

Results, Not Resistance:

Building Buy-In and Execution
in your CI Transformation Projects

Washington State Government Lean Transformation Conference

Craig Szelestowski

Lean Agility Inc.

craig@leanagility.com

Copyright of this material is owned by Lean Agility Inc. Not for duplication or distribution without prior written consent.

70-85% of major projects do not meet their stated goals.

-John Kotter

Desire/Buy-In



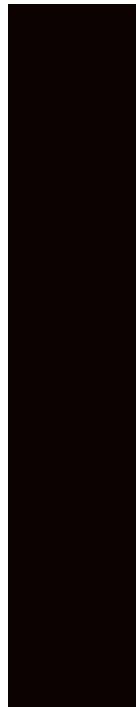
The right stakeholders support the plan or action and want to execute it.

Execution



The successful carrying out of a plan or action to reach its intended results.

40,000



“Strategy”

Kindle Store Buy A Kindle Free Kindle Reading Apps

1-16 of over 40,000 results for "strategy"

10,000



“Change Management”

Kindle Store Buy A Kindle Free Kindle Reading Apps

1-16 of over 10,000 results for "change management"

3,000



“Execution” or “Implementation”

Kindle Store Buy A Kindle Free Kindle Reading Apps

1-16 of over 1,000 results for ""execution""

Kindle Store Buy A Kindle Free Kindle Reading Apps

1-16 of over 2,000 results for "implementation"

The Results Equation

$$R = I \times D \times E$$


Where:

R = Sustained Results

I = Quality of Idea

D = Desire or **Buy-In** of the necessary stakeholders.

E = Ability of the organization to Execute the improvement idea

©Lean Agility Inc., 2012

Examples without Desire

R = I x ~~D~~ x E

Examples without Execution

R = I x D x ~~E~~

Execution example

<https://www.youtube.com/watch?v=UR-mBkmV11I>

$$\mathbf{R = I \times D \times E}$$



Without high levels of ALL THREE

...you won't get the desired results

Apply this to your work

1. Choose a transformation project / initiative that you are planning or working on.
2. Make your notes as you go – what are its strengths? Its gaps? What will you do to adjust?

What is your current “R” score?

$$R = I \times D \times E$$



Where:

R = Sustained Results

I = Quality of Idea (%)

D = Desire or **Buy-In** of the necessary stakeholders (%)

E = Ability of the organization to Execute the improvement idea %)

© Lean Agility Inc., 2024

BUY-IN / DESIRE





In the history of the world, nobody has ever washed a rented car.

