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No More Flavor of the Month! Learn How To Deliver Sustainable Change





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Presenter: D. Lynn Kelley, Ph.D.

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KaiNexus.com

Optimize Your Improvement Work.

KaiNexus is the solution for your Lean and Improvement work where teams can capture, implement, measure, and share in one system that does it all.



About D. Lynn Kelley, Ph.D.



- Co-author of *Change Questions*
- Retired from Union Pacific Railroad, 2018
- Former roles include:
 - Senior VP of Supply Chain & C.I.
 - VP of Operational Excellence (Textron)
 - Corporate officer & executive leadership team member (Textron)
- Senior Advisor to BBH Capital Partners
- Ph.D. in evaluation and research



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Learn How to Deliver Sustainable Change

D. Lynn Kelley, PhD

KaiNexus Webinar 11-07-23









Chapter 1





Discussion

What percentage of organizational change fails?

When does the failure begin to take place?

Why does organizational change fail?





Description

 How to use the Change Questions

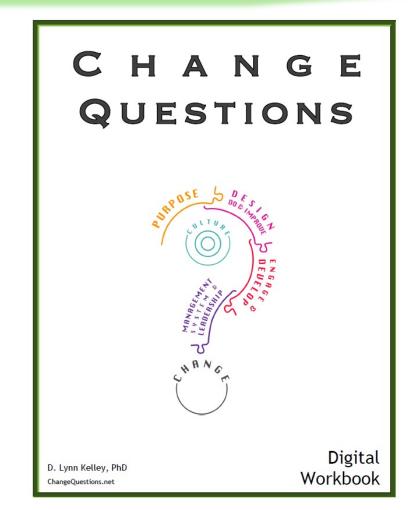




Digital Workbook

Changequestions.net





Chapter 1



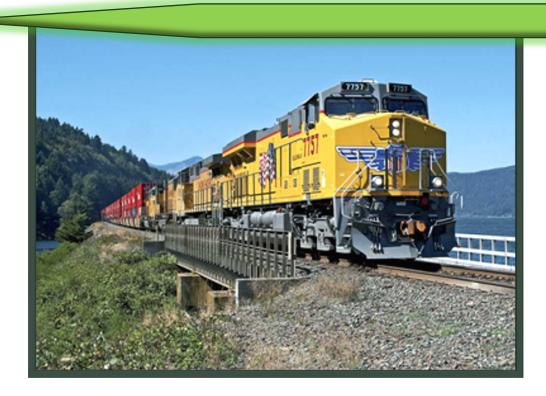
No two organizational change efforts are the same, so why should your approach be?

The Change Questions deliver a customized approach for every change.





Union Pacific Railroad



2010 Revenue: \$17 Billion

2010 Employees: 43,000

Lean Definition

Lean is a way of thinking about creating needed value with fewer resources and less waste through the practice of continuous experimentation.

UP Way Definition

The UP Way engages all employees to continuously improve safety, service, and productivity by utilizing methods to standardize work, eliminate variability, and solve problems at their root cause, resulting in greater employee and customer satisfaction.



PURPOSE CHANGE QUESTION



What is the situational problem you want to solve with the Change Initiative?

Deliverable

Purpose Statement

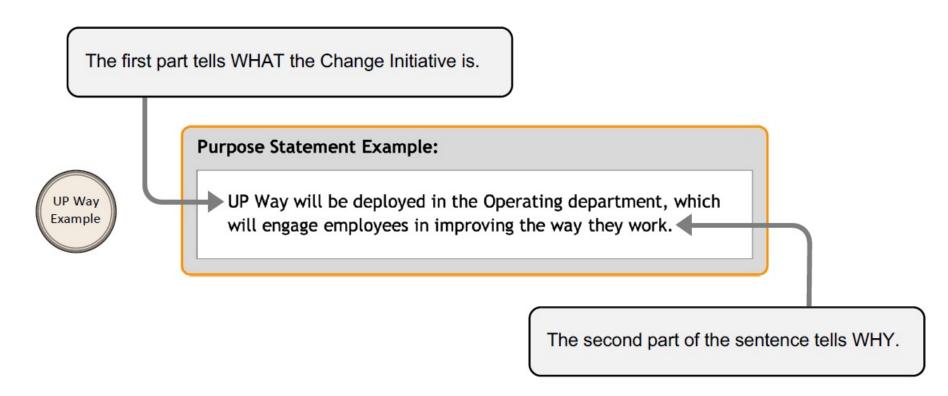






Digital Workbook: Page 8

Many purpose statements are structured within a two-part sentence.







