

Navigating Change

Driving Continuous Improvement

eePulse, Inc.

**“Change means movement.
Movement means friction.”**

– Saul Alinsky (1971)



Research on Change

- Friction is good; it sustains change
- Optimization, not maximization, is key
- Need to balance friction
- With ability to cope



Lessons for leaders

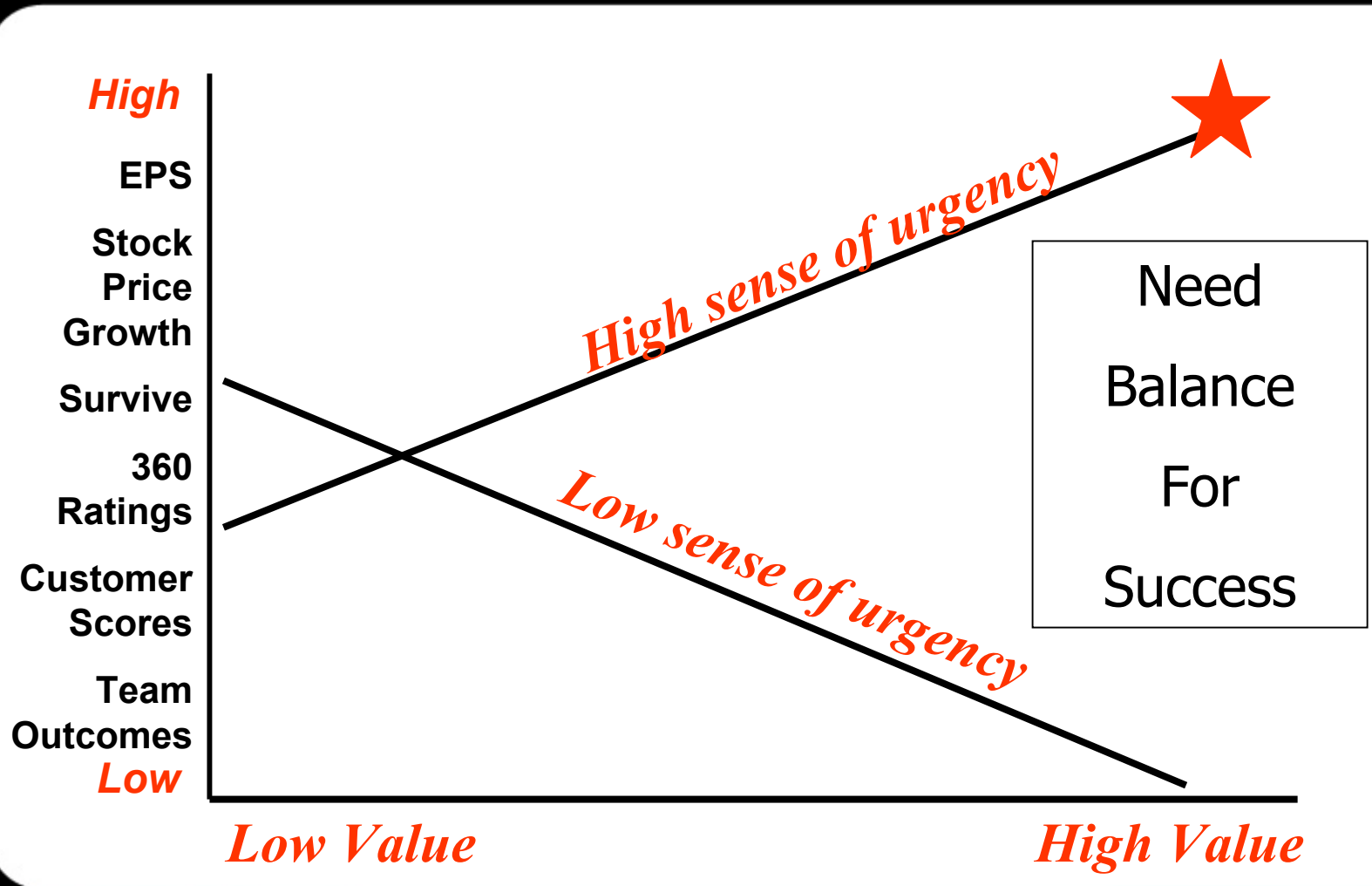
- **Friction = sense of urgency**
 - Sense of urgency fluctuates; monitor it
- **Coping = make employees feel valued**
 - Reduce blocks to their productivity
 - Talk to employees



