Leadership, Change Management and social sourcing
MIM 27

TILBURG, MAY 17TH AND 18TH 2013
FRANK WILLEMS, LEAN MANAGEMENT INSTITUTE AND HANZE UNIVERSITY OF APPLIED SCIENCES
Who is Frank Willems?

Director Leadership at Lean Management Institute and Professor at Hanze University of Applied Sciences Groningen, Innovator in directing and (social)sourcing, TEDx speaker, Founding father of Village Council Werkhoven, Developing Leadership Master, PhD researcher at Groningen University, Regattasailor, Former Managing partner at Twynstra Gudde
Agenda

Day 1 17th may 09.15-12.30
• Basic principles of Change Management
• Group practice
• TheoryU and Social Networking theory as framework for Leadership

Day 2 18th may 09.15-12.30
• Theory about Lean thinking as a method for improving Leadership skills and strategy deployment
• Group practice in collegial peer coaching
• Summary and mission setting for your personal practice
The theory in this lecture is based on these books about Change Management and Leadership in IT environments.
What’s the problem?

CIO skills deliver suboptimal results
Underdeveloped people leadership constrains results

- Strategy development
- Planning; budgeting
- Demand management; project prioritization
- Program and project delivery
- Run operations
- Business process improvement

- Does not fully embrace leadership as primary role
- Underdeveloped leadership and interpersonal skills

Managing Systems  Leading People

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
Where to find the solution?

Develop Seven Leadership skills
- Commit to leadership first, everything else second
- Lead differently than you think
- Embrace your softer side
- Forge right relationships, drive right results
- Master communications
- Inspire others
- Build people, not systems
- Leading people

Core management processes (e.g., strategy, planning, program execution, operations)

Managing Systems  Leading People

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
The Seven CIO Leadership skills

- **Commit to being a leader first**
  Everything else comes second. The Gartner/Korn Ferry research reveals that the highest-performing CIOs are effective because they embrace the idea that everything they need to accomplish will be achieved through people, by people, and with people. They don’t pay lip service to that idea. They live it. They lead.

- **Leading differently than they think**
  A high-performing CIO is an incredibly complex and creative thinker. Yet when it comes time to lead, they don’t rely on their superior “smarts” and analytical skills to come up with the best possible solution. They act collaboratively.

- **Embrace your softer side**
  Effective CIOs manage the paradox of gaining more influence by letting go of control and allowing themselves to be vulnerable. In turn, that vulnerability enables them to create deep, personal connections—connections that provide the ability to inspire people both inside and outside their organization.

- **Forge the right relationships to drive the right results**
  This skill may not be surprising. But the following observation may be. Great CIOs spend a greater percentage of their time and energy managing relationships that exist sideways: with internal peers, external suppliers, and customers.

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
The Seven CIO Leadership skills

- **Practice communication mastery**
  All ways and always. The best CIOs know that their colleagues—especially the people who work for them—are always watching. These executives understand they are always on stage. They take advantage of that situation by constantly reiterating core messages and values. Through their focus on clarity, consistency, authenticity, and passion, they make sure their message is not only understood but also felt. They want to communicate a feeling that compels people to take the right actions.

- **Inspire others**
  In exchange for a regular paycheck, most people will give you an adequate performance. But they will only give you their best work if they believe they are involved in something greater than themselves. The best CIOs make it clear that their employees are involved in a greater good and that their contributions are meaningful and valued.

- **Build people, not systems**
  By developing people all around them, these CIOs increase their capability and capacity to deliver results. They also know that leaving behind the next generation of leaders is the best thing they can do for the organization—it will be their lasting legacy.

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
Performance on leadership styles by level for the bottom 20% (n=7,102)

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
Performance on leadership styles by level for the top 20% (n=7,358)

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
Basic principles of Change Management
Our Change Management theory this lecture

Source: Change Management Colour Theory, Prof. Leon de Caluwé, Twynstra Gudde and Leaders in Cultural Change, Prof. Jaap Boonstra
# Score of the Change colour test

<table>
<thead>
<tr>
<th>Name</th>
<th>Yellow</th>
<th>Blue</th>
<th>Red</th>
<th>Green</th>
<th>White</th>
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</thead>
<tbody>
<tr>
<td>Gerard</td>
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<td>Dubravka</td>
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<td>Johan</td>
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<td>Harikshore</td>
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<tr>
<td>Fabian</td>
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<td>Laurant</td>
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<td>Roland</td>
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<td>Roy</td>
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<td>Marcel</td>
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<tr>
<td>Eddy</td>
<td>22</td>
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<td>19</td>
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<tr>
<td>Marijke</td>
<td>21</td>
<td>26</td>
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<tr>
<td>Remco</td>
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<td>26</td>
<td>22</td>
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<tr>
<td>Huub</td>
<td>21</td>
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<td>26</td>
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</tr>
<tr>
<td>Ozlem</td>
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<tr>
<td>Erik</td>
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<td>22</td>
<td>25</td>
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<tr>
<td>Rob</td>
<td></td>
<td>22</td>
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<td>23</td>
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</tbody>
</table>

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*Note: The table represents the scores of different individuals on the Change colour test. The color codes indicate the score range.*
Why change is difficult

Managing and being managed
- Autonomous workers and hierarchical managers
- Basic conflict
- Pocket vetoes

Loosely coupled systems
- Ambiguities in organizations
- Loose coupling between intentions and behavior
- Garbage-can decision making

Chaos thinking
- Dynamic balance
- Autonomous development
- Structural tension and structural conflicts

Sociopolitical mechanisms
- Actontheory and power
- Informal organisation
- Economic exchange in group behavior

Fixations
- Wicked problems
- Development patterns in groups
- Toxic emotions
Vision on Change management

Four ways of thinking about change:

- **common language**: to discuss and decide about change it helps and reduces haggling over change only happens if you..’, when you have the same language
- **viewing the issue as a whole**: multiple contrasting viewpoints in diagnosing and understanding organizations, people, issues
- **acting situationally**: situational choice of the ‘best’ change strategy fitting the issue, the organization… What fits the issue? What fits the organization?
- **profession**: as change agent you should be aware of your preferred style, assumptions, limitations and bias. It offers a tool for reflection.
# Some questions on norms of best practice

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How many colors does an organization need?</td>
<td>• Does a ‘rainbow’ approach work?</td>
</tr>
<tr>
<td>• Do all organizations need to become learning</td>
<td>• What criteria determines appropriate color of change strategy?</td>
</tr>
<tr>
<td>organizations?</td>
<td>• Which colors dominate when colors fight?</td>
</tr>
<tr>
<td>• Can you do a multi-colored analysis by</td>
<td>• Are there situations when you have to combine colors more?</td>
</tr>
<tr>
<td>yourself?</td>
<td>• How to introduce a new color when it’s at odd with dominant colors?</td>
</tr>
<tr>
<td>• Do you understand an organization best by</td>
<td></td>
</tr>
<tr>
<td>looking at it from its ‘own color’?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change agent</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Can one master all the colors?</td>
<td>• What is the best team composition: mixed or not?</td>
</tr>
<tr>
<td>• Should one learn to believe in the color</td>
<td>• Can one be ‘colorless’ about the colors?</td>
</tr>
<tr>
<td>one is good at? Or vice versa?</td>
<td>• Doesn’t it stigmatise, this thinking in colors?</td>
</tr>
<tr>
<td>• Do people change color during their careers?</td>
<td>• Wouldn’t it help if green/white change agents would be more pragmatic</td>
</tr>
<tr>
<td>• What does one need to be ‘professional’ in</td>
<td>and business like?</td>
</tr>
<tr>
<td>mixed colored environments?</td>
<td></td>
</tr>
</tbody>
</table>
Planned change is...

