

# ***Culture Change***

***Change Attitudes***

***Continuously Improve***

***Show Initiative and Lead***

***How do we do it?***

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## **1. Steps in an Effective Change Process**

- 1) Gather information and measure climate and culture
- 2) Interpret results
- 3) Plan ahead
- 4) Prepare the soil
  - Customer focus
  - Participation
  - Support
- 5) Establish objectives and set principles
- 6) Develop strategy to implement change
- 7) Participate via teamwork
- 8) Manage the process



Successful change

## **2. Facilitation of the Cultural Change**

### **The Facilitator's Role**

**OBJECTIVE:**        **To turn the unit where he/she works into an organisation where everyone is a facilitator in a continuous learning environment.**

**MAIN TASKS:**      **Help develop the strategy for introducing TQM**

- Provide general training.
- Assist in the identification of appropriate initial projects and project teams (important but not **too** hard – three/ six months payoff – quality improvement **and** waste avoidance.
- Develop a vision.
- Train project teams in the correct philosophy, concepts, and tools.
- Evoke enthusiasm.
- Assist in the establishment of project methodologies.
- Assist Project Teams overcome obstacles.
- Arrange ongoing self education in all aspects of learning by reading, study, attending courses, exchanging experience with other practitioners and all other means at their disposal.
- Identify trouble spots and get them fixed.

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- Identify trouble spots and call for help
- Celebrate achievements
- Communicate results

### **THE ROLE:**

- In small companies may be the Chief Executive
- Communicating and convincing:
  - Management
  - Workers
  - Unions
  - Other divisions
  - Head office
- Planning:
  - Establishing strategy
  - Establishing objectives and methods of measuring progress
  - Timetabling
  - Resources and materials
  - Facilities
  - Budgeting
- Consulting:
  - Management
  - Workers
  - TeamsProject leaders
- Administrator:
  - Training programs
  - Team management
  - Adherence to timetables
  - Reporting
- Advocate:
  - Spokesperson for the concept within the organisation
- Problem Solver:
  - Competition for resources
  - Guidance to teams
  - Conflict between departments, supervisor and workers etc.

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- Educationalist:
  - Self-education
  - Knowledge of courses and resources
  - Visiting companies , libraries
- Trainer:
  - Trainer in principles, techniques

### **THE REQUIREMENTS:**

- Commitment and enthusiasm
- A good listener
- Good knowledge of process and its application
- Communicates well at all levels
- A reliable confidante
- **Sensitivity in personnel relations**
- Patience and firmness
- Some quantitative skills
- A good administrator

### **3. Facilitation is Different from Enforcement**

#### **FACILITATION**

- Tries to improve the sources of resistance
- Makes the change as acceptable as possible
- Believes a good process well implemented is better than a super process forced in
- Does not require ongoing strict enforcement
- Is gradual and continuous
- Is successful change
- Is coaching, motivating and encouraging
- Is success
- New leadership and management

#### **ENFORCEMENT**

- Puts pressure on people to conform
- Does not allow people to express concern
- Creates tensions on both sides
- Creates frustration
- Requires ongoing strict enforcement
- Is sudden and hard to accept
- May not be successful or permanent
- Is commanding
- Is failure
- Old style management

#### 4. **Successful Change**

Change is successful when people:

- Understand the reasons for the change
- Understand
  - how the change will work
  - what their role in it will be
  - the anticipated consequences.
- Influence the planning, implementation and control of the change
- Trust the initiator of change is acting in their best interests.
- See that top management genuinely supports the change and acts in the same way.
- See the benefits are worth the cost paid.
- See it as being gradual with team members becoming leaders.
- Use good communication skills
- Encourage participation in change
- Use pilot studies to demonstrate benefits.



## **5. The Consultation Phases**

- 1. Initiate contact and make appropriate entry**
  - Who takes the initiative for the first contact?
  - What are the needs and the wants?
  - Are they ready for change?
  - What is the potential for working together?
  
