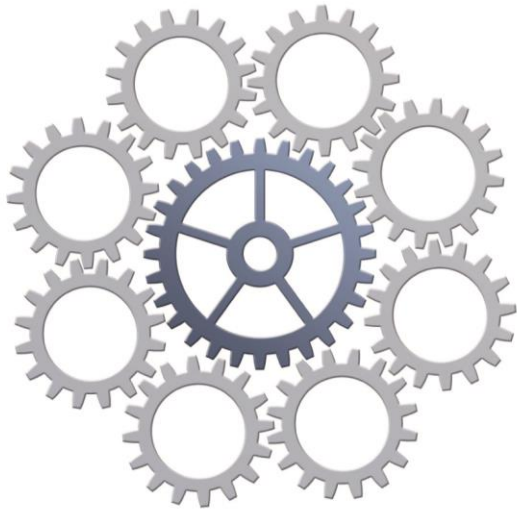


LEADING SUCCESSFUL CHANGE



*Leading Successful Change:
8 Keys to Making Change Work*
by Gregory P. Shea, PhD,
and Cassie A. Solomon



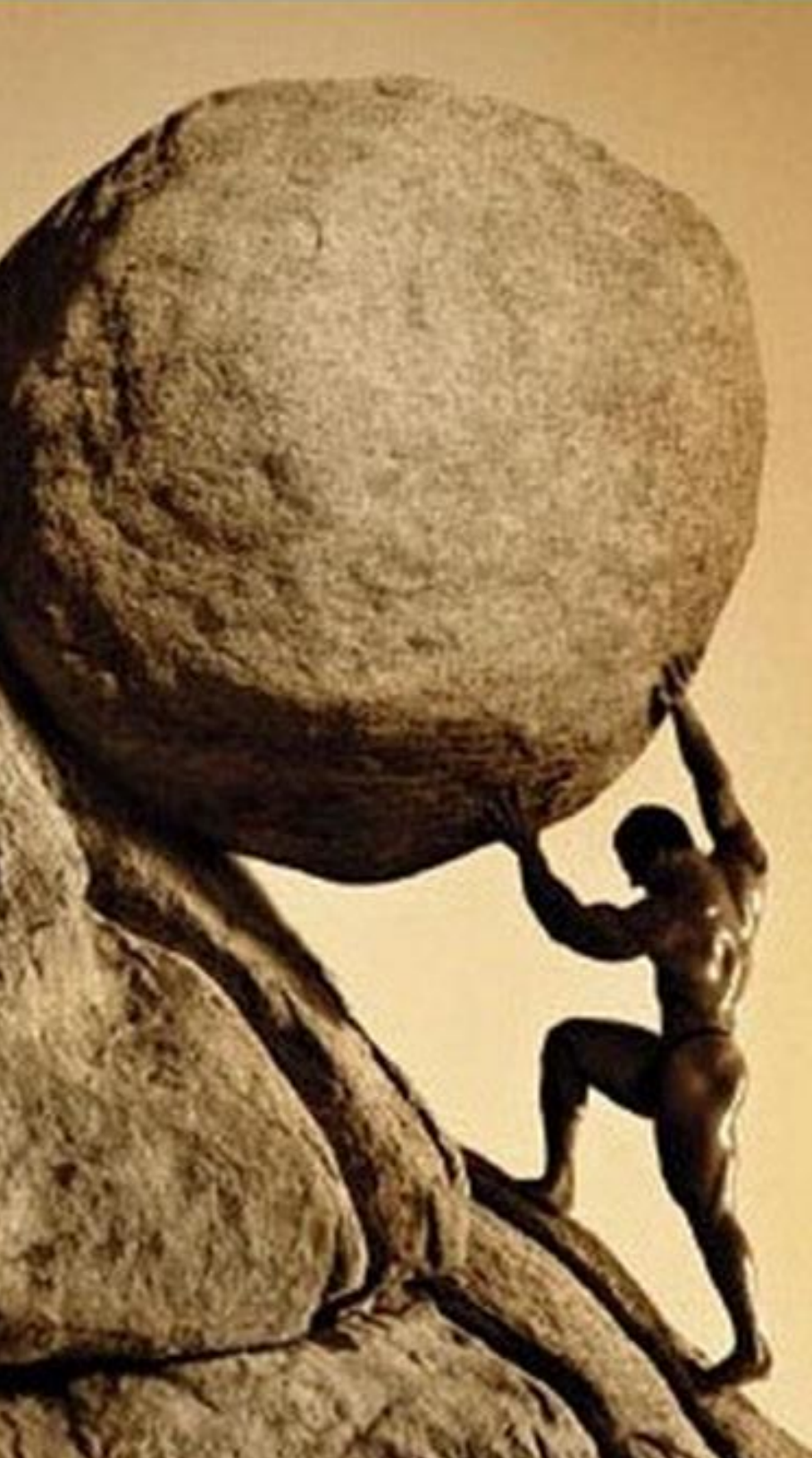
Presentation by
Cassie Solomon

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www.RACISolutions.com

September 12, 2018

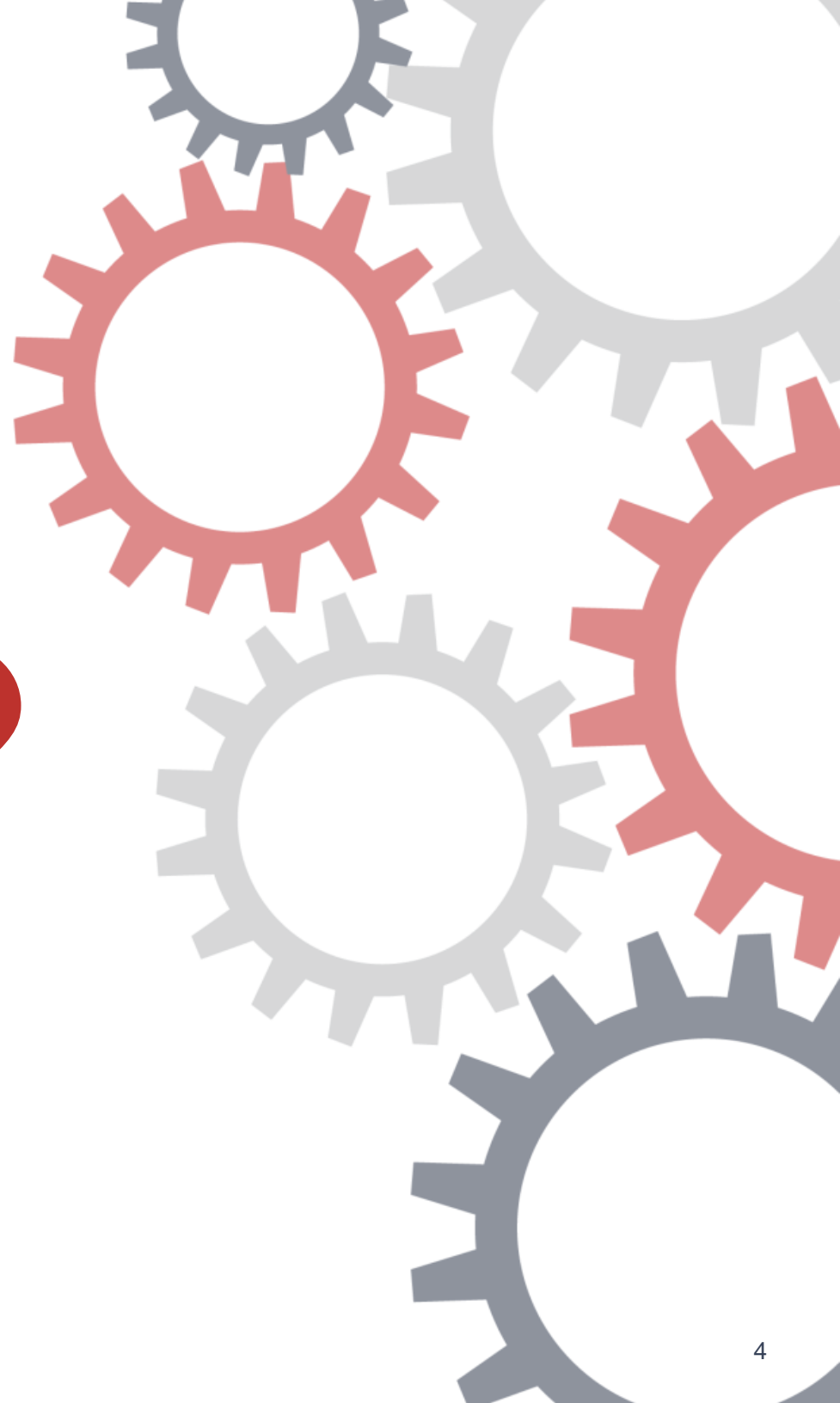
FAR CHANGE CHALLENGES









