



CASE STUDY

CHANGE SUPPORT FOR YOUR LEAN TRANSFORMATION

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PREFACE

This case study shows an exemplary support of the fictitious[BJ] GmbH by Dr. Kraus & Partner[K&P].

All named persons and companies as well as the described activities are completely fictitious, a similarity or even confusion with the real world should therefore only be possible by chance, if at all and is not intended by us in any way.

THE INITIAL SITUATION

The company BJ faces growing business challenges at location A:

With increasing production volumes and associated capacity bottlenecks, the question of a suitable organization with optimal processes and employees arises permanently.

The answer is to be given through "Lean Transformation", whereby the focus is deliberately not exclusively on the introduction of methods, but rather a sustainable change in the attitudes & behavior of managers and employees should contribute to the desired effect.

A corresponding project to manage and implement such a change has already been considered and the responsible persons have already been nominated internally.



WHAT THE CEO WAS DEALING WITH IN THIS SITUATION

The CEO is seeking a consulting firm that has extensive experience with lean transformation and the associated social and procedural challenges and can apply them to his organization.

It is important to the CEO that significant learning experiences are made at location A, so that the findings can be transferred to other international locations at a later date.

Therefore, the idea is to let (project-) organization be accompanied by an external change support system. Ideally, this support system is modular and tailored to the needs of the different target groups in your organization.

The CEO and consultants of Kraus und Partner jointly developed the tasks, in which Kraus und Partner was to support the company BJ:

1. CHANGE STORY DEVELOPMENT:

Core messages and appeals to managers and employees.

2. CHANGE COMMUNICATION:

Targeted communicative engagement with emotional and technical aspects of the change and control the information situation, especially in the direction of the stakeholders.

3. TOP TEAM ALIGNMENT:

Coordination and alignment of key personnel.

4. CHANGE LEADERSHIP TRAINING SESSIONS:

Leadership and role models in lean transformations (e. g. from problem solver to solution enabler, leadership without power, etc.).

5. CHANGE AGENT TRAINING:

Informal multiplier structure as an orientation and guide for employees.

6. GEMBA WORKSHOPS:

Co-creative learning on the spot, accompanied and guided by lean professionals.

7. MEASURING/CONTROLLING THE CHANGE PROCESS:

Including voices from the organization and considering impulses.

OO INDIVIDUAL MEASURES

The 7 support measures defined above have been translated into a coherent overall design:

1. ASSESSING THE INITIAL SITUATION

A. IN-DEPTH INTERVIEWS & CARD-SORTING-EXCERCISE

The basis of a good change project is to understand the upcoming changes from the perspective of employees and managers.

It is only through this perspective that it becomes clear what resistance can be expected, which core messages the accompanying communication must contain or what kind of leadership and role model the organization must apply to reach its goal.

Objective:

Obtaining an objective picture of lean transformation from the organization's perspective

- Checking hypotheses in the social system
- Identifying strengths and weaknesses of the organization with regard to the upcoming change
- Learning about insights and cultural characteristics about the organization and cooperation
- Uncovering blind spots and dysfunctional phenomena, but also reveal potentials

Approach:

- Interviews are nominated (if possible, a relevant and representative section of the workforce)
- Announcing & arranging attendance appointments
- Presentation of the consultant and the procedure
- Conducting the **qualitative** survey according to interview guidelines
- Performing a **quantitative** card-sorting exercise to compare hypotheses
- Evaluation and consolidation of results

Expenditure:

- 2.5 hours per interview plus evaluation
- Number of interviews: tbd (min. 15 people)

B. TOP TEAM ALIGNMENT

Based on the results, our consultants conduct a so-called mirror workshop with you. This is essentially about achieving a common understanding of the starting point, developing core messages for change and aligning them with the upcoming leadership challenges.

Objective:

Common understanding of the initial situation and the subsequent procedure

- Linking Lean Transformation with Strategy –
Reflecting on core messages
- Internalizing the organizational perspective -
What challenges are there?
- Recognizing the personal contribution to transformation -

What is expected of me?

- Buy-in of the key people -
What am I willing to do?

Approach:

- Change story presentation by the project sponsor
- Joint reflection including Q&A
- Poster presentation of the interview results
- Joint reflection including Q&A
- Dealing with the resulting joint management challenge
- Development of a joint approach
- Dealing with the personal leadership challenge
- Formulation of the personal value proposition
- Development of common language skills and subsequent steps

Expenditure:

- Classroom workshop 1-2 days
- Participants: Sponsor, project team, other key persons

2. DEVELOPING A LEAN TRANSFORMATION DESIGN

Based on our more than 25 years of consulting experience, we have developed a clear idea of what is truly needed to ensure that your executives and employees get involved in the change you are seeking.