- Realising aimed **results**
- Regarding the **motive**, **context** and **philosophy**
- By influencing the **actors**
- By walking through the **change programme** in phases and steps
- By **communicating** and add **meaning** to what people are doing
- In which the whole **process** will be managed by
- **Deliberate interventions** of change agents.
## Phases of planned change

<table>
<thead>
<tr>
<th>Phase</th>
<th>Efforts</th>
</tr>
</thead>
</table>
| Diagnosis                    | - Determine system boundary, the assignment, goal of diagnosis (clearly define)  
                               - Determine type of diagnosis: dimensions, methods, participation  
                               - Discovering the meaning of “What” from various viewpoints |
| The centre of diagnosis      | - Searching for patterns/contexts that are hidden by symptoms  
                               - Determine if you choose for: instinct or systematic, combined or expertise  
                               - Model a rich, precise and simple meaning for the “What” |
| Change strategy              | - Consider which kind of method/handle is the most successful (indicators)  
                               - Determine the leading principles; grand design & argumentation  
                               - Ideas about fulfilment (kind of interventions and combinations) |
| Intervention plan            | - Brainstorming and to determine the interventions and the sequence of interventions  
                               - Optimize colour consistency and colour handling tensions  
                               - Specify Plan of Approach (including actors, communication, guiding & outcome) |
| Interventions                | - Conducting interventions  
                               - Cashing the results  
                               - Secure the outcome |

### Steering
- Tracing the progress (indicators) and diagnose
- Recalibrate the objective (goal) & adjust change process
- Manage the environment & keep healthy organization change
Five ways of thinking about change
## The five colors at a glance

<table>
<thead>
<tr>
<th>Yellow-print</th>
<th>Blue-print</th>
<th>Red-print</th>
<th>Green-print</th>
<th>White-print</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Something changes when you</strong></td>
<td>bring common interests together</td>
<td>think first and then act according to a plan</td>
<td>stimulate people in the right way</td>
<td>create space for spontaneous evolution</td>
</tr>
<tr>
<td>in a/an power game</td>
<td>rational process</td>
<td>exchange exercise</td>
<td>learning process</td>
<td>dynamic process</td>
</tr>
<tr>
<td>and create a feasible solution, a win-win situation</td>
<td>the best solution, a brave new world</td>
<td>a motivating solution, the best &quot;fit&quot;</td>
<td>a solution that people develop themselves</td>
<td>a solution that releases energy</td>
</tr>
<tr>
<td><strong>The result is...</strong></td>
<td>forming coalitions, changing topstructures</td>
<td>project management, strategic analysis</td>
<td>assessment &amp; reward, social gatherings</td>
<td>training and coaching, open systems planning</td>
</tr>
<tr>
<td>by a/an... facilitator who uses his own power base</td>
<td>expert in the field</td>
<td>HRM expert</td>
<td>facilitator who supports people</td>
<td>open space meetings</td>
</tr>
<tr>
<td>aimed at... positions and context</td>
<td>knowledge and results</td>
<td>procedures and working climate</td>
<td>the setting and communication</td>
<td>self-steering teams</td>
</tr>
<tr>
<td><strong>Result is...</strong></td>
<td>partly unknown and shifting</td>
<td>described and guaranteed</td>
<td>outlined but not guaranteed</td>
<td>envisaged but not guaranteed</td>
</tr>
<tr>
<td><strong>Safeguarded by...</strong></td>
<td>decision documents and power balances</td>
<td>benchmarking and iso systems</td>
<td>HRM systems</td>
<td>a learning organisation</td>
</tr>
<tr>
<td><strong>The pit-falls lie in...</strong></td>
<td>dreaming and lose-lose</td>
<td>ignoring external and irrational aspects</td>
<td>ignoring power and smothering brilliance</td>
<td>excluding no-one and lack of action</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>unpredictable</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>self-management</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>superficial understanding and laissez faire</td>
</tr>
</tbody>
</table>

Source: Change Management Approach Prof. De Caluwé, Twynstra Gudde
## Five ways of thinking about change

| Yellow print | Bring the interests of the most important players together by means of a process of negotiation enabling consensus or a win-win solution |
| Blue print | Formulate clear goals and results, then design rationally a systematic approach and then implement the approach according to plan |
| Red print | Motivate and stimulate people to perform best they can, contracting and rewarding desired behavior with the help of HRM-systems |
| Green print | Create settings for learning by using Organisation Development interventions, allowing people to become more aware and more competent on their job |
| White print | Understand what underlying patterns drive and block an organization’s evolution, focusing interventions to create space for people’s energy |

### Change is in the eye of the beholder
- Change is in the eye of the beholder
- Each viewpoint has its ++ en --, ideals and pitfalls
## Yellow Print Thinking

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Ideals</th>
</tr>
</thead>
</table>
| Something changes when you:  
- search for common interests  
- compel people to take certain positions  
- form coalitions  
- formulate new policies. |  
- Create common interests/win-win situations  
- To safeguard the feasibility of solutions |
| "Changing = a power game" | |

### Pitfalls

- Building castles in the air  
- Power struggles (loose-loose)

### Route

Result: unknown & changing along the way

Interventions for example:
- alliance building  
- arbitration/mediation  
- creating/changing top structures  
- favoring protégés, promoting people to the fringes.

Safeguarding progress:
- policy documents/power balance

### Change agent

Role: facilitator who guards and uses his own power base

Competencies for example:
- independence and self-control  
- sensitive to power relations  
- knowledge of the sector, strategy issues and structuring issues.

Focus: positions and context
# Blue Print Thinking

## Assumptions

Something changes when you:
- define a clear result beforehand
- formulate a step by step action plan
- monitor progress and take corrective measures
- foster stability and reduce complexity.

“Change = a rational process”

## Ideals

- Progress can be planned; a better world can be ‘built’
- The ‘best’ solution (tangible aspects of organizations)

## Pitfalls

- To steamroller about people and their feelings
- To ignore irrational and external factors

## Route

Result: delineated and guaranteed in advance

Interventions for example:
- project management
- meeting procedures
- time management
- strategic analysis.

