

Managing Change in a LEAN Environment

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Organization/Leadership Development

NYS Governor's Office of Employee Relations

Questions to Ponder

- What impact does effective change management have on the improvement of cost, quality, service delivery and responsiveness to customer needs?
- How does managing the “people side of change” tie into the LEAN method of continuous process improvement?

Research states that those organizations deploying good or excellent change management practices were SIX times more likely to meet their organization’s objectives.

NYS LEAN Agency Organizational Changes

- Department of Criminal Justice Services (DCJS)
- Department of Motor Vehicles (DMV)
- Department of Health (DOH)
- Department of State (DOS)
- Department of Taxation and Finance (DTF)
- Justice Center (JC)
- New York State Energy and Research Development (NYSERDA)
- Office of Children & Family Services (OCFS)
- Office of General Services (OGS)
- Office of People with Developmental Disabilities (OPWDD)
- Office of Temporary & Disability Assistance (OTDA)

Implementation Strategies for LEAN Projects

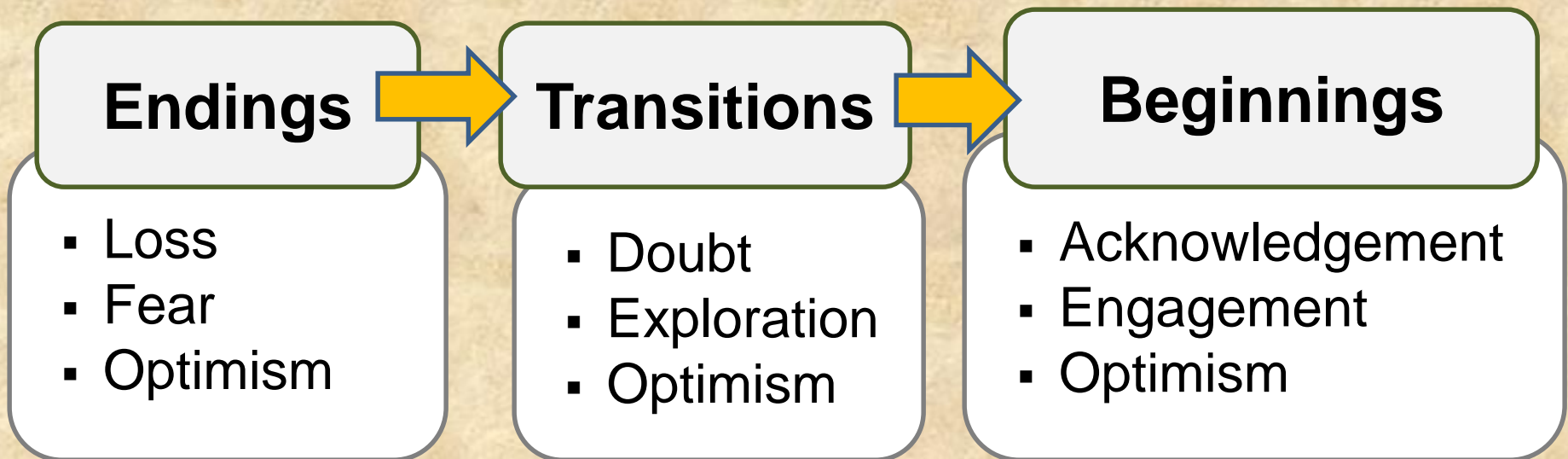
- Resource Relocation
- Cross-training
- Culture Shift
- Technology Transformation

“Did You Know?/Shift Happens”



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How People Experience Organizational Change



A person can be predominantly in one phase while experiencing some feelings or behaviors of the other two phases.