MY GOALS FOR TODAY'S TALE K

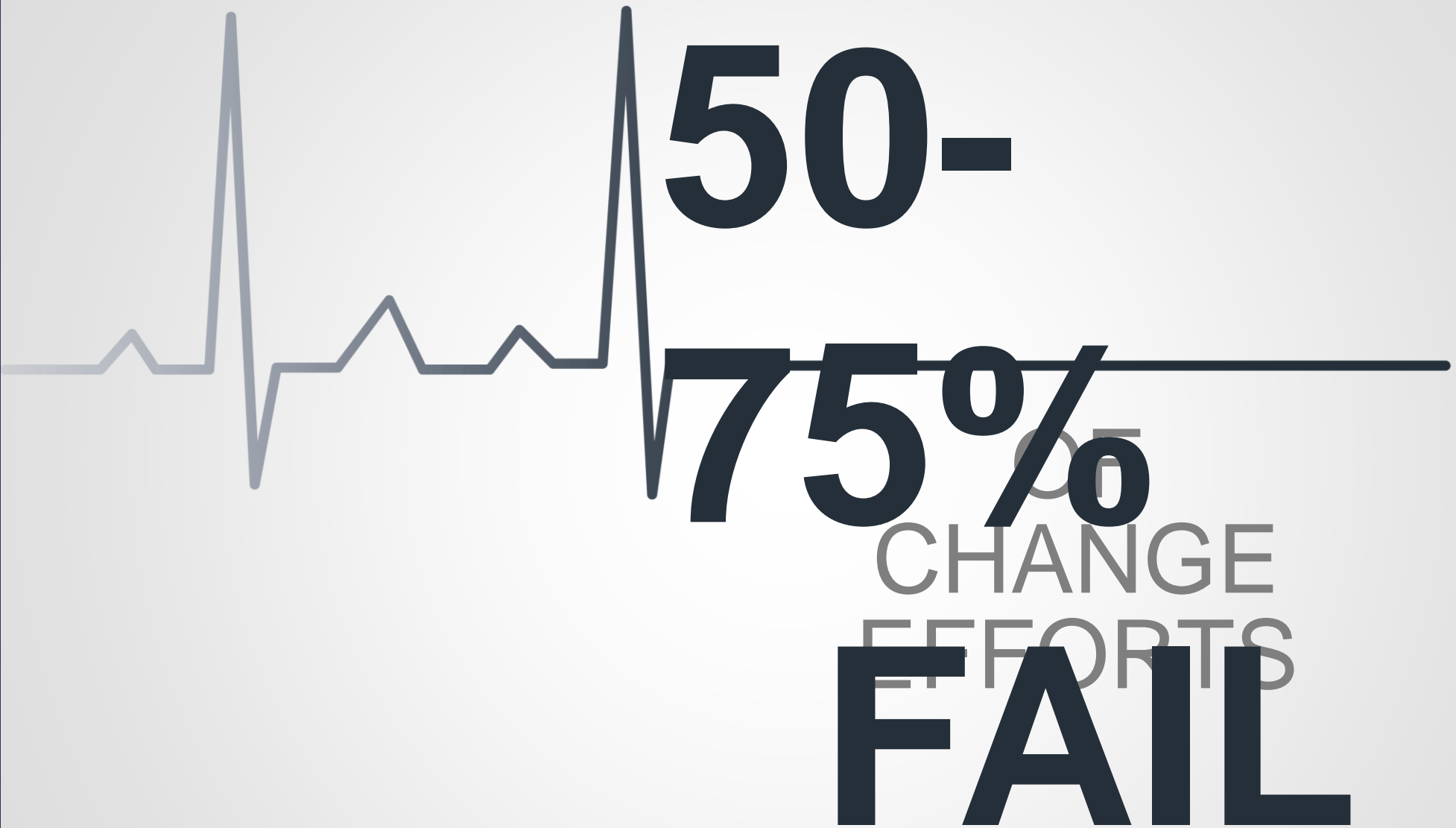
WHY?



The Fourth Industrial Revolution

REVOLUTION	YEAR	INFORMATION
1 	1784	Steam, water, mechanical production equipment
2 	1870	Division of labour, electricity, mass production
3 	1969	Electronics, IT, automated production
4 	?	Cyber-physical systems

Source: World Economic Forum



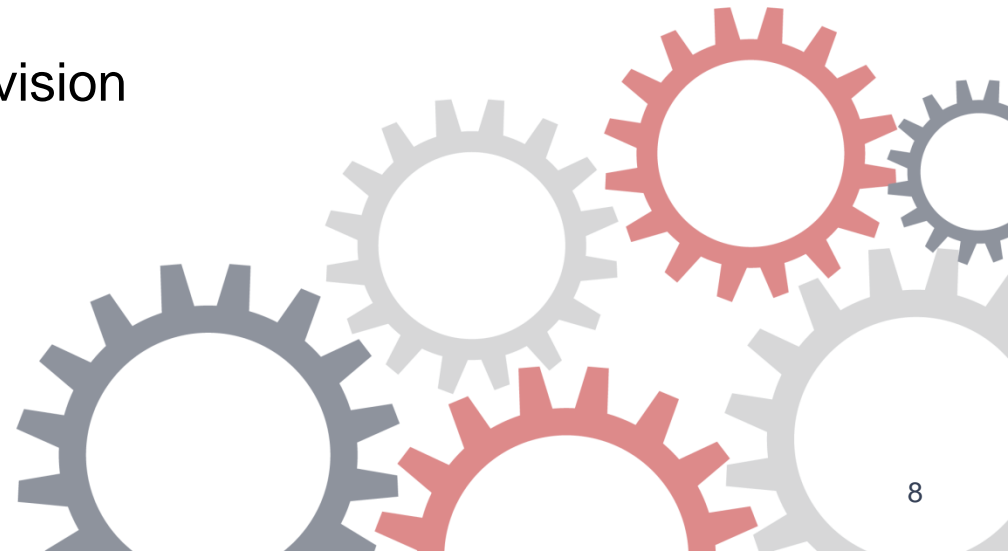


THE MOTIVATIONAL THEORY OF CHANGE

ALL CHANGE IS BEHAVIORAL

ANTHROPOLOGY TEACHES US SEVERAL IMPORTANT THINGS:

1. Culture is actually made up of **concrete, observable behaviors**.
 2. A powerful vision is behavioral.
- Behavior is most easily defined as things that you can actually **see, hear or describe**.
 - This is why stories are important..
 - Most **plans are not visions**, because a vision is behavioral.