LISTEN

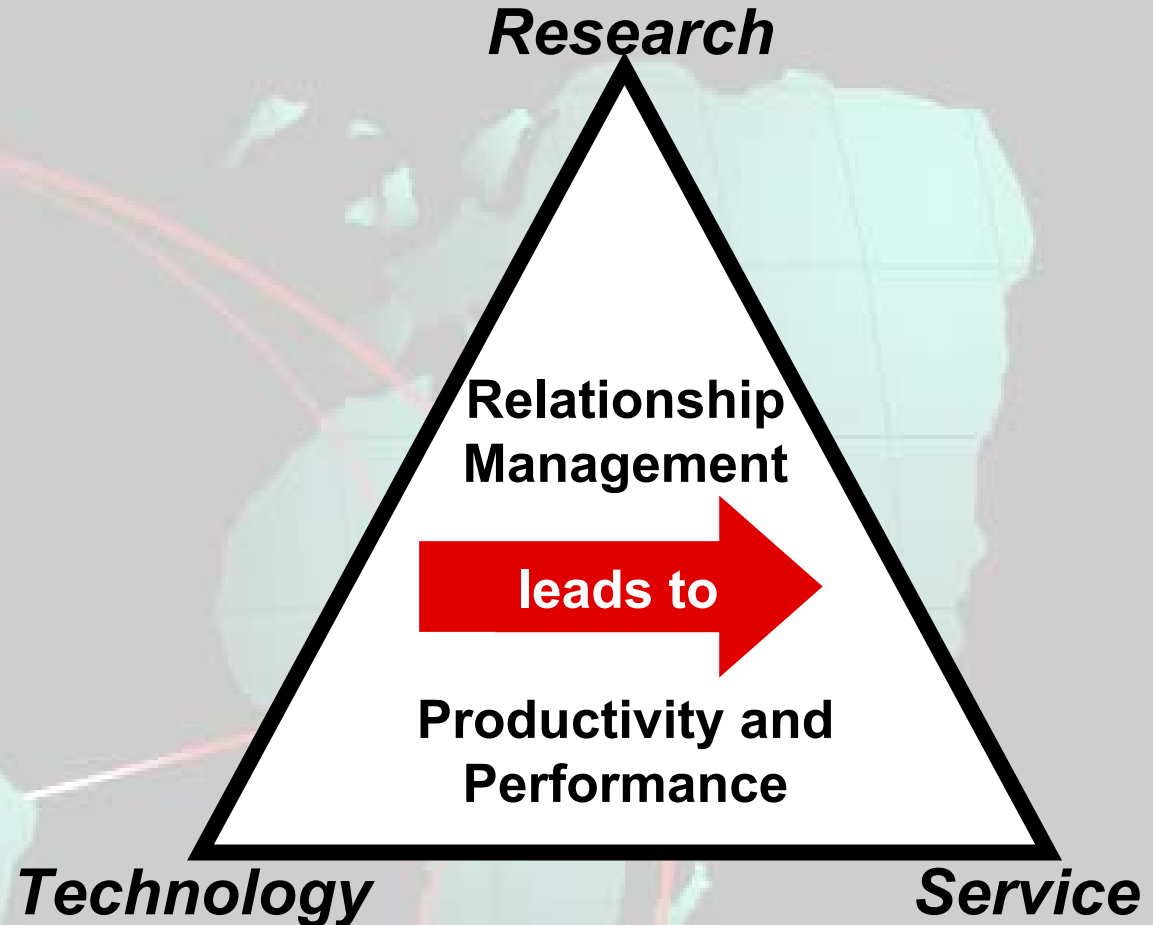
Even more important...

Research on performance



Turn research into a leadership solution

- Created in 1996, eePulse™ is a technology and management research company
- We transformed the employee survey process
- We deliver leadership tools that **improve performance immediately**
- Our solution uses proprietary software, Measurecom® powered by a Pulse Survey™ engine



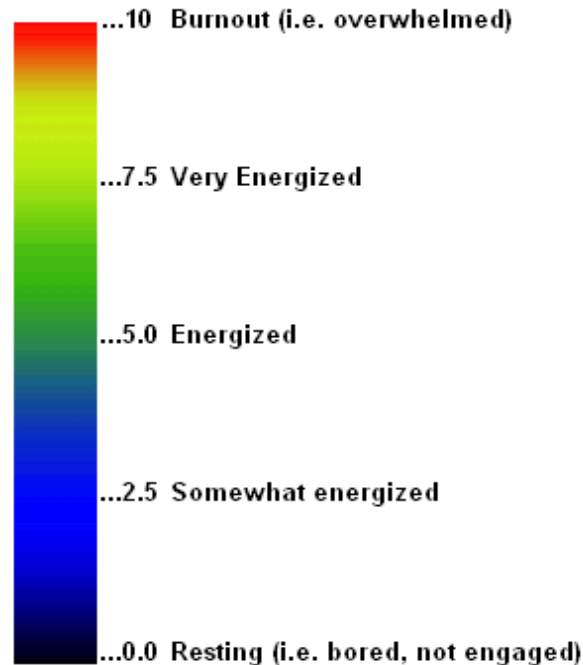
Measurecom = measurement + communications

eePulse Solution

- **Pulse Surveys™ monitor sense of urgency**
 - At employee level – it's ENERGY
- **Every manager gets actionable data**
 - Open-ended comments
 - Customized additional questions
 - Actionable data means action
 - Employees feel valued – balance results
- **Issue analysis and action planning**
 - Reporting modules built into system