Digital Workbook – Page 8

$\left(\right)$	Write Purpose Statement Here:

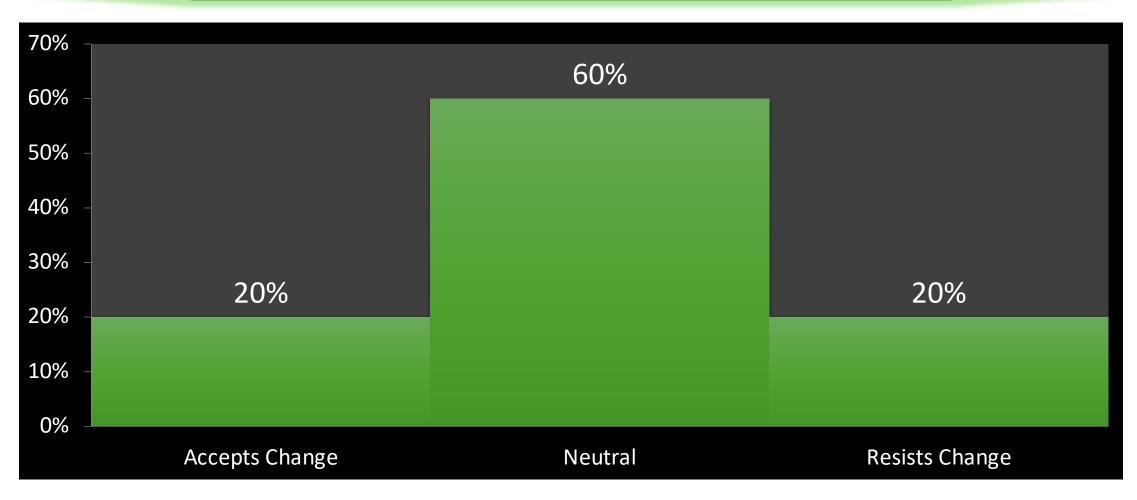








20-60-20 Curve

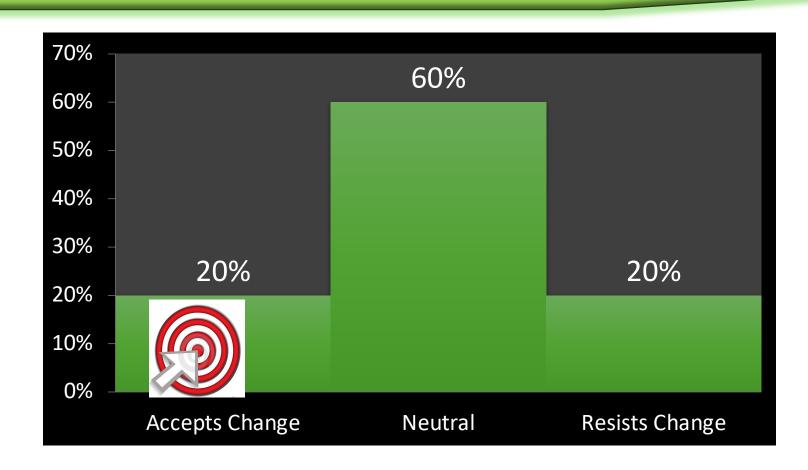




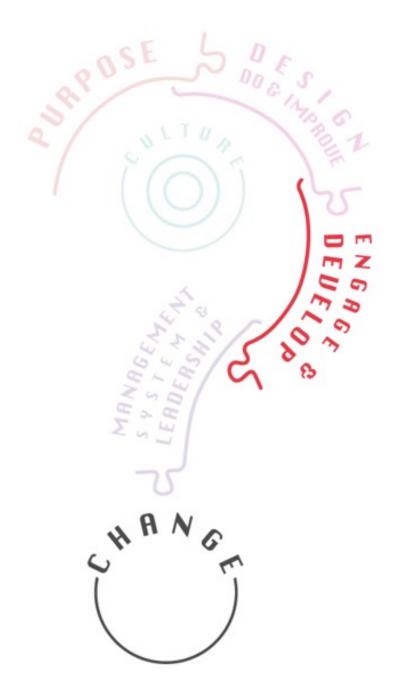


Target Change Agents

"The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire."



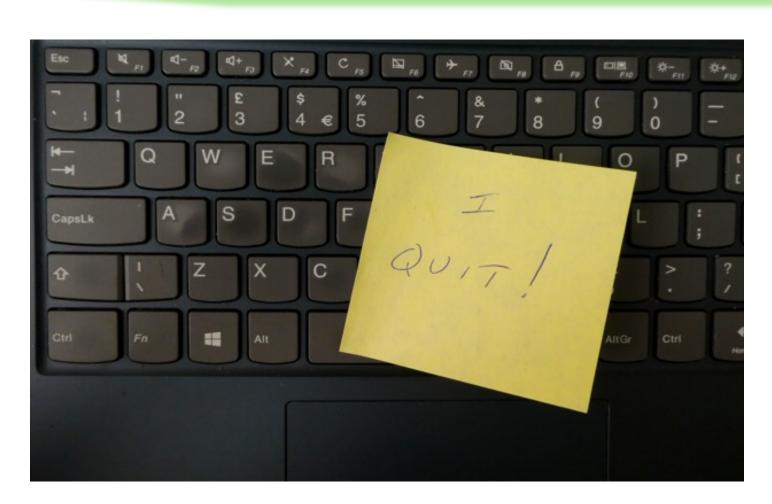
Malcolm Gladwell, 2002







Recognition



"66% of employees are likely to leave their jobs because they don't feel appreciated. This figure is higher among millennials, with eight out of 10 individuals looking for a new job if they don't feel appreciated by their peers or leaders."

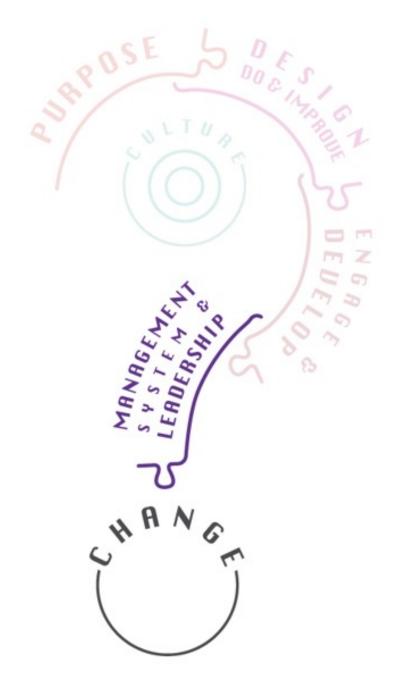
The Office Team study. 2017 Forbes, 2017



How do you teach pigeons to play ping pong?