- Larry Summers



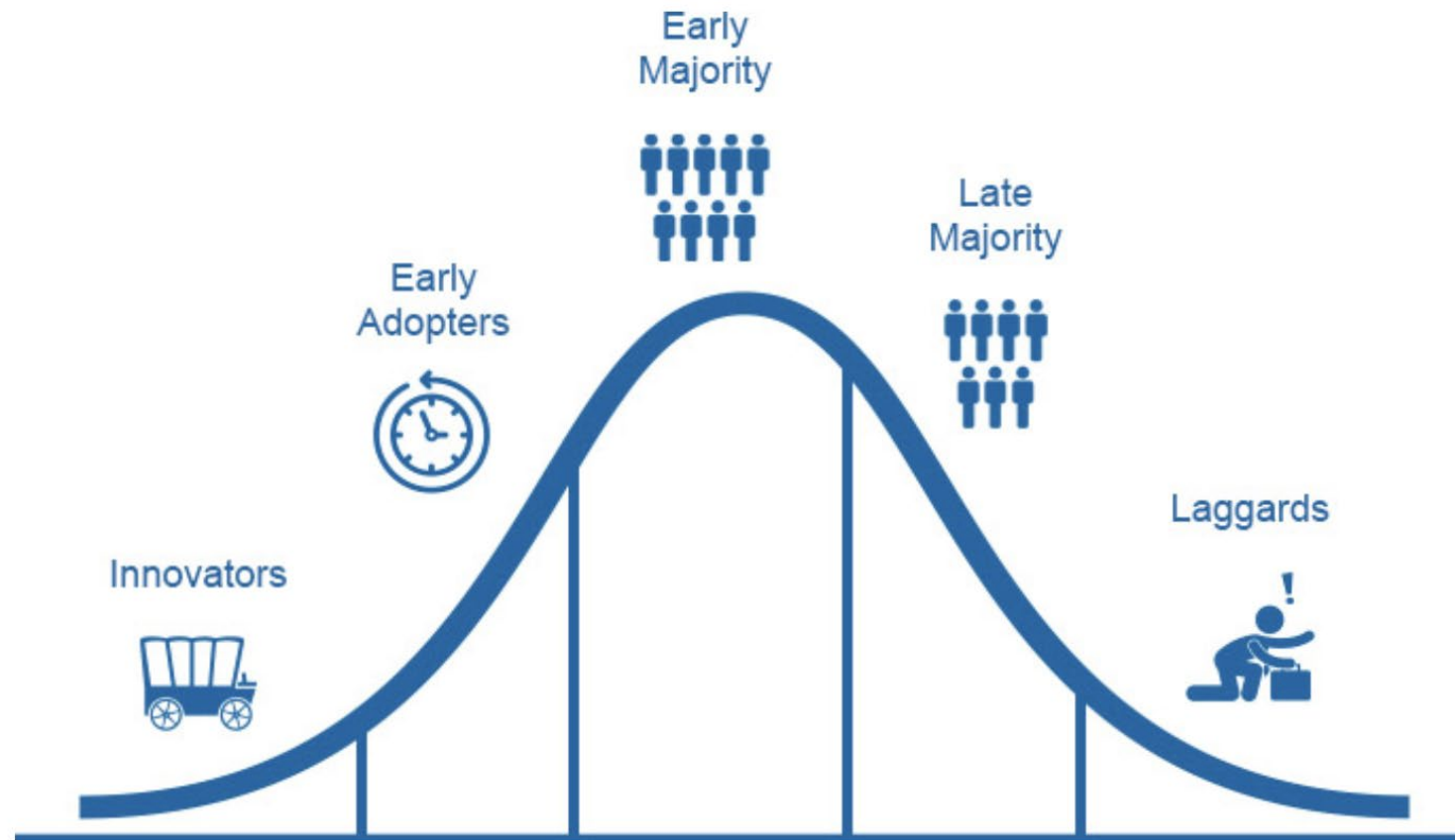


It is amazing what you can accomplish if you do not care who gets the credit.

Harry S. Truman

Nurture your “First Followers”

THE TECHNOLOGY ADOPTION CURVE