Energy, Not Satisfaction

Using the 1 to 10 scale below, please rate the degree to which you feel *energized* by your work (your pulse). Think of energy as the degree of motivation you bring to the job. You can respond with any number on the scale from 1 to 10 (it's ok to use decimals such as 5.5).



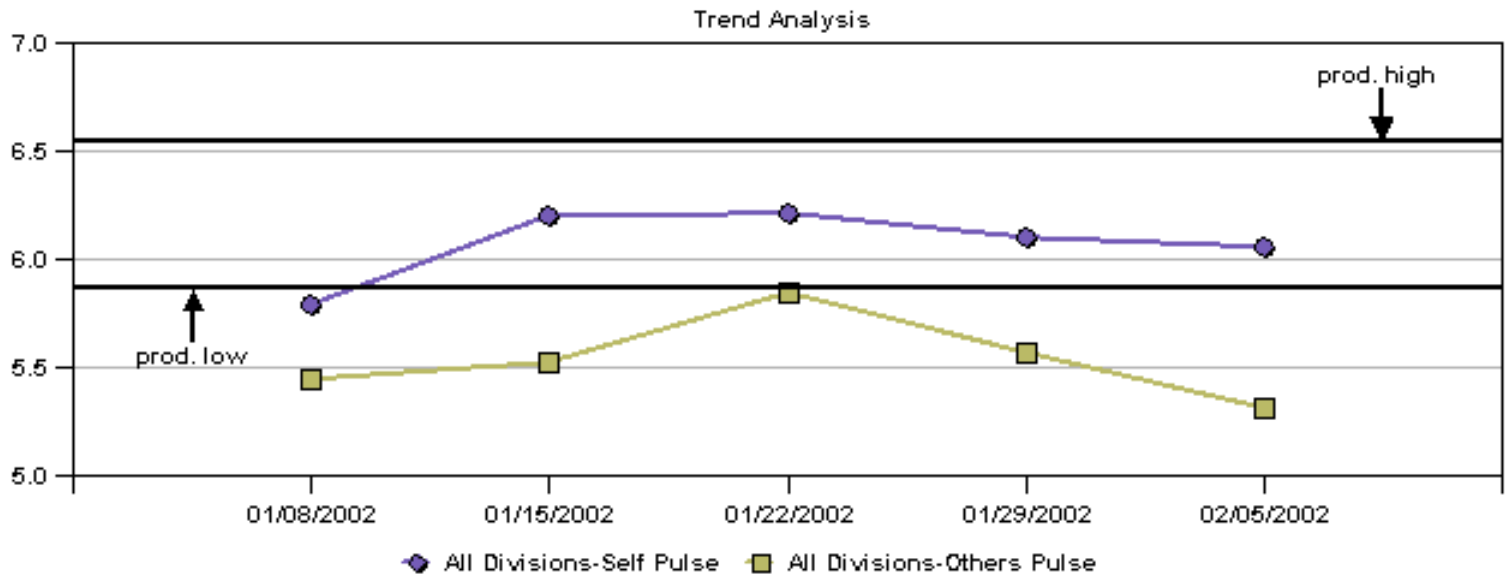
1. What is your pulse? (enter a number from 1 to 10 using Pulse scale on left)

2. Please report what you think the average pulse would be for the group of people who report directly to you.

3. Please take time to tell us about factors affecting your work. What things are working well? If there are obstacles getting in your way, let us know. And, if you have suggestions for improvement, please pass on your ideas.