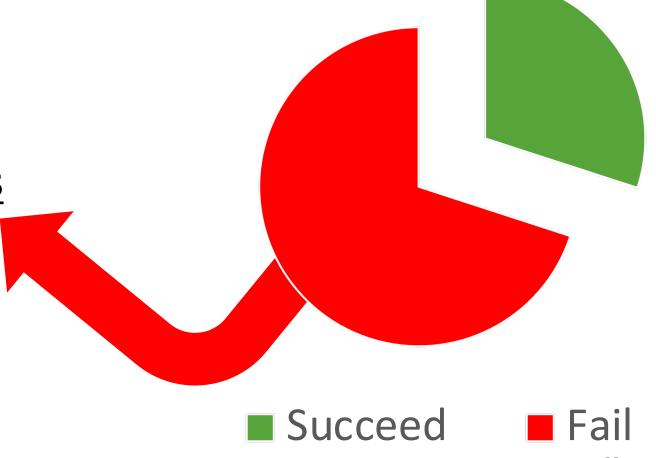








33%
Management <u>Behaviors</u>
Do Not Support the
Change









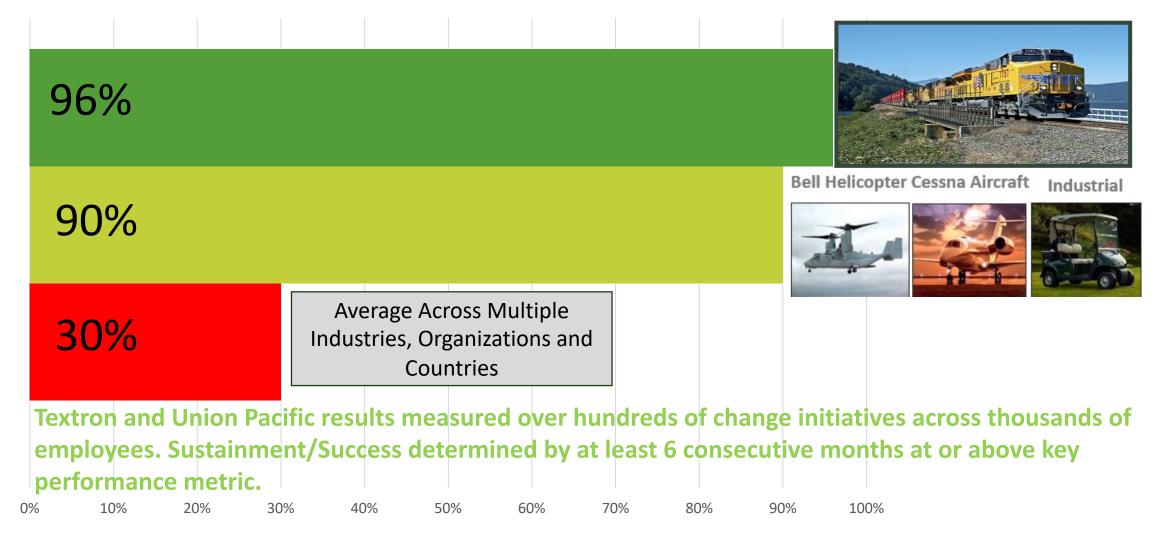
Iterative Implementation Plan



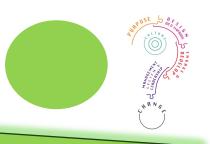
Strategic Speed vs. Operational Speed



Results: Change Sustainment/Success



Questions?





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NEXT WEBINAR:

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December 5— 1 pm ET

Stephanie Hill Senior Lean Strategist KaiNexus



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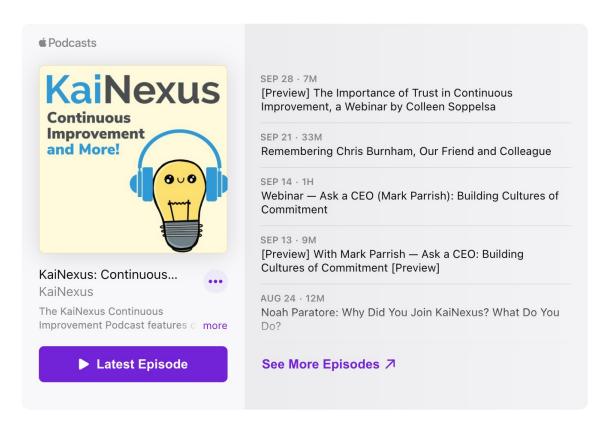


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We all identify goals to improve ourselves in some way. Whether our goal is to eat better, exercise more, spend more time with our family,...

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Q&A

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