90

DON'T MAKE THE CHANGE

%




PEOPL E ADAPT



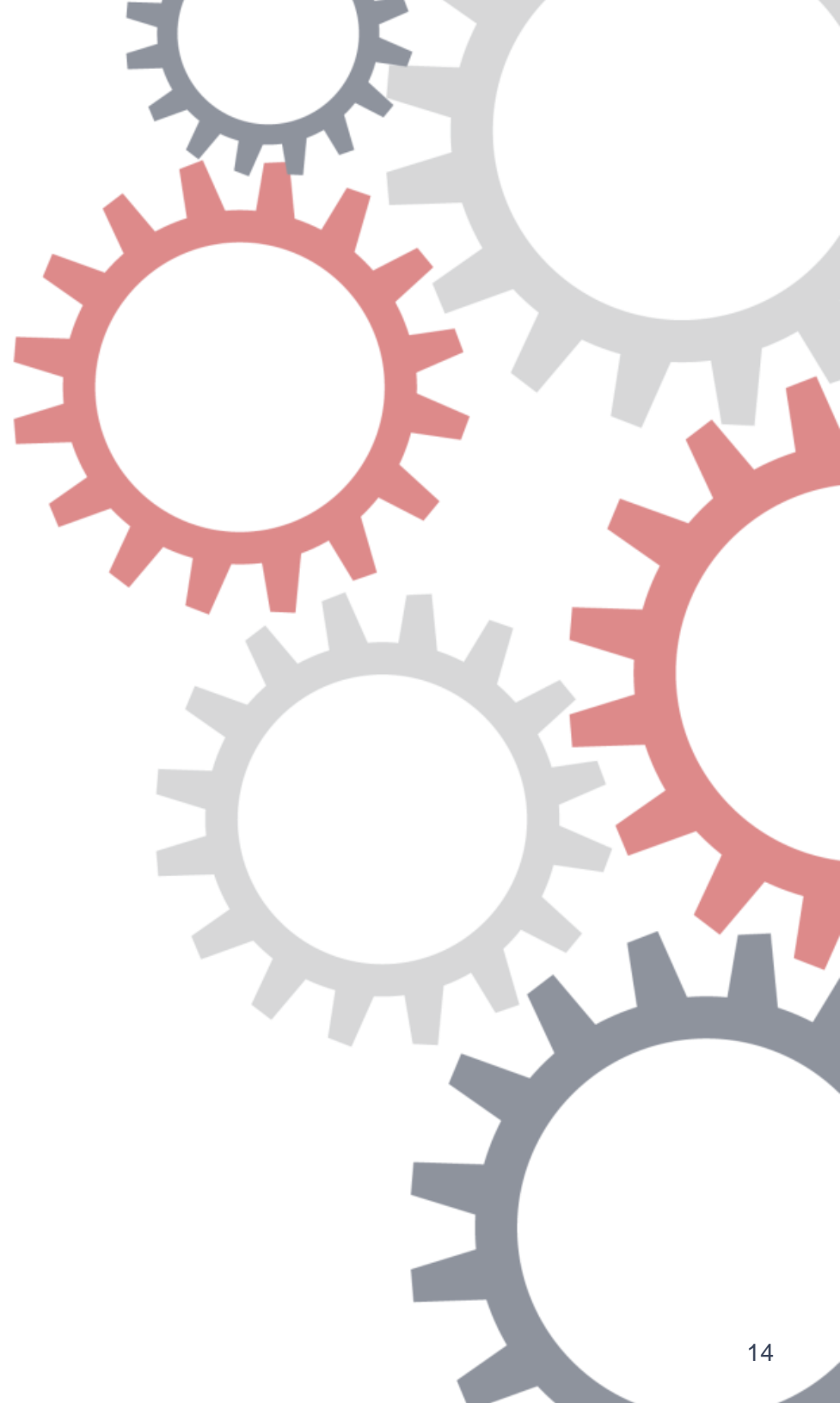
A full-page background image of a desert at sunset. The sky is filled with orange and yellow clouds, and the sun is a bright circle on the horizon. In the foreground, there are rolling sand dunes. A small caravan of two camels with riders and a person walking is visible in the distance.

PEOPLE ADAPT...

A tall, slender communication tower stands prominently on a grassy hill. The tower is covered in various antennas and equipment. A paved path leads up the hill towards the tower. The background shows rolling hills and a clear blue sky. The text "PAY ATTENTION TO THE SIGNAL TO NOISE RATIO" is overlaid in large, bold, white letters with black outlines, positioned across the lower half of the image.