Tips to Help People in the Endings Phase

- Be open and realistic about the change
- Validate concerns
- Listen to thoughts and feelings without judging
- Express appreciation of past work and accomplishments

Tips to Help People in The *Transitions Phase*

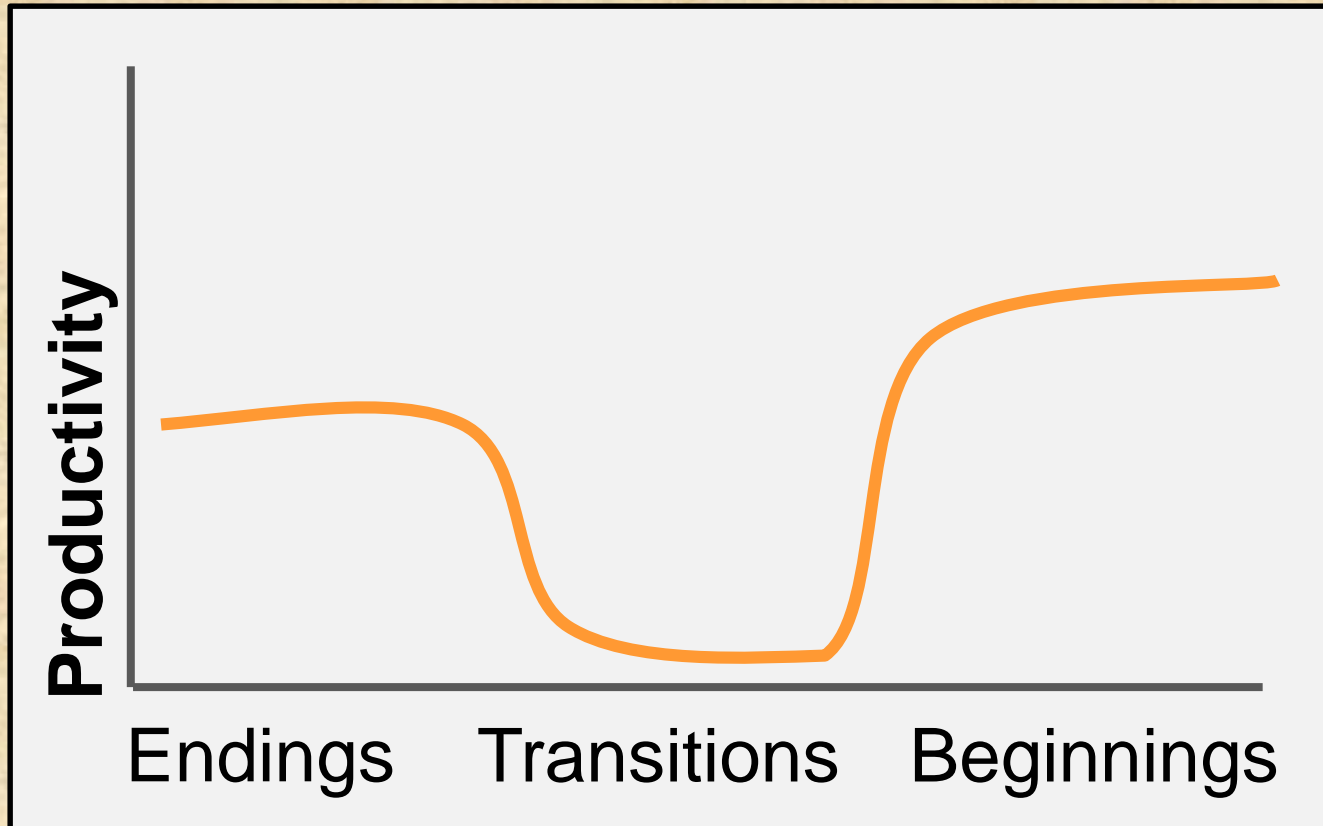
- Communicate
- Encourage two-way communication
- Lead



Tips to Help People in the Beginnings Phase

- Invite and encourage involvement in the change process
- Create teams or workgroups
- Provide training
- Don't micromanage
- Recognize and celebrate successes
- Recognize and celebrate efforts