- 2. Agree the assignment**
  - The outcomes or objectives
  - Who does what
  - Duration
  - Accountability
  
- 3. Plan Thoroughly**
  - Identify problems and opportunities
  - Plan the steps, actions, documentation and evaluation
  - Plan for involvement – who and how?
  
- 4. Implement well**
  - Quick, visible successes
  - Client must “*own*” the change
  
- 5. Check regularly**
  - Regular review
  - Get feedback

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- Do not hide problems
  - Revise plans and actions
  - Mobilise additional resources
- 6. Take quick corrective action**
- Thorough plan
  - On-going support
- 7. Pull out properly**

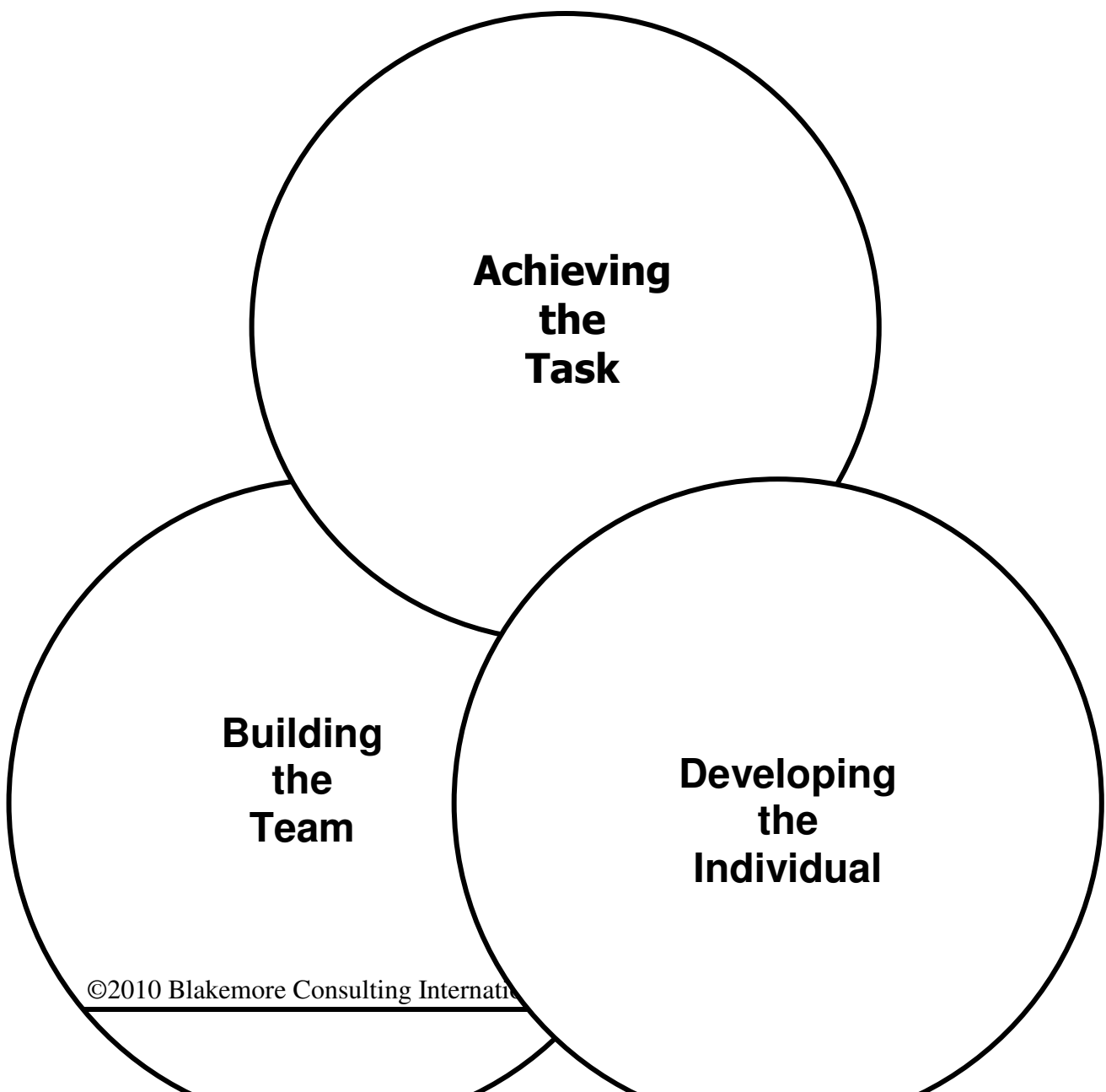
## **6. Ten Key Factors Determining Good Business Leadership**

