

WASHINGTON STATE  
LEAN CONFERENCE  
2022

“RESULTS HAPPEN  
TOGETHER”

*Full Circle Strategies, LLC*

# Change Successes and Setbacks

## **Pre-work**

- Handouts are available in the chat
- No time for handouts? Blank writing material will work!

## **Session Objectives**

- Level-set on the relationship between initiative management and change management
- Learn about change management objectives and describe enablers
- See best practice examples and lessons learned from past improvement initiatives
- Have a chance to share some of their own input because, “Results Happen Together”

# Quick Start- Poll and Chat

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I am most interested in:

- The relationship between initiative management and change management
- Change management objectives and enablers
- Change management best practices and lessons learned
- Seeing how I can use these tools
- Other...

**If you chose “other,” please tell me a little more in the chat!**

# Initiative Management and Change Management



## Successful Deployment



Initiative management is the process to do the **right things** to get the initiative **realized**.

Change management is the process to help do the **right things** to enable the initiative to be **adopted**.

### Initiative Management Artifacts

Scope

Budgets

Timelines/Milestones

Requirements/Processes

Contracts

**These two items are not exclusive from each other.**

**Results happen when these artifacts come together!**

### Change Management Artifacts

Communication Plans

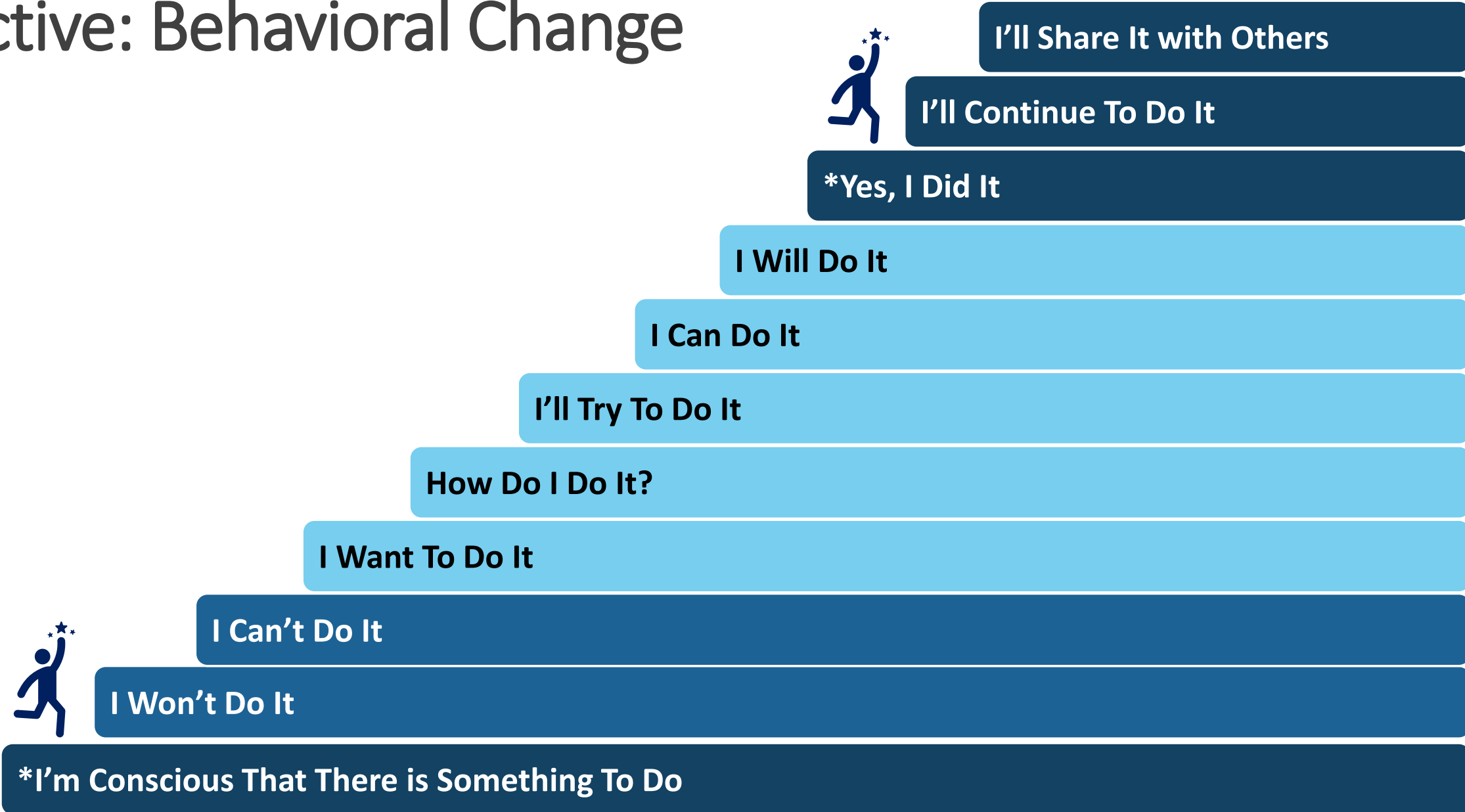
Training Plans

Media/Field Facing Websites

Coaching Plans

Change Assessments

# Objective: Behavioral Change





**Education**

- Webinars
- Videos/Tutorials
- Person To Person Sessions



**Training**

- Train the Trainer Sessions
- Scenarios to Practice
- Sandbox



**Communication**

- Kickoffs
- Office Hours
- Leadership Presentations



**Development**

- Testimonials
- WIIFM/WIIFP
- Prototypes/ Experiences





## Exercise:

- Please **read** the objectives
- From the enabler choices, **choose** which enabler best matches the objective
- We will **check** our answers in the next step
- **Questions?**

### Objective

### Enabler

### Enabler Choices

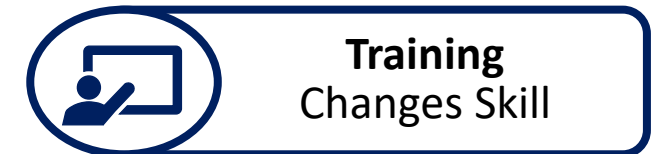
I want people to understand why it is important to come to the Lean conference.



I want to be sure the online user can perform the conference registration steps.



I want the online user to be able to explain what the Lean conference is.



I want people to know the Lean conference is being held in October 2022.



## Check your answers!

- Were your answers the same, different?
- Post your result in the chat!

### Objective

### Enabler

I want people to understand why it is important to come to the Lean conference.

**Development**

I want to be sure the online user can perform the conference registration steps.

