

HR as a Leader of Change: **FUN, FRUSTRATION and** **FULFILLMENT**

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What's in it for your Organization?

**It's now the end of 2018 and
Your organization has been
successful in Implementing an
Important HR related change.**

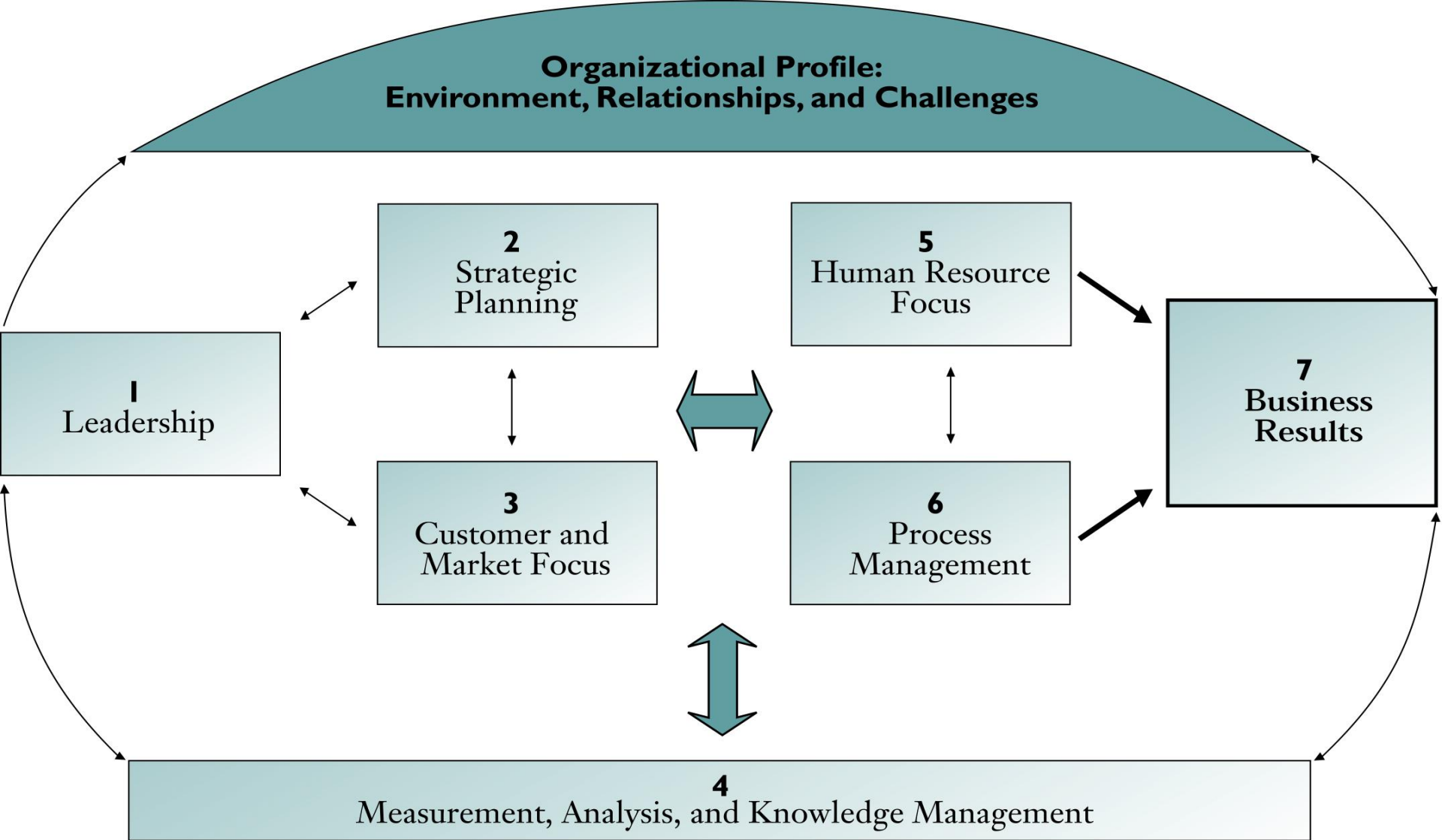


**What have you accomplished
for your organization?**

What's in it for You?

**It's now the end of 2018 and
You have been successful in
Leading the success of the
Important HR related change.**

**What did you accomplish for
yourself?**



**Baldrige winners outperform
the S&P 500 by 4 to 1!**

Bob, we'll support you, but ...

- You can't use me as a Hammer
- Starting position was support from 3 people out of 1000
- I just had to convince 997 others
- Best thing the CEO ever did for me!



My “position” was Director of Organizational Dev. = Zero Power!

- **I had to sharpen my abilities to influence and facilitate**
- **Influence: Inspire and Persuade**
- **Facilitate – Smooth Progress**
- **Influence trumps Power!!**

Influence Who?