<https://akfpartners.com/growth-blog/technology-adoption-life-cycle-reach-the-right-market>

Natural Attractors



<https://vimeo.com/104422576>

Desire / Buy-In

COMMUNICATING YOUR IDEA

Getting your
idea to
stand out



Get your i

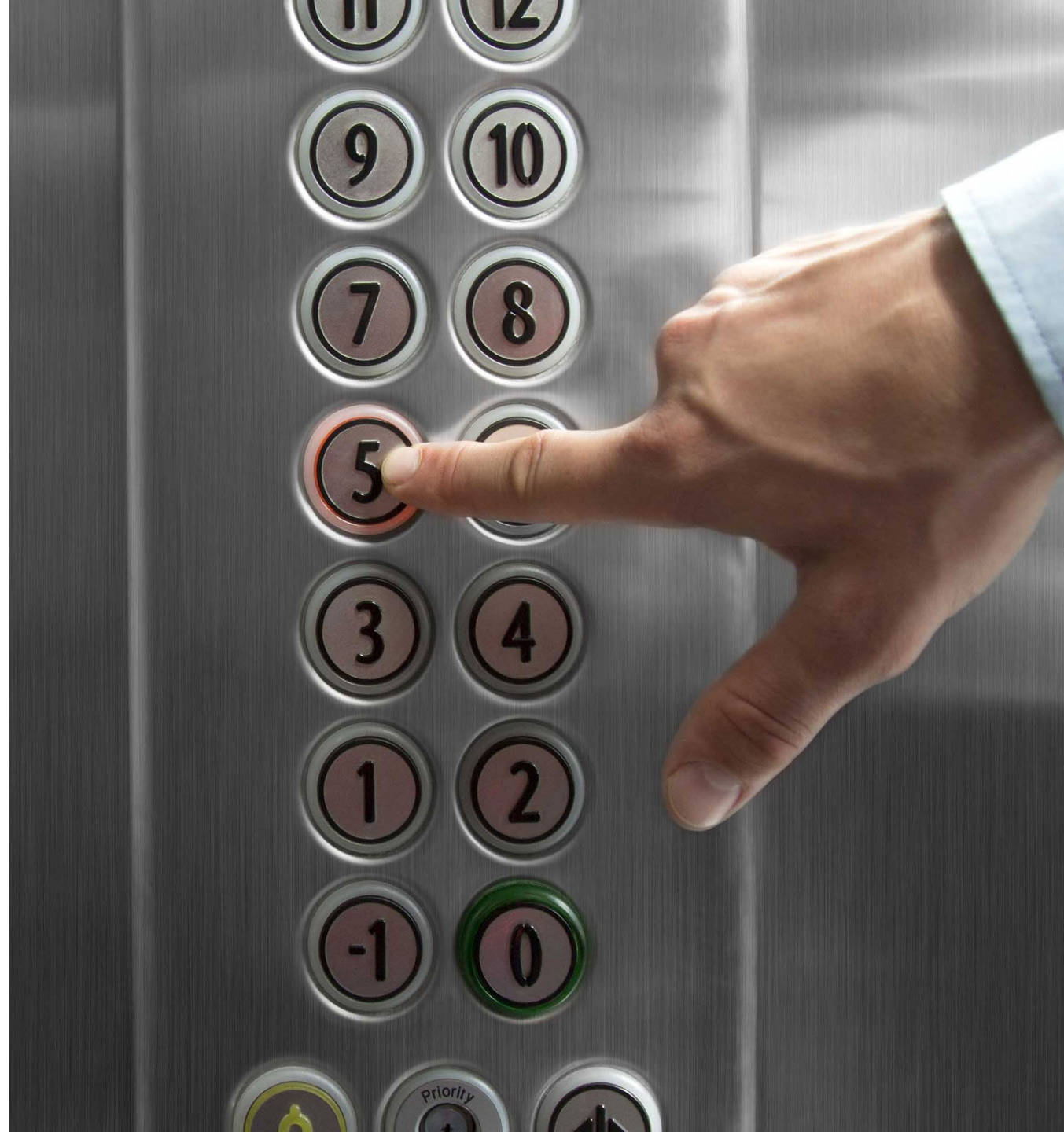
The 4 am Test:

