

COLLECTIVE
WISDOM INC

None of us is as smart as all of us.

The HST Model for Change

Robert Brown, PhD

Author of *The People Side of Lean Thinking*
and *The HST Model for Change*

Change management is the
collision of thoughtful
planning and unintended
consequences.

Popular Change Models

Everett Rogers:

- Knowledge
- Persuasion
- Decision
- Implementation
- Confirmation

Popular Change Models

John Kotter

1. Urgency
2. Guiding coalition
3. Vision
4. Volunteer army
5. Remove barriers
6. Short term wins
7. Sustain acceleration
8. Institute change

Popular Change Models

ADKAR

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

70

Most Cited Issues

- People don't like change
- Poor leadership
- Lack of buy-in

What to do?

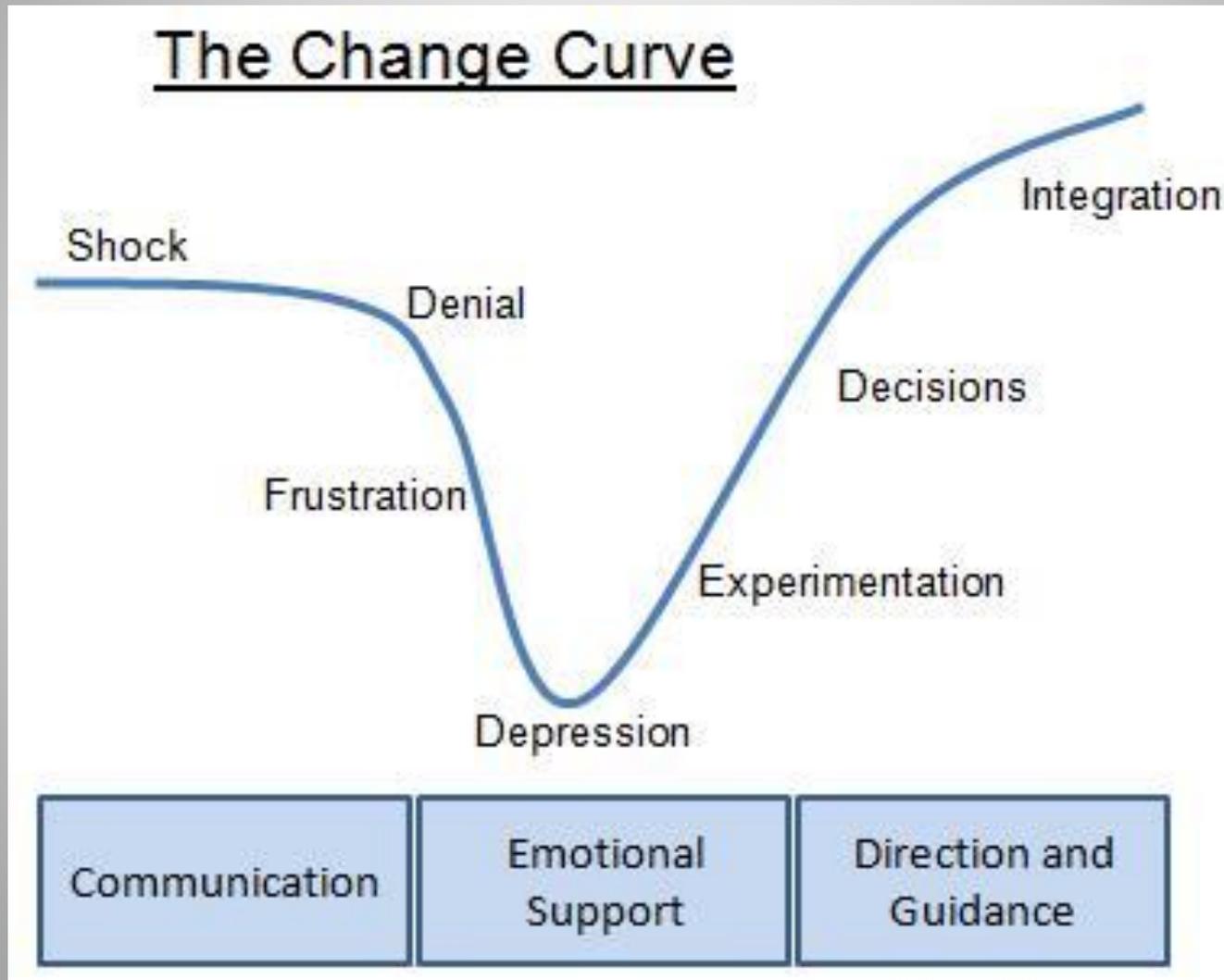
People don't like change

Forget about it

Emotions of Change

- Sense of loss
- Anger
- Frustration
- Helplessness
- Anxiety
- Fear

You Gotta Be Kidding!



Emotions of Change

- Inclusion
- Comfort
- Excitement

What to do?