- **Senior Leaders – Baldrige Winner Benchmarks**
- **Get to know every aspect of your business**
 - **Volunteer to Facilitate or join Teams/Projects**
 - **Build personal relationships**
- **Staff positions have to earn respect**

Influence Who?

- **Employees – Brains in the car**
- **Middle Managers – Play it safe**
- **#2 and #3 became worst nemesis**

Become a Chess Master



- **Employees and Management are your Customers**
- **Help them use this change to achieve Organization, Department and personal goals**
- **Go off the beaten path**
- **Use Mechanisms**
 - **Organization Councils, i.e. Customer Sat. Council**
 - **Sr. Leader Agenda time**
 - **Q – Forum: Bringing Baldrige to Mohammed**
 - **‘Visit’ All Departments**

Become a Chess Master



- **Expect Resistance**
- **Re-embrace Vision**
- **Move/ Counter move: It's a chess game – have fun**
- **Baldrige Examiner - Ammunition**
- **PQR – Over the Top**
- **Critical Mass: Disciples – 1 at a time – Most important Lesson**



PARADIGMS

A set of rules which:

- 1) Establishes or defines the Boundaries**
- 2) Tells us how to behave inside the boundaries to be successful**

THE PARADIGM FILTER EFFECT

- **What is obvious to people with one Paradigm (i.e. the HR change)...**
- **May be invisible to others with different Paradigms (OPs Focus)**
- **The better you are at a paradigm, the more you have to lose**

John Kotter on Change

- **The speed of change is the driving force**
- **Leading Change competently is the only answer**

HOW DOES CULTURE IMPACT CHANGE?

- **Changes radically different from culture rarely succeed**
- **Changes consistent with current culture are usually successful**

KOTTER'S EIGHT STEPS TO TRANSFORMATION)

- 1. Establish a Sense of Urgency**
- 2. Powerful Guiding Coalition**



- 3. Develop a Vision & Strategy**
- 4. Communicate the Vision**

KOTTER'S EIGHT STEPS TO TRANSFORMATION

5. Empower Others to Act on Vision

6. Plan for & Create Short Term Wins

**7. Consolidate Improvements
& Produce Still More Change**

**8. Anchor New Approaches in the
Culture**



1. ESTABLISH A SENSE OF URGENCY

- **Create a strong reason for people to support the change**
- **Don't underestimate difficulty to get people out of their "comfort zone"**
- **Over 50% of change efforts fail at this stage**

Complacency: Enemy of Urgency

- 1. No visible crisis exists**
- 2. Too many signs of success**
- 3. Measures focused on wrong indexes or functional goals**
- 4. Lack of regular external feedback**
- 5. Low candor; low confrontation culture**
- 6. Denial under stress**

2. A POWERFUL GUIDING REGIONAL COALITION

- Coalition provides planning and organization for change



- Coalition must be comprised of the right set of formal and informal leaders

3. DEVELOP A VISION AND STRATEGY

- 1. Clarifies direction of change**
- 2. Motivates people to take action:
Customers, Employees,
Stockholders, Suppliers
Communities**
- 3. Coordinates actions of people (even thousands) fast and efficiently**

4. COMMUNICATE THE VISION OF THE CHANGE

- **Total communication to emp. in 3 mths. = 2,300,000 words/#s**
- **3 mths. communication about change vision: 13,400 words/#s**
- **Change communication captures .58% of Market share**

5. EMPOWER OTHERS TO ACT ON THE VISION

- **Eliminate Obstacles**
- **Change Systems, Structures, Skills, Supervisors, Processes**
- **Provide time to reconcile**
- **Encourage risk taking**
- **Reward desired behavior**

MINDSET CHANGES TO CREATE EMPOWERMENT

Leaders:



- **Inspire Shared Vision**
- **Encourage risk & experimentation**
- **Promote Collaboration**
- **Focus on developing people**

MINDSET CHANGES TO CREATE EMPOWERMENT

Employees:



- **Accept Responsibility**
- **Speak out about Problems & seek to solve them rather than to place blame**
- **Be willing to challenge assumptions**

6. CREATE SHORT TERM WINS



- **Plan & achieve short term improvements**
 - Results within 6 – 18 months
 - 2 or 3 short term mini-projects
- **With progress, people will make sacrifices & stick with it**
- **Build measures/short term wins into plans**

Purpose of Steps 1 - 6

To build up sufficient momentum to blast through the dysfunctional granite walls found in many organizations



7. CONSOLIDATING AND PRODUCING MORE CHANGE

- Success or near success in Top Tier Projects



- Surfaces the need to address:
- More Change Opportunities i.e.:
Training; IT systems; Staffing
Changes, Performance Mgt.

