Map** Communication Plan
Improve	✓ **Gather a Full Set of Data Regarding the Desired State Options** ✓ **Assess the Impact of Previous Attempts to Change** ✓ **Update and Review the Source and Degree of Resistance for the Various Target Populations** ✓ **Determine the Potential Delta Dip for each Desired State Options** ✓ **Update and Review the Key Role Map** ✓ **Design the Learning and Reward Plans** ✓ **Continue to Implement the Communication Plan**	**Desired State Template** History Assessment **InfoMatrix** Delta Dip Analysis **Key Role Map** Learning/Reward Plan Templates Communication Plan Template
Control	✓ **Implement the Learning and Reward Plans** ✓ **Continue to Implement the Communication Plan** ✓ **Design the Sustainment Plan**	Learning/Reward Plan Templates Communication Plan Template Sustainment Plan Template

Integrating the Changes

Amdercom Corporation

Initial Public Offering

Supply Chain Initiative

The Secret

Delta State

100% Customer Satisfaction

Tunnel Project

Merger / Acquisition Growth

Financial System: Prophecy

SIPOC

Supplier → Inputs / Reqt's → Process → Outputs/ Reqt's → Customer
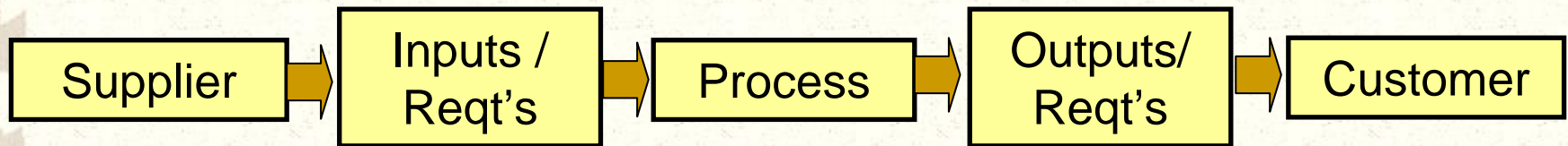
SIPOC

Do you have an Authorizing Sponsor?

| Supplier | → | Inputs / Reqt's | → | Process | → | Outputs/ Reqt's | → | Customer |

Have you identified all the Targets?
... including Targets outside the Process?

