

ASQMV

Leadership and the 3S of Organizational Change

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Presenter

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Learning Objectives

- Leading Change by John Kotter
- What makes Lean so powerful (3S)
- Use concepts of Lean with elements of Change management
- How to sustain the improvements
- How to keep the “Fly wheel turning” as Jim Collins coined in “Good to Great”



Change Leaders?

- Great leaders are never satisfied with traditional practice, static thinking, conventional wisdom, or common performance.
- In fact, the best leaders are simply uncomfortable with anything that embraces the status quo.



Why Change?

- A failure to embrace change is to cede opportunity to others.
- A failure to pursue creativity relegates them to the routine and mundane.
- A failure to pursue talent sentences them to a world of isolation.
- A failure to pursue change approves apathy.
- Simply- you cannot attain what you do not pursue



John Kotter's Leading Change

- Create a Sense of Urgency
- Build a Guiding Coalition
- Form a Strategic Vision
- Enlist a Volunteer Army
- Enable Action by Removing Barriers
- Generate Short-Term Wins
- Sustain Acceleration
- Institute Change



Question

- When implementing Change-
 - A- 20% Excited
 - B- 20% Resistance
 - C- 60% On the fence
 - D- All of the above
- Which group should you focus on and why?



Organization-wide Initiatives: Why Lean?

- Lean can be introduced easily to all areas of an organization
- Lean will give you a quick ROI
- Lean is “Simple, Trialable” and “Observable”.

Organization-wide Initiatives:

Why Lean? (continue)

- Lean is affordable: zero to low cost
- Not Easy but easier to understand and get buy in
- It can be introduced from small to big organization or on a small to big scale



What makes Lean so powerful?

- **S**implification
- **S**tandardization
- **S**ustaining Continuous Improvements

4 Elements of Change Management



- Leadership
- Solid Quality System Foundation
- Respect for people/Involvement by all
- Implementation of Lean Concepts

4 Elements of Change

Management (continue)

- Leadership
- Solid Quality System Foundation
- Respect for people/Involvement by all
- Lean Implementation

The Change element of Leadership (Simplify)



- Strategy
- Hierarchy
- Talent

The Change element of Leadership (Sustain)



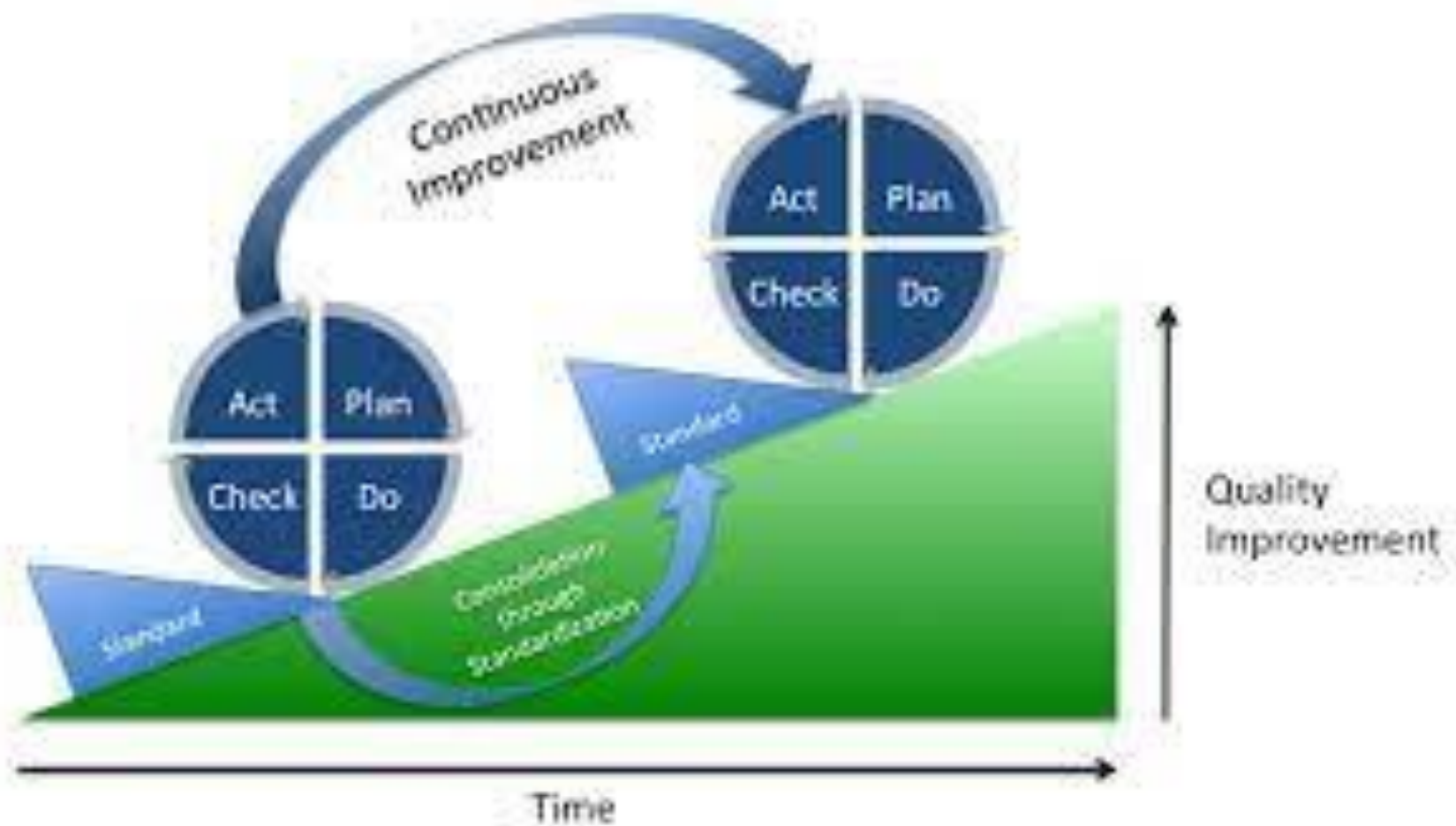
- Strategy
- Hierarchy
- Talent

The Change element of QS Foundation



- Simplify: Documentation
- Standardize/Sustain: Audit

The Change element of QS Foundation

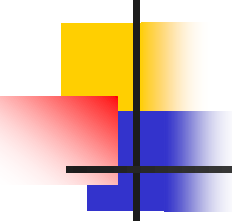


The Change element of Associates Involvement



- **Simplify/Standardize:** When the organization has become streamlined, associates are not wasting their talents on non-value tasks and have time for continuous improvements.

The Change element of Associates Involvement (continue)



- Sustain
- Personal Participation



The Change element of Lean

- Simplify
- Early success stories

The Change element of Lean



(continue)

- Results are real NOT hype.
- The two pillars of success for Lean:
 - Eliminate Waste
 - Respect for people



The 3S of Organizational Change

- Recap
- What makes Lean so powerful (3S)
- Use concepts of Lean with elements of Change management
- How to sustain the improvements



The 3S of Organizational Change

- Lean:
- Elimination of waste
- Active participation from all
- Non-stop Improvements

The 3S of Organizational Change



- Q and A
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- Thank You