

Total Change Management

By William W. Scherkenbach

William W Scherkenbach is internationally recognized as one of the world's foremost authorities on the subject of quality and its implementation. Theory without action is useless. Action without theory is costly. Bill has the rare combination of both state-of-the-art theory and the experience of applying it in the real world.

He was in the very privileged position of learning from and working with Dr. W. Edwards Deming in the last 25 years of his life. He was with him on over 1000 meetings, including at least 50 four-day seminars, with leaders of industry and government all over the world.

"He was my student, and there's none better in the world... It takes a little ingredient called profound knowledge, and he's got it."

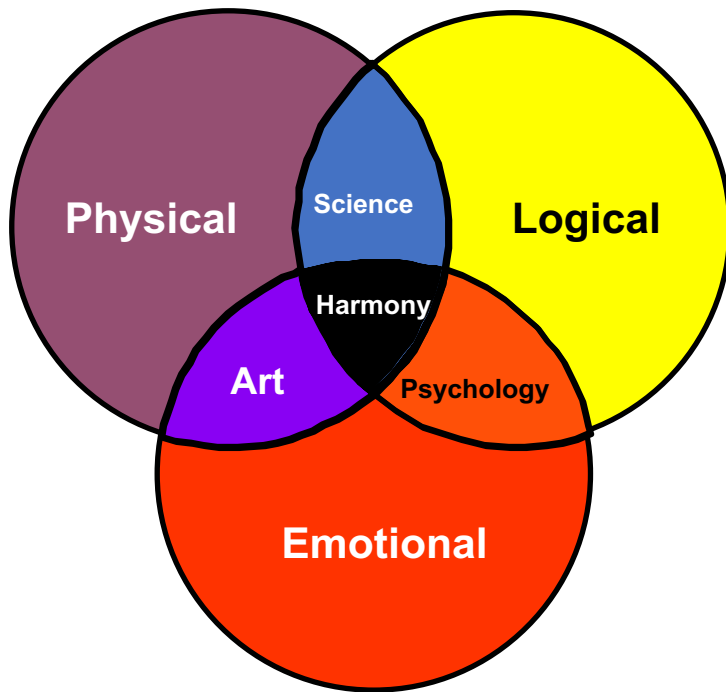
W. Edwards Deming

Address for this paper::

ccmii.org/files/ws/total-change-management-by-william-scherkenbach.pdf

William Scherkenbach and the Curious Cat Management Improvement Institute have made available a large number of additional files. Find all the files:

ccmii.org/files/ws

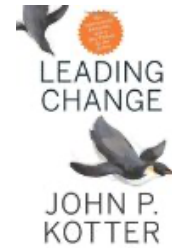


Total Change Management

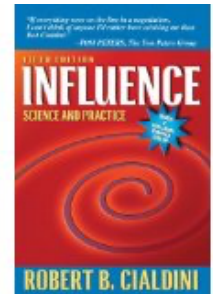
WWS, Inc.
February 2015

Short List of Recommended Reading

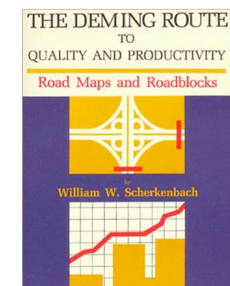
- Leading Change by John Kotter
- Influencer and Change Anything by Vital Smarts
- PROSCI Change Management Guide
- Scaling Up Excellence by Robert Sutton, Stanford
- Influence by Robert Cialdini
- The Hard Side of Change Management by Harold Sirkin, Boston Consulting Group
- The Deming Route to Quality and Productivity Second Edition by William W Scherkenbach



