



**Lean Would Be Easy if It  
Weren't for the People**

Have you ever had a  
Lean improvement that...



# Lean is a Journey



Lean requires lots of people to change



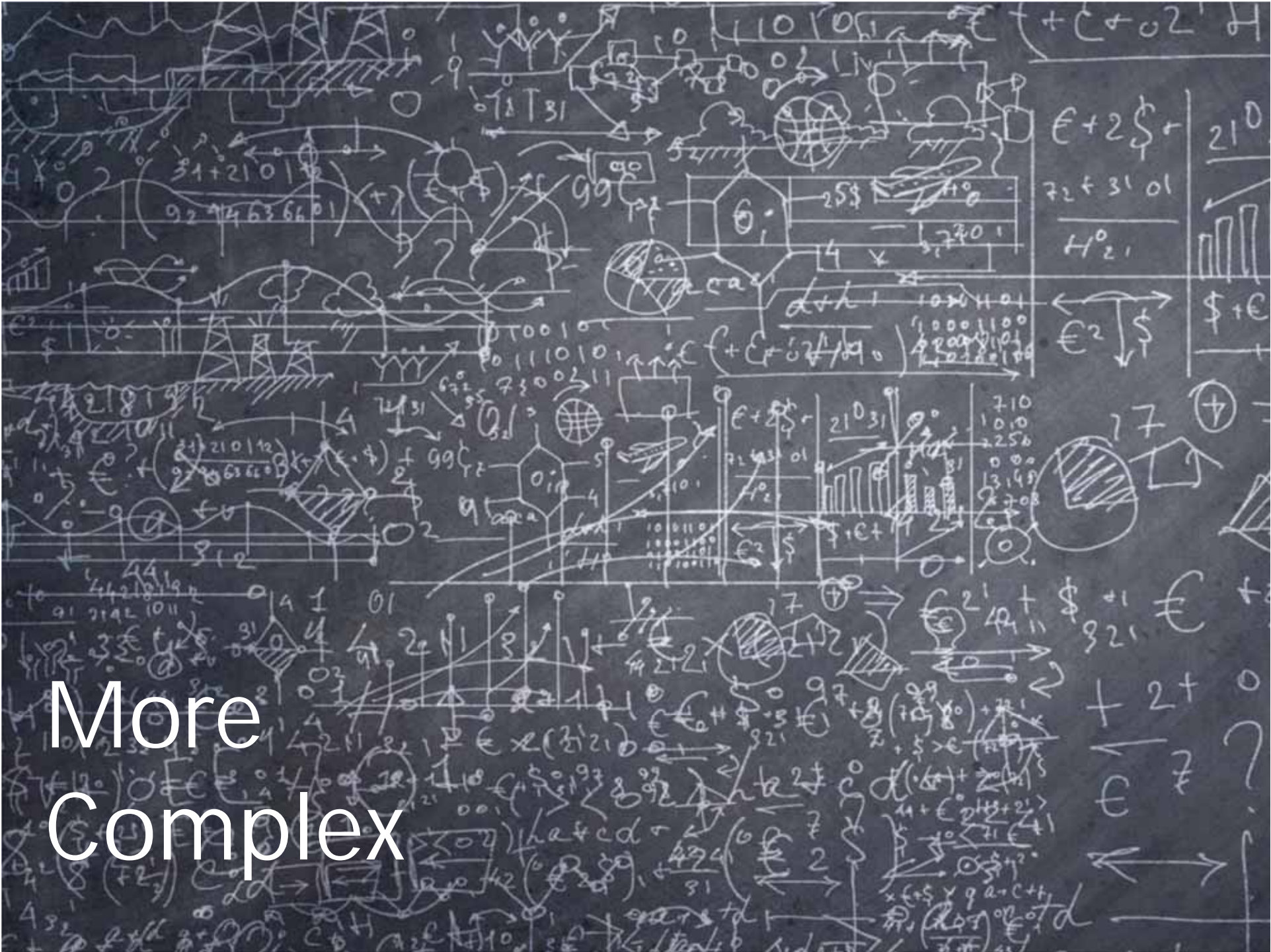
Bigger



A long-exposure photograph of a tunnel, likely a fiber optic cable, showing a perspective view towards a vanishing point. The walls of the tunnel are lined with numerous small, circular lights that appear as bright white and blue spots. The background is filled with a dense field of colorful light trails, primarily in shades of blue, green, and purple, radiating from the center and creating a sense of rapid motion or data flow. The overall effect is that of a high-speed, futuristic passage.