We are talking about the 4 levers or design criteria of behavioral change:

„I WILL CHANGE MY BEHAVIOUR IF...“

INSIGHT AND MOTIVATION	SKILLS
„.... I know why I need to change, I agree and it is important for me.“	„.... I have the skills to behave in the new way.“
MODELS AND CULTURE	STRUCTURES AND PROCESSES
„.... my managers and colleagues behave in the new way.“	„.... I am supported in doing so by structures, processes and systems.“

In accordance with these design criteria, we develop the change architecture and subsequently select the appropriate interventions together.

This step can be carried out in different ways - typically a mixture of working groups and workshops.

Objective:

The transformation team can understand and apply the design criteria

- Existing components are checked for plausibility
- Missing components are methodically supplemented
- Communication logic (content & formats) is defined
- Implementation planning incl. result types is worked out

Approach:

The consulting team of Dr. Kraus & Partner works together with the transformation team to develop a coherent conceptual framework for the upcoming implementation. In addition to the technical and procedural challenges, organizational psychological aspects are also considered in order to facilitate lean transformation in the "minds" as well.

- Derive requirements from the starting position
- Setting the framework for the desired goals
- Creating intervention logic and defining result types
- Deploy roles and team setup (internally/externally)
- Planning the change process
- Planning the accompanying change communication
- Arrange measurement & control - Establish reporting logic
- Get management commitment

Expenditure:

- Classroom workshop 1-2 days,
Working groups 3 days
(Total: 5 days)
- Participants: N. N. from the transformation team
(internally/externally)

These interventions were selected in the design phase

3. DEVELOPING THE CHANGE STORY

What is it?

The Change Story explains the upcoming change in a catchy and plausible way, so that the meaningfulness of the change can spread within the organization and among its stakeholders. It is important to use the simplest possible language and suitable media to distribute the story and its core messages. We believe that stories are best told, we will be happy to advise you on suitable dialogue formats and prepare you and your team for the tasks ahead.

When in the process does this occur?

The Change Story is usually written at the beginning of a mandate, it is all about the big picture, so it should be the basis for the change. We recommend that, in addition to the factual necessities, the sponsor of the project should also incorporate his or her personal emotions and expectations. Our experts will accompany you during the development of the change story, e. g. in the following areas through coaching & editorial support.

Who should be included?

We usually work together with the sponsor of the changes, often project management and corporate communications are also involved. The addressees of the story are usually all employees and stakeholders.

Why is this?

The change story provides orientation, explains why the project is meaningful and creates commitment through clear expectations. The most important goal is that the Change Story makes it clear that the challenge for the company is urgent and that it can only be met by the Change Program - the program concerns everyone!

Expenditure:

- 1-2 Working meeting plus editorial adaptations
(Total: 2 days)
- Participant: Sponsors, N.N.

4. CHANGE COMMUNICATION

What is it?

In addition to the continuous repetition of core messages, change communication is concerned with explaining the change and its effects - reducing tensions and resistances and ensuring the flow of information. Often a mix of information and dialogue formats (newsletters, project giveaways, intranet publications, forum discussions, online surveys...) is chosen so that an emotional examination of the change is possible as well. In this way, valuable impulses from the workforce often come directly to the creators of the change process. This ensures that filter functions are levered out in the usual reporting channels.

When in the process does this occur?

Communication is a continuous field of activity, from the beginning to the end of the project.

Who should be included?

We recommend the establishment of a Change & Communication Office, i. e. a central unit that is based directly on program management. In this unit, it has also proven its worth to establish a central change manager who supports the project manager at eye level. In this way, it can be ensured that the technical/processual project content is ideally linked to the organizational psychological challenges of the change.

Why is this important?

Through professional change communication, any arising frustration can be reduced and acceptance for the desired procedure created. This acceptance is an essential prerequisite for this, in order for people get involved in a new idea and make a personal contribution to value that goes beyond "service by the book".

Expenditure:

- Fixed support in the transformation team, a min. 3 days/week
(Total: 2 days)
- Participant: N.N.

5. CHANGE LEADERSHIP TRAINING SESSIONS

What is it?

Your Lean Transformation will need all the support you can get. This makes it all the more important that the managers involved in the change also set coordinated priorities and demonstrate consistent leadership. Many executives have difficulties with leadership in uncertainty. This includes, for example, the culture of error, setting an example and dealing with resistance.