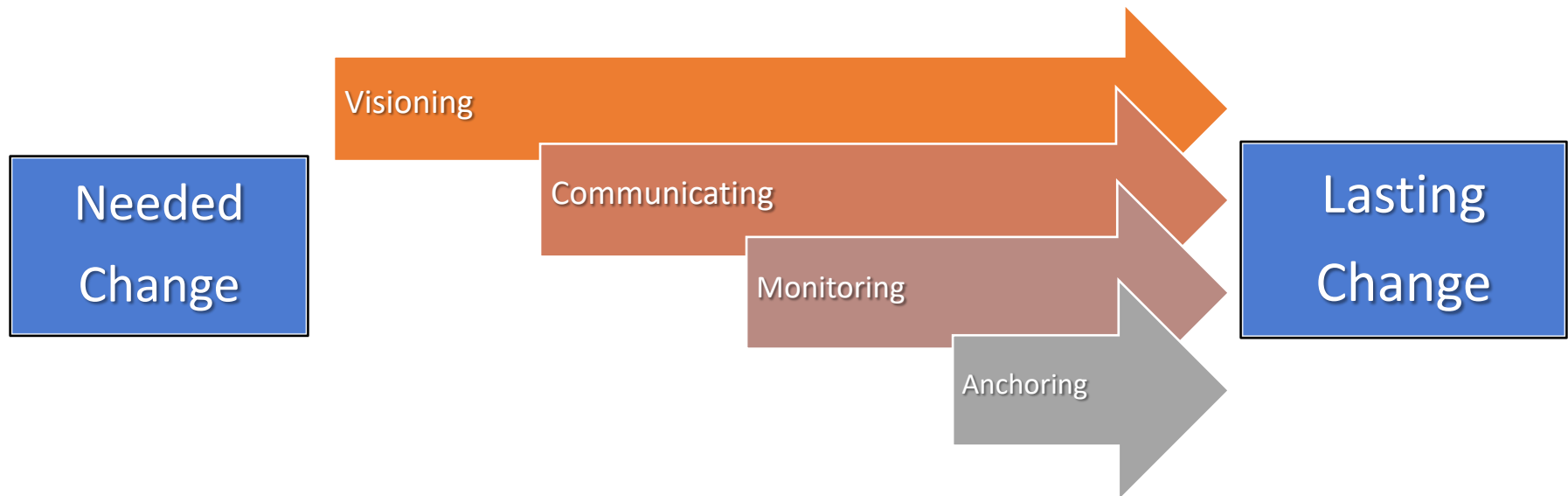
The New York Times Bestseller
REVISED AND UPDATED SECOND EDITION
WITH NEW CHAPTERS ON CULTURE, INFLUENCE, AND



SECOND EDITION



WWS Change Management Model



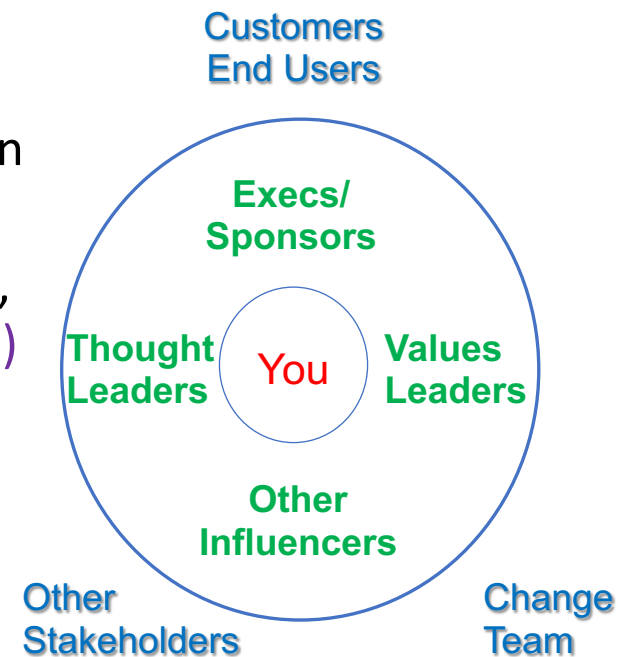
WWS Change Management Model

- **Step 1: Create a Compelling Vision for Change**
 - Specifically, what is the urgent problem, what is triggering the Change, what if we don't make the Change? (Kotter, Vital Smarts)
 - Listen to all perspectives to list behaviors and metrics needed for the Change (McKinsey)
- **Step 2: Communicate the Vision to All Stakeholders**
 - Enlist Champions/Critical Mass to influence, model, and sell the Vision to individuals and teams (Prosci, Deming)
 - Meet/Huddle at least every 2 weeks (Boston Consulting Group)
- **Step 3: Monitor the Progress of Change**
 - Hard and Soft measures (Booz Allen, McKinsey, Scherkenbach)
 - Recognize short-term wins. (Kotter)
- **Step 4: Anchor the Change**
 - Continue to Model the Changed Behaviors...even after project is done (Vital Smarts)
 - Employee recognition (Deming)