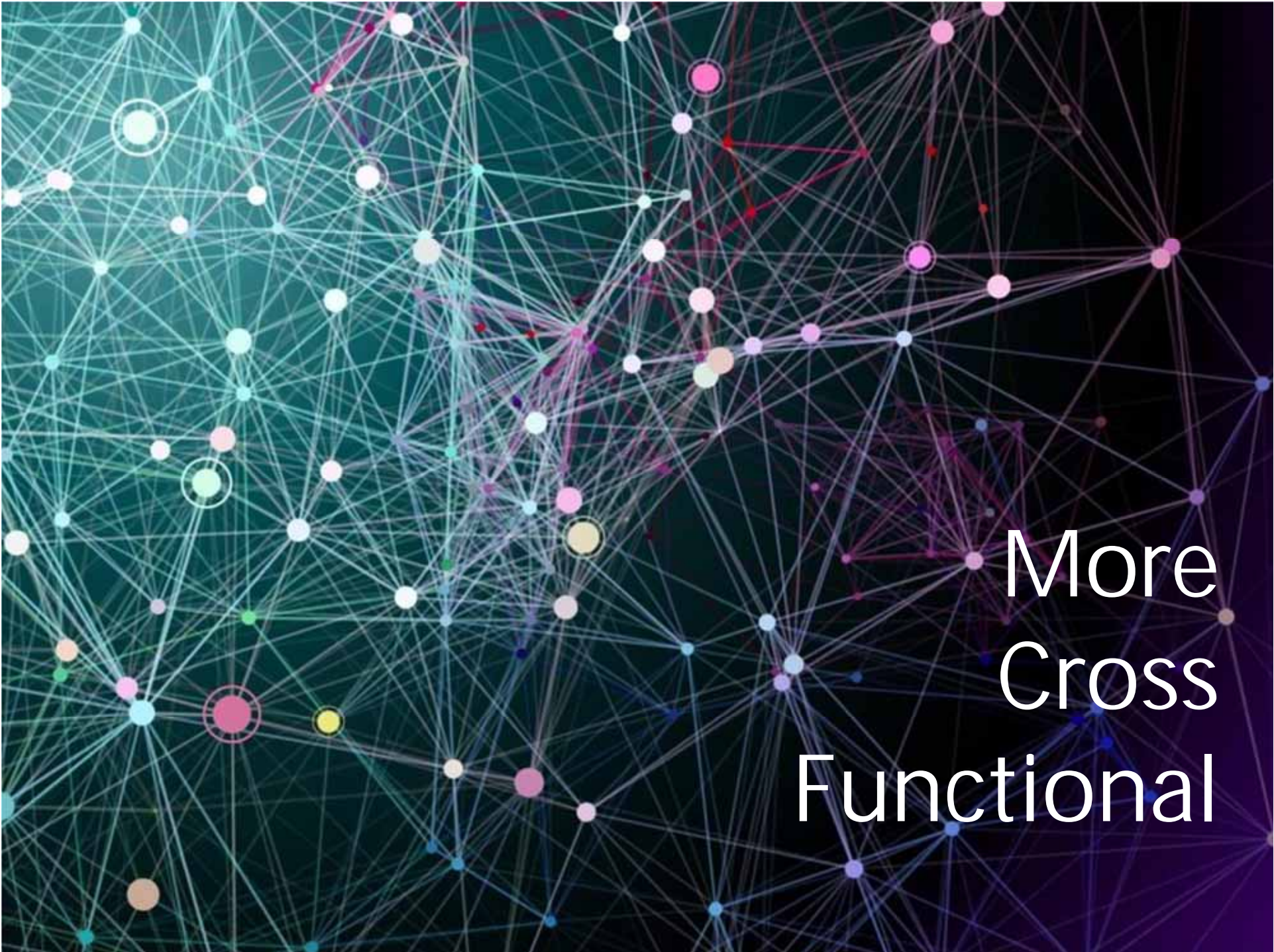
Faster





More  
Complex





More  
Cross  
Functional

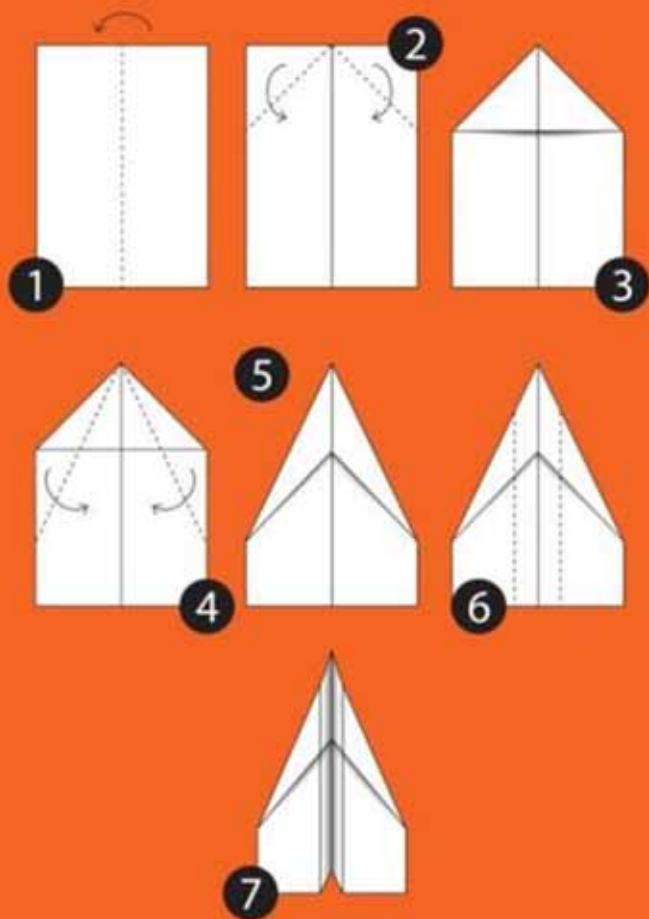




More  
Multi-  
Disciplinary



Consistency  
Predictability  
Control



Autonomy  
Accountability  
Empowerment











# Success of Your Lean Improvements Depends on the People Side of Change

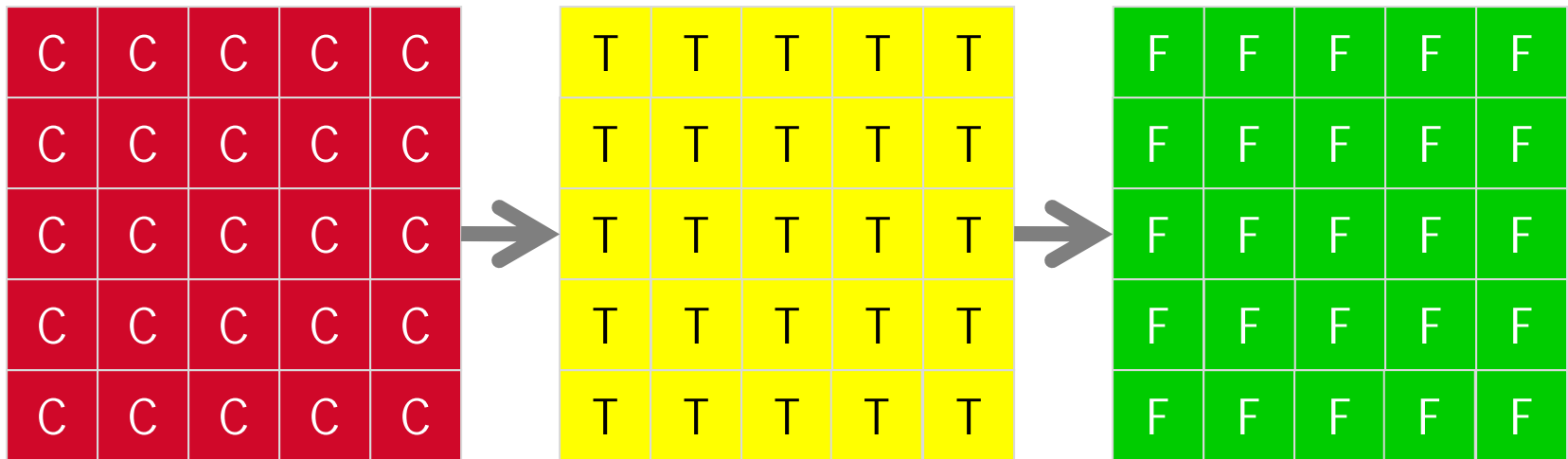
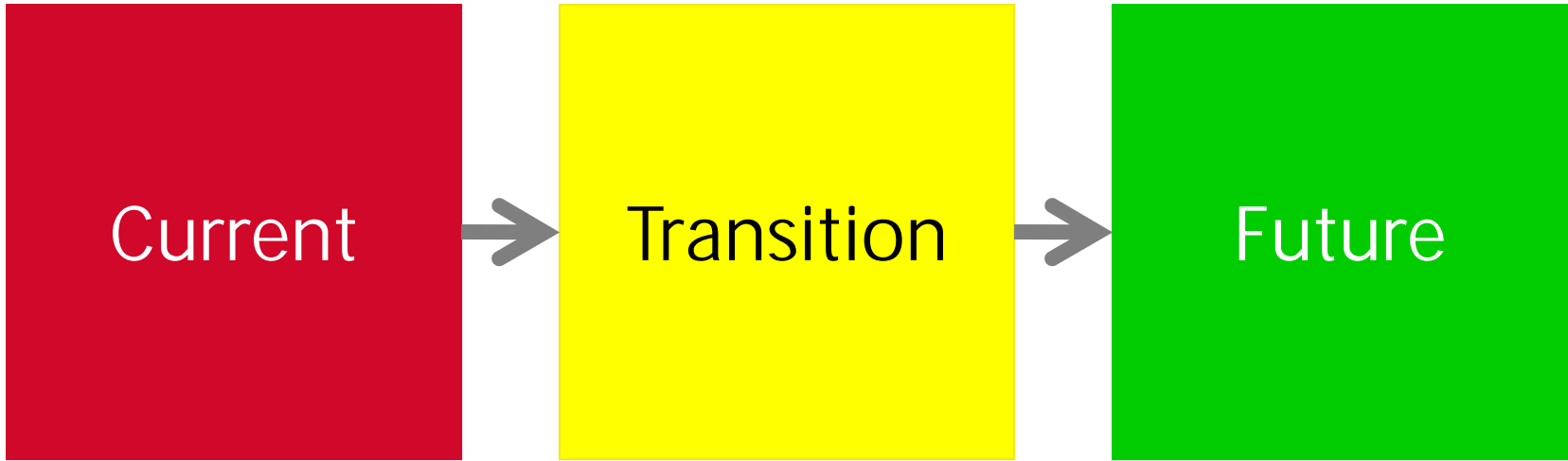




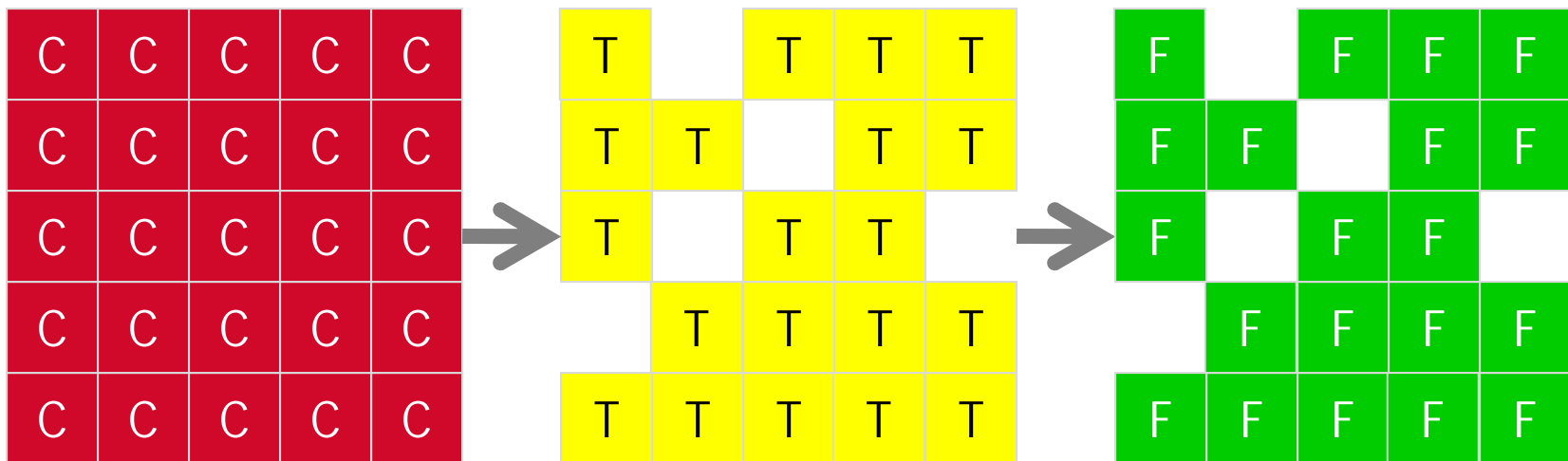
The achievements  
of an organization  
are the results of  
the combined  
effort of each  
individual.