How directly does your idea address what is keeping your stakeholders awake at night?

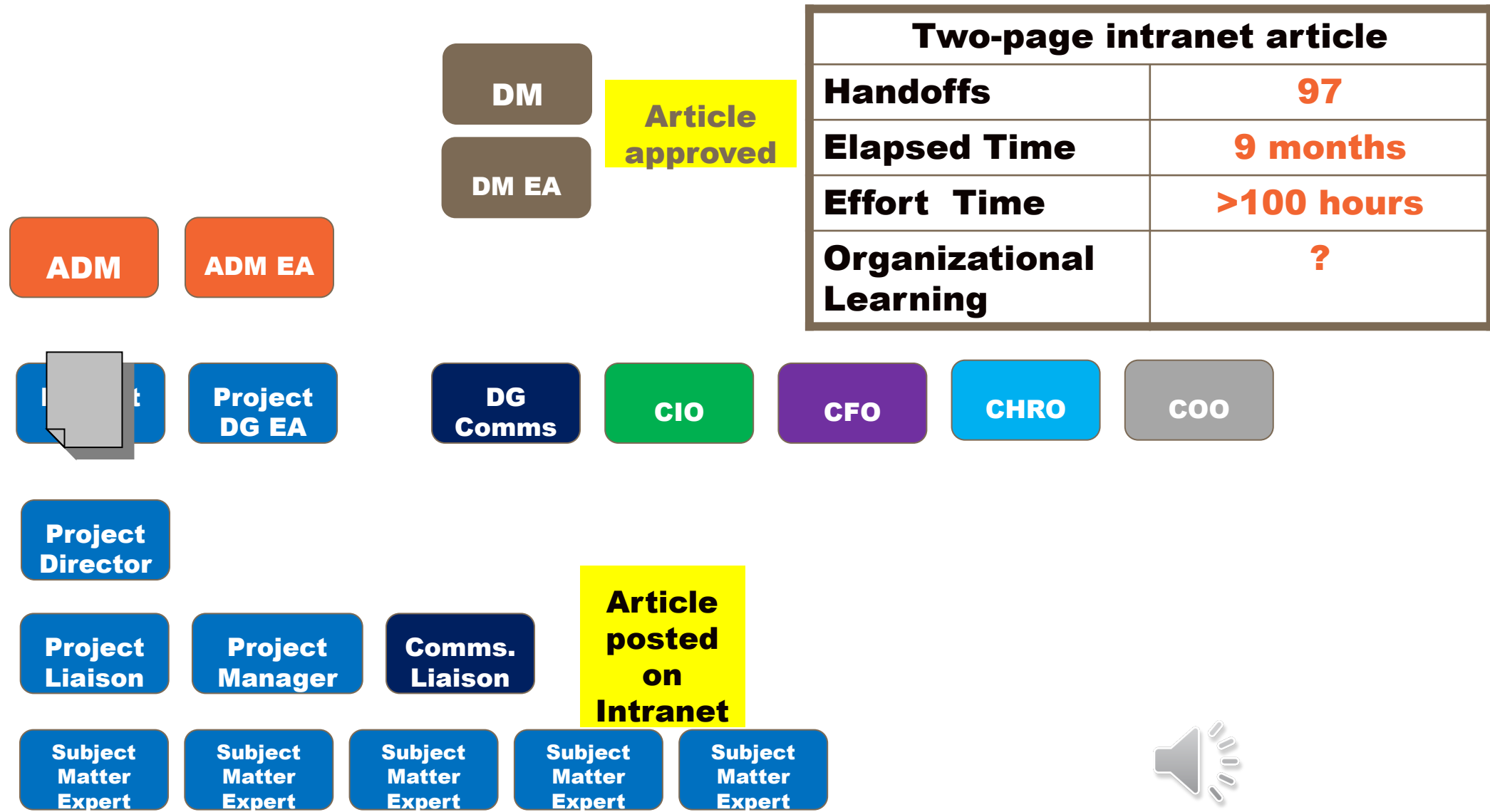


Elevator Pitch

Can you "sell" the problem in the time it takes to get from the ground floor to the 5th floor?



Creation of **Fall** project update (intranet article)

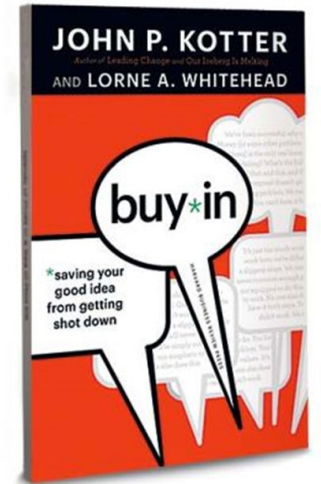


Desire / Buy-In

OBJECTIONS

How to Handle Unfounded Objections

1. Prepare – what objections might be made?
Founded or unfounded?
2. Encourage objections, create a forum
3. Short, clear, common sense replies
4. Speak to the majority, not the attacker – make it safe for the majority to follow
5. Prepare! Identify potential objections and prepare replies in advance.
6. Deal in good faith with founded objections



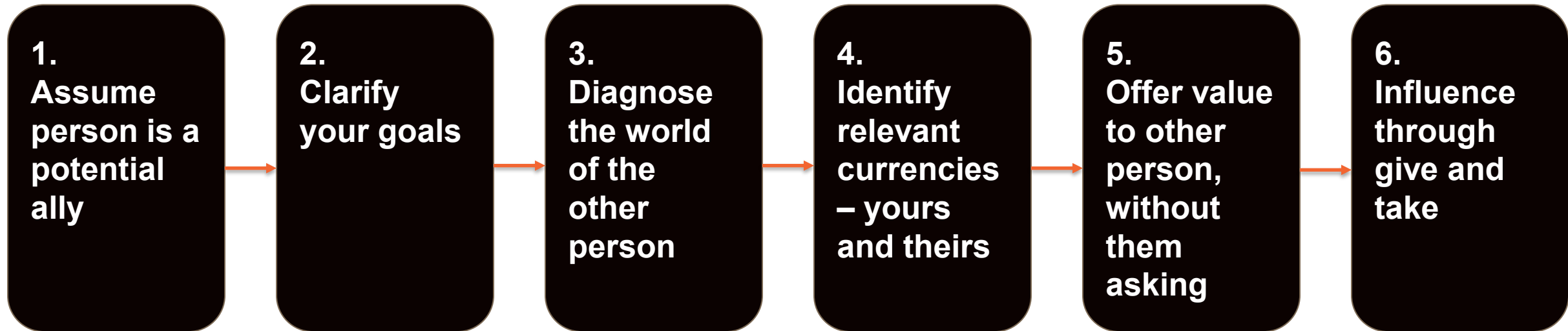
Four Types of Unfounded Objections

1. Fear-mongering
2. Death by delay
3. Confusion
4. Ridicule / character assassination

Desire / Buy-In

INFLUENCE WITHOUT AUTHORITY

Influence Without Authority Model



Cohen & Bradford

What is your “D” score?

$$R = I \times D \times E$$



Where:

R = Sustained Results

I = Quality of Idea (%)

D = Desire or **Buy-In** of the necessary stakeholders (%)

E = Ability of the organization to Execute the improvement idea (%)

© Lean Agility Inc., 2024

EXECUTION



Execution

WHERE IS THE FINISH LINE?

