

Chapter 24: Change Management for Workplace Innovation

Change hardly ever works when it is forced on people. We need the opportunity to accept it for ourselves.¹ You must work with human nature, not against it. People don't respond positively to being pushed around. That means letting people discover new ways for themselves. Once they find out how to do a thing better and are encouraged by their supervisors, they are highly likely to adopt the change and make it a natural part of doing their work. A workplace change management process in which people welcome innovation and positively support it is necessary.

Install Quality Management in Operations and Maintenance Processes

The late quality guru W. Edwards Deming gave us a method for addressing poor business processes. The first step is to measure the statistical performance of the current process. (He warned that appropriate statistical methods must be used if valid interpretations are to be made.) The initial analysis will show whether the current processes are statistically stable. Management can then decide to accept the natural performance of the process and stop expecting better results than the business is designed to produce. Or management can decide to reengineer the business processes so that they inherently deliver better outcomes.

Deming suggested that any new method first be tested to prove that it produces improvements. Using the scientific method, in which a new idea is seen as an experiment that must prove that it is better than what came before it, the new suggestion is tracked to statistically confirm that it delivers improved results. When a technique is proven successful, it is integrated into the business processes through procedural changes and practical training until individuals are competent at the new method. If the trial is not successful, it is discarded, and the learning from

the trial is used to select a new option to test. In this way, a company builds into its own design the processes that automatically deliver better performance. This quality improvement technique is the famous Deming “Plan-Do-Check-Act” Cycle (see Chapter 8).

“Push the Limit” Concept

Figure 24.1 shows the “push the limit” method of continuous progress and improvement. It is the remedy used by world-class companies to protect themselves from turning into average performers. They intentionally force themselves out of their comfort zone by setting higher targets and standards and then looking for ways to reach them.²

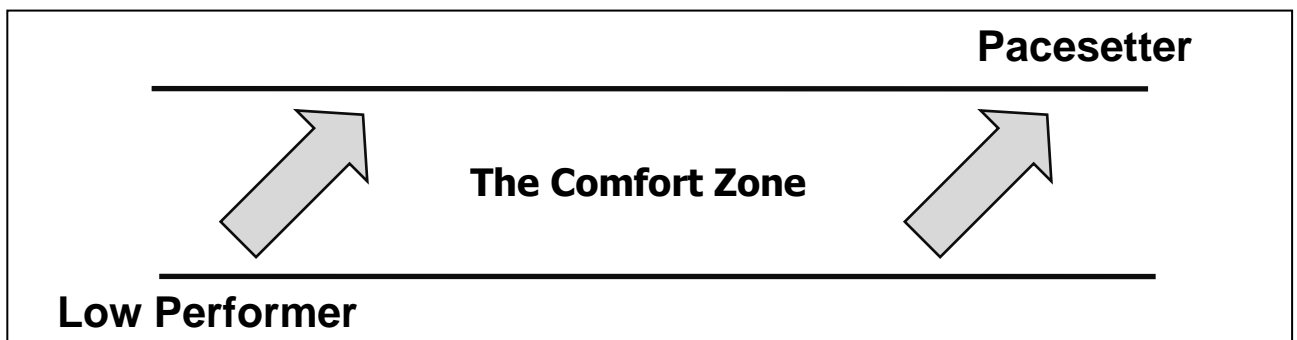


Figure 24.1—Push the Limit Improvement Model

Becoming world class means adopting the same mentality used by world-class organizations to achieve high levels of excellence. “Push the limit” starts the planning process.

Driving Continuous Improvement with ACE 3T Procedures

Once ACE 3T procedures are developed, they become a means to push innovation and continuous improvement. Work quality and skills are advanced by resetting the tolerance range to be more demanding. When people consistently hit “good” standard, then good is no longer good enough.

