



CHANGE

For any significant change to be successful it must be based upon what I call the 'vision community' where all stakeholders are committed to the vision of the future state and a strong change management process. When I speak of change it could be any sort of significant change. In other words the implementation of a significant process change such as Integrated Business Planning (IBP) or the installation of major systems such as Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Product Lifecycle Management (PLM) or Demand Planning will only succeed with effective change management. As one of my contacts, Rob Morrow, said *"buying running shoes doesn't make you competition ready"*.

Change management is not just an issue that is associated to processes such as IBP and systems, it effects all major changes such as changes to methodologies e.g. total quality, lean, just in time and Six Sigma. Even as we are witnessing a change of monarch!

Back in the sixties nobody in Western industry believed that the ideas of total quality or just in time were possible and condemned them to Eastern fantasy. I still remember listening to Dr Edwards Demming, the iconic American management consultant who pioneered the development of total quality management in Japan and Asia saying at one of his last lectures as he paced up and down the stage saying *"they weren't listening in the 1960s and they're not listening now"*. History now tells us the success that Japanese industry achieved through adopting total quality management, just in time and subsequently Lean.

Change is not driven through training which focuses upon how to do things, which of course is essential but it does not drive change. Change is driven from education which focuses upon the **why**, it is the why that creates the change and in turn the why emanates from a complete commitment to the vision of the future state.

"Change is driven from education which focuses upon the why"



Dr. Edwards Demming

I live near Chester in the UK which is an ancient and lovely city. In the centre of Chester there is, as in many cities, a park called Grosvenor Park. It is a beautiful place, full of gardens, flower beds and lawns. On the lawns there are signs that say 'No ball games on the grass'. However, as you walk around, guess what you see? Yes, you've got it, kids playing football on the grass. In fact you see kids playing football on the grass using the sign as a goal post!! What is wrong with those parents, can't they read? No that's not the problem, those parents were trained how to read several years ago. So what's the problem, its not that they have been trained how to read, the problem is that they don't buy into or understand the **why**. Consequently, you hear them say "stupid rule" and blindly allow their children to carry on playing football. On the other hand, if the sign had said "No ball games on the grass because there are poisonous snakes in it" I think it would be a different story (behaviour) at least for 'their kids'. Of course once parents had understood the **why** then it is true that kids still have to play somewhere and so the parents behaviour would be that they would direct their kids to play in another safe environment and not where the sign is. In other words the behaviour change has been created through understanding the **why** (education and leadership) not the **how** (training), although training is of course also a critical factor but it does not drive change.

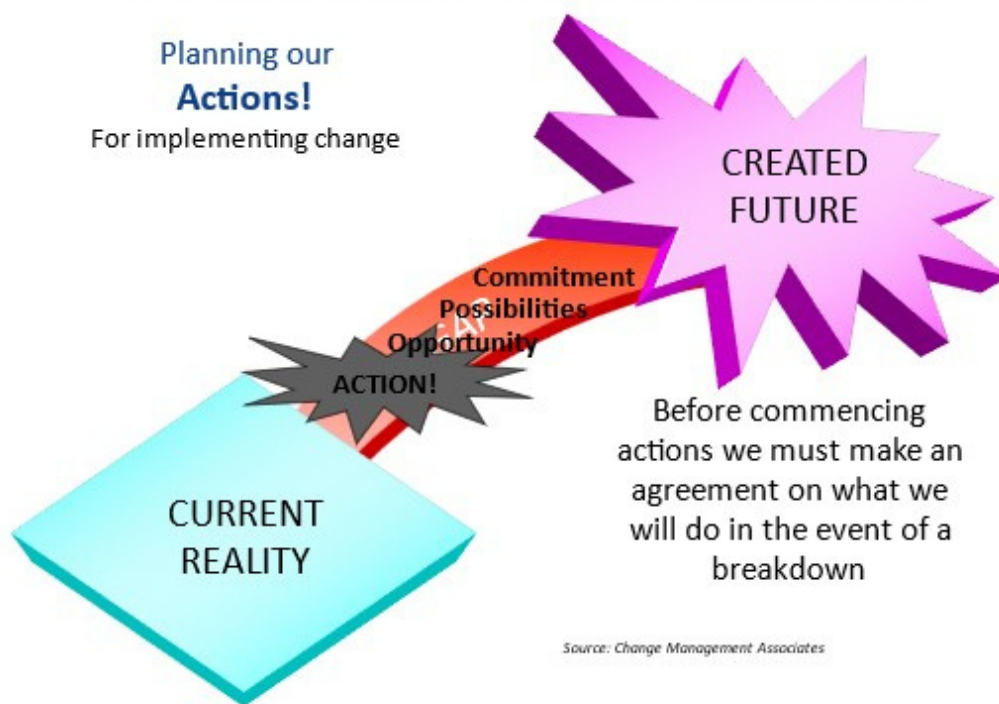
As Joel Barker, the award winning management consultant, said *"Significant success at nation level, company level and even a personal level is always preceded by significant vision"*.

If this is true which I believe it is, then the starting point must be a group of leaders who are committed to the future state vision. This cannot be imposed upon people but it must be leadership inspired and must be built by taking people with us.

This principal is one which we also observe in our work with horses in our Leadership Development Company Horses 4 Change Ltd. Working with horses teaches us that you cannot subjugate horses into change through 'breaking them in', whips, spurs, straps, ropes and pain you can only achieve permanent change and success through taking the horse with you with clear empathy, trust and leadership. This is the same for change management with people and the approach that I have found most effective is education and change management methodology known as the bridge.

LEADERSHIP through **INTEGRATION**

A Process of Conversations



Process of conversation

The bridge is a process of deliberate and specific conversations that doesn't start from actions or project plans, it starts from a shared vision and works backwards building commitment but allowing for breakdown (loss of commitment) before formulating plans and actions.

Of course as the old saying goes change is not optional but success is!
So you must either change the people or change the people.

Dave Manning

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