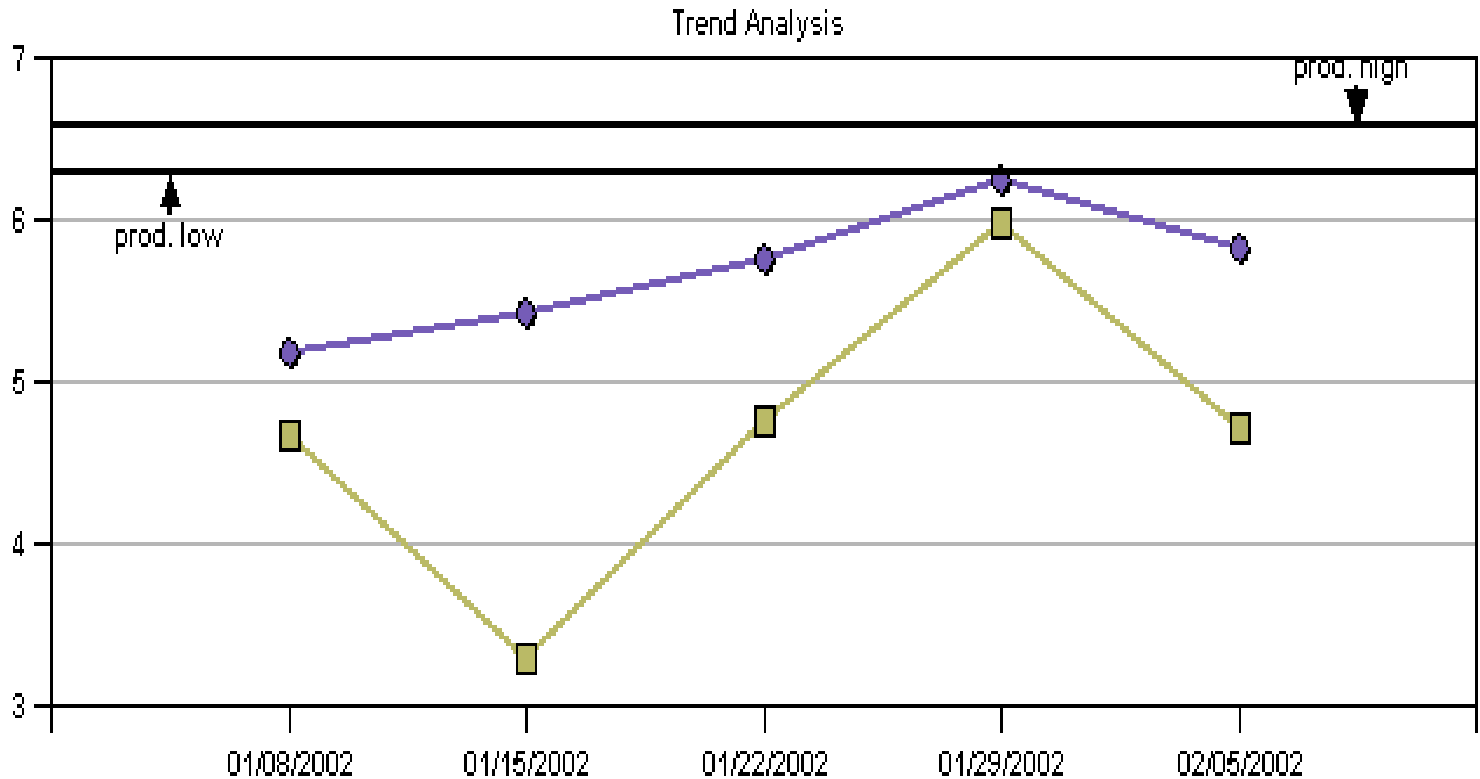
4. If you could collect frequent data from other stakeholders, which ones would they be? *Check all that apply.*

Energy Pulse Trend Graph



Each manager's productivity zone is customized for his/her own employee group.

Drill down to specific groups



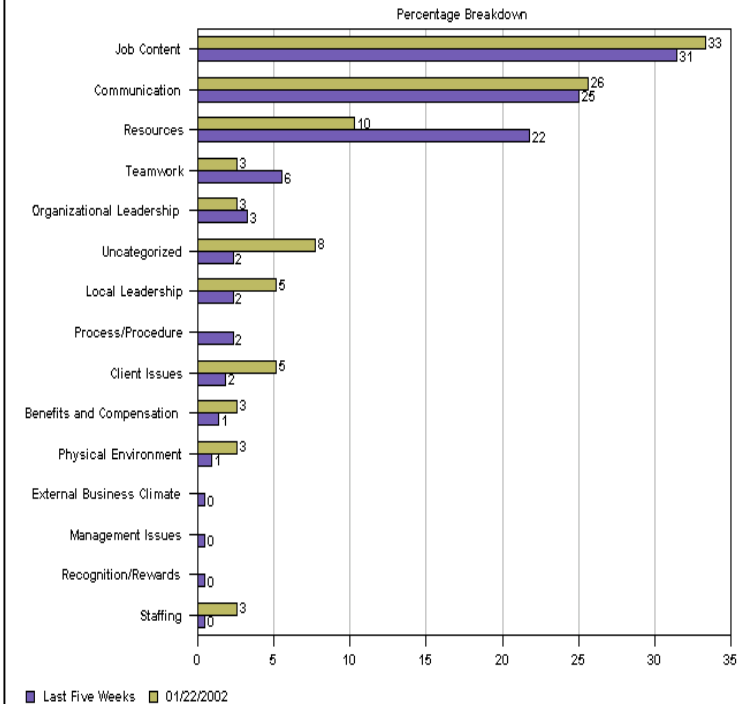
One department's report within division

Use comments to diagnose

Question By Category

[Full Text](#) | [Graph](#)

Please take time to tell us about factors affecting your work. What things are working well? If there are obstacles getting in your way, let us know. And, if you have suggestions for improvement, please pass on your ideas.