Safeguarding progress:
monitoring, benchmarking, ISO systems

## Change agent

Role: expert who formulates and implements plans if mandated to do so

Competencies for example:
- analytical skills
- planning and control
- expertise crucial to the project content
- presentation skills.

Focus: expertise and results
## Red Print Thinking

### Assumptions

Something changes when you:
- use the right incentives to motivate people
- make it comfortable and interesting for people
- award and punish people
- exercise care and safeguard fairness.

“Change = a trading exercise”

### Ideals

- The optimal fit between organizational goals and individual goals
- A solution that motivates people (soft organizational aspects)

### Pitfalls

- Sparing the rod, avoiding conflicts, ignoring power struggles
- Smothering brillance

### Route

Result: outlined beforehand but not guaranteed

Interventions for example:
- appraisal and remuneration
- management of mobility and diversity
- social gatherings
- soap box.

Safeguarding progress:
HRM systems

### Change agent

Role: systems expert who occasionally makes suggestions with regard to the content

Competencies for example:
- HRM methods
- organizing proper communication
- working in teams
- exercising care.

Focus: procedures and atmosphere
# Green Print Thinking

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Ideals</th>
</tr>
</thead>
</table>
| Something changes when you:  
- make people aware of their incompetencies  
- people gain new insights and new skills  
- create settings for collective learning  
- change people. | - Learning organizations: with everybody, about everything, always  
- A solution that helps people to develop themselves |

"Changing = learning"

<table>
<thead>
<tr>
<th>Pitfalls</th>
<th></th>
</tr>
</thead>
</table>
| - To ignore that not everybody is willing or capable of learning everything  
- Overabundance of safety and reflection, lack of decisiveness |

<table>
<thead>
<tr>
<th>Route</th>
<th>Change agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result: envisaged beforehand, but not guaranteed</td>
<td>Role: facilitator who supports people</td>
</tr>
</tbody>
</table>
| Interventions for example:  
- training, management development  
- gaming  
- coaching/intervision  
- open systems planning. | Competencies for example:  
- designing and facilitating learning situations  
- knowledge of organizational development  
- feedback skills  
- empathy and creativity. |

Safeguarding progress: permanently learning organization  

Focus: setting and communication
# White Print Thinking

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Ideals</th>
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</thead>
</table>
| Something changes when you:  
- tap people’s own will, desire and strength  
- remove obstacles to entrepreneurship and optimize conflicts  
- discern underlying patterns and make meaning  
- create new heroes and rituals.  
“Changing = releasing energy” | - Spontaneous evolution  
- Self steering  
- Taoist “non-action” |

<table>
<thead>
<tr>
<th>Pitfalls</th>
<th></th>
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</thead>
</table>
| - Insufficient insight into underlying forces and patterns  
- Laisses faire, ‘self-steering’ as an excuse for management apathy | |

<table>
<thead>
<tr>
<th>Route</th>
<th>Change agent</th>
</tr>
</thead>
</table>
| Result: hard to predict (the road = the destination)  
Interventions for example:  
- self steering teams  
- open space meeting  
- personal growth/empowerment  
- challenge sacredly held ideas and customs.  
Safeguarding progress: self steering. | Role: personality who uses his being as instrument  
Competencies for example:  
- pattern recognition and creation of (new) meaning  
- challenging the status quo  
- courage, and ability to deal with insecurity  
- authenticity and self-awareness.  
Focus: patterns and persons. |
Diagnosis
### How do you approach the diagnosis?

<table>
<thead>
<tr>
<th>Static</th>
<th>Dynamic</th>
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</thead>
<tbody>
<tr>
<td><strong>System oriented</strong></td>
<td><strong>Entrepreneur's approach:</strong> open system opportunities/threats fit solution oriented all pulling in the same direction growth.</td>
</tr>
<tr>
<td>Design approach: systemic aspects and tightness registration deviations from the norm internally oriented people are funcionaries.</td>
<td>Developmental approach: sense-making ‘everything flows’ learning diverse definitions of reality.</td>
</tr>
<tr>
<td><strong>People oriented</strong></td>
<td></td>
</tr>
<tr>
<td>Actor’s approach: field of influence distribution of power power is limited individual orientation.</td>
<td></td>
</tr>
</tbody>
</table>

**Change agent focus diagnosis on organizational aspects**

**Change agent focuses diagnosis on change aspects**
First diverge and then converge

Change idea:
- Multiple view
- Making more complex
- ‘Whole elephant’

Meaning:
- To search and find
- Subjective, intuitive
- Separate cause and symptoms

Focus of issue
Can it with more of the same?

Is it possible with more of the same?

Immersion - Continuous - Evolutionary

Episodic

Rhythm

Incremental

First order - Stepwise - Optimalising

Second order - Revolutionary

Third order - Continuous - Evolutionary

Can they renew themselves?

Yes

No

No

Yes

Jumped by
Second order change: add a colour

<table>
<thead>
<tr>
<th>Typical verbs</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Yellow print</td>
<td>Politicize, destabilize, arrange the support, decide, democratize</td>
</tr>
<tr>
<td>Blue print</td>
<td>Rationalize, (over) simplify, schematize, design, (re)solve, control, stabilize</td>
</tr>
<tr>
<td>Red print</td>
<td>Humanisation, motivate, seduce, appreciate, to give attention, connecting people</td>
</tr>
<tr>
<td>Green print</td>
<td>Explicit, awareness, reason, learn, customize, experiment, reflect</td>
</tr>
<tr>
<td>White print</td>
<td>To make complex, to boost (dynamic), add conflicts, hybridize, to give meaning, innovate</td>
</tr>
</tbody>
</table>
Intervention plan & interventions
The five relevant questions

1. Which interventions do fit in the strategy? What kind of goals do fit in that strategy?
2. How do we manage interventions which amplify each other?
3. Which boundary conditions connect well? How do we achieve the synergy?
4. How do we associate with (colour) disturbances? What to do when we find ourselves in hostile environments and when we have to deal with competitive ways? How do we separate roles and domains?
5. How do we organise the interventions in terms of roles, timing, information?
# Overview of a sample of colored interventions

<table>
<thead>
<tr>
<th>Dominant Color</th>
<th>Individual</th>
<th>Group</th>
<th>Organization</th>
</tr>
</thead>
</table>
| Yellow         | - Personal Commitment Statement  
- Outplacement  
- Protégé constructions | - Confrontation meetings  
- Third-party strategy  
- Top structuring | - Improving quality of work life  
- Forming strategic alliances  
- Negotiations on labor conditions |
| Blue           | - Management by Objectives  
- Hygienic working  
- Working with a day planner | - Working in projects  
- Archiving  
- Decision making | - Strategy analysis  
- Business process redesign  
- Auditing |
| Red            | - Career development  
- Recruitment and selection  
- Job enlargement/Job enrichment | - Social activities  
- Team roles  
- Management by speech | - Reward systems  
- Managing mobility and diversity  
- Triple ladder |
### Overview of a sample of colored interventions