**Training**

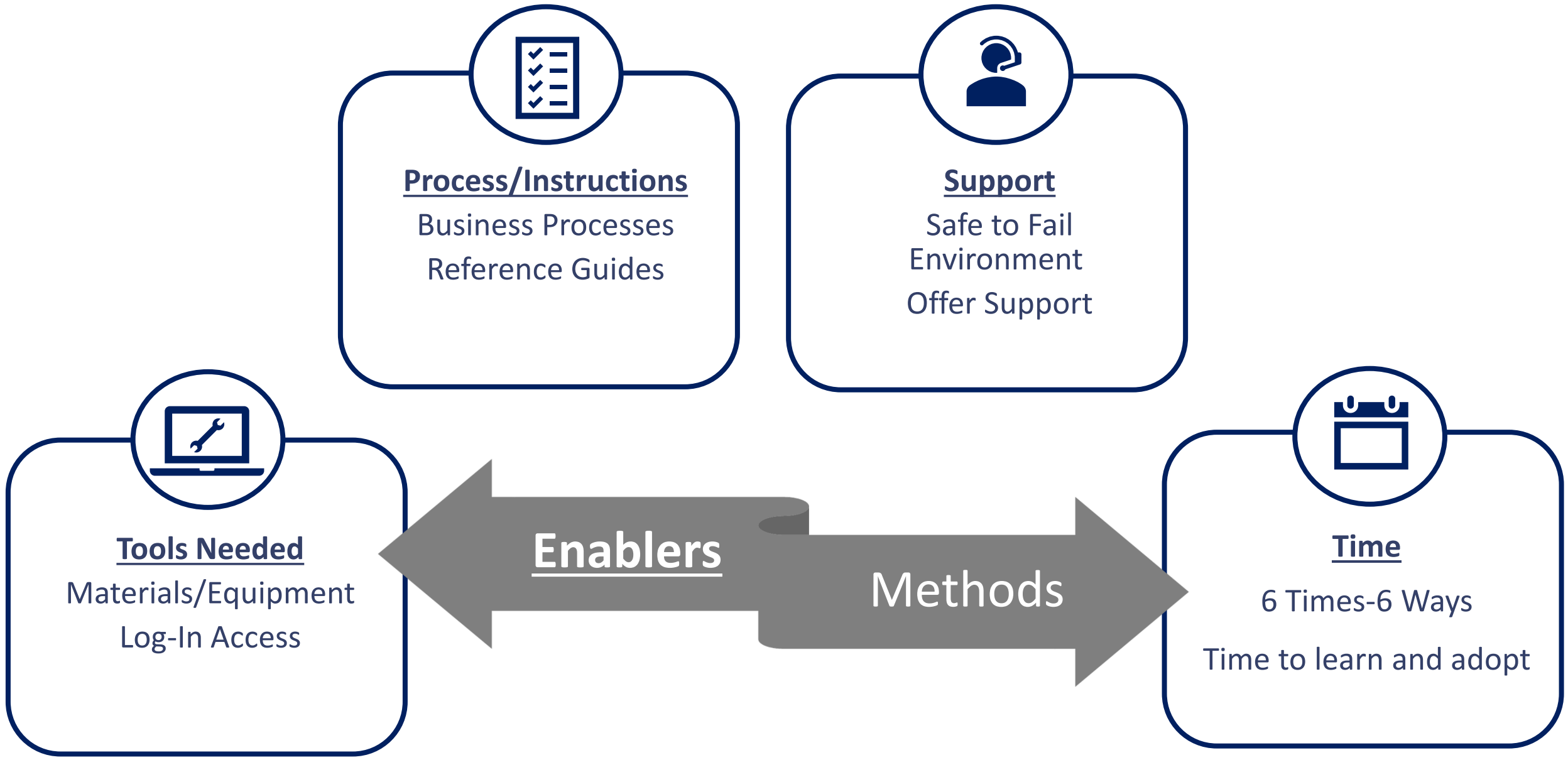
I want the online user to be able to explain what the Lean conference is.

**Education**

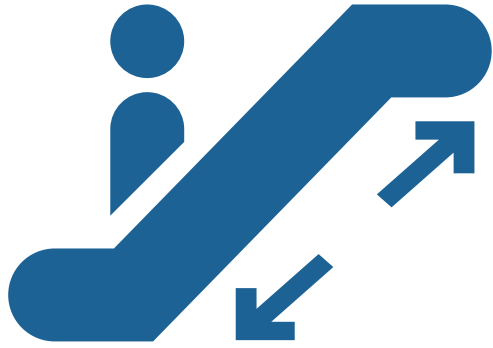
I want people to know the Lean conference is being held in October 2022.

**Communication**





# Additional Change Enablers and Methods



### Training

Train the Trainer Sessions

Scenarios to Practice

Sandbox

**I'll Share It with Others**

**I'll Continue To Do It**

### Education

Person To Person Sessions

Webinars

Videos/Tutorials

**\*Yes, I Did It**

**I Will Do It**

### Development

WIIFM/WIIFP

Demos/Prototype/Experiences

Testimonials

**I Can Do It**

**I'll Try To Do It**

**How Do I Do It?**

### Communication

Kickoffs

Leadership Presentations

Office Hours

**I Want To Do It**

**I Can't Do It**

**I Won't Do It**

**\*I'm Conscious That There is Something To Do**



Time

6 Times 6 Ways (6X6W)

Allow time to learn and adopt

**I'll Share It with Others**

**I'll Continue To Do It**

**\*Yes, I Did It**

**I Will Do It**

**I Can Do It**

**I'll Try To Do It**

**How Do I Do It?**

**I Want To Do It**

**I Can't Do It**

**I Won't Do It**

**\*I'm Conscious That There is Something To Do**

Support

Safe to Fail Environment  
Offer Support

Process/Instructions

Business Processes  
Reference Guides

Tools Needed

Materials/Equipment  
Log-In Access

1) **Reflect** on an initiative you are currently working or have worked in the past. What is the name of the project?