8. Anchor New Approaches in the Culture



- **Consider impact on all parts of the Organization of changes**
- **Articulate connections between new behaviors & success**
- **Ensure leadership development and succession**

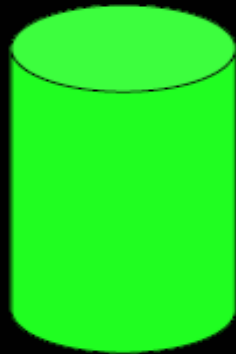
What Silos exist in your Organization – Why?

Next Level Leadership



Process Management when there were silos...

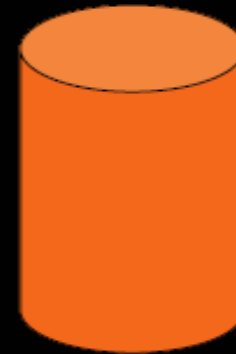
Sales



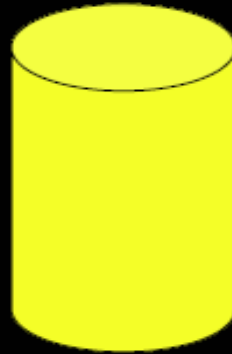
Accounting



Production

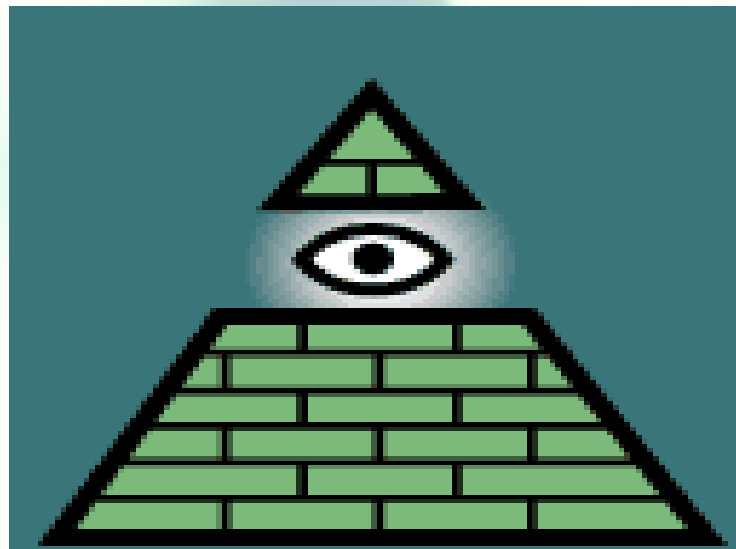


Operations



Inspire Accountability: An Owner's Mentality

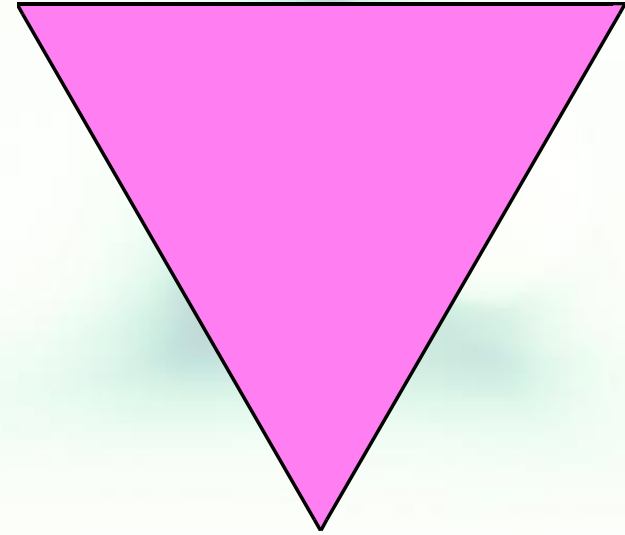
THE PYRAMID



Only Sr. Leaders are accountable
for results

INVERTED PYRAMID

- **Customer is on top**
- **Service providers next**
- **Mid mgrs. support emp.**
- **Top mgt. sets direction, support emp. to be successful**



Build Influence & Bust Silos



- **Personal and Inter Group Relationships – We're All People, after all**
- **The GE Workout Session**

What's Holding Us back?

- **What issues are you having with implementing change in your org.?**
 - **Please share real life problems you are experiencing**
- **I'll share what happened with #2 and #3!**
- **Next Steps: Your Game Plan, if you choose to accept it!**

So how, exactly do you change the stars?

- **One star at a time... to a critical mass, then Providence moves!**
- **You begin to see desired changes**
- **Which stars do you want to change right now?**

Help someone else achieve their dream

- **One of the best ways to Change the Stars is to help someone to achieve their dream.**
- **As you share your experience, you will increase their capabilities and yours.**
- **Your potential is amplifying!**

Make your change work! It's in Your Capable Hands

**If you always do what you've
always done ...**

**You'll always get what you've
always gotten.**

Breakthrough!