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</thead>
<tbody>
<tr>
<td><strong>Green</strong></td>
<td>- Coaching - Intensive clinic - Feedback/Mirroring</td>
<td>- Teambuilding - Gaming - Intervision</td>
<td>- Open systems planning - Parallel learning structures - Quality circles</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>White</strong></td>
<td>- T-Group - Personal growth - Networking</td>
<td>- Self-steering teams - Open space meetings - Making mental models explicit</td>
<td>- Search conferences - Rituals and mystique - Deconstructing “sacred cows”</td>
</tr>
</tbody>
</table>
Coloured key succes factors

<table>
<thead>
<tr>
<th></th>
<th>What kind of (process-)results will you persuit?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yellow</strong></td>
<td>- Support is available</td>
</tr>
<tr>
<td></td>
<td>- The keyfigures are behind the decision</td>
</tr>
<tr>
<td></td>
<td>- Hard appointments, a good ´deal´</td>
</tr>
<tr>
<td><strong>Blue</strong></td>
<td>- The output is achieved</td>
</tr>
<tr>
<td></td>
<td>- The plan is followed</td>
</tr>
<tr>
<td></td>
<td>- It is clear</td>
</tr>
<tr>
<td><strong>Red</strong></td>
<td>- People feel rewarded and taken seriously</td>
</tr>
<tr>
<td></td>
<td>- We can offer people a perspective</td>
</tr>
<tr>
<td></td>
<td>- Good cooperation</td>
</tr>
<tr>
<td><strong>Green</strong></td>
<td>- People ask for feedback</td>
</tr>
<tr>
<td></td>
<td>- The doors and windows are open</td>
</tr>
<tr>
<td></td>
<td>- People want to learn and reflect</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td>- People organize themselves across department walls</td>
</tr>
<tr>
<td></td>
<td>- There is energy</td>
</tr>
<tr>
<td></td>
<td>- Things have a different meaning than before</td>
</tr>
</tbody>
</table>
Every colour has its own change agent

<table>
<thead>
<tr>
<th>Yellow print</th>
<th>Director of the process who encloses his power</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue print</td>
<td>Expert projectmanager who takes care of formulating and implementation, but mandated.</td>
</tr>
<tr>
<td>Red print</td>
<td>Coaching manager, HR- or communications-expert who suggests solutions</td>
</tr>
<tr>
<td>Green print</td>
<td>Process supervisor who supports people</td>
</tr>
<tr>
<td>White print</td>
<td>A pattern indicator who puts himself (or herself) on the line</td>
</tr>
</tbody>
</table>
Cultural change is about identity

Meaning and Existence
- Societal value and contribution
- Historical success and pride
- Reasons to exist

Distinctive Competences
- Reputation and trust
- Knowledge and expertise
- Inspiration and communication

Customer Value
- Fulfilling Customer Needs
- Attraction and promises
- Reasons for retaining

Competitive Advantage
- LEAN Leadership
- Quality and innovation
- Creativity and collaboration

Business Idea And Identity

Source: Prof. Jaap Boonstra Cultural Change in Organizations
A Change approach for IT Sourcing
## Mix styles in your change design

<table>
<thead>
<tr>
<th>Design and organizing</th>
<th>Change components</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Systems and technology</strong></td>
<td><strong>Structure and processes</strong></td>
</tr>
<tr>
<td>Rationalisation, systems, harmonizing management processes</td>
<td>Culture scan and specifying functions, governance, and competences</td>
</tr>
<tr>
<td>Architecture and process implementation</td>
<td>Aligning strategy plan, control and supplier selection</td>
</tr>
<tr>
<td>Stable services portfolio Knowledge guarantee</td>
<td>Organizing structure, securing processes, starting sourcing and appointing staff</td>
</tr>
</tbody>
</table>
The complete sourcing Change Approach

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Design and decision making</th>
<th>Making plans</th>
<th>Contracting</th>
<th>Transition and collaboration</th>
<th>Optimization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Change components In enneahedron Possible forms of collaboration</td>
<td>Governance model Organization plans</td>
<td>Agreements Declaration of collaboration</td>
<td>Desired situation</td>
<td>Desired situation</td>
</tr>
<tr>
<td>Reason</td>
<td>Yellowprint phase</td>
<td>Blueprint phase</td>
<td>Redprint phase</td>
<td>Current situation</td>
<td>Current situation</td>
</tr>
<tr>
<td>Vision</td>
<td>Yellowprint phase</td>
<td>Yellowprint phase</td>
<td>Yellowprint phase</td>
<td>Greenprint phase</td>
<td>Greenprint phase</td>
</tr>
<tr>
<td>Actors</td>
<td>Sponsors, advisors and mgt.</td>
<td>Mgt., control and advisors</td>
<td>Sponsors, mgt., supply, control and advisors</td>
<td>Mgt., control and supply, collaboration team</td>
<td>Supply, mgt., control</td>
</tr>
<tr>
<td>Results</td>
<td>Sourcing choice Sourcing design Governance choice Decision</td>
<td>Program of requirements, Organization plan Formation plan Governance model Game simulation</td>
<td>Contract Deal sheet Standards SLA, DAP Employment agreement</td>
<td>Migratie Overdracht Assets Services ingericht Securing knowledge Game simulation</td>
<td>Continuous orientation towards change and grip on costs</td>
</tr>
</tbody>
</table>
Gaming as a Change Intervention

Step 1
Idea to Opportunity

Step 2
Decision to Justify

Preferred solutions
Impact analyse
Conclusion (choice) & OK by DJ

Document flow
Innovation

= document is a physical part of the game
= document is NOT a physical part of the game
Group practice

• Form four teams f.i. based on your Change colour
• Discuss about your experience with organisational changes (15 minutes)
• Give with your team answer to these questions (20 minutes):
  – Which interventions or approaches were most successful?
  – Why was this a success?
  – What does this ask from the Change leaders?
  – Try to relate this to the Change colour
• One spokesman presents the results plenary (2 minutes/team)
Leadership and Change mgt skills
New leadership results in faster impact

Development line with co-creation and Leadership principles of Lean and TheoryU

Energy and time

Impact

Traditional line of Development

Source: TheoryU and Market research Master Leadership Hanze University
Leadership starts with why

The Golden circle

People connect better with you when it is clear why you do it, not what you do

- Feeling, Trust and intuition (Lymbic brain)
- Rationality and analytical mind (Neocortex)

From inside to outside
Theory U as ‘toolkit’ for leaders

LISTENING 1: from habits
- Downloading habits of judgment
- Disconfirming old opinions & judgments

LISTENING 2: from outside
- Factual listening noticing differences
- Seeing through another person's eyes emotional connection

LISTENING 3: from within
- Empathic listening
- Connecting to an emerging future whole; shift in identity and self

LISTENING 4: from Source
- Generative listening (from the future wanting to emerge)
- Reconfirming old opinions & judgments

---

LISTENING

Mind

Heart

Will

---

Theory U as 'toolkit' for leaders.