2a) What **step** is a team member or stakeholder located?

- Where would you like to lead them **next**?
- Which **enabler** would you use?
- What **method** would you use?
- How would their **behavior change and/or** what type of **feedback** would you look for that would let you know they have reached that level?

2b) What step was a team member or stakeholder located?

- Where did you want to lead them **next**?
- Which **enabler** did you use?
- What **method** did you use?
- How would their **behavior change and/or** what type of **feedback** would you look for that would let you know they have reached that level?

3) Please post your response in the **chat**!

## Best Practice

- Document the plan
- Transfer your responses from the previous exercise to the table!

**Next Step/ Objective**

**Enabler**

**Methods**

**Behavior Change/  
Feedback**

Next Step/ Objective	Enabler	Methods	Behavior Change/ Feedback
I want people to understand why it is important to come to the Lean conference. (I want to do it)	Development	Testimonials	Social Media Postings
I want to be sure the online user can perform the conference registration steps. (I can do it)	Training	Quick Reference Guides	Process Observations # of Registrations
I want the online user to be able to explain what the Lean conference is. (I'll try to do it)	Education	Website Narrative	Focus Groups
I want people to know the Lean conference is being held in October 2022. (I'm conscious there is something to do)	Communication	Emails Social Media Posts	Traffic Data

**Awareness**

Of the need for change

**Desire**

To participate and support the change

**Knowledge**

On how to change

**Ability**

To implement desired skills and behaviors

**Reinforcement**

To sustain the change

Monday, October 10, 2022

**Stakeholder Mapping Tool**

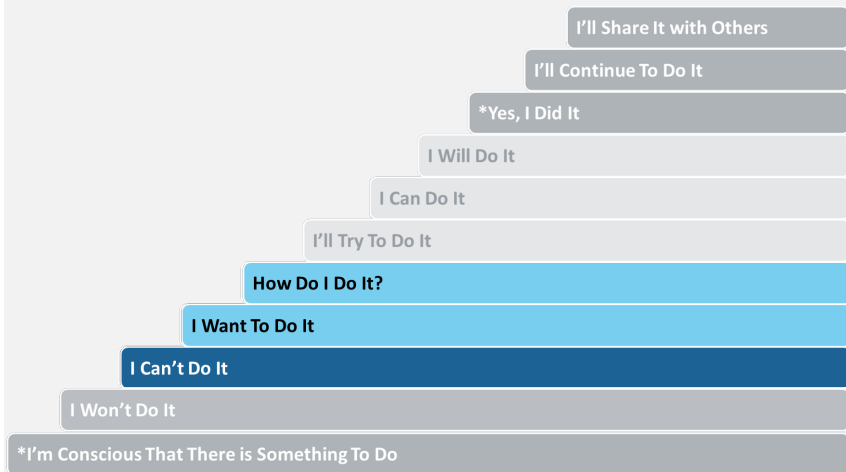
**Legend**

1 to 2	3 to 4	5
<span style="display:inline-block; width:15px; height:15px; background-color:#f8d7da;"></span>	<span style="display:inline-block; width:15px; height:15px; background-color:#fff3cd;"></span>	<span style="display:inline-block; width:15px; height:15px; background-color:#d4edda;"></span>
Risk	On Track	Ready

**Project Name** New Application/Tool  
**Latest SA** 3

Stakeholder Groups	Assessment #1 4/15/2022					Assessment #2 7/3/2022					Assessment #3 10/1/2022					Comments
	A	D	K	A	R	A	D	K	A	R	A	D	K	A	R	
1 Application End Users	1	1	3	3	1	3	3	3	3	1	5	4	5	5	5	AWARENESS: Employees can be seen answering each others questions in the chat. ; DESIRE: Some people provide feedback they understand why the need for the change. ; KNOWLEDGE: Users have completed the online training and are able to follow the reference sheets. ABILITY: User have succesfully completed the sample entries. ; REINFORCEMENT: Team has succesfully used the tool. We have provided success data to the users and thanked them for their engagement.