-Vince Lombardi



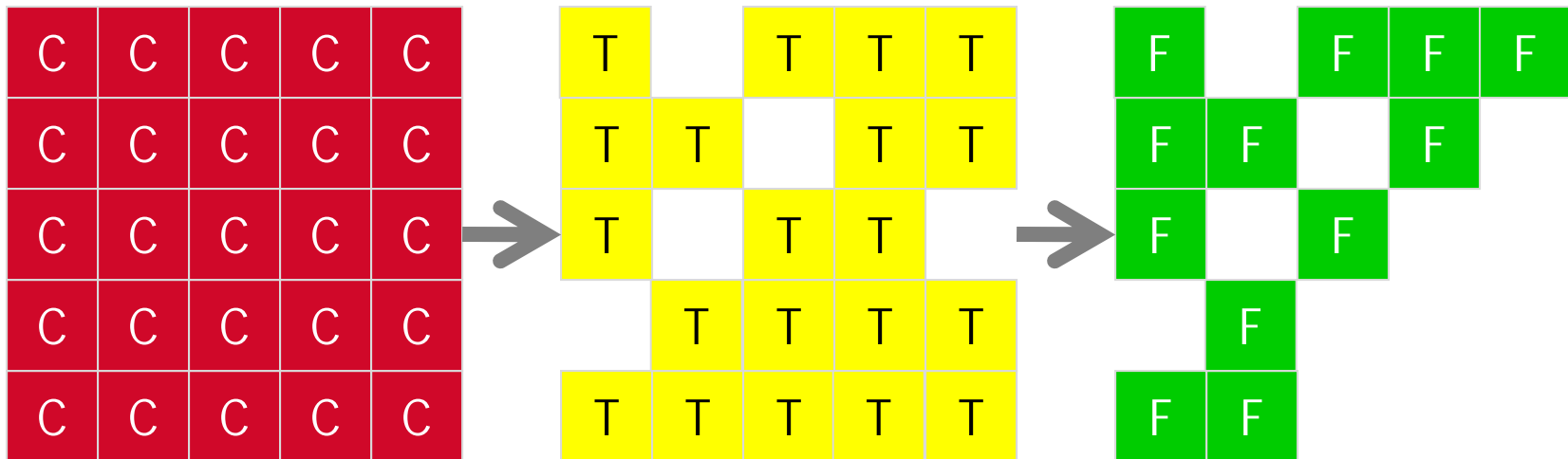


# Sometimes, we lose people during the transition

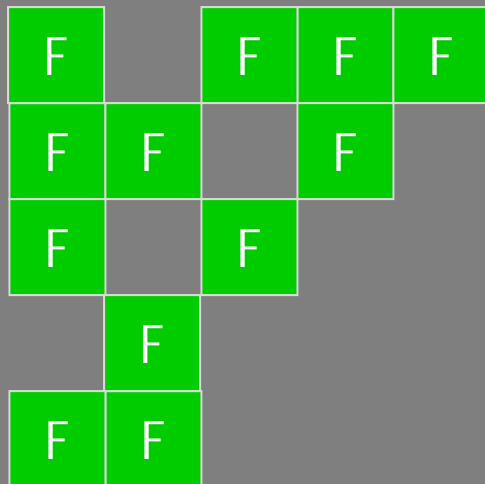




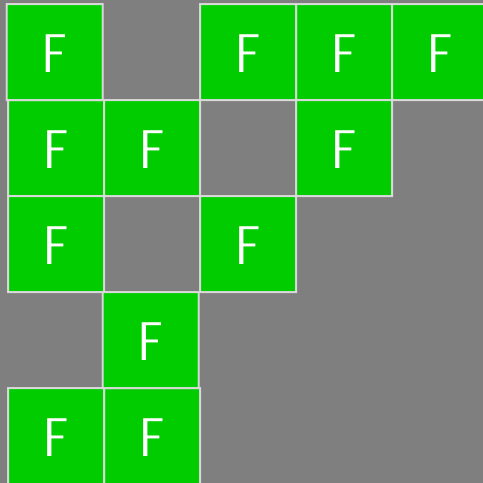
And lose even more when we get to the future state



And our future state looks **nothing**  
like the future state we expected







= lower ROI  
= less benefit realization  
= unachieved improvement  
= greater frustration