From habits: Downloading habits of judgment
Disconfirming old opinions & judgments

From outside: Factual listening noticing differences
Seeing through another person's eyes emotional connection

From within: Empathic listening
Connecting to an emerging future whole; shift in identity and self

From Source: Generative listening (from the future wanting to emerge)
Reconfirming old opinions & judgments

---

TiasNimbias
Business School
<table>
<thead>
<tr>
<th>Level</th>
<th>Intervention</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Seeing</td>
<td>Community Building</td>
<td>Group Agree and setting conditions for unifying group communications</td>
</tr>
<tr>
<td>2. Seeing</td>
<td>Attentive observation</td>
<td>Sensation and experience what you really see and hear</td>
</tr>
<tr>
<td>2. Seeing</td>
<td>Future Search</td>
<td>Sharing past, present, future dreams and map common interests</td>
</tr>
<tr>
<td>3. Sensing</td>
<td>Nature walk</td>
<td>Silence Walk, nature experience</td>
</tr>
<tr>
<td>4. Presencing</td>
<td>Meditation</td>
<td>Strengthening coordination in team</td>
</tr>
<tr>
<td>4. Presencing</td>
<td>Social dreaming</td>
<td>Share parts of dreams and collective dreams to come</td>
</tr>
<tr>
<td>Golden Circle (Sinek)</td>
<td>Human Needs (Assink)</td>
<td>Human Motivations (Barrett)</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>Why</td>
<td>Spiritual</td>
<td>Make the difference</td>
</tr>
<tr>
<td></td>
<td>Co-creation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal cohesion</td>
<td></td>
</tr>
<tr>
<td>How</td>
<td>Mental</td>
<td>Transformation</td>
</tr>
<tr>
<td></td>
<td>Emotional</td>
<td>Self-Esteem</td>
</tr>
<tr>
<td></td>
<td>Relational</td>
<td></td>
</tr>
<tr>
<td>What</td>
<td>Fysical</td>
<td>Survive</td>
</tr>
</tbody>
</table>
Social Networking skills
What is a network

• A network exists of a collection of actors which are connected by ‘ties’. These actors, so called ‘nodes’ can be persons, teams, organisations and concepts.

• A social network is a social structure made up of individuals (or organisations) called ‘nodes’, which are tied (connected) by one or more specific types of interdependency, such as friendship, kinship, common interest, financial exchange, dislike, sexual relationship, or beliefs, knowledge or prestige.
Type of networks

Formal networks

Informal networks
Social networks: LinkedIn visualisation

http://inmaps.linkedinlabs.com/network
Concepts from social network analysis

- Nicholas Christakis: Our experience with the world depends on the factual structure of our networks and what flows in these networks.

- Ronald Burt: People focus on activities within their own group and that causes ‘structural holes’ in information flow between these groups.

Bridging the structural holes

- Will lead to new ideas, innovations and borderless opportunities

- How to bridge the structural holes?

- How can change management and leadership support this?
Social Capital

- Social Capital is a sociological concept, which refers to connections within and between social networks
- The concept of Social Capital highlights the value of social relations and the role of cooperation and confidence to get collective or economic results
- The modern emergence of Social Capital concept renewed the academic interest for an old debate in social science: the relationship between trust, social networks and the development of modern industrial society.
- Social Capital is the strategy of getting relations
- Great thinkers are Robert Putnam, Pierre Bourdieu and James Coleman
Connecting Social Capital

• Connecting Social Capital is about the relations between people within groups that are homogeneous
• Best examples are family, good friends and direct neighbours
• Social Capital is the superglue in social networks
The law of diffusion of innovation

Prof. Everett Rogers 1962
Four basic principles for an online social network

Principle 1: People

Is your community ready and how will they participate?
Tip: Use the Change colours and the Groundswell Social Technographic profile
Basic principles for an online social network
Principle 2: Objectives

What are your goals? Do you want to talk or listen to the community or create energy for solving a problem?

- **Listening**: Listen to your community for research and better understanding of your customers. This goal suits for marketing development
- **Talking**: Use your community to spread messages about your idea, brand or company. This goal suits to extend digital marketing initiatives and interactive channels
- **Energizing**: Connect with you most enthusiastic customers and use the community to supercharge the power of their word of mouth. Suits for energizing your brand
- **Supporting**: Setup a community where customers help and support you and each other. Suits for lowering supports costs or to share limited knowledge or experience
- **Embracing**: Integrate the ideas of the community into your business and let them help to improve your services and products. Most challenging goal and experience with other goals is needed
Basic principles for an online social network

Principle 3: Strategy

- How do you want to fill in the relationship with you and your community and how will this lead to changes?
- Your network works best in steady Social networks and professional peergroups
- How do you reach a higher level of participation?
- What is your role?
Basic principles for an online social network
Principle 4: Technology

What applications are useful and effective?

• Built yourself
  – Socialtext….praktical and fast to use
  – Wordpress….you need patience and to do a lot yourself, but it is nice
  – Sharepoint 2010….is coming, but expensive
  – …

• Ready to use
  – Ning…Easy to step in, but commercial
  – Google…Low entrance and common in use but….where is my data?
  – …
And the law of inequality participation

In Internet culture, a lurker is a person who reads discussions on a message board, newsgroup, chatroom, file sharing, listening to people in VOIP calls such as Skype or online groups as Yammer or other interactive system, but rarely or never participates actively (Ridings, Gefen & Arinze, Psychological Barriers: Lurker and Poster Motivation and Behavior in Online Communities 2008)
Combine Groundswell, the law of innovation and participation levels

To know about the innovative change character of your crowd
Fishermen community for collecting data

Vangstenregistratie.nl is het centrale platform voor hengelvangstregistratie in Nederland en België.
Op deze website kun jij als sportvissers je persoonlijke vangsten registreren en mededelen aan hengelvangstregistratie voor je vereniging en federatie.

Vangstenregistratie.nl, 7000 professional fishermen provide the Ministry of Agriculture valuable information on waterquality and share their knowledge with 350,000 other fishers
And my Datema Wikipilot project

In 2010/2011 we have worked on a nautical information project with 40 students from three Hanze University schools, Datema development teams, and managers and researchers from the university, with support from Syntens and a community of seafarers as our sounding board. Both the technology and the community are being created in parallel, using an open source approach and the very latest development methodologies, all in a short space of time. At the beginning of 2011 the first prototype applications were ready, and we will be able to begin introducing them and build up the community to use the prototypes and share nautical data.
How do you lead a social network?