1. The CEO must be visible, active and committed.
2. The enterprise must have a vision and be dedicated in its pursuit.
3. The vision must be communicated and practised at all levels.
4. Leadership from all levels in the enterprise must be encouraged.
5. Allow all people to achieve their goals as the company achieves its goals.
6. Always lead towards achieving customer satisfaction through quality as the number one objective.
7. Create long term leadership plans and communicate them.
8. Lead all staff in a clear, logical, highly motivated and positive way using:
  - Data
  - Accurate systems and processes
  - Continuing training and education
  - Preventive not corrective action

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- Continuous improvement
  - Quality assurance
9. Encourage continuous long term relationships with staff and suppliers and customers and be honest, trustworthy and treat all people as equals
  10. Focus on the **long term**.

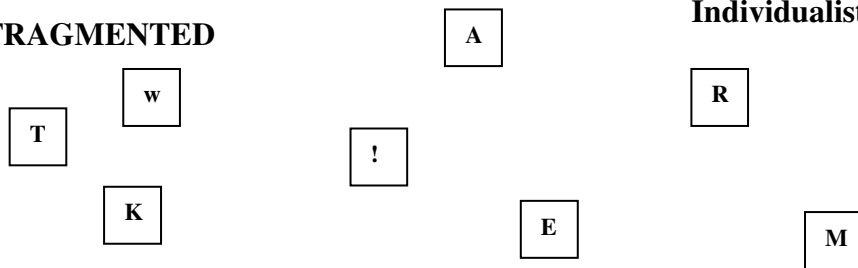
## **7. Achieving the Task**



## 8. Developing the Team

### Developing the Team

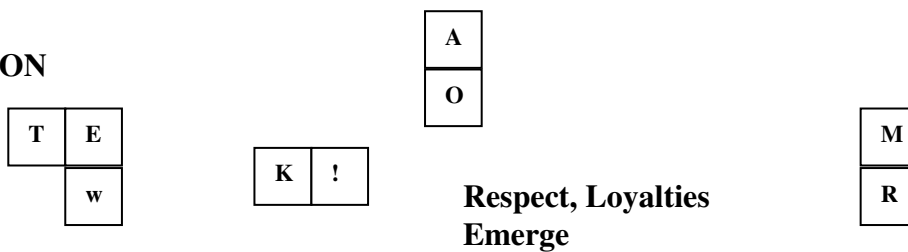
#### FRAGMENTED



Attitudes, Personalities,  
Individualistic Values

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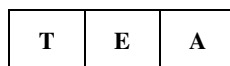
#### FUSION



Respect, Loyalties  
Emerge

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#### VISION



Identity, Trust,  
Cohesiveness

M	W	O
R	K	!

## ***Logic and Imagination***

- ***“Logic takes you from A to B, imagination takes you anywhere”***
- ***“Ask not what your country can do for you, ask what you can do for your country”***
- ***“I have a dream”***
- ***“I have nothing to offer but blood toil tears and sweat”***
- ***“I believe this nation should commit itself, before the decade is out, to landing a man on the moon and returning him safely to earth”***