**PAY ATTENTION TO THE
SIGNAL TO NOISE RATIO**

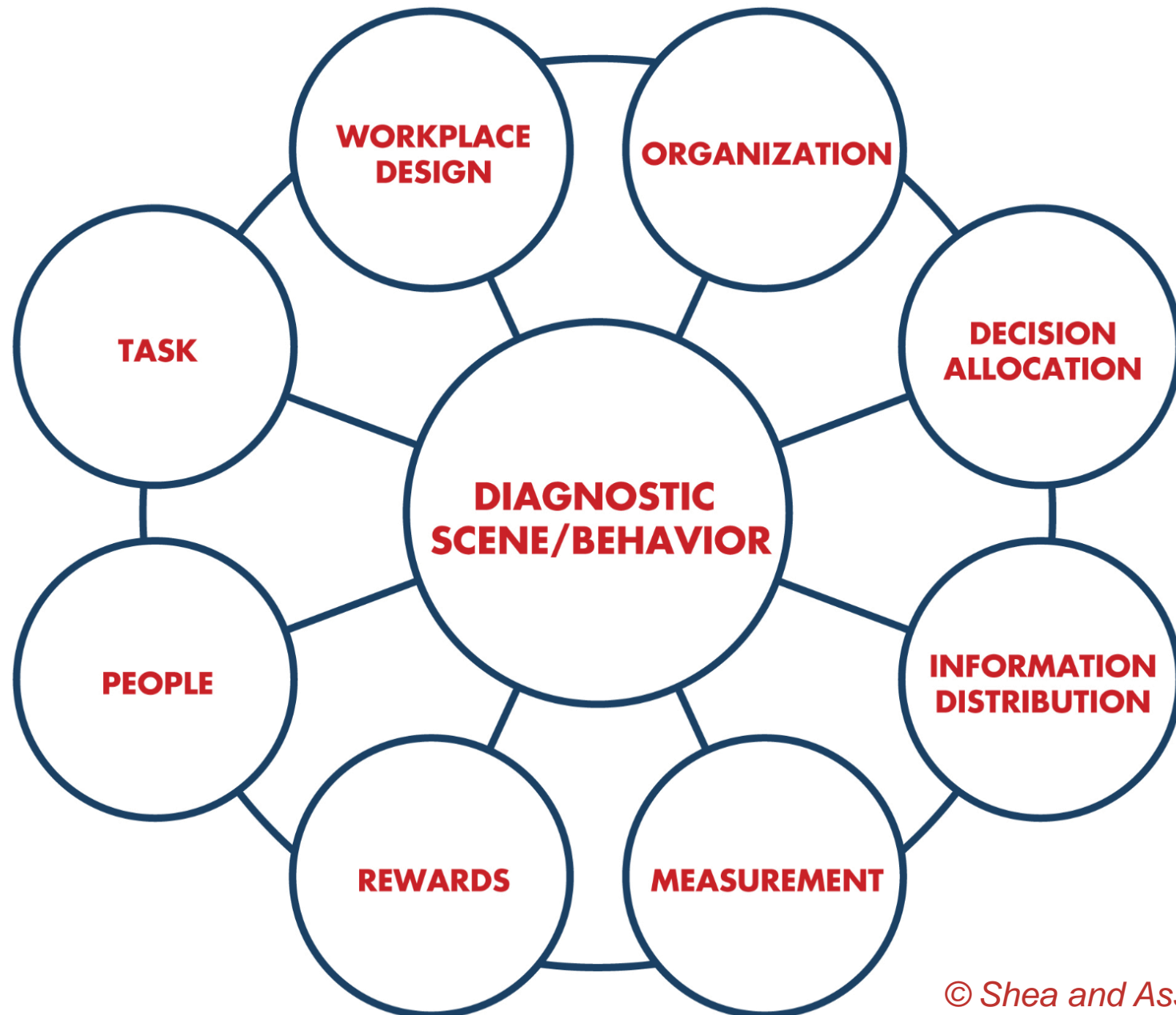
WHAT ?