- **Bird in a hand principle**: What is available, what do I need, who am I, who do I know and what do I know?
- **Affordable loss principle**: How much is this idea worth to me and how much am I willing to lose?
- **Lemonade principle**: Random events in an uncertain environment, leverage new opportunities
- **Crazy Quilt principle**: By social collaboration and crowdsourcing you ensure everyone's input and connect
- **Pilot in the plane principle**: Concentrate on what you can control. If your future is made by yourself (Lean Thinking, TheoryU and Effectuation) you do not have to predict its
Change Management and Social Networking

- It is important to know your own color and profile and the one for the crowd
- Social Networks act mostly green and white and will collide with dark yellow and blue
- The art lies in taking into account the differences and look for the passions and bond subjects (peering)
- And thus create confidence and energy
- Small steps with visible results
- Release and share a lot, it takes time
Lean Leadership

Sources:
Lean IT Steve Bell and Michael Orzen
Lean books of Lean Global Network and Lean Management Institute
History of Lean

Lean or the Toyota Way

Jidoka
JIT
TPS
TPM
Lean or the Toyota Way

Deming
TQC
Shewhart
Core principles of Lean

1. Specify **Value**
   (what customers want, how and when do they want it?)

2. Identify the **Value stream**
   (what value added operations should the product follow to reach customers?)

3. Achieve **Flow**
   (detection to remove anything that stops the product. *Waste*)

4. Implement **Pull**
   (decreased delivery time. *Lead Time*)

5. Perfection
   (the “never ending” of improvement)
The Lean Infrastructure: the value-creating work of management

<table>
<thead>
<tr>
<th>Lean Leadership</th>
<th>To create, lead and communicate a clear and shared vision on Lean change following a structured PDCA approach. ‘Practice what you preach’ drives the Lean culture.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Stream Improvement</td>
<td>Create processes that can produce close to customer demand are free of waste, flexible and adaptable. Full end to end process awareness.</td>
</tr>
<tr>
<td>Operational Management</td>
<td>To create stability, reliability, capability, flexibility and rhythm in the process and to create awareness we are implementing Flow Boards, Performance Meetings, Problem Solving activities.</td>
</tr>
<tr>
<td>Lean Culture</td>
<td>To create a sustainable Lean culture we invest in our people and train them in the new ways of work, develop their skills and provide education and training.</td>
</tr>
</tbody>
</table>
Four levels of organizing work

- Senior management
- Production managers
- Group leaders & supervisors
- Front lines
Lean Infrastructure in an organizational context

Lean Leadership

Operational management

Lean Culture

Senior management

Production managers

Group leaders & Supervisors

Front Lines

Value stream improvement

Deployment
In other words:

Adjust in order to be adaptive and improve further

Understand how we are doing and plan on the Lean infrastructure

Check with the organization

Execute in the organization
The Lean Practitioner

**Focus:** Participants must understand, experience and enact the lean philosophy.

**Practice area:** Participants learn to apply lean in their own process.
The Lean Professional

Focus:
Participants and their co-workers must understand, experience and enact the lean philosophy in their process. Participants must be able to inspire and engage co-workers.

Practice area:
a couple of related processes in the company and the interaction between them.
The Lean Champion

Focus:
The company must understand, experience and enact the lean philosophy in its entire Value Streams. Participants must be able to change the vision and philosophy of the entire company.

Practice area:
The participant’s entire company. The entire Value Chain, covering multiple departments.
A3 Thinking as elementary leadership tool

• “Thinking” for a reason
  – “What is the purpose?”
• Can’t be done in isolation
• Specific actions are needed to encourage the right thinking
  – This leads to the next actions & even deeper thinking – never ending – continuous improvement
• Need both the thinking & behaviours
7 Elements of A3 Thinking

1. Logical thinking process leads to the real problem!
2. Objectivity
3. Results & process
4. Distillation & visualisation
5. Alignment
6. Coherence within & consistency across
7. Systems viewpoint
Remember the Change diagnosis: First diverge and then converge

Change idea
- Multiple view
- Making more complex
- ‘Whole elephant’

Meaning
- To search and find
- Subjective, intuitive
- Separate cause and symptoms

Focus of issue
Storyline of the Problem Solving A3

Theme:

Plan

Background

Current Situation

Goals

Root Cause Analysis

Do, Check, Act

Countermeasures

Effect Confirmation

Follow-up Actions
Problem Solving A3: Theme

• Title introduces the content to the audience
• Should objectively describe the problem addressed in the report in the context of the overall story
• Theme becomes searchable in an electronic database
  – “Reducing scrap in the machine shop”
  – “Improving press shop productivity”
  – “Improving on time delivery of new IT architecture”
  – “Reducing errors on Accounts Payable”
  – “Standardization of SAP business rules at new release for procurement”
Problem Solving A3: Background

**Theme:**

- **Plan**
  - **Background**
  - **Current Situation**
  - **Goals**
  - **Root Cause Analysis**

- **Why are you talking about it?**
- **Think about audience**
  - What’s their background?
  - What information do they need?
- **How does the problem relate to company goals?**
- **Other issues**
  - How was the problem found?
  - Who is involved?
  - What are the symptoms?
  - Past performance?
  - etc.
Problem Solving A3: Background

Theme:

Background

1. Corporate Goals 2006
   - Increase global market share
   - Improve quality & service
   - Increase corporate profits

2. Manufacturing Goals 2006
   - Improve reduce cost by 5%
   - Reduce scrap 15%
   - Improve productivity 7%
   - Improve HSE index 10%
   *Health, safety & environment

Ref: Sobek & Smalley 2008 pp34
Problem Solving A3: Current Situation

**Theme:**

- **Plan**
- **Background**
- **Current Situation**
- **Goals**
- **Root Cause Analysis**

### Current Situation

- Frame current condition in a simple way for the reader
- Draw a visual representation that depicts the critical elements of the system or process
- Try to avoid text summaries
- “Frame the problem” & insert the problem statement
  - What is it?
  - What is it not?
- Be quantitative
  - Data collected through direct observation
  - Summarise relevant information about current state
Problem Solving A3: Current Situation

Theme:

Plan

Current Situation

Scrap by Department

Breakdown of Machine Shop Scrap Rates

£K

2004 2005 2006 (YTD)

Legend

*Legend

Ref: Sobek & Smalley 2008 pp34
Problem Solving A3: Goal

Theme:

- Background
- Current Situation
- Goals
- Root Cause Analysis

Plan

- How will we know the project is successful at the end of implementation?
- What standard or basis for comparison will be used?
- Set a clear goal or target state for the situation
- Be clear on the measure of performance
- Consider how to collect the data to later evaluate and check the effectiveness of any action items
Problem Solving A3: Goal

Theme:

Plan

Goal

Grinding Machine Scrap

<table>
<thead>
<tr>
<th>%</th>
<th>Final Grind</th>
<th>Rough Grind</th>
<th>Target Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.7</td>
<td></td>
<td>3.7</td>
<td>2.0</td>
</tr>
</tbody>
</table>

- Reduce scrap in rough grind from 3.7% to less than 2% by December 2006
- Reduce scrap in final grinding from 8.7% to less than 2% by December 2006