# Mind The Gap

Your Lean transformation

Results and outcomes

The perfect value stream map

**ADOPTION  
AND USAGE  
OF THE  
SOLUTION**

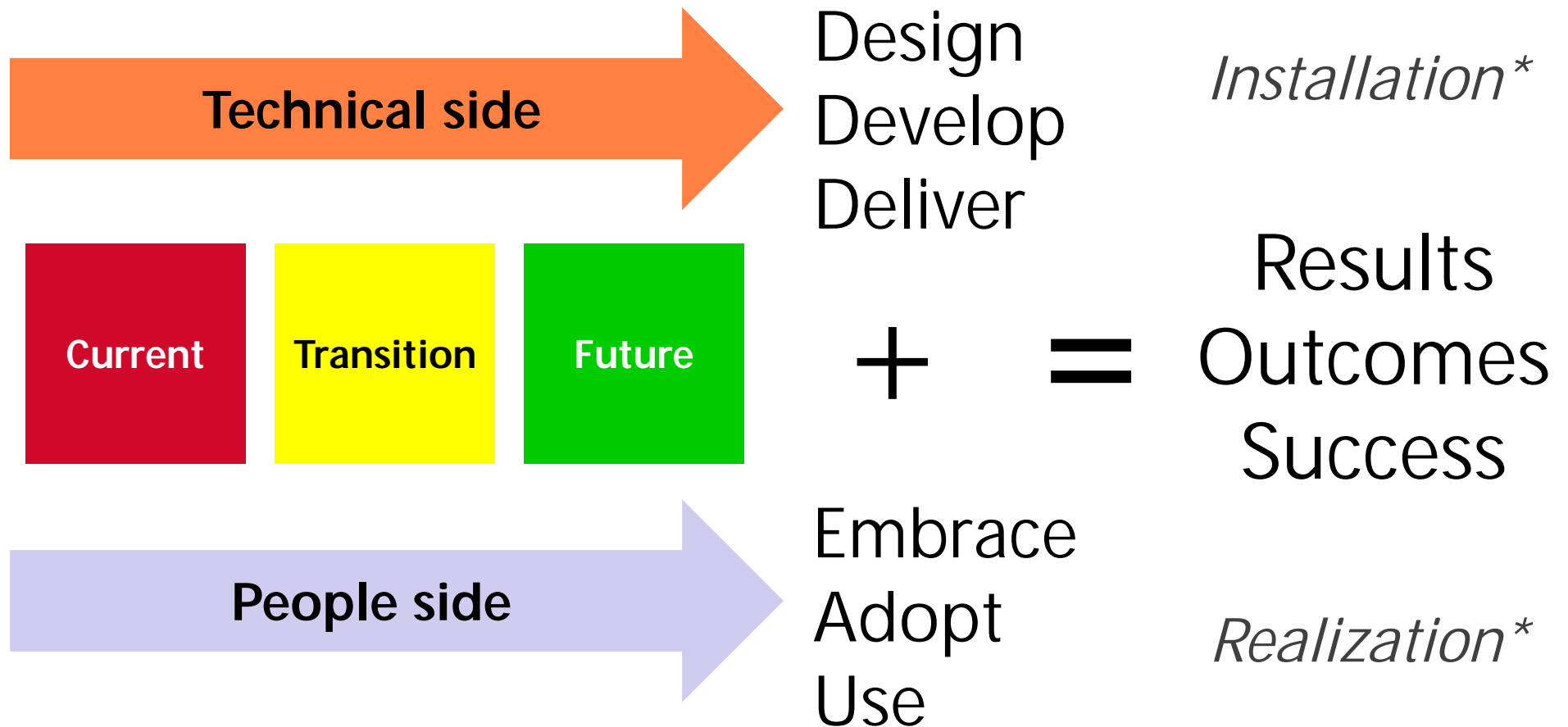
Improved flow

A great kaizen event

Sustained improvement

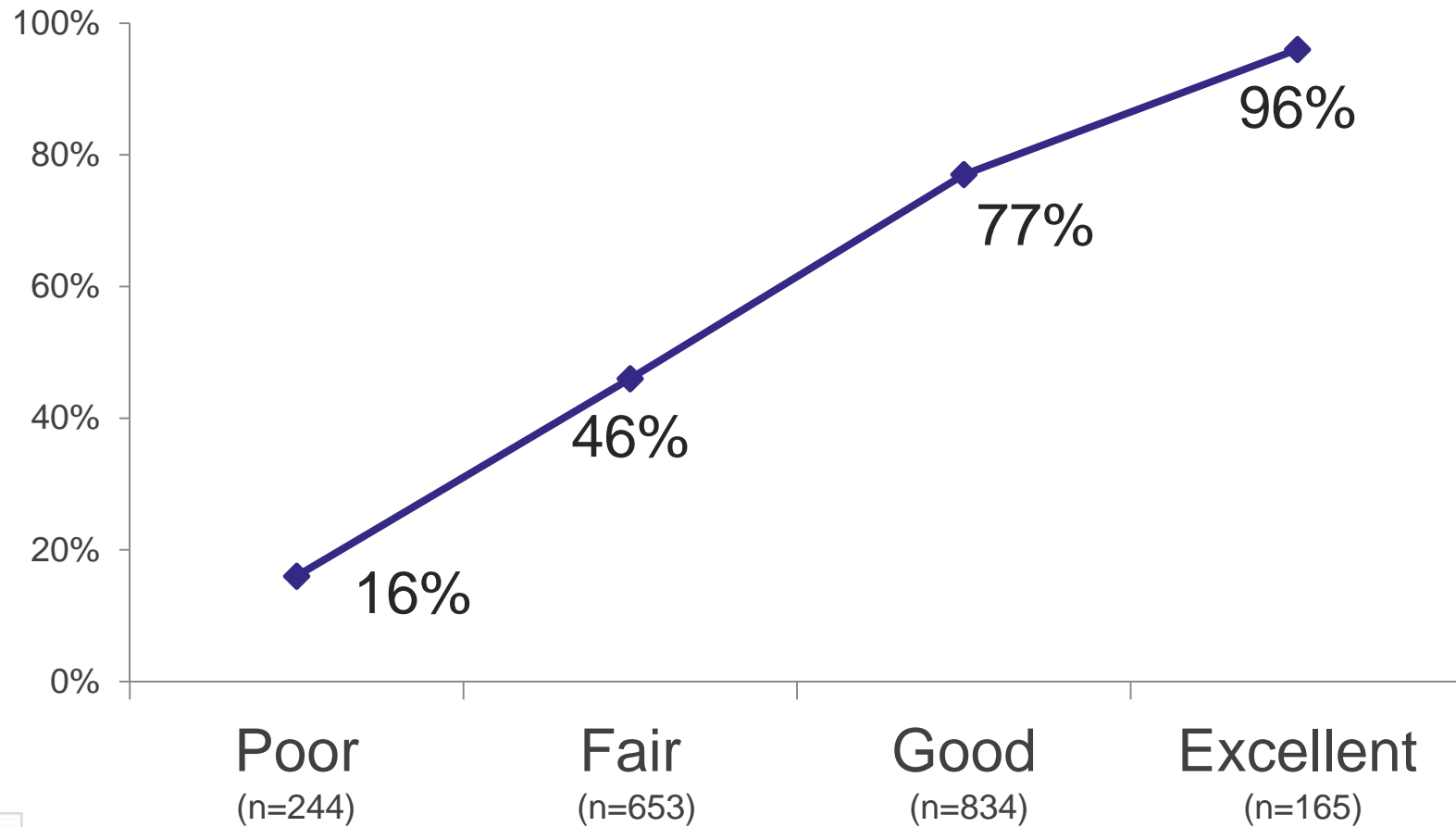


# Successful Change Requires Both the Technical and People Sides



\* Daryl Conner

# Percent of Study Participants Who Met or Exceeded Project Objectives



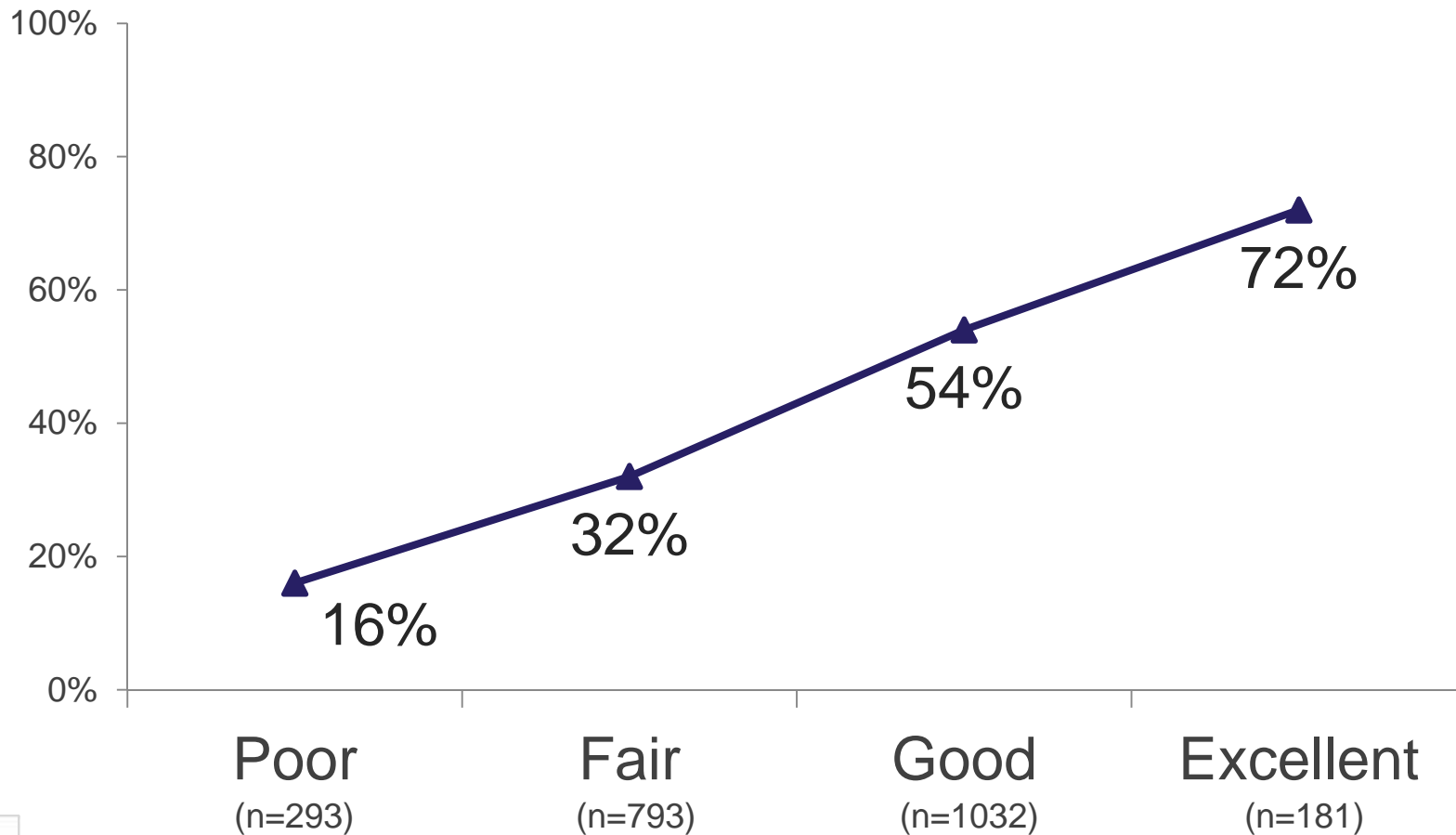
## Change Management Effectiveness



Prosci 2014 Benchmarking Data