Finish Line Too Early

Execution

**THE RIGHT PEOPLE ENGAGED THE
RIGHT WAY**

The right team

- First Followers
- Innovators
- Doubters
- People who “get things done”
- Clients
- Middle Management

Who will you choose?
Choose, or ask for volunteers?

Middle Management

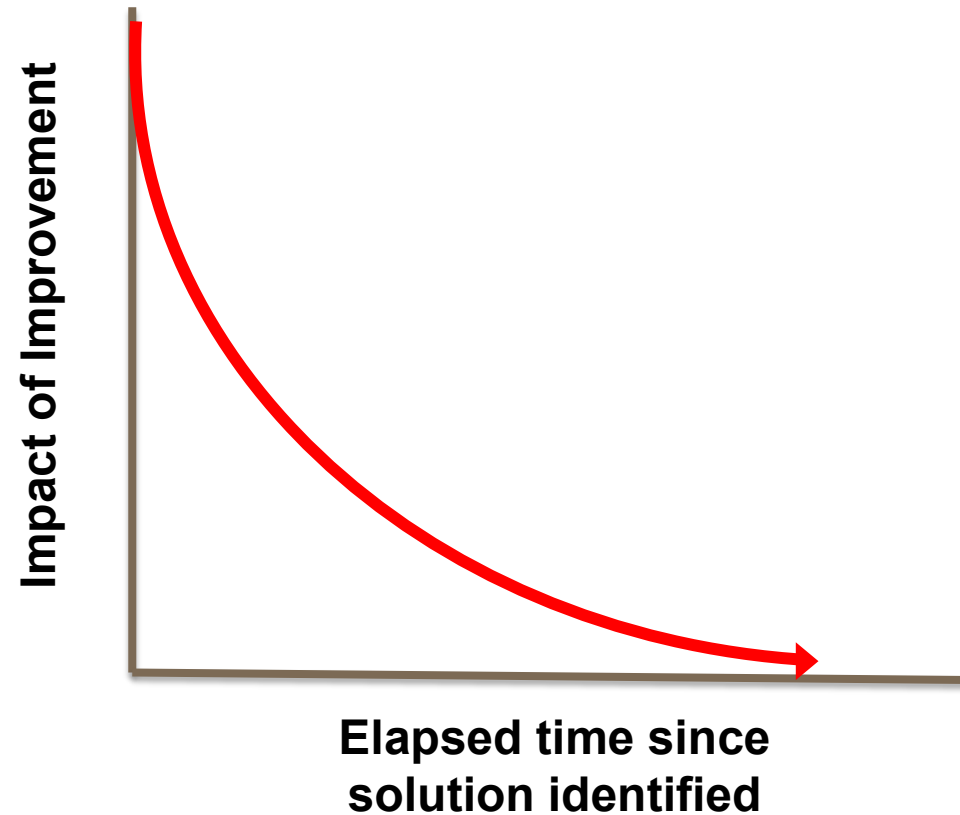


- The “forgotten” layer
- Do you focus on engaging senior management and front-line staff, and forget about middle management?
- Create ownership by middle management

Execution

SPEED AND FOCUS

The Cost of Hesitation



**Analyze carefully,
Implement swiftly**

Quick wins.

Lack of focus
= slower projects
= less likely to succeed

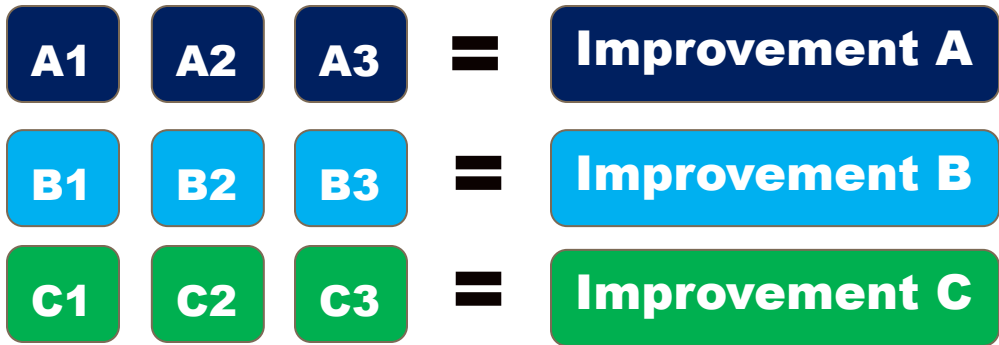
Lack of Focus: Cost of Context Switching

# simultaneous projects	% of time available for each project	% time lost to context switching	Hours per week lost (per person)
1	100%	0%	0 hours
2	40%	20%	6 hours
3	20%	40%	12 hours
4	10%	60%	18 hours
5	5%	75%	22.5 hours

What problems are likely to happen to a project that takes 12 months to finish

VS.