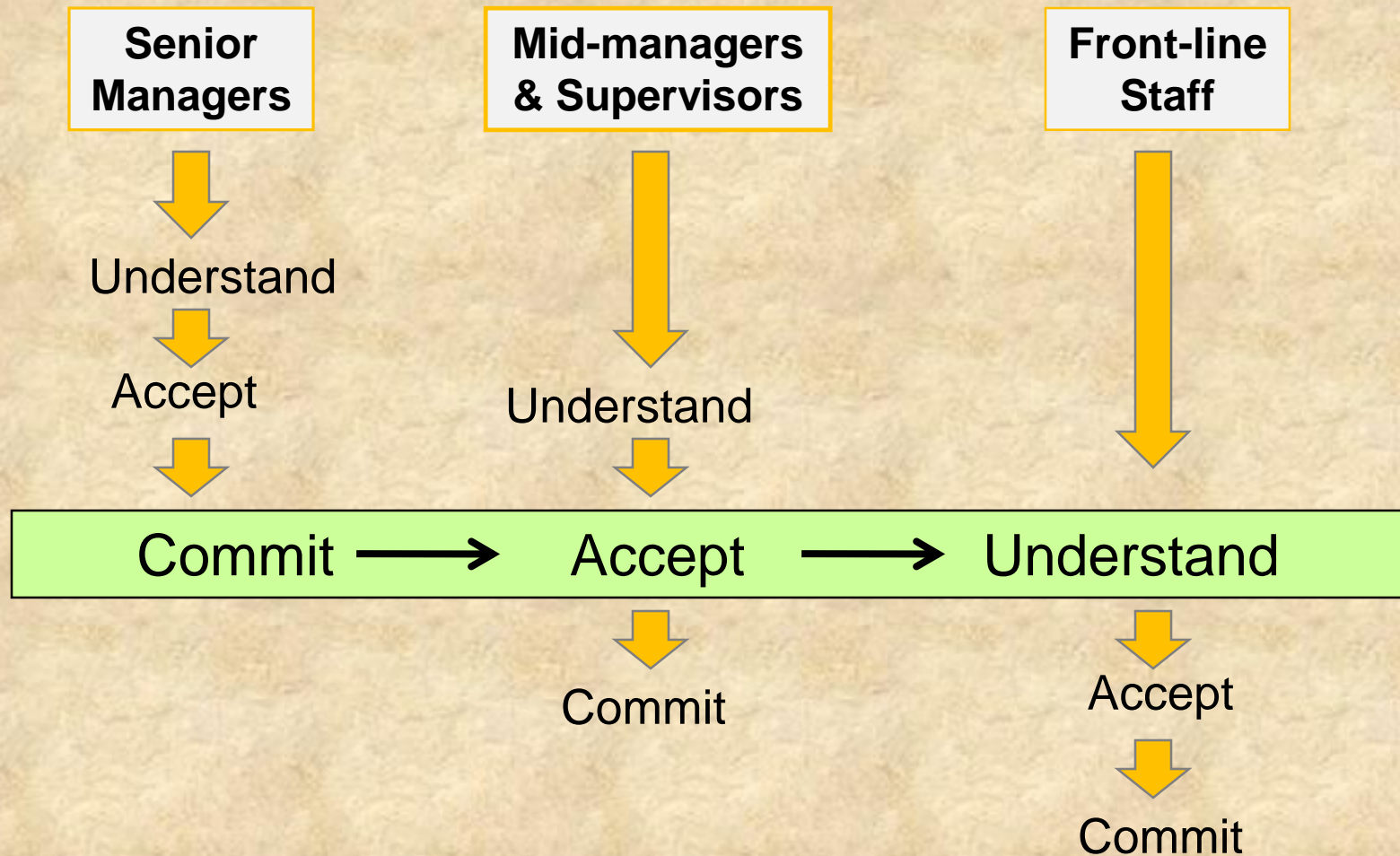
Phases of Change and Effect Upon Productivity