# Percent of Study Participants Who Were On or Ahead of Schedule



## Change Management Effectiveness

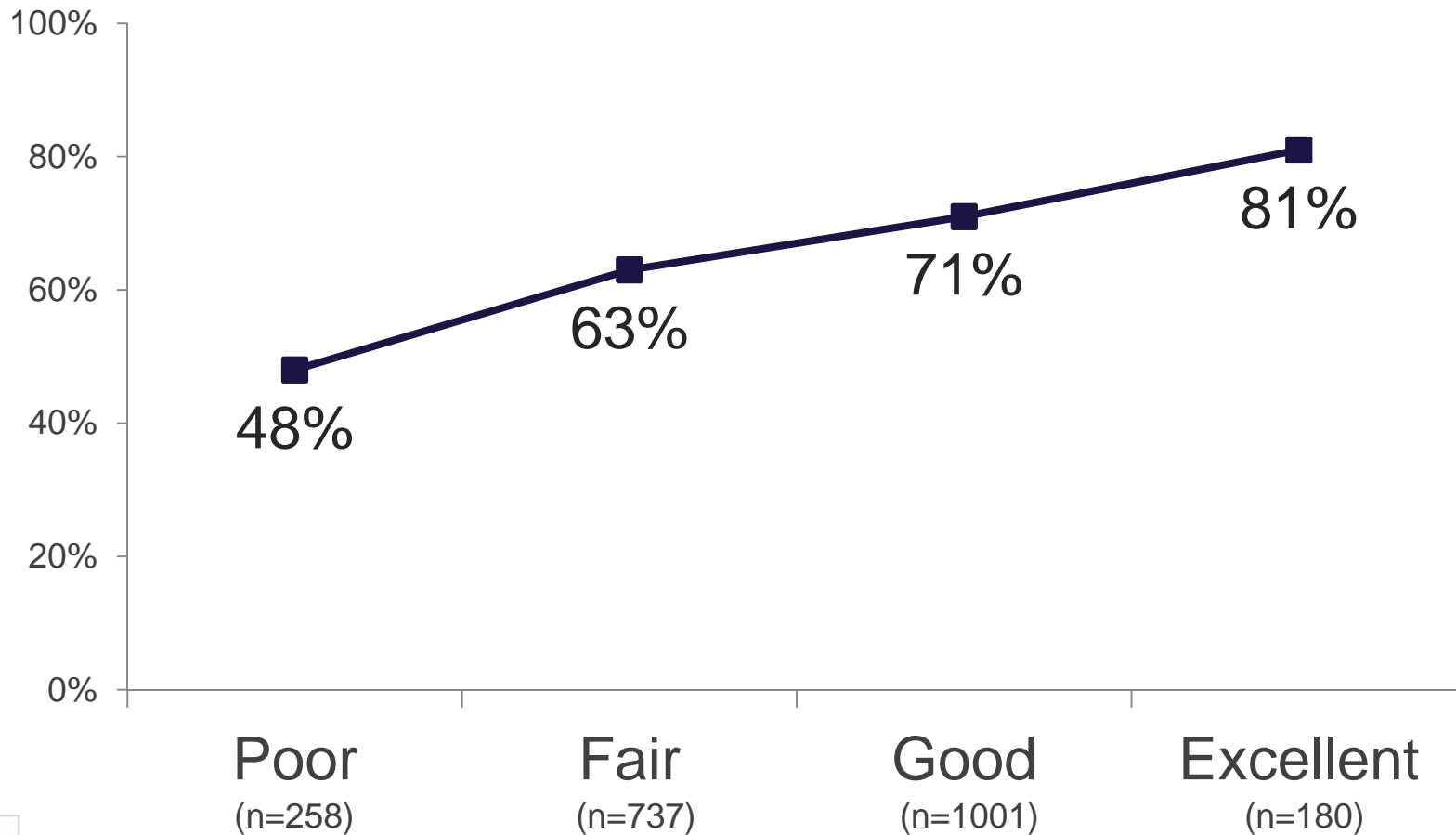


Prosci 2014 Benchmarking Data





# Percent of Study Participants Who Were On or Ahead of Budget






## Change Management Effectiveness



Prosci 2014 Benchmarking Data



M	T	W	R	F
				

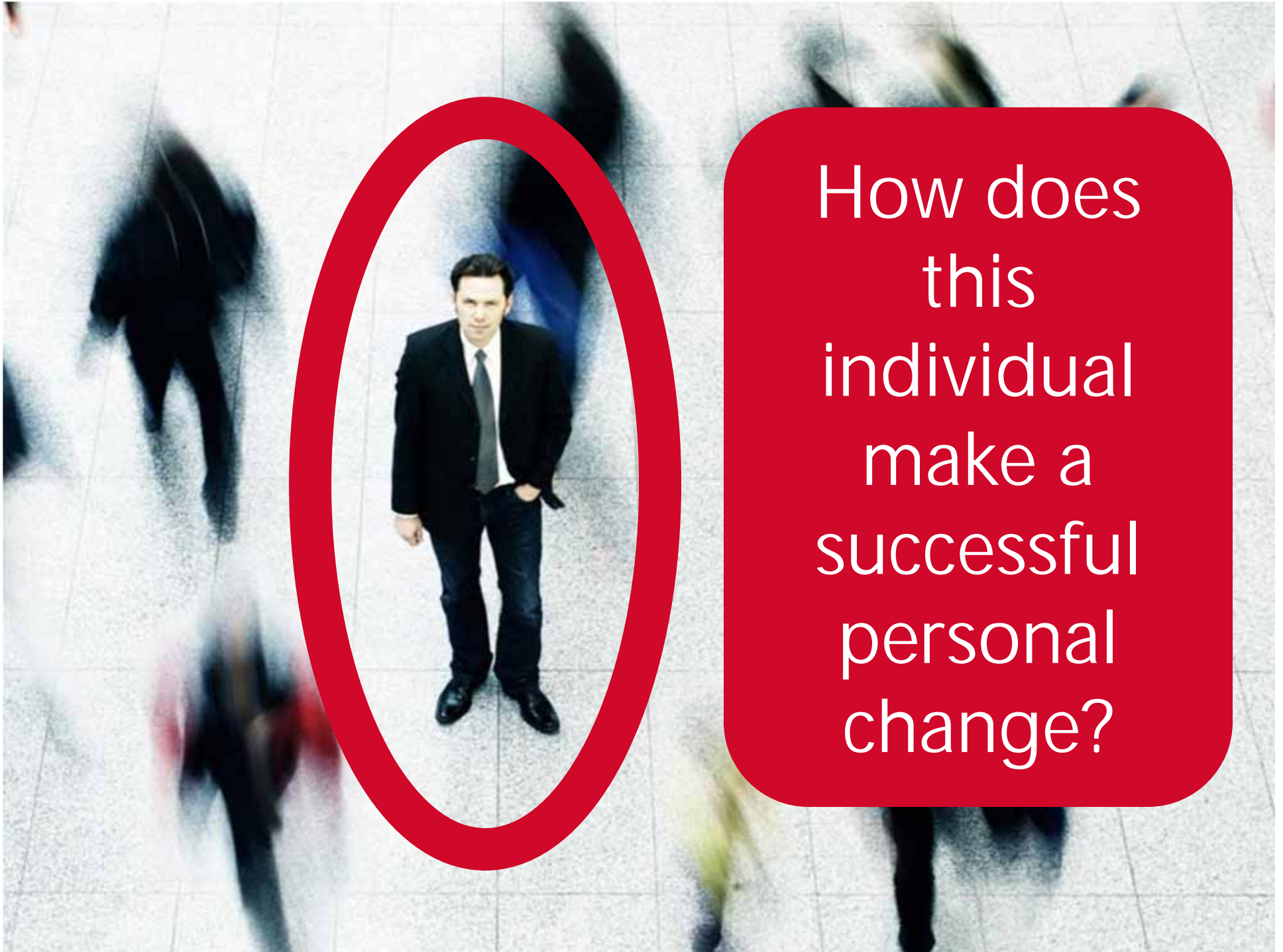
An email on Monday  
for training on Tuesday  
for "go live" on Wednesday

is **NOT** the way to prepare  
and equip individuals to  
successfully change



Equipping and supporting these individual changes is how results are realized





How does  
this  
individual  
make a  
successful  
personal  
change?