WHAT ARE THE **8** LEVERS OF CHANGE



THE WORK SYSTEMS MODEL



© Shea and Associates

PEOPLE





WORKPLACE DESIGN



TASK

MEASUREMENT



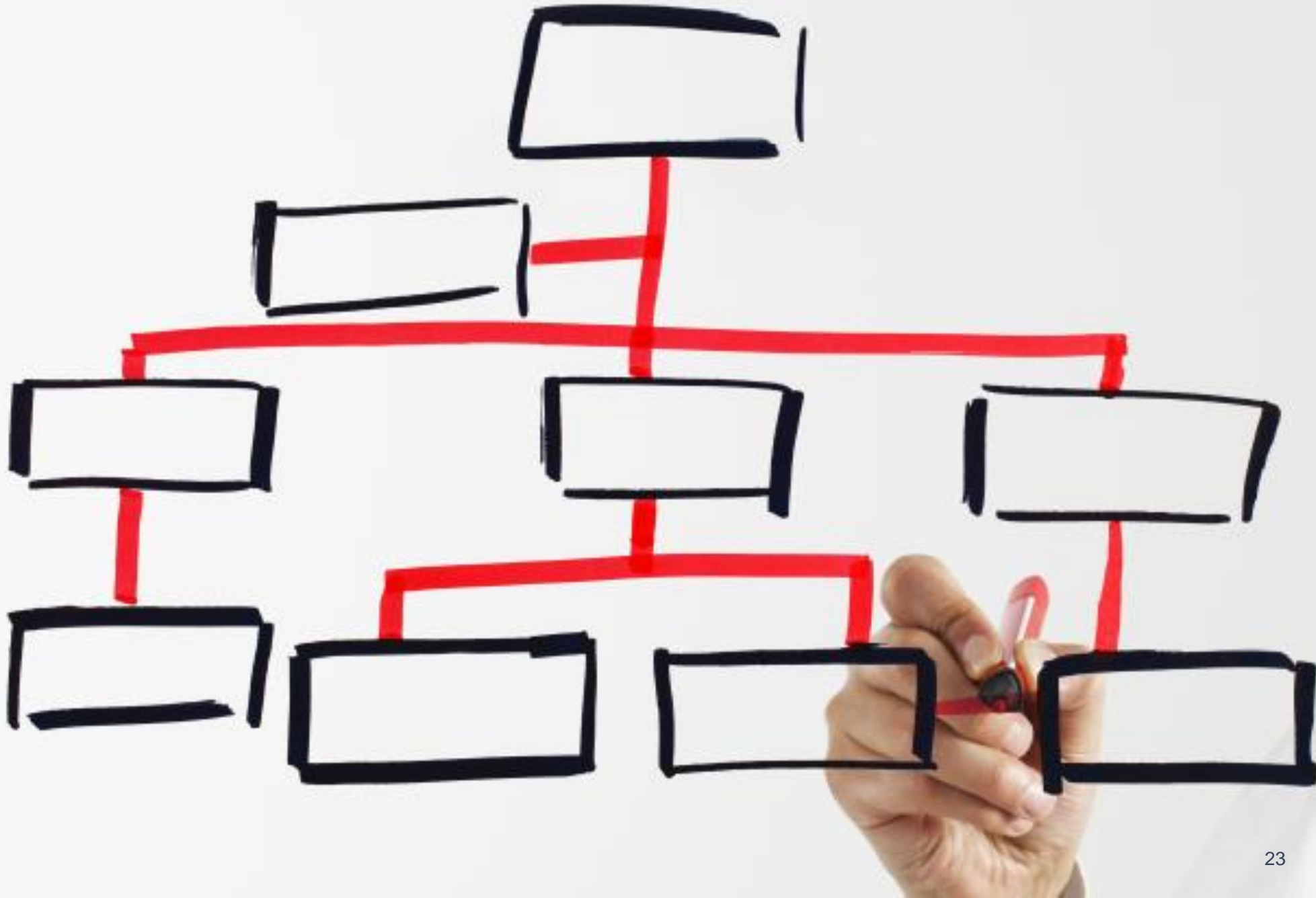
INFORMATION DISTRIBUTION



REWARDS



ORGANIZATION



DECISION-MAKING



RACI CODES DEFINED



Responsibility

The individual(s) who actually completes the task, the action/implementation. Responsibility can be shared.



Authorize or Accountable

The individual who ultimately has authority. Includes yes or no authority and veto power.



Consult

The individual(s) or group(s) to be consulted prior to a final decision or action.



Inform

The individual(s) or group(s) who needs to be informed after a decision or action is taken.

ANALYZING YOUR RACI CHART

New Product Training

<div>Decisions/Activities</div> <div>Roles/Participants</div>	Project Manager	Trainer	Sales Director	Engineer	Sales Team
1.Determine Training Budget	R	C	A		
2.Organize Product Demo	R	I	A	C	
3.Develop Training Materials	A	R	A	A	
4.Approve Final Course	R	I	R	R	
5.Announce Training Schedule	C	I	A		I
6.Deliver Training	A	R	C		I



BEST PRACTICE #1

Limit the number of “A”s for an activity.