MeasurecomReport



[Reports](#)

[Group](#) | [Zone](#) | [Category](#)

Widget, Inc. for 01/16/2001

All Company Organization
All Company

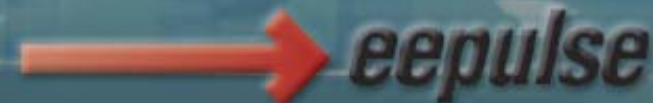


Question By Zone


[Full Text](#) | [Sampled Text](#) | [Summary Text](#)

Please take time to tell us about factors affecting your work. What things are working well? If there are obstacles getting in your way, let us know. And, if you have suggestions for improvement, please pass on your ideas.

Pulse	Pulse	Pulse	Comment
01/16/2001	12/12/2000	Change	
<input type="checkbox"/> Anaerobic danger			
All Company			
10			my department is understaffed and many of us are overwhelmed. the fact that we have reviews only once a year is upsetting as well. i'm doing much more than i was hired to do, have worked the past 5 weekends, and know i'm not going to see a pay increase until over a year after my start date. 70
<input type="checkbox"/> Anaerobic			
All Company			
8.5			poor project management, poor client relationship management. we are running full speed with no time to think... the deadlines are arbitrary. 36
8	8	0.00	A bunch of new office programs in NY that require extra time, but nothing has been removed from our schedules. Net result = longer hours. 32
			Will SOMEBODY please just tell us we're not getting bonuses? This let's-string-em-along-another-week approach is REALLY annoying. Sometimes it feels like being in elementary school, where the teachers don't think we're ready to find out that there isn't a Santa Claus.





Record issues and actions

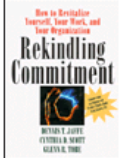
ISSUEEDIT		Language: 
Issue Id:	1234567	
Submitter:	John Masters	
Submit Date:	04/16/03 3:35 PM	
Ownership:	<input checked="" type="radio"/> Direct <input type="radio"/> Indirect	Viewable By: <input checked="" type="radio"/> Private <input type="radio"/> My Manager
Duration:	<input checked="" type="radio"/> Long Term <input type="radio"/> Short Term	Issue State: <input checked="" type="radio"/> Open <input type="radio"/> Closed
Issue Source:	<input checked="" type="radio"/> Measurecom data <input type="radio"/> Other	Source Note: <input type="text" value="Energy Pulse"/>
Title:	<input type="text" value="Internal Communication"/>	
Description:	<input type="text" value="Conference calls for status reporting are too frequent."/>	
Action:	<input type="text" value="Started tracking actual time spent."/>	
Outcome:	<input type="text"/>	
Estimated dollar savings or value:	<input type="text"/>	Add ROI data ←
Save Changes		Delete Issue

Connected learning modules

[Overview](#) [Concepts](#) [Actions](#) [Tools](#) [Examples](#) [QuickCheck](#) [Resources](#)


[Cynthia Scott](#)



[Dennis Jaffe](#)



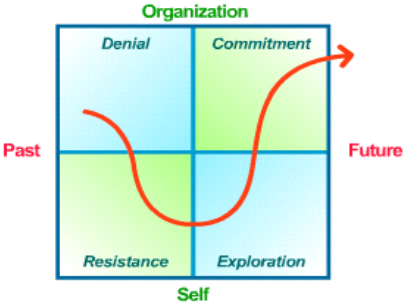
Meme Options

- [print](#)
- [email](#)
- [favorite](#)
- [rate](#)
- [suggest](#)
- [what's a meme ?](#)

Use the Individual Transition Cycle to help people change, from denial to commitment.

 [Overview](#)

The (Individual) Transition Cycle
A Continuous Process



Mouse over any word in the graphic for more information

Change experts Cynthia Scott and Dennis Jaffe have found that individuals and organizations respond to change by passing through four emotional phases. These stages are almost inevitable, and they signal a process of renewal, of transition from the old to the new.

Most organizations either don't recognize these phases or wish they could avoid them. However, when an organization accepts and acknowledges the process, it helps individuals and work groups through each phase. The changed organization is then far better prepared and resilient when it faces future challenges. Also, it returns to productivity faster.