# Prosci® ADKAR® Model

**A** Awareness  
Of the need for change

**D** Desire  
To participate and support the change

**K** Knowledge  
On how to change

**A** Ability  
To implement required skills and behaviors

**R** Reinforcement  
To sustain the change





## Benefits

## Risks

**Organizational**

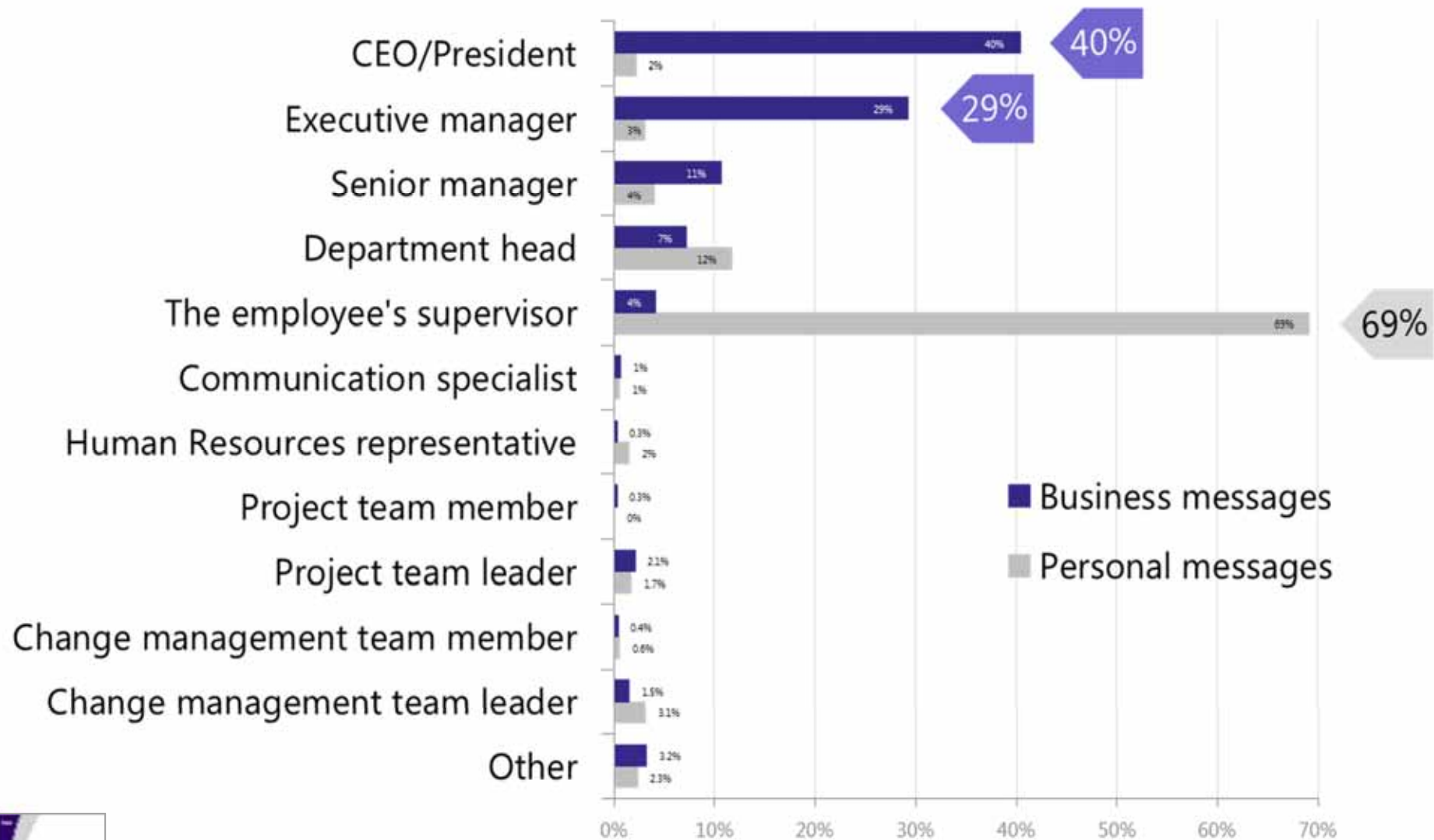
- Outcomes of the change

- The risks of not changing

**Individual**

- What you gain from buying-in and succeeding

- What you risk by opting out



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# Prosci® ADKAR® Model

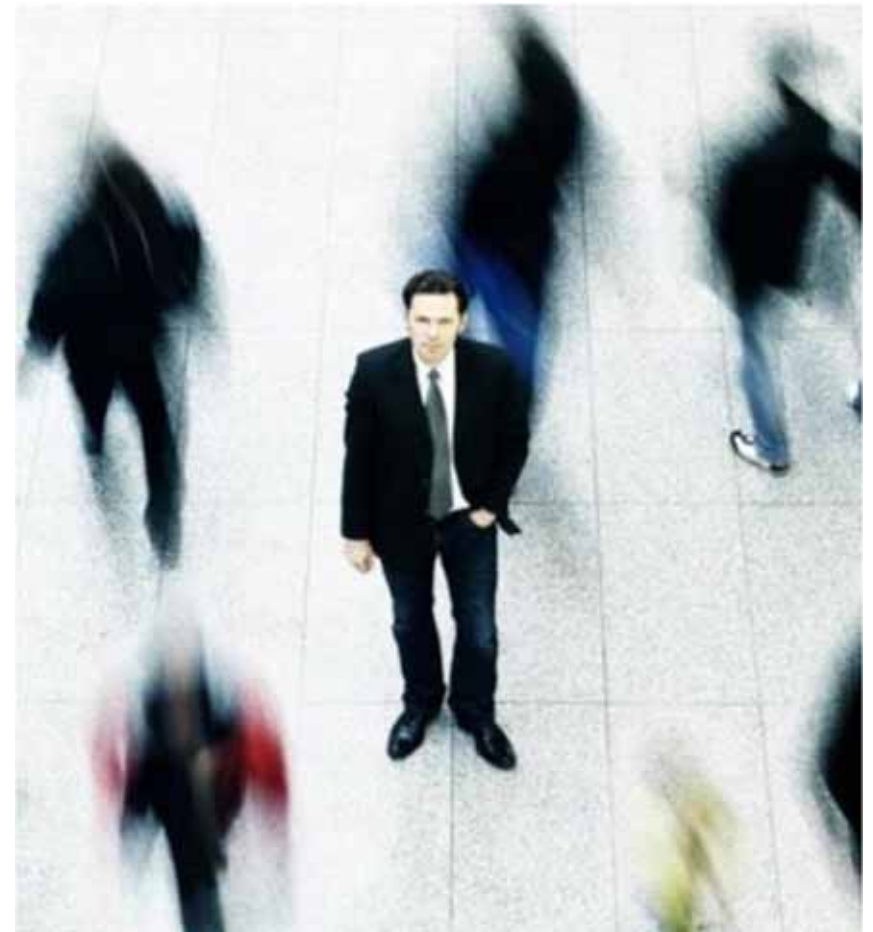
**A** Awareness  
"I understand why..."

**D** Desire  
"I have decided to..."

**K** Knowledge  
"I know how to..."

**A** Ability  
"I am able to..."

**R** Reinforcement  
"I will continue to..."



# A Real Life Example



Same Change, Different Desires



# ADKAR Helps Us Frame Change

Change with one person



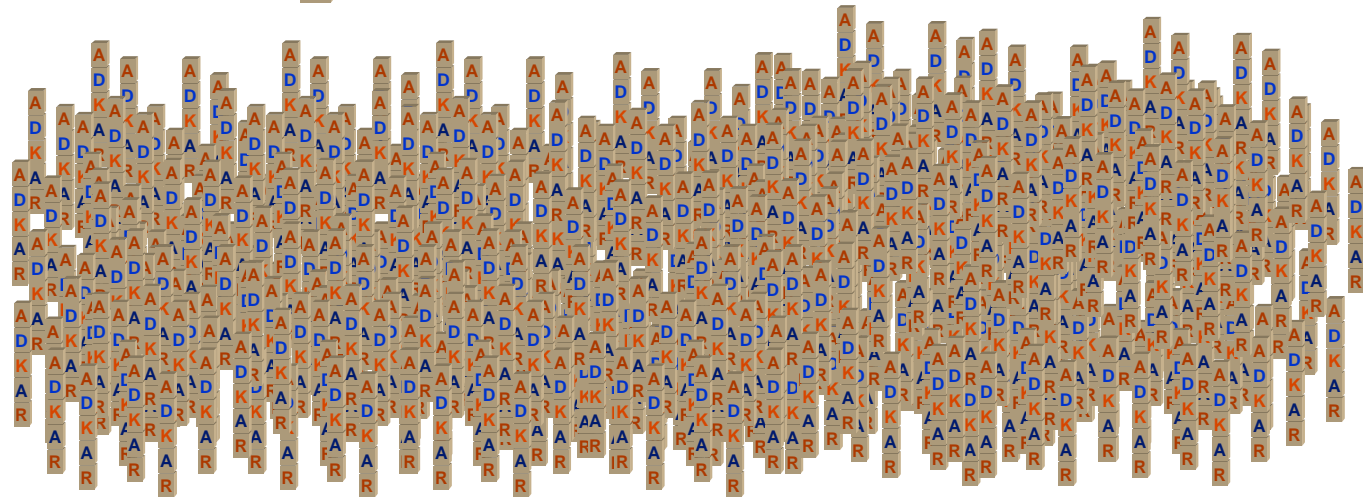
Or five people...



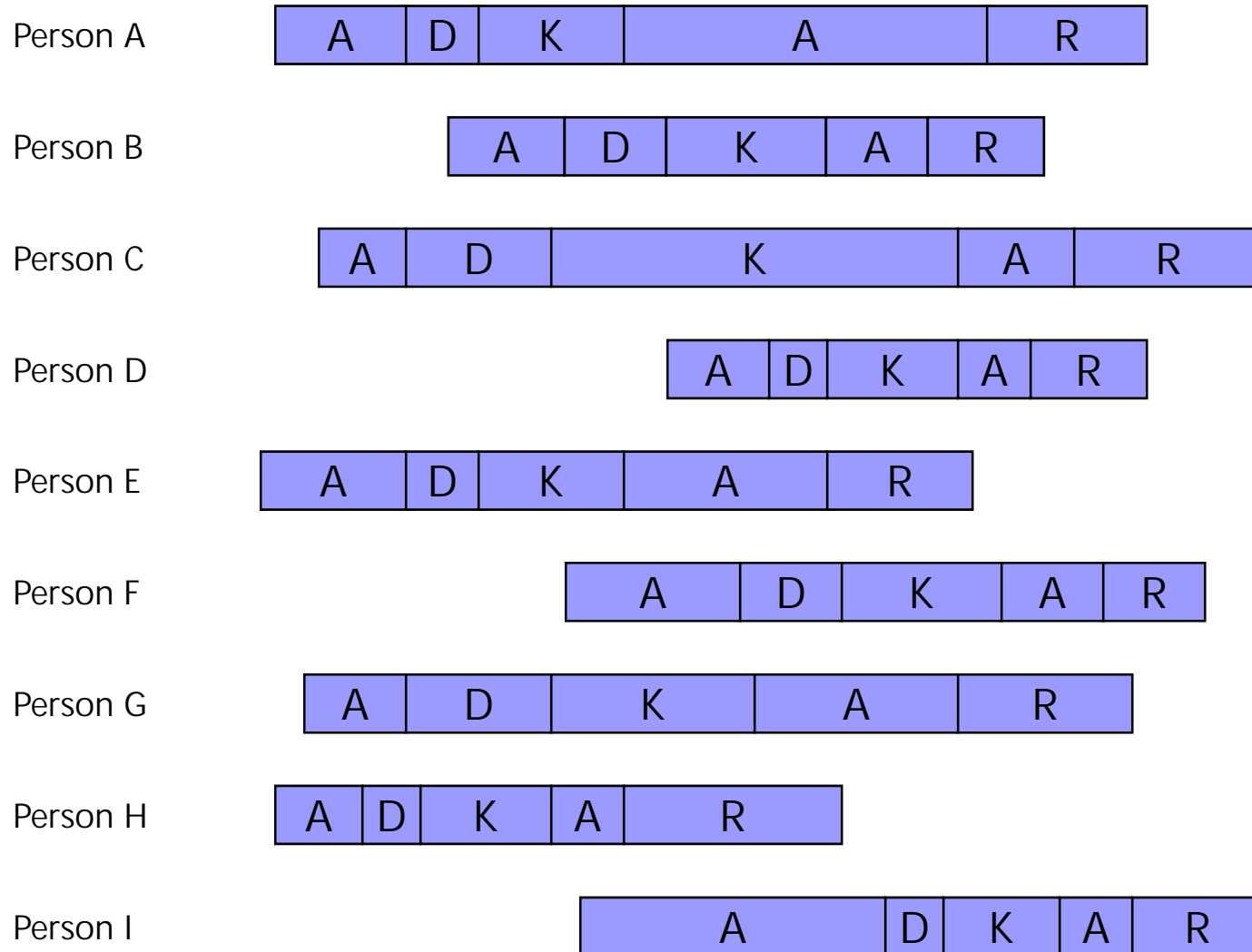
Or twenty people...



Or 1000 people...