A new “best” practice standard is set, while the previous best standard becomes the “better” requirements, and the better old standard is reset as “good.” This puts the Precision Principle into operation and harnesses peoples’ desire to improve their skills and simplify their work. Figure 24.2 highlights how ACE 3T procedures can be used to drive continuous improvement.

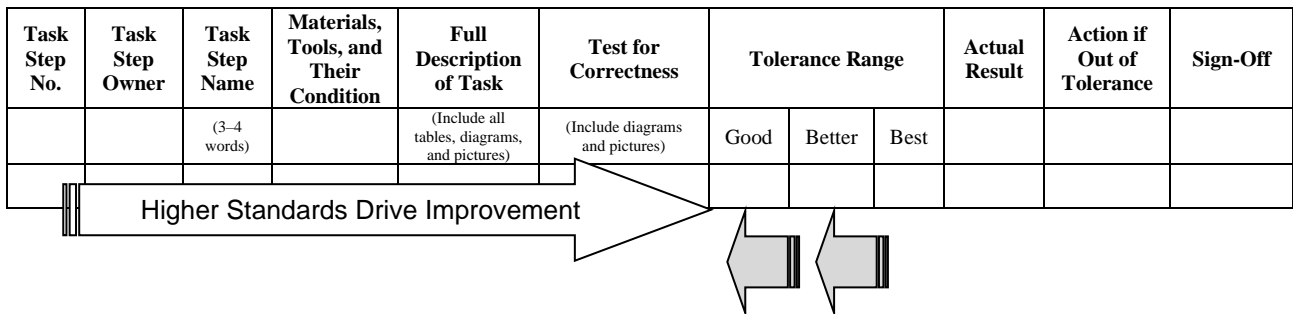


Figure 24.2—Driving Quality Improvement and Innovation with Higher ACE 3T Standards

Change Your Goals to Change Your Game

When you become a Plant Wellness Way operation, your old capital projects, enterprise asset management, and operations and maintenance strategies and philosophies are replaced with a new business-wide system of reliability. The system of reliability is designed to help your company reach world-class performance. You do that by setting world-class standards for every step in every process. The world-class performance targets require you to determine the zone of utmost success. This zone is the bull’s-eye in the target. Around the bull’s-eye is a region of tolerable performance. An outcome outside of tolerance is unacceptable, and it is rectified until it is correct. The bull’s-eye standards become corporate, departmental, group, and personal goals to achieve. Only success is rewarded. Trying to reach the new performance levels is the behavior expected from everyone—but until that behavior delivers consistent success, the climb to the pinnacle of excellence is not yet completed, and its rewards cannot be claimed.

An analogy is shown in Figure 24.3, where the standard soccer goal is shrunk to one-tenth the area of the goal opening.