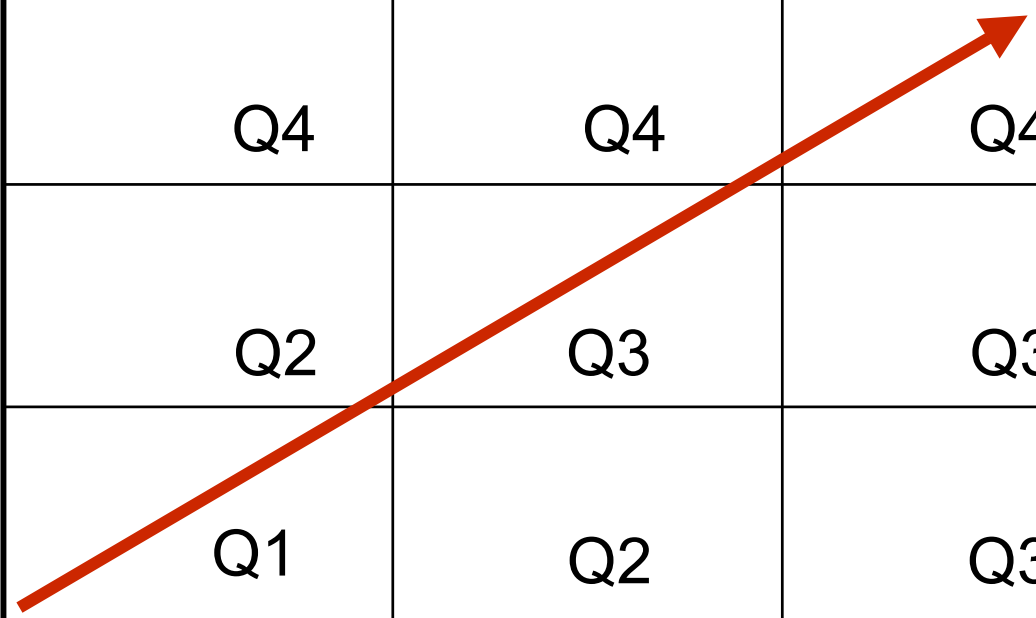
Auto Company Application

Criteria	Six Sigma and management of quality	Enterprise Excellence (EE) and optimized relationships
Goal	Solve problems	Pursue opportunities
Use of Data	Obtain data from the past (benchmarking) to solve last year's problems	Instant awareness with today's data to solve today's problems AND pursue future opportunities
Key Assets	Employees are assets	Relationships with employees are assets
Implications	Assets are controlled	Relationships are constantly renegotiated
What You Do	Solve problems and minimize downtime; assure compliance	Renegotiate for excellence and innovation by engaging or energizing everyone

Case Study Change Management Application

Change Process

	Organization	Department	Me
Commit	Q4	Q4	Q4
Accept	Q2	Q3	Q3
Understand	Q1	Q2	Q3



Sample Metrics

PULSE SURVEY

Change Readiness Scale



Committed

I support the change, and it has become the way I think and how I do my work.

Accept

I understand and support the change, and I want to be involved.

Understand

I am aware and clear about the change, and I could explain the change to others.

Aware

I have heard about the change but do not really understand.

Not Aware

The change is a mystery to me.

Use the scale on the left to rate where you are on the following:

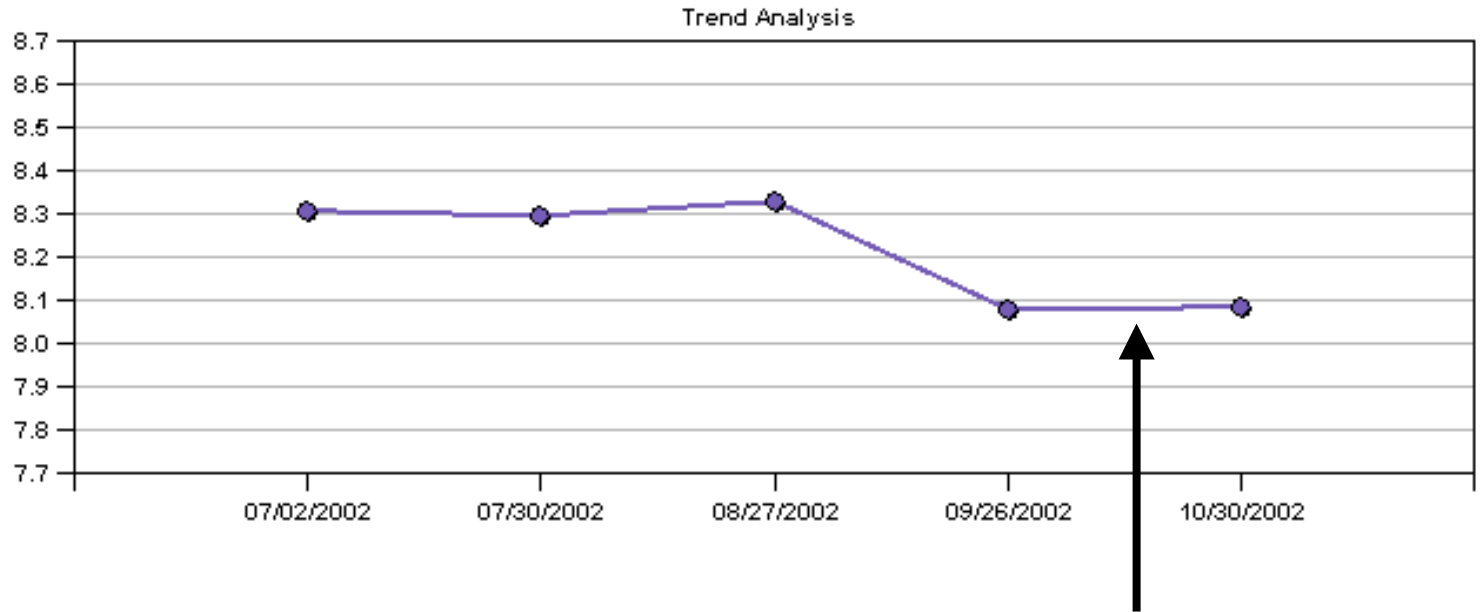
Our change in sales strategy.

Our change to be a high performance culture.

We also ask for open-ended comments about each issue.