**Scenario:** An initiative has a Lean champion that can't fully support their role as a champion.



## Successes

The agency openly supported Lean.

The champion completed Lean education for champions workshops.

The champion took a Lean tour with an outside company/agency and saw something that resonated with them.

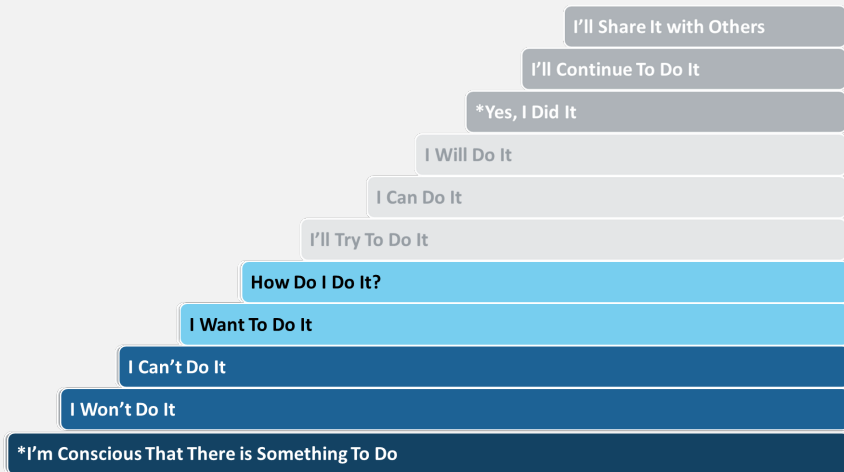
## Setbacks

The champion had not participated in an event before.

The champion had not sponsored an event before.



**Scenario:** People are not using an application that has launched.



## Successes

The project team had communicated the application was being launched.

The project team offered webinar trainings so users could take the training when it was convenient.

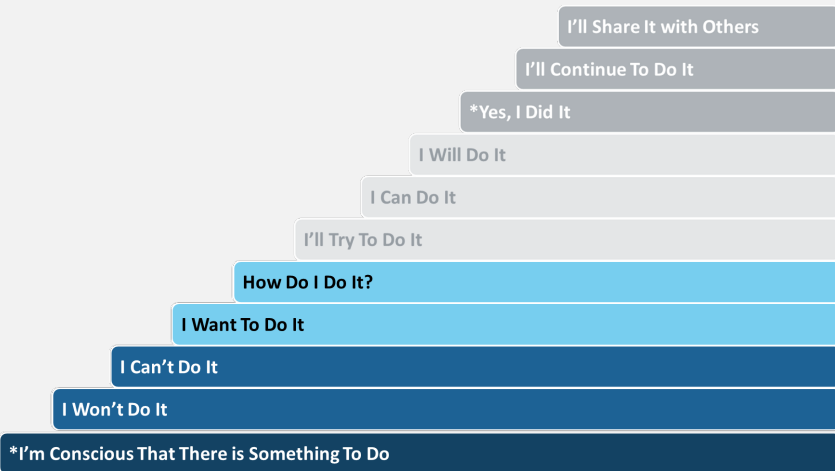
## Setbacks

The launch was communicated once, six months prior to when it was launched.

The project team did not adjust their change methods when they saw low usage.

\*The project team did not update the business processes as they were changed.

**Scenario:** People are not supporting diversity and inclusion efforts.



## Successes

## Setbacks

Sharing why it was important to the business (attrition data, retirement projections).

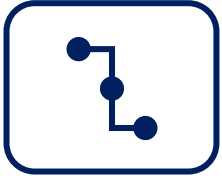
Providing diversity and inclusion training aligned to organizational goals.

People did not know why diversity and inclusion was important to the business.

People have misconceptions and/or different understandings of terms.

People did not know how to support diversity and inclusion.

# Connections, Learning, Questions and Action



What was shown that was **similar** to what you already knew?



What was shown that was **different**?



What are some of your **questions**?



How do you plan to **use** this information?