Ref: Sobek & Smalley 2008 pp38
Problem Solving A3: Root-Cause Analysis

Theme:

- **Plan**
  - Background
  - Current Situation
  - Goals
  - Root Cause Analysis

- **Continue the investigation of the current condition until root cause is identified**
- **Separate symptoms & opinions from cause & effect**
- **Consider appropriate techniques**
  - Use 5 Whys
  - Fishbones
- **Real problems often have multiple causes**
  - Experiments may be required to establish cause & effect
Problem Solving A3: Root-Cause Analysis

Theme:

Plan

Goal

Pareto by Defect Type

- 72% Undersized Shaft defect
- 20% Grinder Burns
- 6% Scratches & Dents
- 2% Other

Main problem

Ref: Sobek & Smalley 2008 pp41
Problem Solving Process

1. Initial Problem Perception (Large, vague, complicated problem)

2. Clarify the problem

3. Locate Area/Point of Cause

1. Initial Problem Perception (Large, vague, complicated problem)

POC

4.5-Why? Investigation Of Root Cause

Basic Cause & Effect Investigation

Direct Cause
Cause
Cause
Cause
Root Cause

Why?
Why?
Why?
Why?
Why?
Why?

5. Countermeasure

6. Evaluate

7. Standardise
5 Whys

The machine stopped

Why?

The overload circuit tripped

Why?

The pump was seized up

Why?

Metal shavings damaged the shaft

Why?

Shavings entered lubrication system

Why?

No filter on the inlet pipe
Problem Solving A3: Countermeasures

**Theme:**

- As important to know what did not work as what works
- Ensure to address the potential root cause(s) with the action items
- Make it clear exactly what will be done (WHAT)
- Clarify the due date for actions (WHEN)
- Assign ownership/responsibility (WHO)
- Make implementation order & location clear

---

**Do, Check, Act**

- **Countermeasures**
- **Effect Confirmation**
- **Follow-up Actions**
Problem Solving A3: Countermeasures

Theme:

Do, Check, Act

Countermeasures

Spindle bearing tightened

Coolant replaced

Target level

Defect %

YTD Average

Dates of action items & results confirmation

Ref: Sobek & Smalley 2008 pp42
Problem Solving A3: Effect Confirmation

**Theme:**

- Verify the effectiveness of the action items in total
- Use the same standard as the one listed in the goal section
- Determine ways to verify the effectiveness of the items, one by one if possible
- Plan in advance for the data that will need to be collected
- Identify who will help collect the data and how frequently
Problem Solving A3: Follow-up Actions

**Theme:**

- What further changes should be made to the system to sustain the improvement?
- What else remains to be done?
- Look for similar processes that can benefit from the countermeasures
  - Inside & outside the department

**Do, Check, Act**

- Countermeasures
- Effect Confirmation
- Follow-up Actions
**Countermeasures**

<table>
<thead>
<tr>
<th>Suspected Cause</th>
<th>Action Item</th>
<th>Responsible</th>
<th>Date</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dirt &amp; contamination</td>
<td>Daily SS &amp; PM tasks</td>
<td>Tony (T/L)</td>
<td>2/11</td>
<td>Conducting daily. No issues.</td>
</tr>
<tr>
<td>2. Grinding wheel set up</td>
<td>Grinding wheel set up check</td>
<td>Tony (T/L)</td>
<td>4/11</td>
<td>Checked out O.K.</td>
</tr>
<tr>
<td>3. Manual offset function</td>
<td>Check offset function</td>
<td>Tony (T/L)</td>
<td>4/11</td>
<td>Checked out O.K.</td>
</tr>
<tr>
<td>5. Clamp &amp; locator damage</td>
<td>Check camp &amp; locator</td>
<td>Ed (Maint)</td>
<td>5/11</td>
<td>Nothing abnormal.</td>
</tr>
<tr>
<td>7. Incoming part dimensions</td>
<td>Measure part dimensions</td>
<td>Janet (QC)</td>
<td>9/11</td>
<td>Within spec.</td>
</tr>
<tr>
<td>8. Poor material hardness</td>
<td>Measure hardness</td>
<td>Janet (QC)</td>
<td>9/11</td>
<td>Within spec.</td>
</tr>
<tr>
<td>10. Grinding conditions abnormal</td>
<td>Check grinding conditions</td>
<td>Mary (Eng)</td>
<td>11/1</td>
<td>Nothing abnormal.</td>
</tr>
<tr>
<td>11. Coolant concentration</td>
<td>Measure concentration</td>
<td>Joe (Maint)</td>
<td>11/1</td>
<td>Contaminated tanks. Replaced.</td>
</tr>
<tr>
<td>12. Wheel dressing check</td>
<td>Check conditions</td>
<td>Mary (Eng)</td>
<td>11/1</td>
<td>Nothing abnormal.</td>
</tr>
</tbody>
</table>

**Follow-up Actions**

<table>
<thead>
<tr>
<th>Investigation Item</th>
<th>Responsibility</th>
<th>Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish coolant check PM</td>
<td>Ops &amp; maintenance</td>
<td>15/11</td>
<td>Complete</td>
</tr>
<tr>
<td>2. Establish bearing check PM</td>
<td>Ops &amp; maintenance</td>
<td>15/11</td>
<td>Complete</td>
</tr>
<tr>
<td>3. Communicate findings to similar plants</td>
<td>Tom Engineering Mgr.</td>
<td>22/11</td>
<td>In-process</td>
</tr>
<tr>
<td>4. Discuss bearing issue with OEM</td>
<td>Tom Engineering Mgr.</td>
<td>29/11</td>
<td>Pending</td>
</tr>
</tbody>
</table>
10 questions for formulating an A3

1. What is the problem or the issue?
2. Who is the owner of the problem?
3. What are the underlying causes of the problem?
4. Which countermeasures are possible?
5. How do you decide which countermeasures will be suggested to implement?
6. How do you get commitment of all the involved people?
7. What is your plan; who, what, when, where, how, why?
8. How do you know that the countermeasures really works?
9. Which issues can be foreseen during implementation?
10. How do you fix the experience and knowledge and how do you share this?

