The HST Model for Change

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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
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!

The Change Curve

- Shock
- Denial
- Frustration
- Depression
- Experimentation
- Decisions
- Integration

Communication
Emotional Support
Direction and Guidance

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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
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.
2. The change must be guided through 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?
Thank You

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Reference:

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