Poor leadership

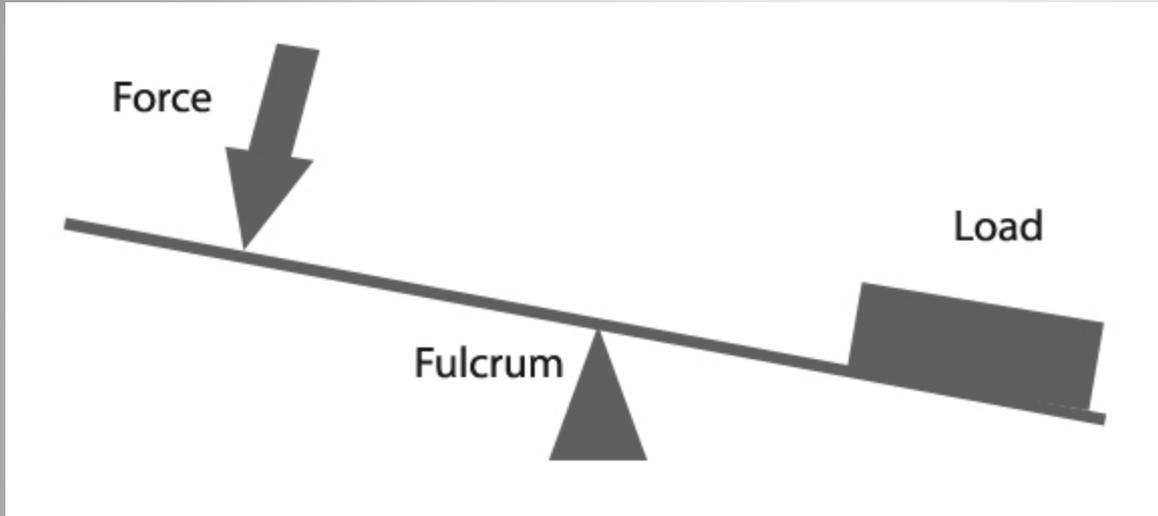
Enable leaders to effectively
lead change

What to do?

Lack of buy-in

Ensure employee buy-in

A Fulcrum



A thing that plays a central or essential role in an activity, event or situation

The Fulcrum

NEED

Verb Require (something) because it is essential or very important

Noun Circumstances in which something is necessary or that require some course of action; necessity

The Difference

We need to go to the store and buy a loaf of bread.

Breakfast was two hours ago and I'm starving.

Need = Gap

Between where you are now and a
related place

HST Two Essentials

1. The Change must make logical and emotional sense *from beginning to end* to everyone involved.

Wendy's Story



HST Two Essentials

2. The change must be guided though **teams** and **leaders**.

Teams

- Mutual goal
- In it together
- Peer accountability

Leaders

- Make logical and emotional sense of the change
- Lead teams
- Ensure sustainability

How Do We Do The Two Essentials?

Harness the Speed of Thought



Harnessing the Speed of Thought®

1. Identify the Issue
2. Define the Goal
3. List Hurdles
4. List Possible Solutions
5. Choose Best Solution

HST

Issue	How to spend more quality time together (Gap is amount of time)
Goal	Longer time together that pleases everyone
Hurdles	1 week, \$700, pool, good food
P. Sol.	S.F., P.S., S.D., Day trips, Cruise
Sol.	Cruise to Ensenada

The Goal

Every change in every part of the organization must make logical and emotional sense to every employee.

Making Logical and Emotional Sense

1. Identify the Issue (GAP)
2. Define the Goal
3. List Hurdles
4. List Possible Solutions
5. Choose Best Solution

Balanced Lean Thinking

7 Production Wastes

1. Transportation
2. Inventory
3. Movement
4. Waiting
5. Over-production
6. Over-processing
7. Defects



7 People Assets

1. Teams
2. Leaders
3. Communication
4. Problem solving
5. Engagement
6. Rewards
7. Knowledge

Additional Support

Communication

Feedback

Stories

Additional Support

Emotional Engagement

Melding organization and personal missions

Sincere appreciation

Additional Support

Reward

For effort

Team based

Additional Support

Knowledge

Of successes and failures

Problem/~~Solution~~

Changing Change Management

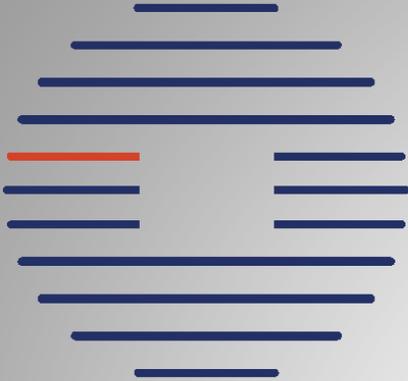
1. Identify the Issue (GAP)
2. Define the Goal
3. List Hurdles
4. List Possible Solutions
5. Choose Best Solution

If the change doesn't clearly make better logical and emotional sense, maybe the change should not be made.

Questions?

Comments?

Concerns?



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Thank You

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Reference:

amazon.com pre-order only