lamarsh and associates, inc.
consulting services for changing organizations

Six Sigma and Managed Change™
An Important Element Added

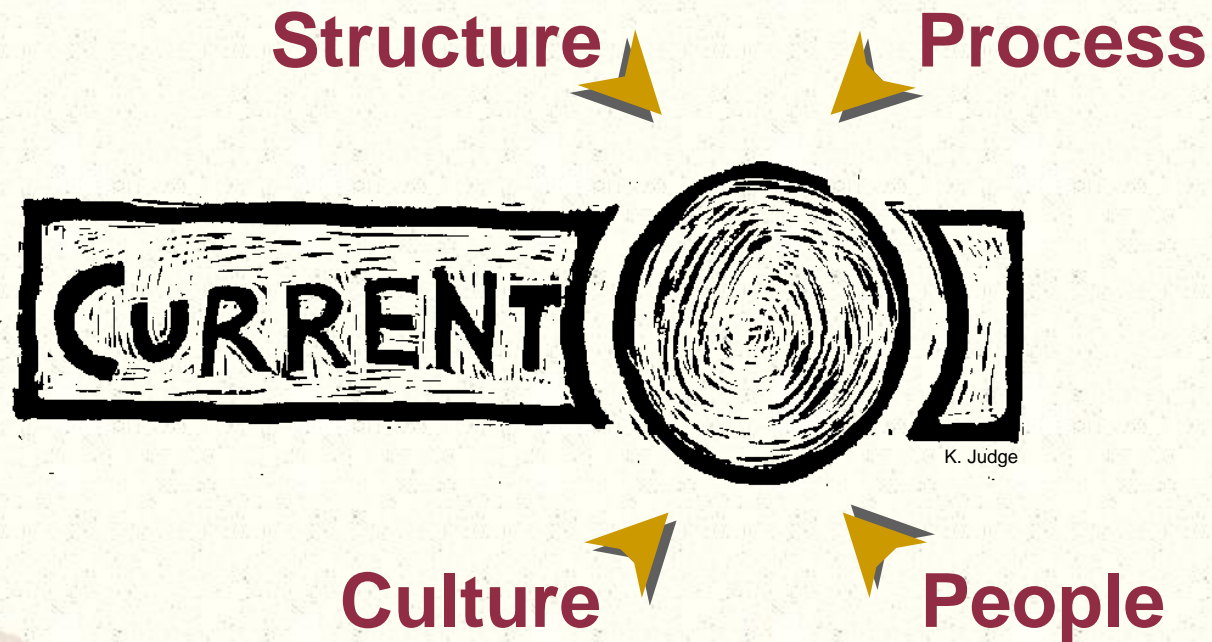| Six Sigma	Managed Change™	Tools
Define	✓ Prepare a Framework for Data Collection ✓ Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles as Sponsors and Change Agents ✓ Examine the Burden of Too Many Changes ✓ Design and Implement the Communication Plan	**Key Role Map / InfoMatrix** Sponsor/Change Agent Job Description Sponsor/Change Agent Assessments Governance Charters Change Impact Analysis / Fishbone Communication Plan
Measure & Analyze	✓ Gather a Full Set of Data Regarding the Current State ✓ Determine the Source and Degree of Resistance for the Various Target Populations ✓ Update and Review the Key Role Map ✓ Continue to Implement the Communication Plan	**Current State Analysis** ⬅ **InfoMatrix** **Key Role Map** Communication Plan
Improve	✓ Gather a Full Set of Data Regarding the Desired State Options ✓ Assess the Impact of Previous Attempts to Change ✓ Update and Review the Source and Degree of Resistance for the Various Target Populations ✓ Determine the Potential Delta Dip for each Desired State Options ✓ Update and Review the Key Role Map ✓ Design the Learning and Reward Plans ✓ Continue to Implement the Communication Plan	**Desired State Template** History Assessment **InfoMatrix** Delta Dip Analysis **Key Role Map** Learning/Reward Plan Templates Communication Plan Template
Control	✓ Implement the Learning and Reward Plans ✓ Continue to Implement the Communication Plan ✓ Design the Sustainment Plan	Learning/Reward Plan Templates Communication Plan Template Sustainment Plan Template

Current State

Structure   **Process**

CURRENT

K. Judge

Culture   **People**

lamarsh and associates, inc.
consulting services for changing organizations

32

Six Sigma and Managed Change™
An Important Element Added

Six Sigma	Managed Change™	Tools

Six Sigma

Define

Measure & Analyze

Improve

Control

Managed Change™

- ✓ **Prepare a Framework for Data Collection**
- ✓ **Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles as Sponsors and Change Agents**
- ✓ **Examine the Burden of Too Many Changes**
- ✓ **Design and Implement the Communication Plan**

- ✓ **Gather a Full Set of Data Regarding the Current State**
- ✓ **Determine the Source and Degree of Resistance for the Various Target Populations**
- ✓ **Update and Review the Key Role Map**
- ✓ **Continue to Implement the Communication Plan**

- ✓ **Gather a Full Set of Data Regarding the Desired State Options**
- ✓ **Assess the Impact of Previous Attempts to Change**
- ✓ **Update and Review the Source and Degree of Resistance for the Various Target Populations**
- ✓ **Determine the Potential Delta Dip for each Desired State Options**
- ✓ **Update and Review the Key Role Map**
- ✓ **Design the Learning and Reward Plans**
- ✓ **Continue to Implement the Communication Plan**

- ✓ **Implement the Learning and Reward Plans**
- ✓ **Continue to Implement the Communication Plan**
- ✓ **Design the Sustainment Plan**