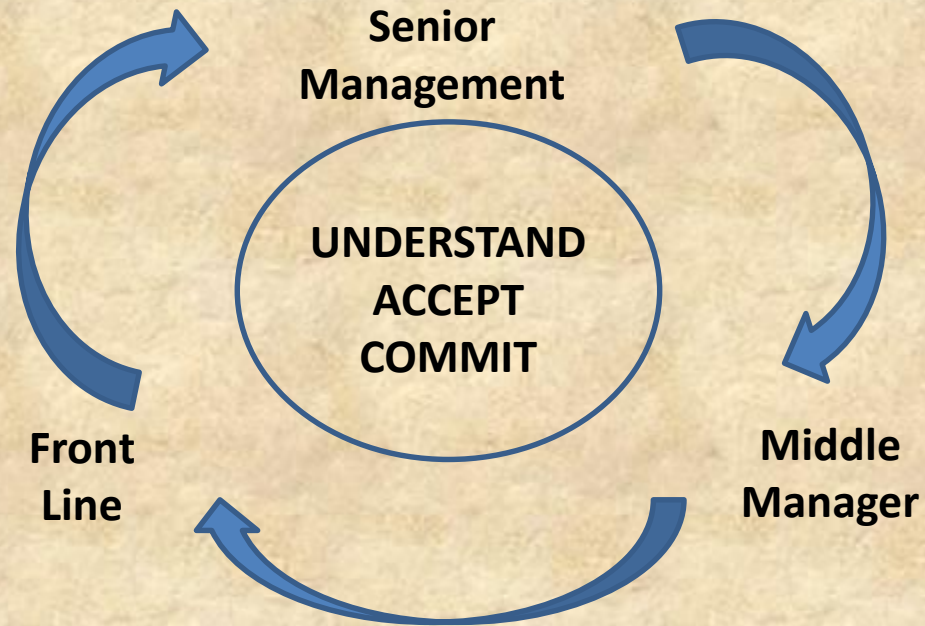
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Why Change Takes Time