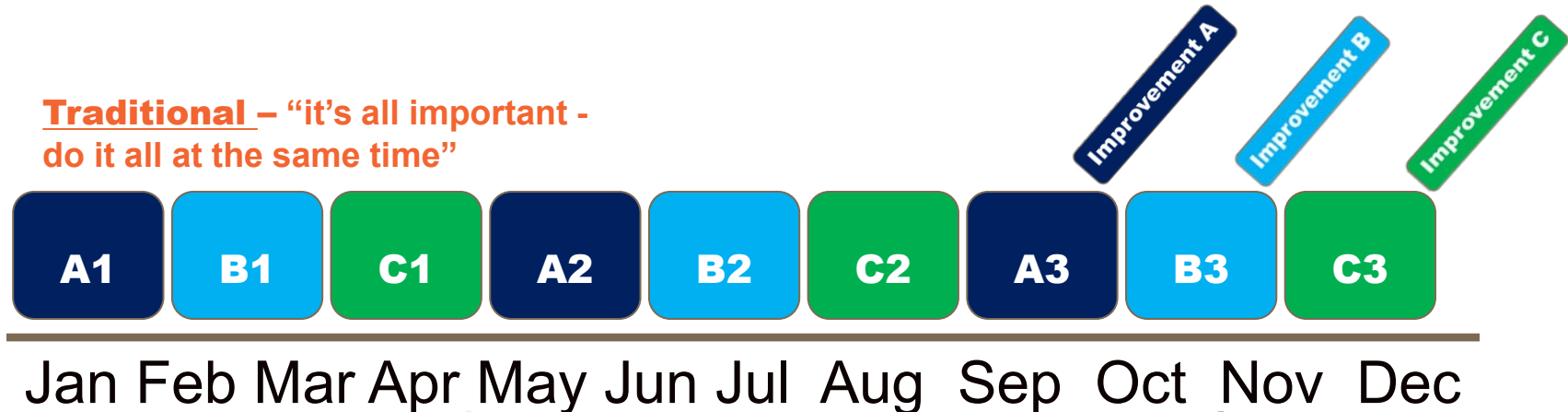
the same project that takes 12 focused days to finish?



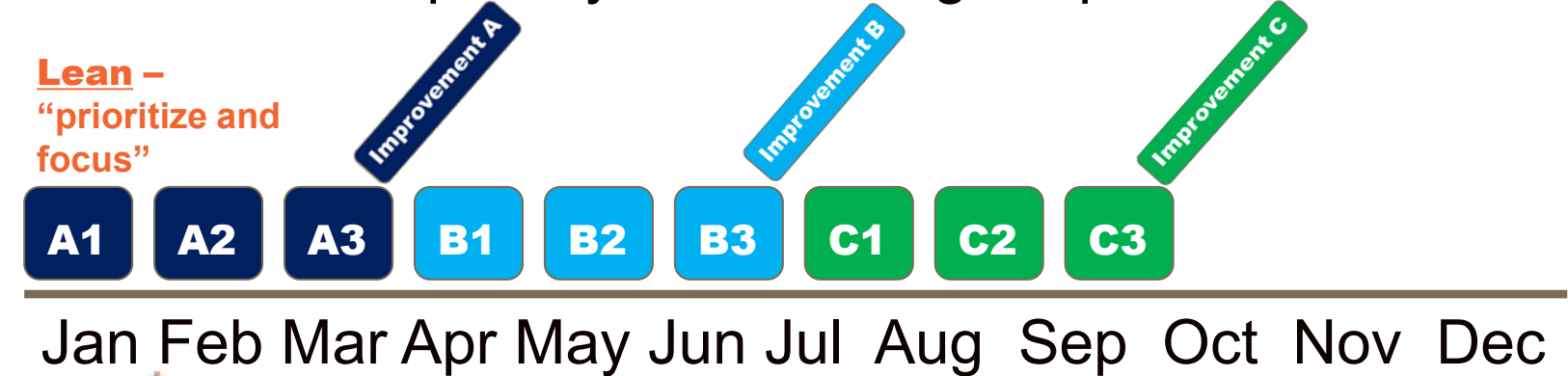
Lean Approach:

- Less “context switching”
- faster
- less effort
- less rework

Traditional – “it’s all important - do it all at the same time”



Lean – “prioritize and focus”



Create one sticky note per task

CREATE A HIRING PROJECT PLAN TEMPLATE

FINISH LINE: As a HIRING MANAGER, I know all of the steps in staffing my vacancy, when they will occur, what my role is, how much time I have to do my part, and when to expect my hire to start the job.

Lead: JASON

Assigned: Oct. 29

Work Breakdown – Bite Size Tasks

	10	9	8	7	6	5	4	3	2	1
Impact = 21 Effort = 5 CREATE A STAFFING PROJECT PLAN TEMPLATE <i>As a HIRING MANAGER, I need to know all of the steps in staffing my vacancies, when they will occur, what my role is, how much time I have to do my part, and when to expect my hire to start the job.</i> Lead: JASON Assigned: Oct. 15, 2014	60 day review 1 hour Name: Date:	Go live across entire org 10 hours Name: Date:	Communicate template 3 hours Name: Date:	Adjust template 2 hours Name: Date:	Verify experiment results 2 hours Name: Date:	Run experiment for 10 files 5 hours Name: Date:	Adjust template 2 hours Name: Date:	Discuss template with Project team, Hiring Manager and HR Advisors suggest adjustments 1 hour Name: Date:	Design prototype template 2 hours Name: Date:	Confirm specific issues to be solved by template with Hiring Managers and HR Advisors in a focus group 2 hours Name: Date:

Total: 30 hours of effort
Classify by group

- Break down the initiative into the steps that you will need to implement.
- Estimate effort required for each step
- Calculate total effort required

Visual Project Plan / Kanban Board

	To Do	Doing	Waiting (internal)	Waiting (external)	Done!
Major Experiments					
Quick Wins					
	Team Availability 	Experiment A3's 	Since Last Meeting WWW: WDW: WDD:		Notes

Execution

ATOMIC HABITS

Make New Habits Stick – Atomic Habits

1. Make the new way OBVIOUS
2. Make the new way ATTRACTIVE
3. Make the new way EASY
4. Make the new way SATISFYING

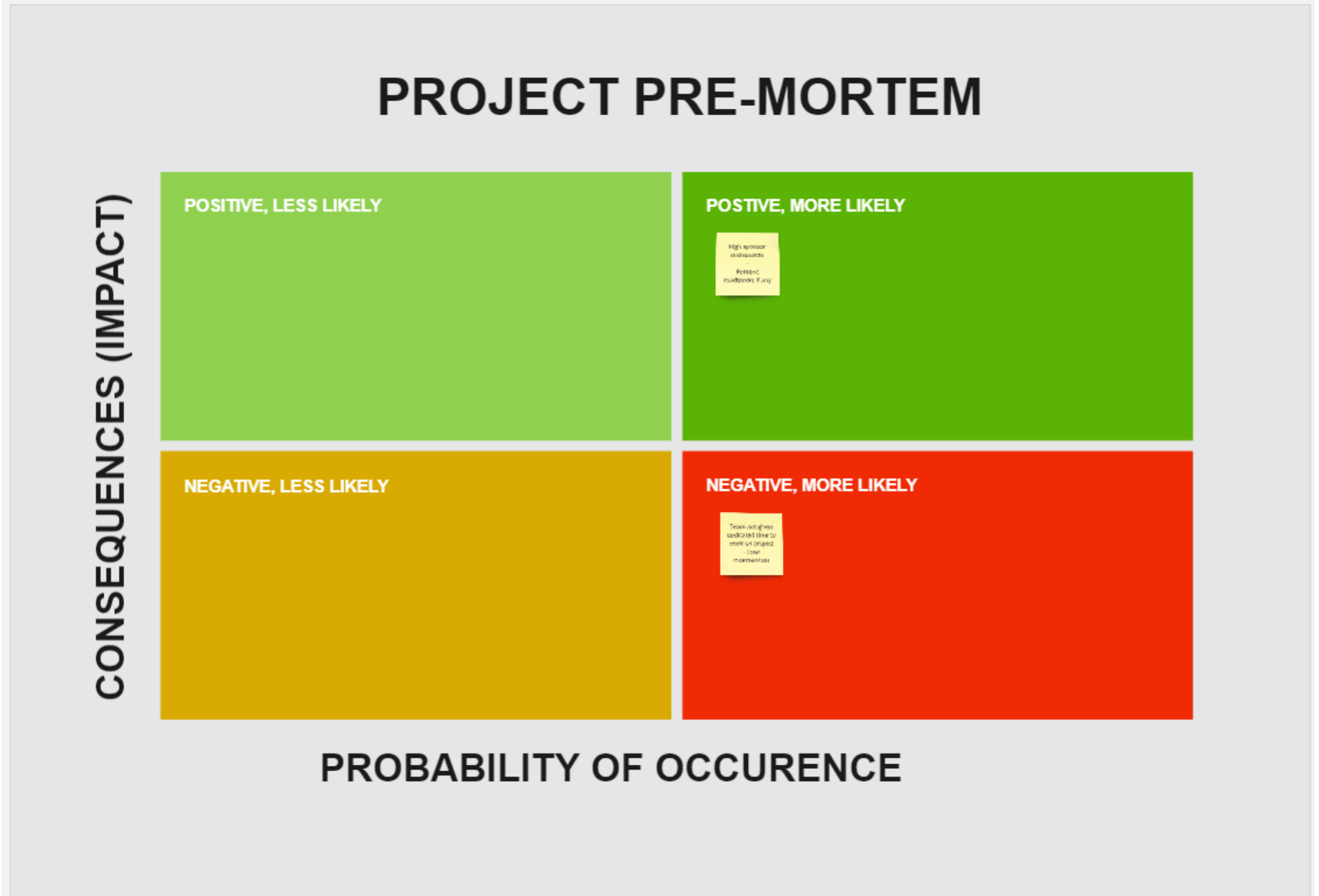
<https://jamesclear.com/atomic-habits-summary>