Tools

Key Role Map / InfoMatrix

Sponsor/Change Agent Job Description

Sponsor/Change Agent Assessments

Governance Charters

Change Impact Analysis / Fishbone

Communication Plan

Current State Analysis

InfoMatrix

Key Role Map

Communication Plan

Desired State ⬅

History Assessment

InfoMatrix

Delta Dip Analysis

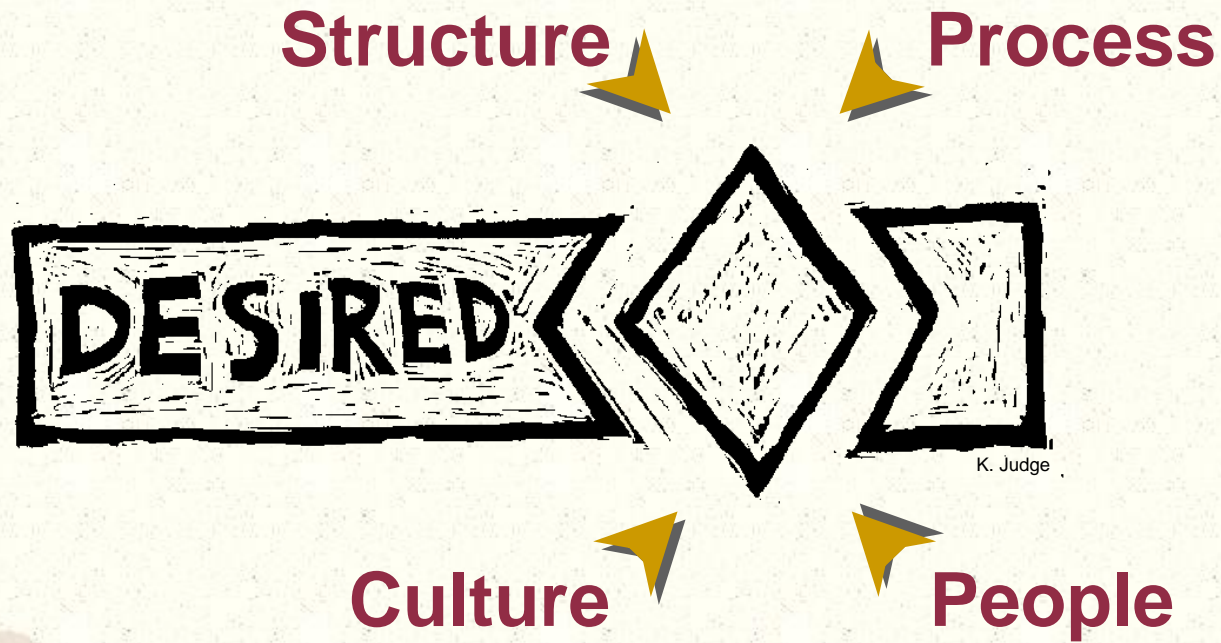**Key Role Map**

Learning/Reward Plan Templates

Communication Plan Template

Learning/Reward Plan Templates

Communication Plan Template

Sustainment Plan Template

33

Desired State

Structure

Process

Culture

People

DESIRED

K. Judge

Six Sigma and Managed Change™ An Important Element Added

> **Define**

Managed Change™

Action Steps	Tools
• Prepare a Framework for Data Collection	Key Role Map
• Determine the Willingness and Ability of Leaders and the Project Team to Play Their Roles	Sponsor/Change Agent Job Descriptions
	Sponsors and Change Agents Assessments
• Examine the Burden of Too Many Changes	Change Impact Analysis

lamarsh and associates, inc.
consulting services for changing organizations

Six Sigma and Managed Change™ An Important Element Added

Define > **Measure** > **Analyze**

Managed Change™

Action Steps	Tools
• Gather a Full Set of Data Regarding the Current State	Current State Analysis
• Determine the Source and Degree of Resistance for of the Various Target Populations	InfoMatrix
• Update and Review the Key Role Map	*Key Role Map*

Six Sigma and Managed Change™ An Important Element Added

Define ▷ Measure ▷ Analyze ▷ **Improve**

Managed Change™

Action Steps	Tools
• Gather a Full Set of Data Regarding the Desired State Options	Desired State Template
• Assess the Impact of Previous Attempts to Change	History Assessment
• Update and Review the Source and Degree of Resistance for the Various Target Populations	InfoMatrix
• Update and Review the Key Role Map	Key Role Map
• Design the Communication/Learning/Reward Plans Communication/Learning/Reward Plan	Planning Templates

Six Sigma and Managed Change™ An Important Element Added

Define ➤ Measure ➤ Analyze ➤ Improve ➤ **Control**

Managed Change™

Action Steps	Tools
• Implement the Communication/Learning/Reward Plans	**Planning Templates**
• Design the Sustainment Plan	Sustainment Plan Template

lamarsh and associates, inc.
consulting services for changing organizations

Resistance

K. Judge