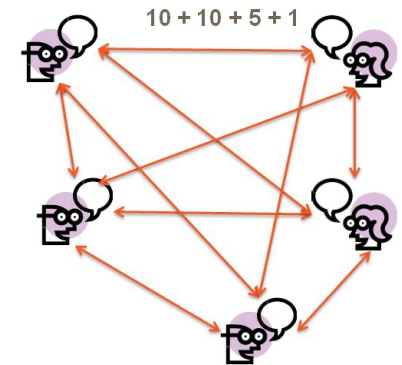
Step 1: Create a Compelling Vision for Change

- Specifically, what is the urgent problem? Why should it be a priority? (**Kotter**)
- What triggered the Change? Externally required/ mandated/ regulated? Internally desired/ benchmarked/ gapped? (**Vital Smarts**)
- Look in the mirror first. You need to internalize and visualize living and modeling the change before you can expect others to do so. (**Prosci, Deming**)
- Listen to all perspectives to identify behaviors, metrics, and attitudes needed for the change. (**McKinsey, WWS**)
 - Identify the Critical Mass **champions** and **stakeholders**:
 - Optimal team size = 4 to 6. (**Intuit's 2 pizza rule**)
- Include Compelling story; SIMple goals; Change plan. (**PMBoK, McKinsey**)

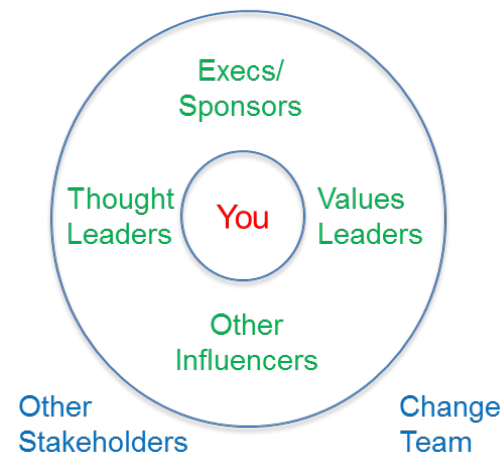


Step 2: Communicate the Vision to All Stakeholders

- Enable a short-list of Champions to influence, model behaviors, and sell the Vision of Change to individuals and teams that are the stakeholders. (Prosci, Deming)
- Develop dossiers on how best to reach and influence each. (Stanford, Deming)
- Initiate/ cancel/ modify policies, procedures, processes, training, systems, etc. to begin to anchor the Change. (Kotter, Scherkenbach)
- Meet/ Huddle at least every 2 weeks to adjust and reprioritize tasks. (Boston Consulting Group)
- Optimal Team size = 4 to 6 (Intuit's 2 pizza rule)
- Get each bespoke message out 5 to 7 times. (Prosci)



Customers
End Users



Step 3: Monitor the Progress of Change

- Hard and Soft measures (Booz-Allen, McKinsey)
 - Use variables data over time where possible
 - Make visible interdependencies and conflicts
- Involve customers frequently to get their input and monitor their response to the change. (McKinsey)
- Monitor employees for their contributions to the change.
- Pay particular attention to cultural issues that overshadowed past Change initiatives. (Stanford)
- Real-time Lessons Learned
 - Don't wait until it's over; Don't stop when you think it's over
- Monitor and adjust added workload. (Boston Consulting Group)
- Ubiquitous, real-time data; dashboards; screen savers, etc. (Intuit, Scherkenbach)
- Recognize short-term wins. (Kotter)



Step 4: Anchor the Change

- Transition to the Customers / End Users
- Continue to Model the Changed Behaviors. (Vital Smarts)
- Recognize employees for their contributions to the change. (Deming)
- Tweak policies, procedures, processes, etc. to reinforce the Change. (Kotter)
- Assess and make corrections at the 6, 12, and 18 month points after the launch of the change. (Kotter)