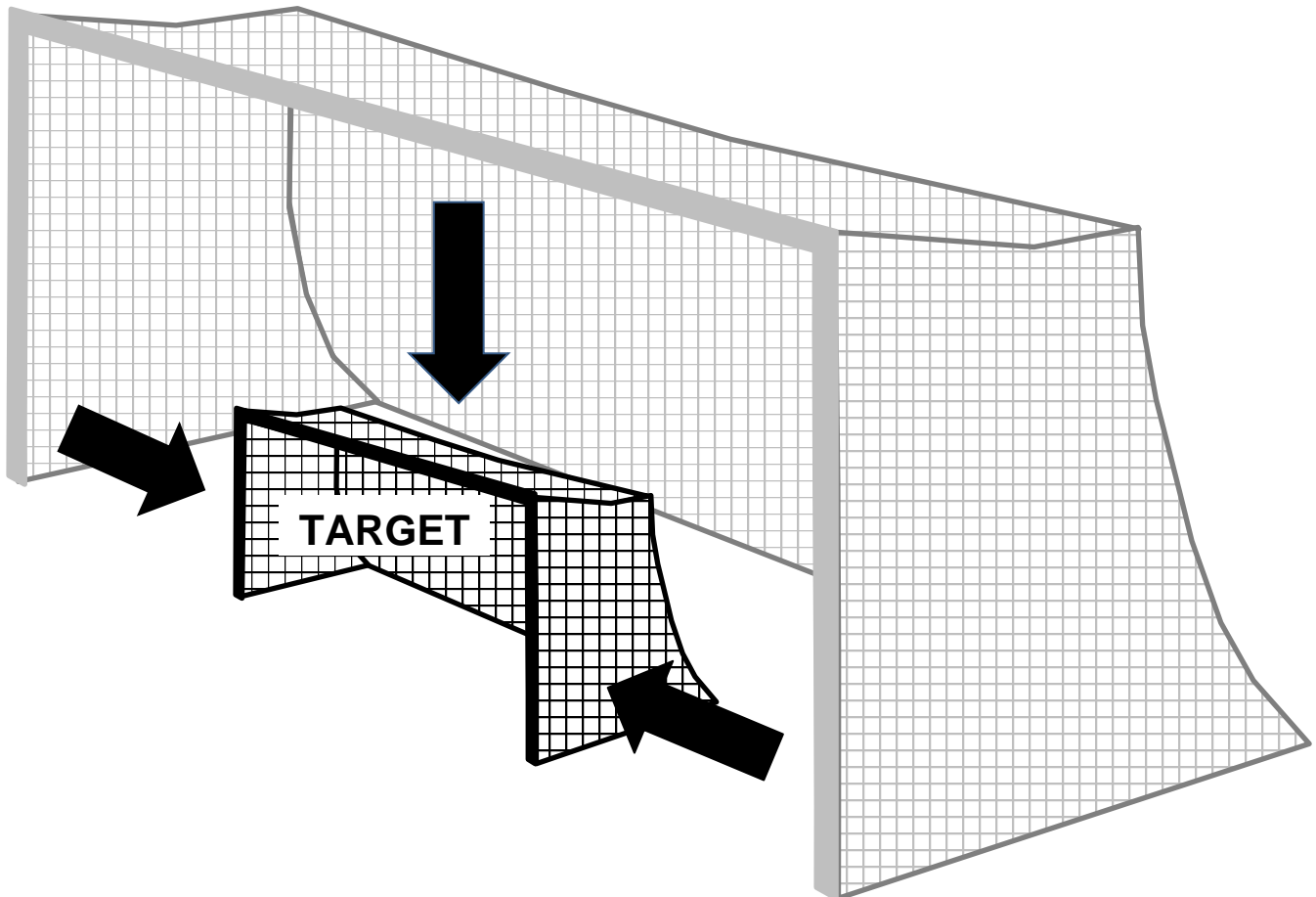


Figure 24.3—Change to World-Class Goals to Play a World-Class Game

To score within the much smaller target—the “precision zone”—requires a change in game plan. The goalie can now easily cover all the area of the goal face. No longer can you shoot from 20 meters away and kick the ball past the goalie. The possibility of tapping a ball over the goalie’s head and getting a lucky bounce into the net no longer exists. You must invent a new strategy and game plan to win the match. You need to find ways to make the goalie come out and open the goal for a shot. The strikers will need to play as a fluid team, with one drawing the goalie out and then kicking the ball quickly to another striker who is already positioned for a one-hit flick into the net.

To win the match, you will need highly skilled soccer players with outstanding ball skills who are master strategists and forward-thinking “readers of the game.” You must also be totally prepared and fully practiced before a match. Your people must know what strategy to use for each scenario that may happen on the field. They must not hesitate in the few seconds they have to score a goal. Such players are among the elite in their sport.

If players who are skillful at playing the games with a goal one-tenth the size are put onto a field with a standard goal, they will score effortlessly against the “normal” players and goalies they confront. The level of excellence reached by the “precision players” will make them unbeatable in any standard game. The Plant Wellness Way of setting component health precision values and developing systems, processes, and skills to always hit the “wellness targets” is a sure way to get world-class plant and equipment reliability. Once people know what world-class performance looks like, and they are fairly rewarded for its accomplishment, it will be nearly impossible to stop them from becoming elite at doing their work.