# Not Everyone Changes at the Same Pace

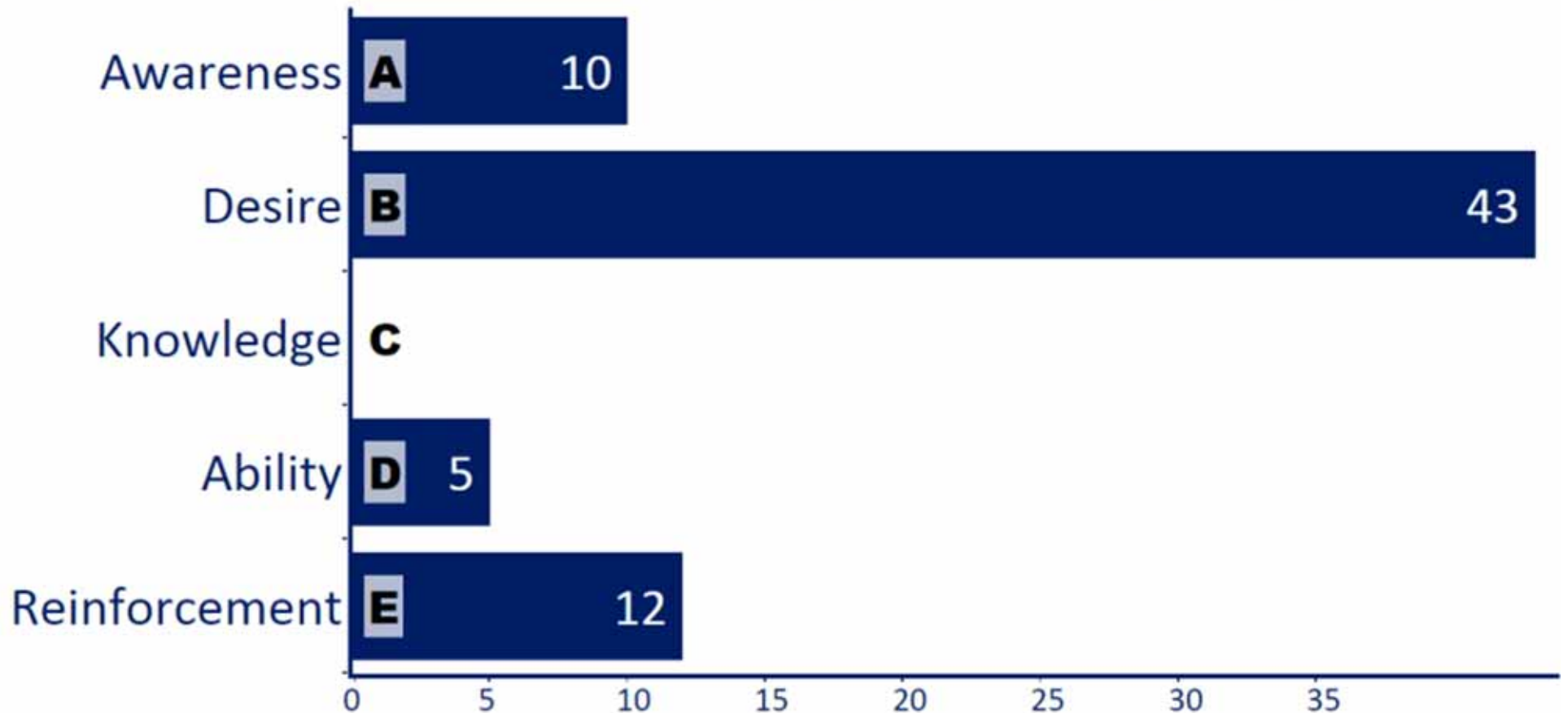


# Individual Change Management



<b>A</b> wareness	<ul style="list-style-type: none"> <li>• Why is the change needed?</li> <li>• Why now?</li> <li>• What if we don't?</li> </ul>	<b>Executive Sponsor</b>
<b>D</b> esire	<ul style="list-style-type: none"> <li>• Personal motivators</li> <li>• Organizational motivators</li> <li>• Inhibitors</li> </ul>	<b>Direct Manager</b>
<b>K</b> nowledge	<ul style="list-style-type: none"> <li>• Needed skills and competencies</li> </ul>	<b>Our Default ?</b>
<b>A</b> bility	<ul style="list-style-type: none"> <li>• Demonstrated capability</li> <li>• Overcoming barriers</li> </ul>	
<b>R</b> einforcement <sup>®</sup>	<ul style="list-style-type: none"> <li>• Mechanisms, Rewards, Celebrations, Measurement</li> </ul>	

