

The Principal Advisor: Approaches to Leadership and Change Management

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Every organization is perfectly aligned for the results it gets. 60-70% of the effort needed to improve process performance and asset health in manufacturing environments is aligning the leadership and solving the organization and human challenges that account for “status quo”. The GPAllied principal advisor for leadership and change management provides “thought leadership” in best practices for leadership engagement, organization design, and change management directly applied to projects that will improve asset health and process performance.

Project risk is defined as anything that will adversely affect time, cost, quality, and the return on investment in the business case for change. The GPAllied change management approach identifies and quantifies risk in two dimensions: (1) the organization’s readiness for change based on past performance and current skills; and (2) the complexity of change based on the scope of functional change and culture change required. This risk assessment drives the level of leadership alignment and change management mitigating actions that will ensure a successful project. GPAllied’s change management approach is illustrated in Figure 1.

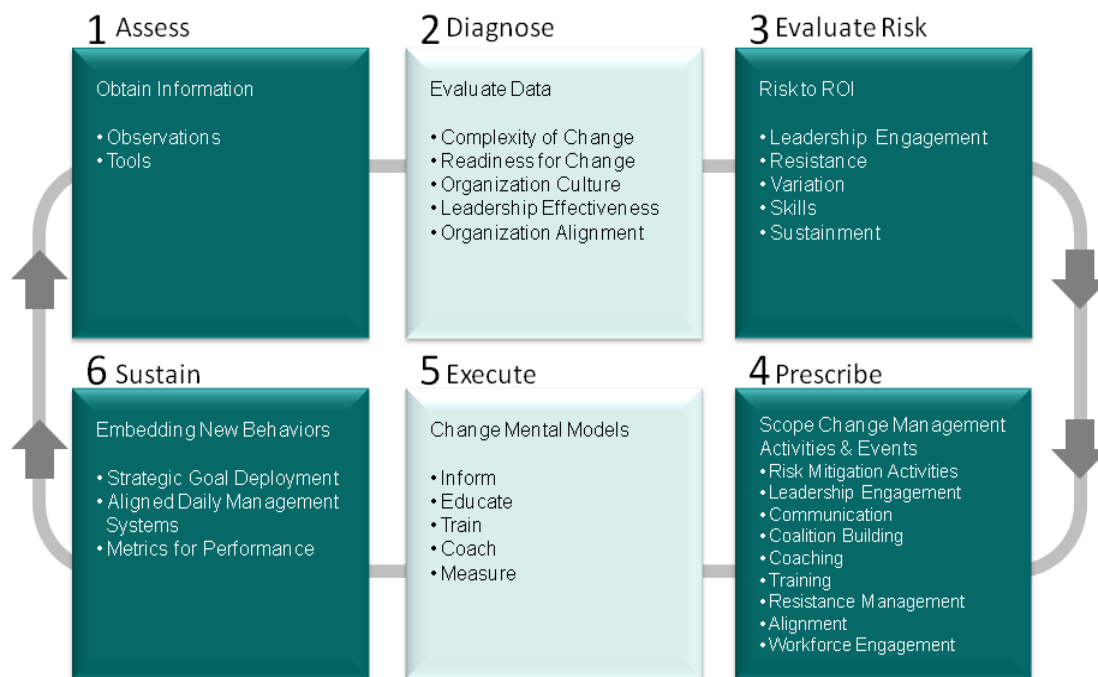


Figure 1: Change Management Approach

When implementing process solutions, GPAllied integrates the elements of change management and project management that also adapt the culture and realign the organization's systems to improve and sustain both asset health and productivity. This approach is contained in the GPAllied R⁵ methodology: *Recognize* – listen to the “voice of the customer”; *Rationalize* – gather data and analyze; *Ratify* – build the business case and project plan and align the leadership; *Resolve* – close the gaps identified in Rationalize using the strategy and methods from the project plan; and *Realize* – realign the organization's systems and build the coalitions to adapt the culture that sustain the gains.

Examples of the tools GPAllied uses to manage change and align the leadership are listed below:

- Readiness for Change Assessment
- Stakeholder Roadmap
- Coalition Building Plan – Corporate/Site
- Executive Coaching Card
- Leadership Coaching Card
- Coaching Plan – Resistance Management
- Employee Engagement Plan
- Risk Management Plan (FMEA)
- Communication Plan
- Communication Effectiveness Assessment
- Site Change Management Team
- Process Coaching Cards – Floor
- Partnership Agreements
- Team Charters
- Change Management Training
- Situational Leadership Training
- Situational Leadership Plan
- Process Champion Charter
- Organization Structure for Change Project
- Executive Sponsor Role & Expectations
- Change Effectiveness Metrics –
 - Communication
 - Participation
 - Process Effectiveness

If you are contemplating making process changes to improve performance, have been involved in a “flavor of the month” project, feel that your organization requires a change in its culture to achieve better performance, or have processes but do not follow them, GPAllied provides public training in change management and leadership that can help you understand why these situations occur and give you the methodology and tools you need to accelerate change and achieve a high likelihood of success. We can also customize a training event at your location and provide supporting consulting solutions.

GPAllied's offerings in this area should be considered if you are:

- A plant manager or a direct report to a plant manager;
- In a role at corporate headquarters responsible for improving production performance involving asset reliability; or
- Anyone in a supervisory position that would like to develop the skills to become a better leader.