Process and Supply Chain Improvement:

Some lessons learned involving people stuff

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For the men in the room ... a typical morning before an important meeting?

What if I asked you to **change** your routine?

Bubble bath?

A different suit? (with a cap)

Shower?
Shave?
Maybe a suit?

Straight razor?
What’s your first question for me?

• **WHY CHANGE?!?!?**

  • What’s the business case?
  • WIIFM? (What’s in it for me?)
For the **women** in the room ...

... a typical morning before an important meeting?

What if I asked **YOU** to **change** your routine?
This conference is about Process and Supply Chain Improvement ... right?
Most improvement projects involve change.

So, what can go wrong?
Many things.

I only have 20 minutes, so here’s one …
A typical problem with a change project

Leadership team and project team are already living in the future state

They answered the “Why change?” question for themselves weeks or months ago

Now, they under estimate the need to answer the “Why change?” question for everyone else
If you remember nothing else from me today, please remember one thing ...

• Answer the “Why change?” question!
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Some MBA Programs include OCM

• Managing Change
• *HBS Course Number 2040*
• **Professor Rosabeth Moss Kanter**
  Winter; Q3Q4; 3 credits
  12 2.5-hour sessions
  Exam
• **Career Focus**
  Managing Change is preparation for future CEOs and general managers or those who advise and consult to top executives. It will be immediately useful for jobs in entrepreneurial ventures that are scaling; new business development and venture oversight; consulting and private equity; and project management, organizational development, or department/division management.

http://www.hbs.edu/coursedecatalog/2040.html
Sources of Information About OCM

• GE’s Change Acceleration Program

• Prosci
  http://www.prosci.com/

• LaMarsh Global
  http://www.lamarsh.com/
People’s openness to change

Closed to new experiences

The “openness to change” spectrum

Open to new experiences

Still using a rotary dial phone

Where do YOU reside on this spectrum?

Want to be THE first adopter of the i-phone 7

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The F Word

When you hear the F word used in a business meeting or in a classroom, do you cringe?

Feelings
Feelings
Feelings
Feelings
Feelings
Left-Brain Functions

Calculations

Math

Logical abilities

Right-Brain Functions

Spatial abilities

Face recognition

Visual imagery

Music

Facts & Data

Feelings
Some Tools to Help Identify the Differences

**DISC**

- **D** Dominance: Results, Direct, Competitive
- **I** Influence: Enthusiasm, Friendly, Optimistic
- **C** Compliance: Accurate, Cautious, Contemplative
- **S** Steadiness: Sincere, Patient, Modest

**HBDI**

- **A** CEREBRAL MODE: Logical, Analytical, Fact-Based, Quantitative
- **B** LIMBIC MODE: Organized, Sequential, Planned, Detailed
- **C** INTERPERSONAL: Interpersonal, Feeling-Based, Kinesthetic, Emotional
- **D** HOLONIC: Intuitive, Intuitive, Integrating, Synthesizing

**the Big Five**

- Extraverted vs. Introverted
- Open to New Experiences vs. Closed-Minded
- Conscientious vs. Disorganized
- Agreeable vs. Disagreeable
- Neuroticism vs. Emotional Stability

**5 Factor**

**MBTI**

- **E** Extraversion vs. Introversion
- **S** Sensing vs. iNtuition
- **T** Thinking vs. Feeling
- **J** Judging vs. Perception

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How can this people personality stuff help a business ... ... or a project team?
IBM uses HBDI to form Whole Brain Thinking Teams™

At least one team member from each quadrant

The Whole Brain® Model

CEREBRAL MODE

LEFT MODE

LOGICAL
ANALYTICAL
FACT BASED
QUANTITATIVE

RIGHT MODE

HOLISTIC
INTUITIVE
INTEGRATING
SYNTHESIZING

LEFT MODE

ORGANIZED
SEQUENTIAL
PLANNED
DETAILED

RIGHT MODE

INTERPERSONAL
FEELING BASED
KINESTHETIC
EMOTIONAL

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My HBDI profile
I blame my mother and my father

I create an out of the box idea and then quickly assess the business case.

Schizophrenic?

A translator between left & right
Companies use 5 factors to help select from the finalists when interviewing.

**Example:** Top performing receptionists at XYZ Inc. are extroverted, conscientious, and mid-range on agreeableness. (must be statistically validated)

**Question:** Would this person be a good candidate for a receptionist position at XYZ Inc.?
Do you have a seemingly negative person on the project team?

Solution?

Designate the person to be the team’s official “devil’s advocate” and turn the trait into a positive.
Sustainment

D-M-A-I-C

Which step is the hardest?
What does this graph represent?

A typical diet & exercise program ...  
... and lack of sustainment
Sustainment

I know of one example in history where sustainment was practiced successfully.

The Vikings would invade a territory and then do something to ensure their troops would not retreat.
They burned the ships!

They eliminated the path of return to the former Current State
In Summary: Some People Stuff

Change is Hard ...
... but Org. Change Management (OCM) Can Help
... remember to answer the “Why change?” question!

People are Different ...
... acknowledge and embrace the differences
... and use them to your advantage

Sustaining Change is the Hardest Part
... unless you’re a Viking
See

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