When in the process does this occur?

At the beginning of the change, ideally a maximum of 4 weeks after management alignment or change story communication

Who should be included?

All executives, especially **the middle level** which is not directly or only partially involved in the entire process.

Why is this important?

Joint leadership training strengthens the cohesion and creates a protective space to deal with future challenges (also cross-divisional).

Expenditure:

- Classroom training (**Total: 2 days**) possibly supervision rounds for exchange every 6 weeks if required
- Participants: N.N. (max. 12-15 participants)

6. CHANGE AGENT TRAINING

What is it?

Frequently there are questions, discussions and opinion polls, but also constructive criticism about the current change project. It is important to have a change agent on site who can control or at least influence this process in such situations. The Change Agent is a trained multiplier with a certain acceptance in the document. In addition to information on issues such as project goals and progress, the Change Agent is trained as an expert - and thus supplies the tools to understand and accompany psychological and/or group-dynamic processes.

When in the process does this occur?

Ideally, the Change Agents have a time advantage - this means that if at all possible, they are fully trained before the implementation phase.

Who should be included?

In most cases, change agents are not the managers of the department, but rather positive employees with moderation skills and a certain social standing in the area.

Why is this important?

Much of the work in change projects takes place away from direct leadership - here, this guideline and communicator in "both directions" is a valuable driver in the sense of change.

Expenditure:

- Classroom training (**Total: 4 days**) possibly supervision rounds for exchange every 6 weeks if required
- Participants N.N. (max. 12-15 participants)

7. GEMBA WORKSHOPS

What is it?

Go and see – Lean philosophy is also about finding opportunities for improvement at the point of action.

It is not primarily a matter of having to be an expert in the respective field - rather, everyone is invited to take a look at the tasks and procedures and to question them.

There are a handful of proven methodologies for this purpose, to gain knowledge in such a workshop. Our experts carry out these tests with you based on techniques for transparency and questions. Our experts always follow the same pattern: impulse-reflection-trial-detection.

We recommend a two-stage procedure for the Gemba Workshops:

Step 1 – The experts of Dr. Kraus & Partner are the leaders of the workshop

Step 2 – The participants are the leaders of the workshop

This way, the transfer of theory and practice can be ideally understood and, if necessary, corrective action can be taken.

When in the process does this occur?

If necessary, typically we proceed in waves, which we have defined in advance together with the project team and department.

Who should be included?

Transformation team, executives, MA of the departments

Why is this important?

Learning should be fun, improvement should be the responsibility of all employees - this is impressively communicated in the Gemba workshops, and the inhibition to participate is greatly reduced.

Expenditure:

- Presence workshop 4 hours on-site,
joint transfer of results 4 hours
(Total: 1 day) as required
- Participants N.N.
(max depending on workplace conditions)

8. MEASURING AND CONTROLLING THE CHANGE PROCESS

What is it?

Measuring attitudes and behavior requires a special kind of logic. The objects of our activities are usually the people in an organization. Therefore, we try to depict the world of experience of our employees and managers at regular intervals:

Quantitatively - through a standardized survey (change barometer) we collect the perception of our work by all employees and managers online or via paper pencil.

Qualitatively - through dialog rounds (approx. 2 hour events) with selected groups (Sounding Boards) we collect the emotional situation at the base and get

feedback and suggestions for the change process from the point of view of the participants.

We prepare the results from both methods in a trend value that we systematically reflect together with the steering committee.

When in the process does this occur?

Depending on the project phase, the requirements can vary - more in the beginning, less in the end. Generally, a cycle of 6-8 weeks has become the rule of thumb.

Who should be included?

Barometer: All employees & executives; sounding boards: Selected cross-section locally or functionally - often the works council is also involved here.

Why is this important?

Change is successful when those involved can feel and perceive the change in themselves and their environment. These mechanisms allow you to evaluate the progress of the project and adjust it if necessary.

Expenditure:

- Depends heavily on the number of participants –
we estimate at the Kiel location
 - With 1 barometer survey and 5 Sounding Boards
every 6 weeks
 - Expenditure Barometer approx. 2 days, Expenditure Sounding Boards
approx. 1.5 days, Expenditure summary and trend discussion approx.
1 day
(Total: 4.5 days)

SUMMARY

The procedure in this fictitious case study shows with which methods, on the one hand, but also with which superordinate conceptual idea Dr. Kraus und Partner approaches a change project such as the lean transformation of a location. Individual interventions are combined to create a coherent overall picture and mutually reinforce each other for a possible high effectiveness.