Source: John Shook Managing to Learn
Collegial peer coaching and A3 thinking

• Use the A3 thinking as part of solving a problem and improving your skills

• Each colleague is mentor or coach and helps by:
  – Facilitating real, lasting positive change
  – Observing, listening, asking questions
  – Using questioning techniques to identify solutions
  – Maintaining positive, supportive, non-judgemental point of view.
  – Supporting each other

• Collegial peer coaching consists of three basic parts:
  – Pre-conference; one person draws a case with an A3 theme and describes a real good view of the situation
  – Observation; colleagues first listen empathic (TheoryU level 3), then ask objective, not judged questions. The coached person gives answers
  – Post-conference; The team evaluates the outcome based on observations
Group practice collegial peer coaching

- Form teams of maximum five participants
- We practice in two rounds of 30 minutes each
- Two persons prepare each a case from their professional work environment and formulate the theme and problem definition
- Together with the team and the technique of collegial peer coaching you analyse the cause and situation
- In the pre-conference round suggestions for countermeasure can be done
- At the end the team evaluates the outcome of the process and draw a draft A3
- What is missing and what will be follow steps?
Summary and mission setting
The seven CIO leadership skills

Develop Seven Leadership skills
- Commit to leadership first, everything else second
- Lead differently than you think
- Embrace your softer side
- Forge right relationships, drive right results
- Master communications
- Inspire others
- Build people, not systems
- Leading people

Core management processes (e.g., strategy, planning, program execution, operations)

Managing Systems  Leading People

Source: The CIO Edge, 7 Leadership Skills, Waller, Hallenbeck and Rubenstrunk
### The five colors at a glance

<table>
<thead>
<tr>
<th>Yellow-print</th>
<th>Blue-print</th>
<th>Red-print</th>
<th>Green-print</th>
<th>White-print</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Something changes when you</strong></td>
<td>bring common interests together</td>
<td>think first and then act according to a plan</td>
<td>stimulate people in the right way</td>
<td>create settings for collective learning</td>
</tr>
<tr>
<td><strong>in a/an</strong> power game</td>
<td>rational process</td>
<td>exchange exercise</td>
<td>learning process</td>
<td>create space for spontaneous evolution</td>
</tr>
<tr>
<td><strong>and create</strong> a feasible solution, a win-win situation</td>
<td>the best solution, a brave new world</td>
<td>a motivating solution, the best “fit”</td>
<td>a solution that people develop themselves</td>
<td>a solution that releases energy</td>
</tr>
<tr>
<td><strong>The result is...</strong> forming coalitions, changing topstructures</td>
<td>project management, strategic analysis</td>
<td>assessment &amp; reward, social gatherings</td>
<td>training and coaching, open systems planning</td>
<td>open space meetings self-steering teams</td>
</tr>
<tr>
<td><strong>by a/an...</strong> facilitator who uses his own power base</td>
<td>expert in the field</td>
<td>HRM expert</td>
<td>facilitator who supports people</td>
<td>someone who uses his being as instrument patterns and meanings</td>
</tr>
<tr>
<td><strong>aimed at...</strong> positions and context</td>
<td>knowledge and results</td>
<td>procedures and working climate</td>
<td>the setting and communication</td>
<td></td>
</tr>
<tr>
<td><strong>Result is...</strong> partly unknown and shifting</td>
<td>described and guaranteed</td>
<td>outlined but not guaranteed</td>
<td>envisaged but not guaranteed</td>
<td>unpredictable</td>
</tr>
<tr>
<td><strong>Safeguarded by...</strong> decision documents and power balances</td>
<td>benchmarking and iso systems</td>
<td>HRM systems</td>
<td>a learning organisation</td>
<td>self-management</td>
</tr>
<tr>
<td><strong>The pit-falls lie in...</strong> dreaming and lose-lose</td>
<td>ignoring external and irrational aspects</td>
<td>ignoring power and smothering brilliance</td>
<td>excluding no-one and lack of action</td>
<td>superficial understanding and laissez faire</td>
</tr>
</tbody>
</table>

Source: Change Management Approach Prof. De Caluwé, Twynstra Gudde
Cultural change is about identity

Meaning and Existence
- Societal value and contribution
- Historical success and pride
- Reasons to exist

Distinctive Competences
- Reputation and trust
- Knowledge and expertise
- Inspiration and communication

Customer Value
- Fulfilling Customer Needs
- Attraction and promises
- Reasons for retaining

Competitive Advantage
- LEAN Leadership
- Quality and innovation
- Creativity and collaboration

Business Idea And Identity

Source: Prof. Jaap Boonstra Cultural Change in Organizations
The Golden circle

People connect better with you when it is clear why you do it, not what you do.

Feeling, Trust and intuition (Lymbic brain)
Rationality and analytical mind (Neocortex)

From inside to outside
Theory U as ‘toolkit’ for leaders

LISTENING 1: from habits
- Downloading habits of judgment

LISTENING 2: from outside
- Factual listening
  noticing differences

LISTENING 3: from within
- Empathic listening

LISTENING 4: from Source
- Generative listening
  (from the future wanting to emerge)

Open Mind
Open Heart
Open Will

- disconfirming [new] data
- seeing through another person’s eyes emotional connection
- connecting to an emerging future whole; shift in identity and self
- reconfirming old opinions & judgments
<table>
<thead>
<tr>
<th>Golden Circle (Sinek)</th>
<th>Human Needs (Assink)</th>
<th>Human Motivations (Barrett)</th>
<th>Level of Consciousness (Barrett)</th>
<th>TheoryU level (Scharmer)</th>
<th>TheoryU leadership skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why</td>
<td>Spiritual</td>
<td>Make the difference</td>
<td>7</td>
<td>Performing</td>
<td>Act in conjunction with the entire new system</td>
</tr>
<tr>
<td>Co-creation</td>
<td></td>
<td></td>
<td>6</td>
<td>Prototyping</td>
<td>New way of acting by connected heads, hearth and hands</td>
</tr>
<tr>
<td>Internal cohesion</td>
<td></td>
<td></td>
<td>5</td>
<td>Let arise ‘Open Will’</td>
<td>Connected with the future that can be designed and touched</td>
</tr>
<tr>
<td>How</td>
<td>Mental</td>
<td>Transformation</td>
<td>4</td>
<td>Connect with the source, Presencing</td>
<td>Generative listening, collective connected</td>
</tr>
<tr>
<td>Emotional</td>
<td>Self-Esteem</td>
<td></td>
<td>3</td>
<td>In contact with the system ‘Open heart’</td>
<td>Empathical listening, release and connect</td>
</tr>
<tr>
<td>Relational</td>
<td></td>
<td></td>
<td>2</td>
<td>Seeing with fresh eyes ‘Open Mind’</td>
<td>Factual listening, seeing the difference</td>
</tr>
<tr>
<td>What</td>
<td>Fysical</td>
<td>Survive</td>
<td>1</td>
<td>Listening from habits</td>
<td>Downloading from old patterns</td>
</tr>
</tbody>
</table>
Lean Infrastructure in an organizational context

Lean Leadership

Operational management

Lean Culture

Deployment
What will be your personal A3 for this year?

Theme:

Plan

- Background

- Current Situation

- Goals

- Root Cause Analysis

Do, Check,Act

- Countermeasures

- Effect Confirmation

- Follow-up Actions
Change Management is essential

The illiterate of the 21st century are not those who can not read and write, but those who can not unlearn, share and collaborate

*Alvin Toffler*
Chaos is needed for breakthrough!

If a cluttered desk says something about a messy mind what does a blank desk say then?

_Einstein_
Feedback on yourself is essential

Work hard, play hard, rest hard.
Life with passion

Anthony Robbins