

Program Implementation



Consulting Roles

- Analyst
- Change Agent
 - Systems
 - People
- Trainer
- Yes Man
- Listener/Counselor
- Scapegoat



Mike's Consulting Maxims

- What they ask for is not what they want
- You can't be a hero at home
- Penny wise, but pound foolish
- It's the personal relationship stupid!
- Things take longer than they do
- Don't let the tail wag the dog
- Everything is political



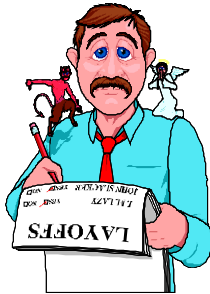
Typical Steps

- Meet with client
- Identify stakeholders
 - real
 - perceived
- Determine real problem
- Identify possible solutions
- Identify best solution
- Gain acceptance for solutions
- Implement solution



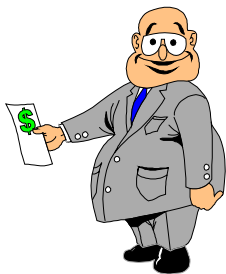
Ethics are Important

- Competence to consult
- Pricing
- Recommendations made
 - own products
 - more consulting
- Laws & ethical standards
- Confidentiality
- Respect others' products
- Maintain your standards



Who is Your Client?

- The Organization
- The Stockholders
- The Managers
- The Employees
- The Customers/Clients
- The Public
- The Taxpayer



Consulting Skills

- Public Speaking
- Writing
- Interpersonal
 - schmoozing
 - listening
 - patience/openness
- Analytical
- Creativity
- Work Savvy



Managing Change



Process for Inspiring Change

Step 1: Preparation

- Create an atmosphere for change (survey)
- Understand factors to employee acceptance
- Get buy-in from the beginning
 - Advise teams/identify level of empowerment
 - Identify and communicate “Don’t Touch” areas



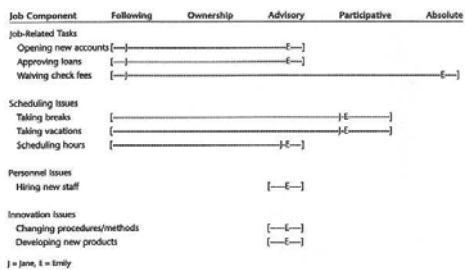
Factors in Making the Decision to Empower

- Importance of decision quality
- Leader knowledge of problem area
- Problem structure
- Importance of decision acceptance
- Probability of decision acceptance
- Subordinate trust and motivation
- Probability of subordinate conflict

Levels of Employee Input

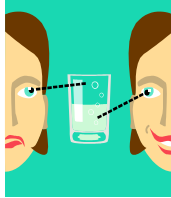
- Absolute
 - Sole responsibility for making decisions
- Shared/Participative/Team
 - has an equal vote with management or other employees
 - Reaches decisions through group consensus or voting
- Advisory
 - Makes recommendations
 - Suggests new ideas
 - Provides input
- Ownership of Own Output
 - Employees are responsible for their own quality control
 - Control is only at the individual level
- Following
 - Work is closely checked by others
 - Employee is closely supervised

Empowerment Charts



Factors Related to Employee Acceptance of Change

- The reason behind the change
- The person(s) making the change
- The people being changed



Employee Acceptance of Change The Reason Behind the Change

- Legitimate
 - financial reasons
 - external mandates
 - productivity improvement
- Whim
- Everybody else is doing it



Employee Acceptance of Change The Person Making the Change

- Popularity
- Degree of respect
- History of successful change



Employee Acceptance of Change The Person Being Changed

- Change agents
- Change analysts
- Receptive changers
- Reluctant changers
- Change resisters



Process for Inspiring Change

Step 1: Preparation

- When choosing solutions, be able to answer **WHY**
- Anticipate questions
- Identify **ALL** stakeholders
- Assess your organizational culture
- Go on a Sacred Cow Hunt

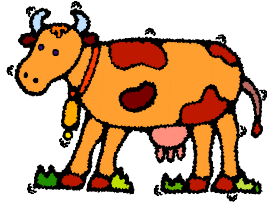
Sacred Cows: Defined

Practices that have been around for along time and invisibly reduce productivity



Sacred-Cow Hunts

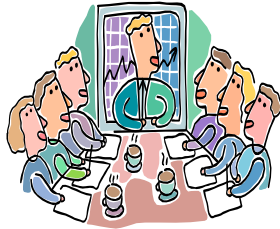
- The Paper Cow
- The Time Cow
- The Meeting Cow
- The Cash Cow



Process for Inspiring Change

Step 2: Implementing the Change

- Keep staff informed
 - Communications team
 - Increase meetings
- Provide Training



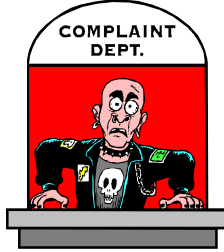
Implementing Change

- Creating an atmosphere for change
- Communicating details
 - training is needed
 - two-way communication
 - honesty is essential
- Time frame
- Training needs



Organizational Culture Steps to Changing Culture

- Assessing the new culture
- Creating dissatisfaction with existing culture
- Maintaining the new culture
- Selecting new employees



Organizational Culture Assessing the New Culture

- Needs assessment
- Determining executive direction
- Implementation considerations
- Evaluation of the new culture
- Creating dissatisfaction with the existing culture



Process for Inspiring Change

Step 2: Implementing the Change(s)

- Revise job descriptions
- Understand and allow the 5 responses to change



Stages of Change Carnall (1990)

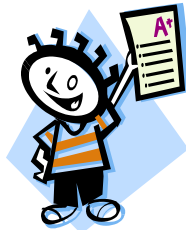
- Denial
- Defense
- Discarding
- Adaptation
- Internalization



Process for Inspiring Change

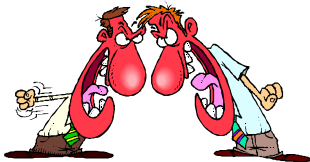
Step 3: After Implementation

- Assess the changes
- Identify areas for improvement
- Reward staff
- Review your selection process



Organizational Culture Maintaining the New Culture

- Select new employees who are consistent with the new culture
- Create a socialization process where new employees will learn about the new culture
- Reward behaviors consistent with the new culture



Embracing Change

1. Don't expect somebody else to reduce your stress.
2. Decide to change
3. Don't act like or become a "victim"
4. Don't try to control the uncontrollable



Embracing Change

5. Don't choose your own pace of change
6. Speed up your pace
7. Don't be afraid of the future
8. When uncertainty arises, ask questions
9. Take on new assignments
10. Ask how you can help