Execution

PRE-MORTEM

Pre-Mortem

Pre-Mortem



What is your “E” score?

$$R = I \times D \times E$$



Where:

R = Sustained Results

I = Quality of Idea (%)

D = Desire or **Buy-In** of the necessary stakeholders (%)

E = Ability of the organization to Execute the improvement idea (%)

© Lean Agility Inc., 2024

WRAP-UP

What is your current “R” score?

$$R = I \times D \times E$$



Where:

R = Sustained Results

I = Quality of Idea (%)

D = Desire or **Buy-In** of the necessary stakeholders (%)

E = Ability of the organization to Execute the improvement idea (%)

© Lean Agility Inc., 2024

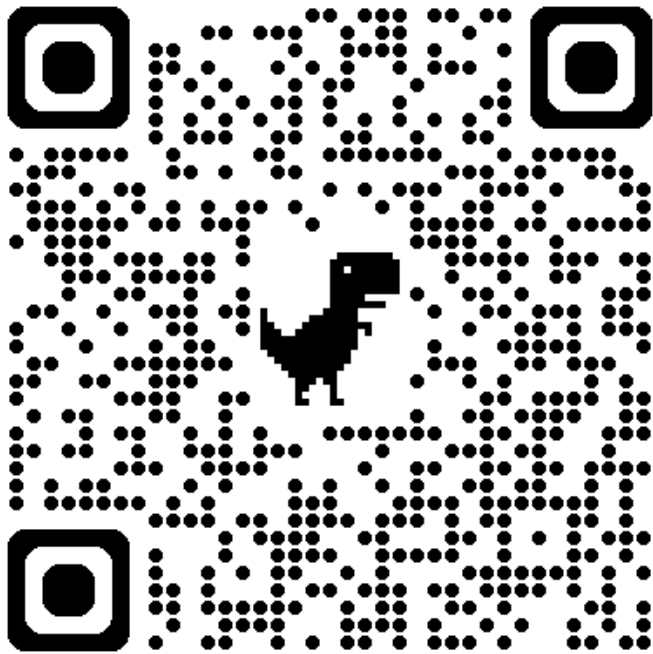
Three things you can do next

1. Review the notes you took today; identify the specific gaps in your “D” and “E” scores.
2. Close the gaps.
3. Apply these learnings to your next initiative – build them into your routines.

Results, Not Resistance:

Building Buy-In and Execution in your Change Initiatives

<https://leanagility.com/en/results-not-resistance>



Lean Government training,
coaching, consulting
leanagility.com

613 266 4653 or craig@leanagility.com

<https://www.linkedin.com/in/craigselestowski/>