

Process of change: Perspectives from OBM/Lean/Agile work

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The aim of the session

- Presentation of different examples of change processes from OBM and Lean/Agile
- Discuss if there are benefits to combine principles from OBM with Lean/Agile methods
- Participants are invited to discuss and give their own examples of change processes

Four step change process

1. Clear direction
2. Right condition for change
3. Implementing change program
4. Sustainable change over time

1. Clear direction

Business opportunity

A priority change having an effect on the effect goal in the organization (e.g. quality, quantity, customer satisfaction, delivery time, productivity, costs)

1. Clear direction

Change result

A description of the difference between situation today and the desired situation within the area of change

Effect result

A prediction of in what way the change are going to improve important effect goal in the organization

1. Clear direction

- Alignment in management about the priority of the business opportunity
- Clear description of change result and effect result
- Decision of measurement to show improvements in change result and evaluation of effect result
- Anchor the decisions with employees

2. Right condition for change

Pinpointing process

- Where in the organization is change needed
- Which employees are affected of the change
- Important behaviors needed to improve
- A clear/specific description of the behavior

2. Right condition for change

Pinpointing process

- Prioritize the most important behavior to follow up and change
- Goal behavior influencing the result in a direct way
- Key behavior facilitates the goal behavior

2. Right condition for change

Behavior analysis

- Start with the history. What kind of consequences are reinforcing or weakening present pinpointed behavior
- What kind of consequences could reinforce goal and key behaviors
- Would change of antecedents help improving the behavior
- Are there obstacles stopping the ability to behave?
- Are there competence problems?
- Are there competing behaviors reinforced?

2. Right condition for change

Make a change plan using the behavior analysis

- Make a plan for change of consequences that could reinforce goal and key behaviors
- Make a plan of changing the antecedents helping to start the behavior
- Remove obstacles stopping the ability to behave?
- Plan for skills training where there are competence problems?
- Skills training for management to change their behaviors ?

3. Implementing change program

Implement the change plan

- Training and support management
- Make changes in small steps
- Rapport result from measurement and give feedback
- Change antecedents to improve behavior
- Implementing reinforcing consequences (social or result consequences)
- Try to decrease weakening consequences
- Skills training program if needed
- Remove obstacles

4. Sustainable change over time

Make a plan for sustainable change

- Introduction to new employees
- Continuing with measure and give feedback
- Adjust different administrative systems to the change
- Problem solving if needed
- Adjust consequences and antecedents when environment changes

Group discussion 1

- Appoint someone leading the discussion and someone to take notes
- Give everyone in the group time to give their opinion
- Question to discuss: Could it be benefits to combine the process in OBM with Lean/Agile work
- Use the last five minutes to summarize the discussion
- Total time 30 minutes