The “Change to Win” Team-Based Business Improvement Program

“Change to Win” is a structured change management program used to bring new practices and innovative improvements to an organization. The program uses a team-based process for helping people learn better ways and better practices to include in their work. A team consisting of the manager, the supervisor, and people from the affected workplace is assembled to introduce needed changes with the help of a facilitator. They are responsible for understanding the issues, finding the solutions, and planning how the organization will adopt the changes, including testing the ideas, and then once they work successfully, making them a part of standard practice by putting

them into the procedures and training user. They bring their individual expertise together to find improvements that “push the limit” and bring better methods to the operation.

Internalized ideas and values can change when new knowledge contradicts current beliefs and causes cognitive dissidence. The Change to Win approach lets people discover new knowledge and then use it to fix their problems. To give people the chance to learn better ideas and develop ownership of them, the Change to Win program gets team members to research and investigate the range of options available to address a problem. It encourages team members to go outside their comfort zones and look for other practices and technology they don't yet know about. Driving workplace evolution is the goal of the Change to Win 100-day program and its Five Wheels of Change.

The usefulness of an innovation to a business needs to be proven. People will only change their current practices if the evidence and the support structure is in place to make the change. A nonthreatening way to do that is with a pilot project to show people the worth of an innovation. The Change to Win program is a trial project that is limited to 100 days. This period is short enough for people to wait for evidence, yet long enough for the project to be done well. Once the experimental project is a success, you will have proof from within the business that the change works. With each success, more 100-day projects are started so that everyone becomes involved in making positive changes.

The Change to Win approach is not for problem solving, although it can be adapted to do so. Solving problems is done with Chance of Success Mapping to improve processes and creative disassembly to improve machines and equipment. The Change to Win method is about achieving behavioral changes in organizational performance by letting people introduce and integrate sure

improvements into their workplace processes. The Change to Win program is used to prompt a company to use best practices and then adopt even better practices. Examples include introducing precision maintenance into the production workforce, introducing precision operation into an industrial site, introducing new software into a business, introducing an ACE 3T quality system into an organization, introducing safety habits into a factory, and introducing the Plant Wellness Way into a company.

The “Change to Win” improvement program uses a simple workbook that each team member follows over the 100-day period. It is a friendly, low-risk, low-cost strategy to introduce changes into an operation. The teams start at the front of the workbook, and each week they work on agreed tasks until the project is complete. At weekly meetings, the team reviews progress on the action plans. When the workbook is completed, the program ends.

The current version of the “Change to Win” program workbook is available to download online. It is a part of the Plant Wellness Way EAM methodology. The workbook is self-explanatory. It contains the complete change management process to apply on the shop floor. It uses a team facilitator to guide the 100-day change process. The facilitator helps teams work their way through the workbook and apply the process. He or she keeps the team on track and on schedule. Like everything people do, the more often it is done, the better we become. Once a facilitator uses the Change to Win program with three or four teams, it will become second nature.

The example used in the workbook for applying the Change to Win method is the introduction of precision maintenance into an organization. Although shop floor people deliver precision maintenance, it is maintenance and operations managers who need to start the change, sustain it, and keep improving it. Starting a change initiative such as precision maintenance

requires a well-thought-out and structured change management process that encourages people to want to work to new, higher-skilled precision practices. Instead of risking that your improvement project will become another failed management fad, use this practical process to help people buy in to the change—first with their heads, and then with their hearts and souls as they see the change begin to work.

FOOTNOTES

1. Dale Carnegie, *How to Make Friends and Influence People* (New York: Simon & Schuster, 1936).
2. Jim Wardhaugh, “Maintenance—The Best Practices” presentation, Maintenance IQPC’s Reliability and Maintenance Congress, Singapore, 2005.