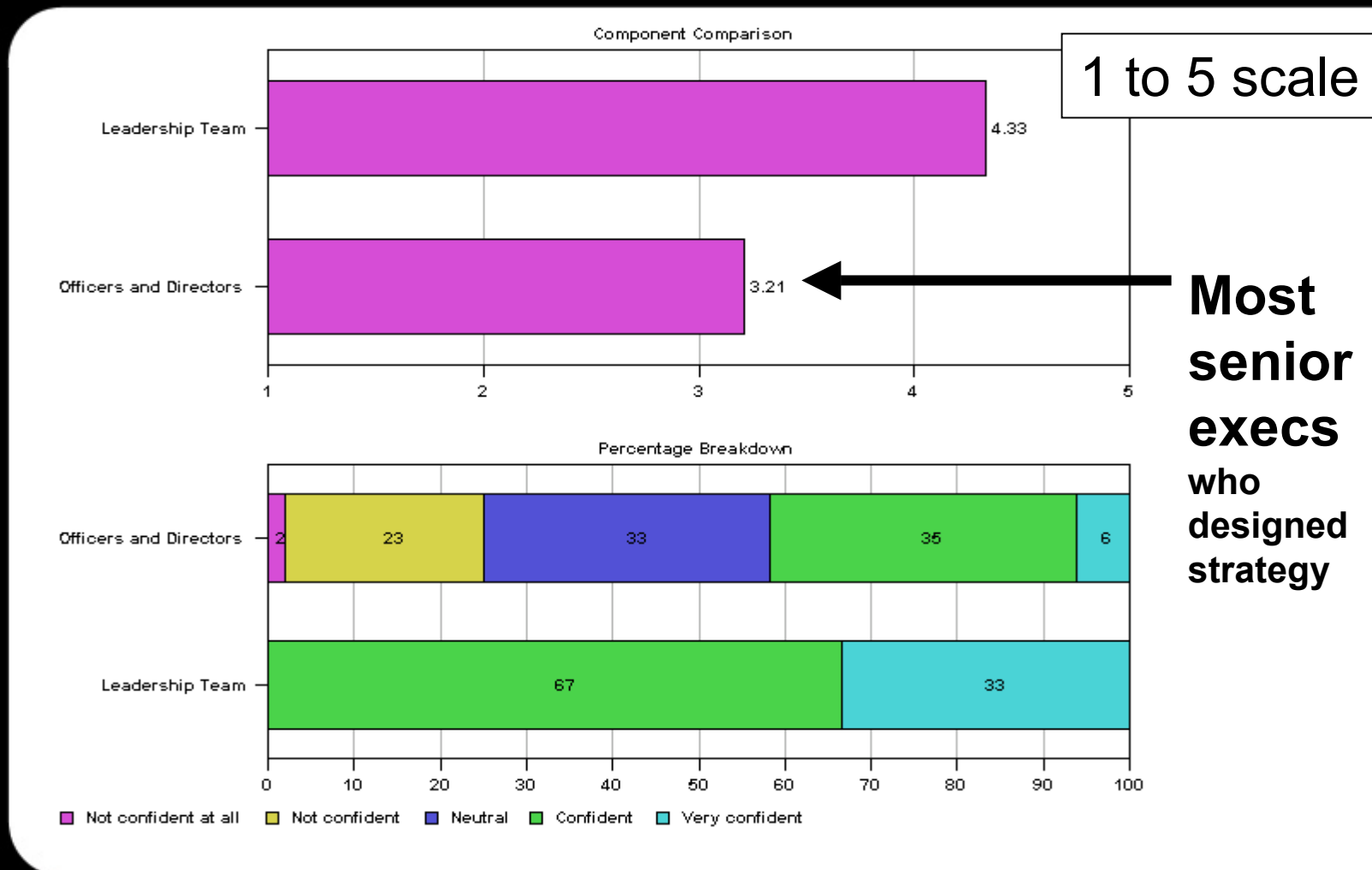
Change Readiness

Commitment Scores



The "me" stage

Rate confidence in the new strategy

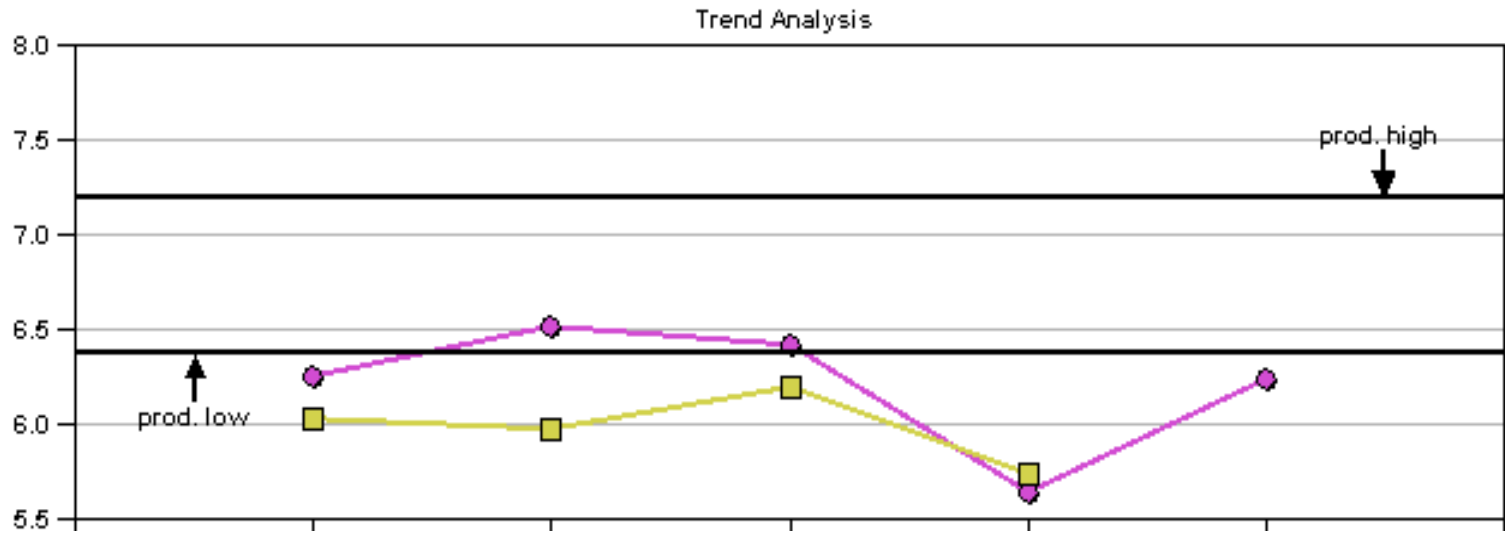


Selected Comments

- **“Not confident we can make the tough decisions. We need leadership to make some tough decisions either to grow, sell off divisions , hire more people to fill out organization, or pull-back from the commitment.”**
- **“The new structure is being decided by people who know nothing about our company. Too many people are now in the decision loops and no body is willing to make a decision. I worry that external people will drive change rather than the management team.”**
- **“Hurry up and wait is not good. Leaders are not aligned. It is going to fail because no one is talking to each other.”**
- **“I believe the structure we designed is too expensive and too cumbersome. There’s no buy in, and people will rebel.”**

Bad News – Now What?

Confronted issues; took action



Energy Pulse of Officers

Not easy – but they are trending upward

Results from our clients

Hospital saved at least \$250,000 in six months

Call center reduced turnover by 26% in less than six months

New leader strategic plan unfolded immediately

Productivity increased, absenteeism reduced, and safety improved in a manufacturing plant

Executive “saves millions of dollars” within three months of using the product

Merger, acquisitions, and other changes successfully completed

Successful transformations