# Which ADKAR milestone is the most challenging in your organization?





# Organizational Change Management Levers



# Change Management Activities Drive Individual Milestones

## Individual:

Awareness

Desire

Knowledge

Ability

Reinforcement

## Organizational:

Communication plan

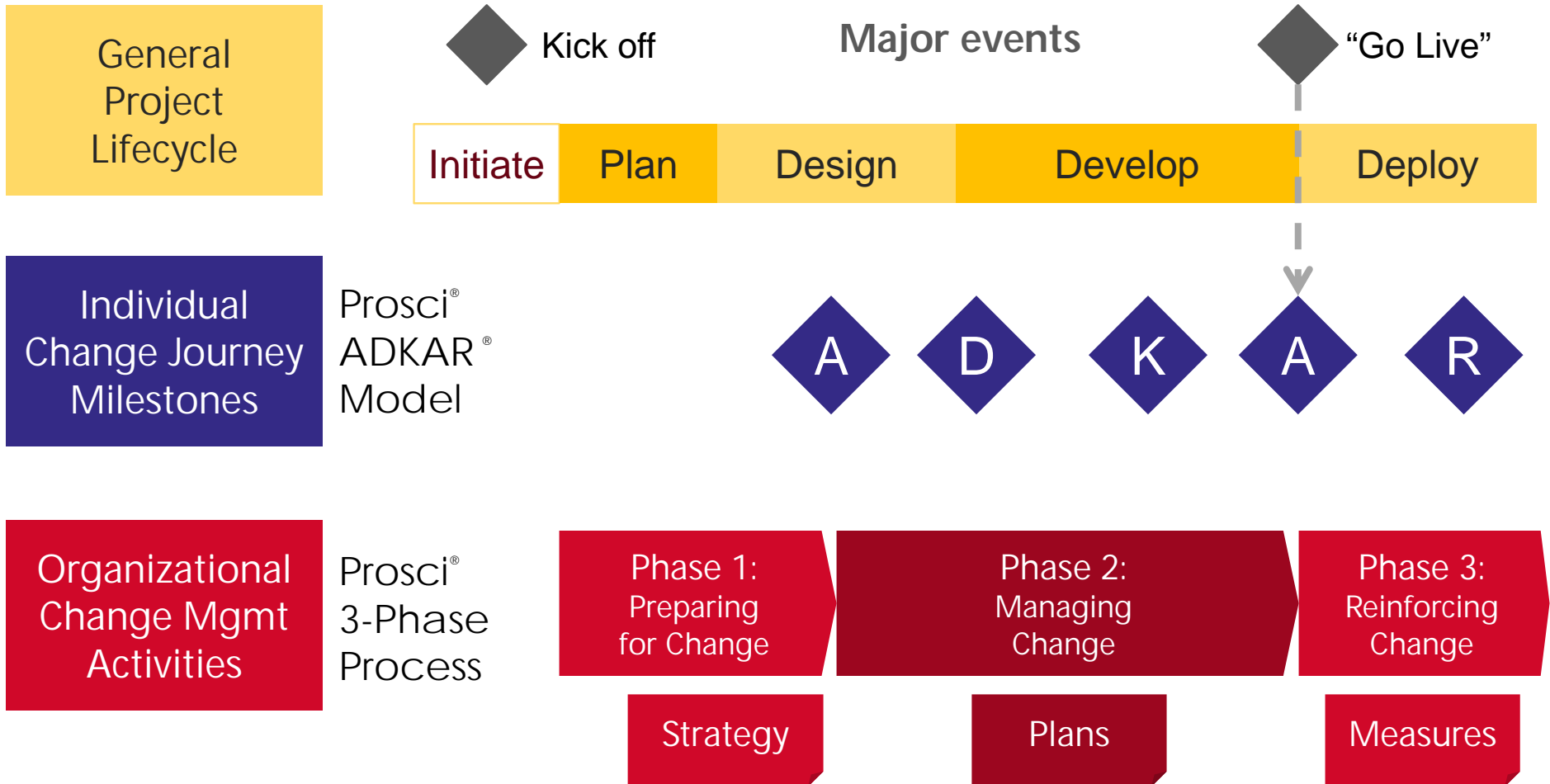
Sponsor roadmap

Coaching plan

Training plan

Resistance Mgmt

# What Can We Do To Drive and Support Individual Transitions?

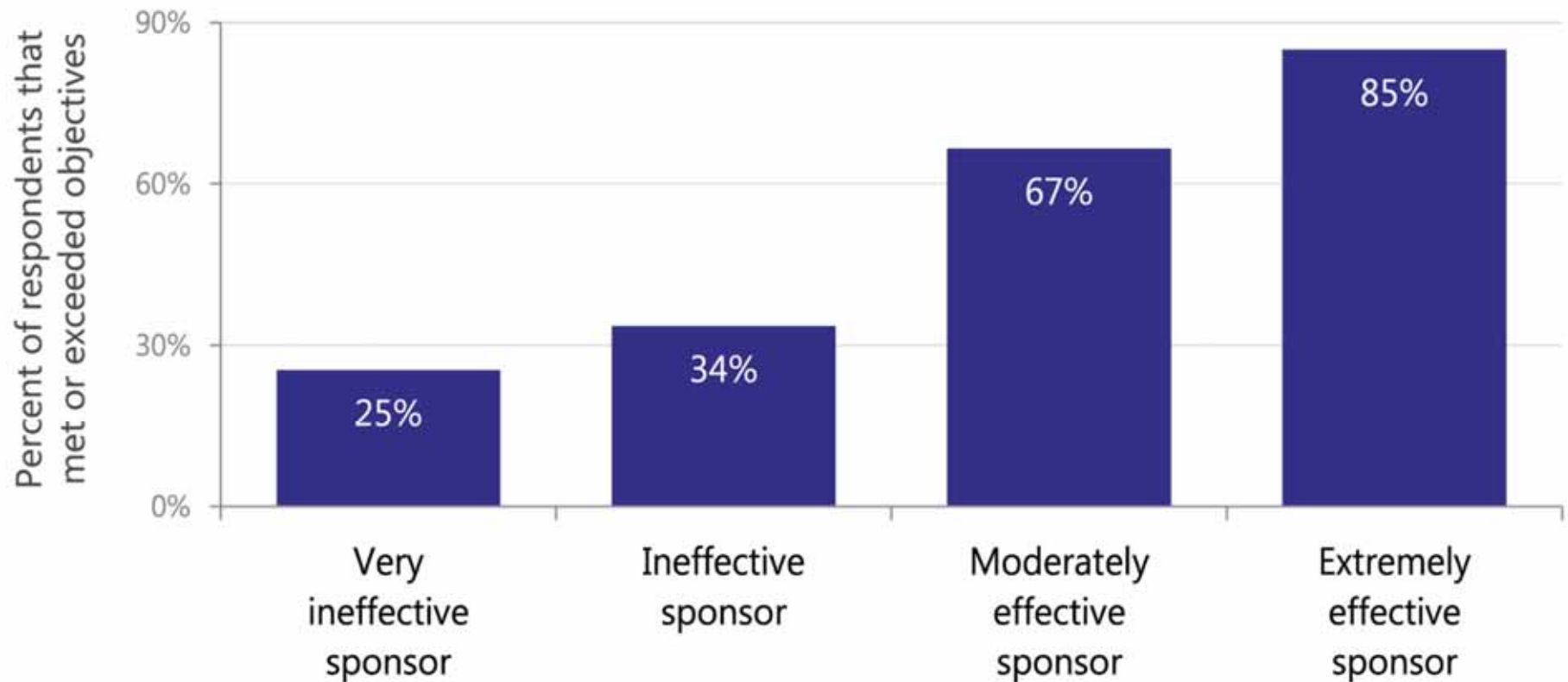


# Sponsor Effectiveness Directly Correlates to Project Success



## Correlation of sponsor effectiveness to meeting objectives

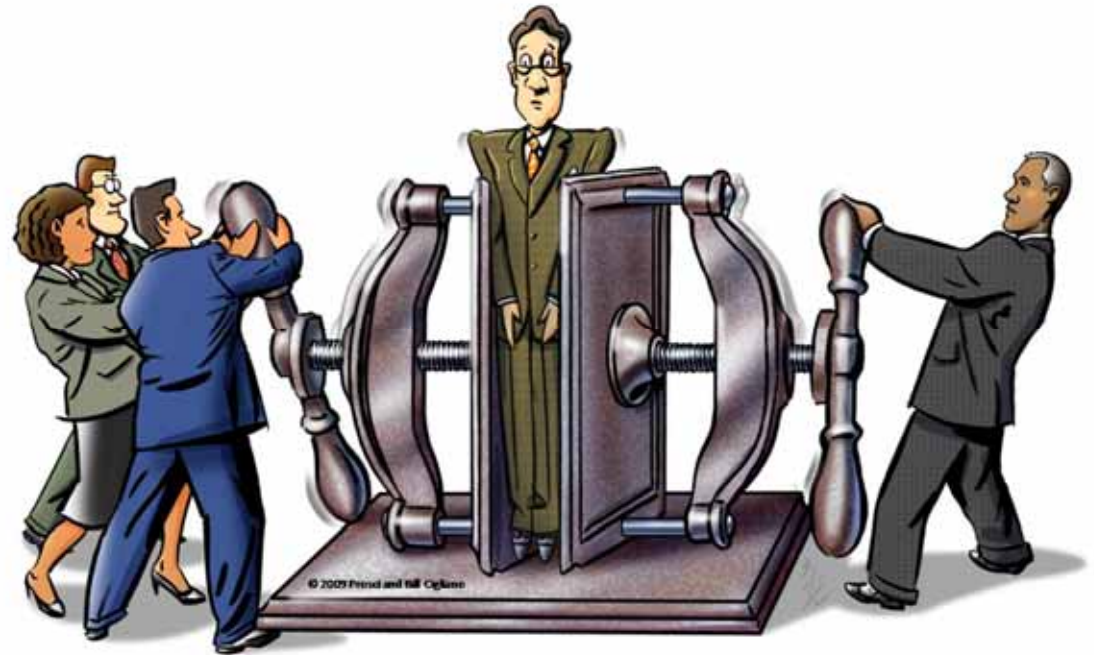
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# How **People Managers** Drive Adoption and Usage

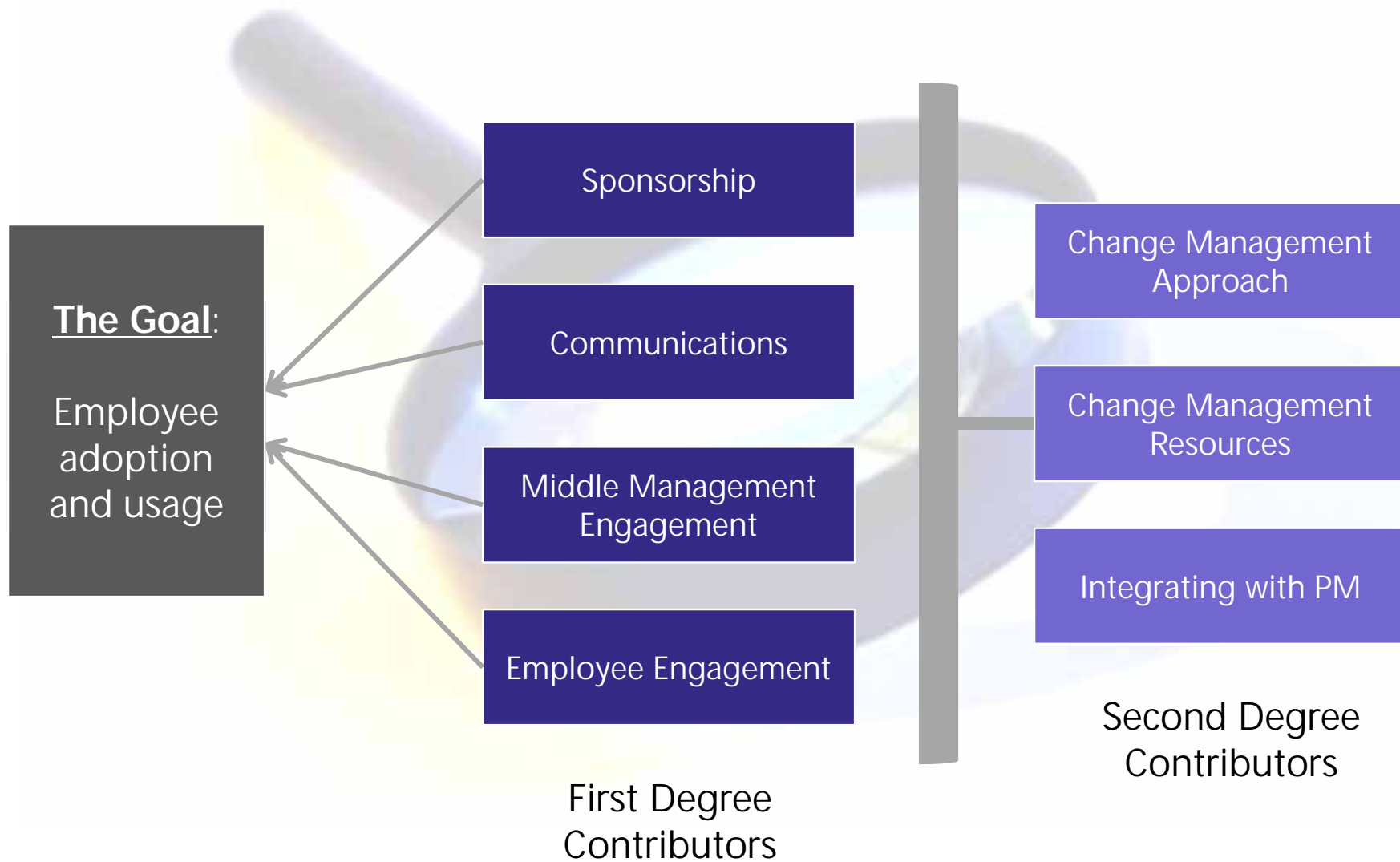
- Proximity
- Relationship
- Trust
- Operational Knowledge



# Five Roles of People Managers



# 7 Top Contributors to Success



# Take the Chance Out of Your Lean Improvement Efforts





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