io	R	I	C	C
aterials	C	R	A	C
	D	I	D	D

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Groups Can Have Roles Too

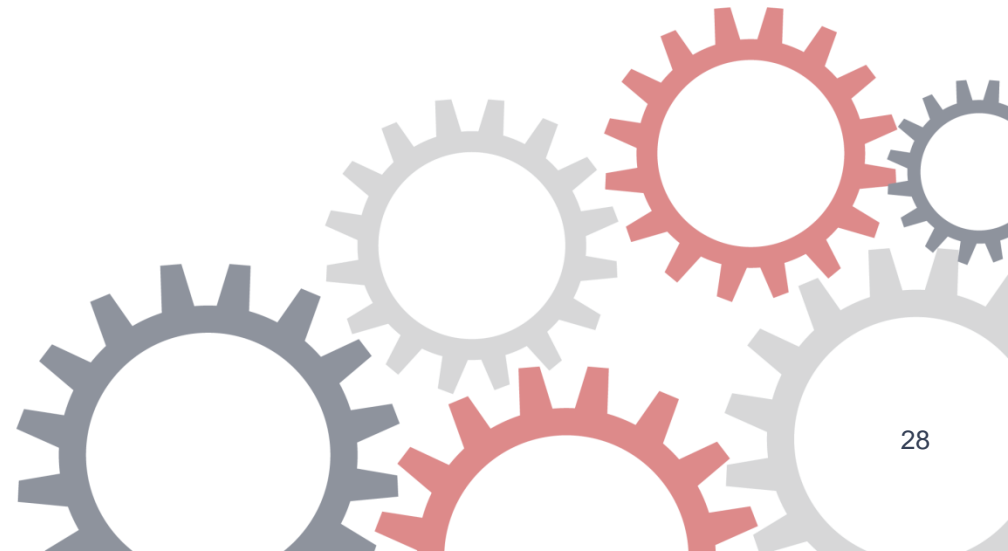
It's important to clarify roles because everyone on your project team has one whether they know it or not.

R Doing work or making recommendations.

A Approving or vetoing a proposal.

C Giving advice or consultation BEFORE a decision is made, while a plan is being formulated.

I Getting or sharing information.



CHANGE
AT LEAST



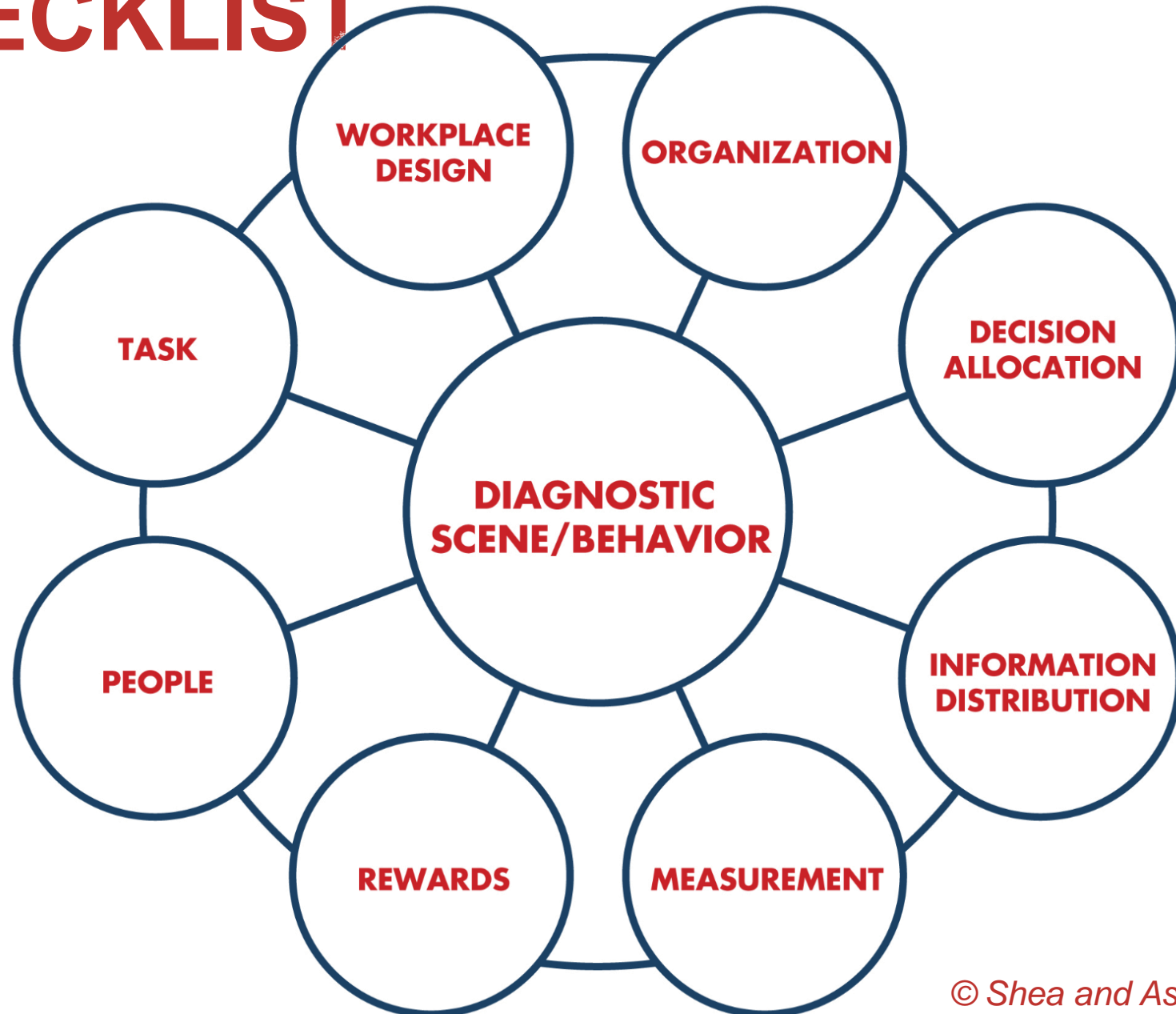
OF THE
EIGHT
LEVERS



CREATE A COHERENT CHANGE MESSAGE

Pablo Picasso
The Oil Mill (Moulin à huile)