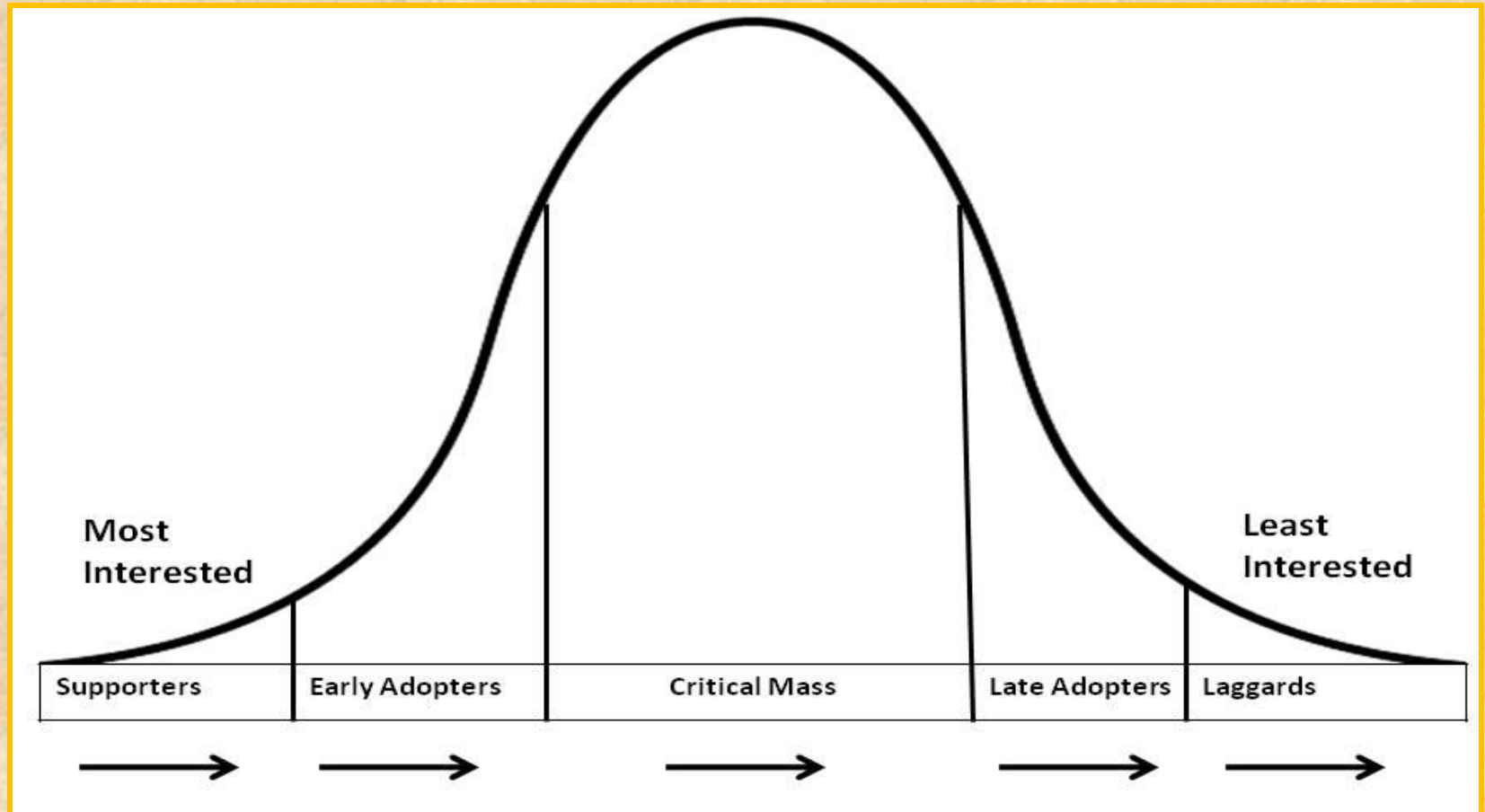
Transitional “Fluid” Model



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Resistance Change Curve



Strategies for Reducing Potential Resistance

- Involve People
- Provide Information
- Provide Support



Phases of Change and Communication



1. Initiate/Launch
2. Implement/Execute
3. Reinforce/Sustain



Communicating Change Tips



- 1. Clearly explain details about the change**
 - What, why, how, and when
 - It's OK to say "I don't know, but I will try to find out."
- 2. Explain the risks and rewards**
- 3. Ask for input**

Communicating Change Tips

4. **Maintain regular communication**

- Communication must be regular and ongoing. The type of change can influence the frequency of the communication.

5. **Do what you say you will do**

6. **Respect the past and be open to the future**

Communicating Change Tips

7. Repeat key messages

- Deliver your message 7-10 times more than normal

8. Use multiple channels for communication

- Remember that many employees prefer face-to-face communication

Communicating Change Tips

9. Don't expect to have all of the answers.

10. Ask people what they are anxious about.



LEAN Group Activity

Managing Change

- Each table group will be asked to discuss an assigned LEAN scenario.
- Complete the ***Discussion Questions*** handout
- Take 15-20 minutes for small group discussion
- Elect a group spokesperson for large group discussion

Discussion Questions

1. What challenges/issues are coming up with this change?
2. What types of resistance have you experienced? What might have been done to prevent resistance? What can you do now?
3. What communication strategy is in effect? How should/could you improve communication about the change?
4. What support/resources are needed to manage this change process?
5. What recommendations would you make to management in order to implement this change so as to minimize the impact on productivity and morale?

Be prepared to share results with the large group.

Practical Tips for Successfully Managing the “People Side” of Organizational Change

- Keep change management plans organized
- Consider the end-user
- Maintain priorities and realistic timelines
- Ensure adequate resources
- Keep people engaged in the change

QUESTIONS?



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“Do not go where the path may lead.
Go instead where there is no path, and leave a trail.”

- Ralph Waldo Emerson



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