USE THE 8 LEVERS AS A CHECKLIST





STEP 8: **DEMONSTRATE**

CREATE A
DEMONSTRATION
PROJECT FOR
THE NEW DESIGN
IF NECESSARY



STEP 9: **COMMUNICATE**

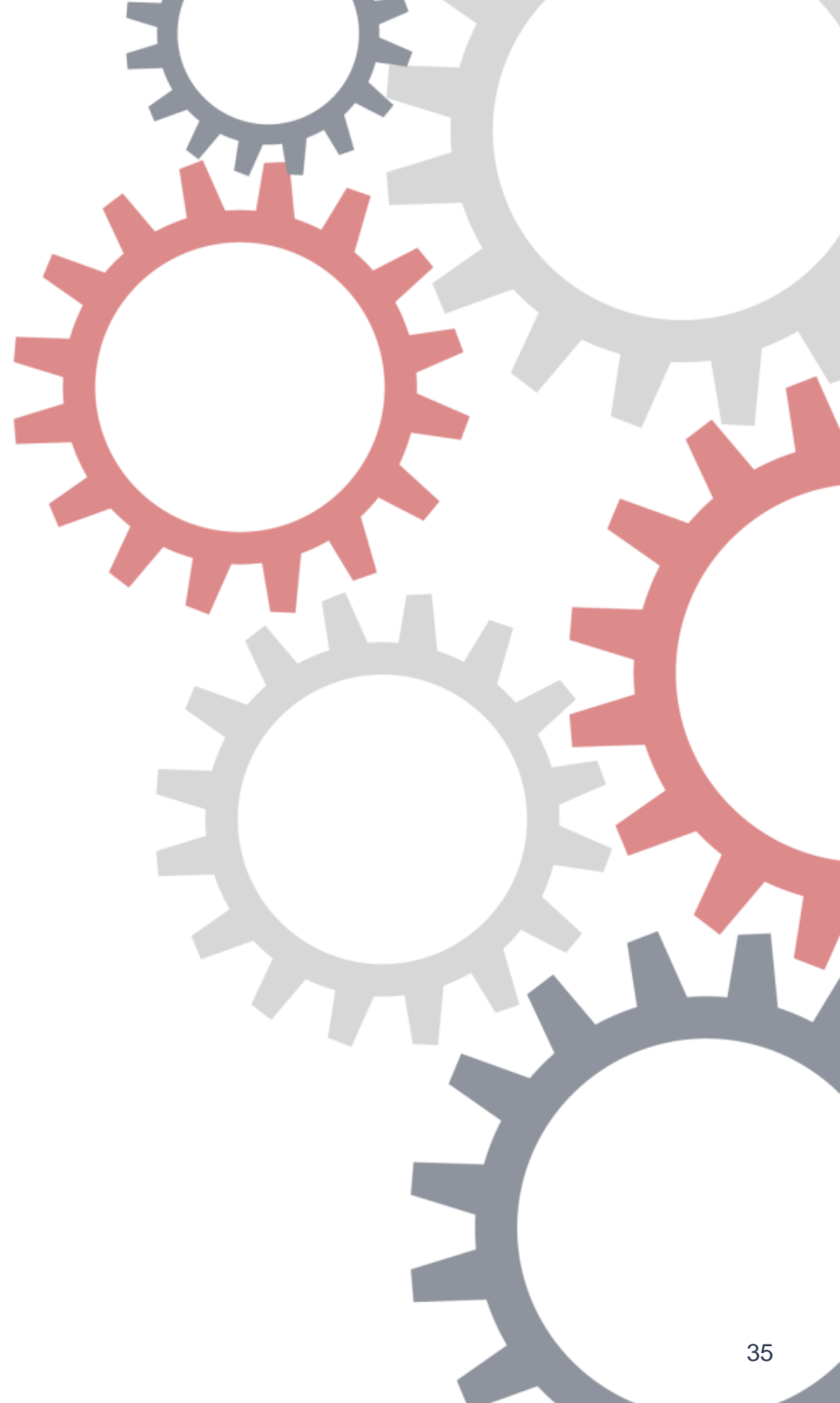
DATA
STORIES
SYMBOLS
FREQUENCY



STEP 10: **ALIGN**

SENIOR
LEADERSHIP
ON THE DESIGN
OF CHANGE

**FIX
EVERYTHING
YOU CAN
REACH**



Managing Change in Whitewater Conditions



“It must be admitted that there is a degree of instability which is inconsistent with civilization.

But on the whole the great ages have been unstable ages.”

- Alfred North Whitehead, British philosopher

“The important thing is this: to be able at any moment to sacrifice what we are for what we would become.”

- Charles Du Bos, French critic



THANK YOU!

CASSIE SOLOMON

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