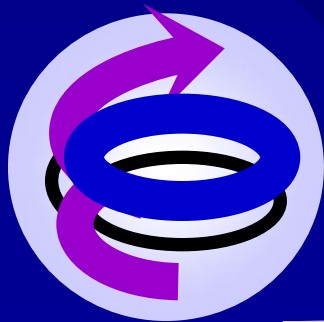


# The Case of the Innovation that Disappeared . . .

*How to Make Execution and  
Accountability Reappear*

**Steve Wroten, Ph.D.**



*Organizational  
Excellence  
Consulting*®

614-506-5792  
1099 S. 4<sup>th</sup> St  
Columbus, OH 43206  
OrgExcellence@aol.com

*Making Your Workplace Better*

# Agenda

- **Introduction**
- **The Case ... Someone, correction, Something is Missing**
- **The Investigation ... What Happened, and Why?**
- **Now What? – Part 1: Execution**
- **Now What? – Part 2: Accountability**
- **Closing – Application**



# Introductions

- What is your position?
- Your experiences in “executing”, “implementing” and “following through”?
- What problems/challenges have you faced in getting things done?



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# Examples of . . .

- Innovations
- Projects
- Process Improvements
- Programs
- Strategies
- Action Plans
- ... Etc. ...

... not being ...

- Executed
- Implemented
- Fully deployed
- Sustained

... or ...

- Failing
- Fading away
- Falling short
- ... Etc.



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# Key Challenges/Failure Points



# From Baldrige/OPE - Process Evaluation Factors

- Approach
- Deployment
- Learning
- Integration



# Process Evaluation Factor: APPROACH

- **Methods used by an organization**
- ***Features:* Appropriateness, Effectiveness, Use of systematic approach, Innovation**
- ***Ask to analyze:***
  - **Is the approach systematic (with repeatable steps, inputs, outputs, and time frames; designed to allow evaluation, improvement, and sharing)?**
  - **Is there evidence that the approach is effective?**



# Process Evaluation Factor: DEPLOYMENT

- **Extent to which an approach is applied.**
- ***Features:* Breadth & Depth, Relevance, Complete coverage, Consistency**
- ***Ask to analyze:***
  - **What is done in different parts of the organization to confirm the approach is deployed (shared or spread) throughout the organization (early stages, or well deployed but with some variation among areas/work units, or well deployed with no significant gaps, or fully deployed)?**



# Process Evaluation Factor: LEARNING

- **New knowledge or skills acquired thru evaluation, study, experience, and innovation.**
- ***Features:* Organizational & Personal learning, embedded in the way an org. operates.**
- ***Ask to analyze:***
  - **Has approach been evaluated and improved?**
  - **Is there evidence of organizational learning and innovation and refinement from organizational analysis and sharing?**
  - **Are the measures, info & improvement systems complementary across processes and work units?**



# Process Evaluation Factor: INTEGRATION

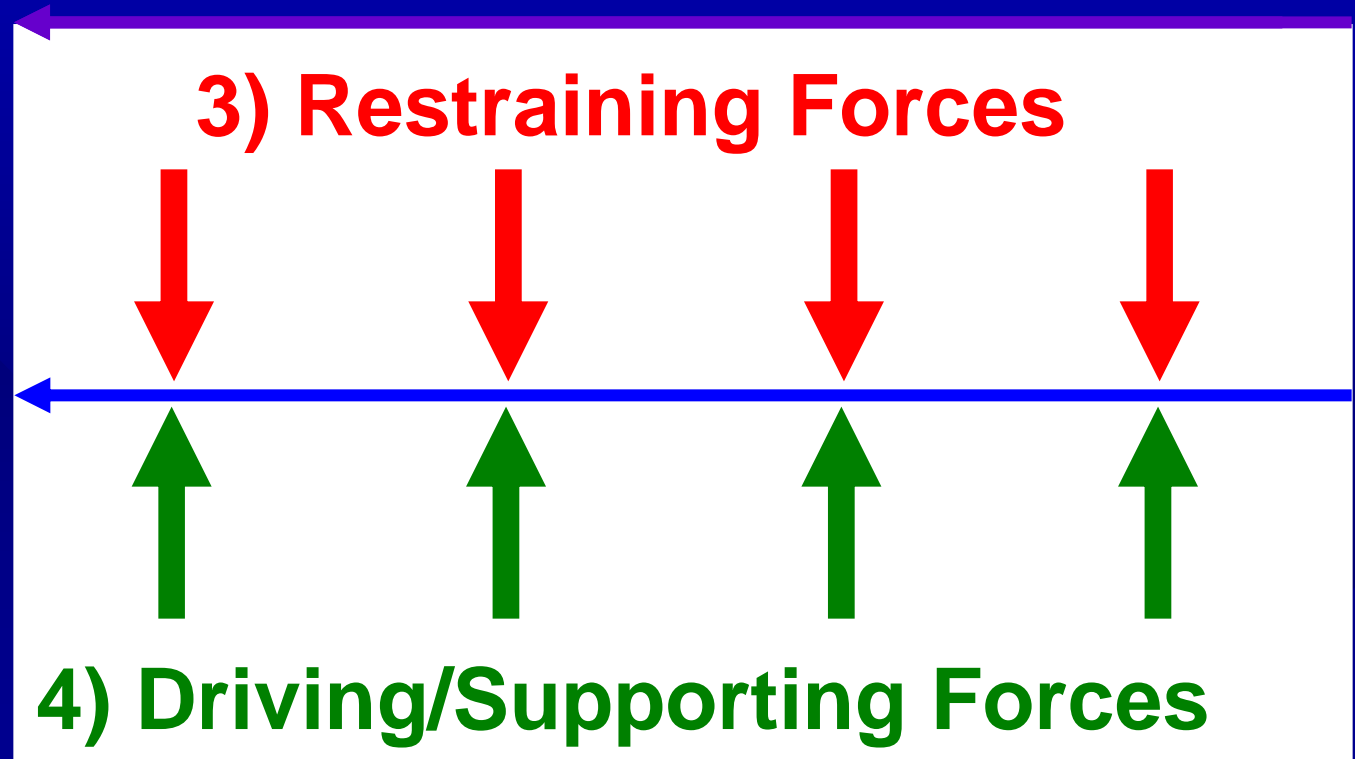
- Harmonization of plans, processes, information, resource decisions, actions, results, and analysis to support key organization-wide goals.
- *Features:* beyond alignment, operates as fully interconnected unit.
- *Ask to analyze:*
  - How well is the applicant's approach aligned and integrated with organizational needs?
  - (Examples of needs are strategic challenges, objectives, and related action plans; organizational mission, vision, and goals; key processes and measures; key customer/market segments and requirements; and employee groups and requirements.)



# Force Field Analysis

1) Ideal State

2) Current State

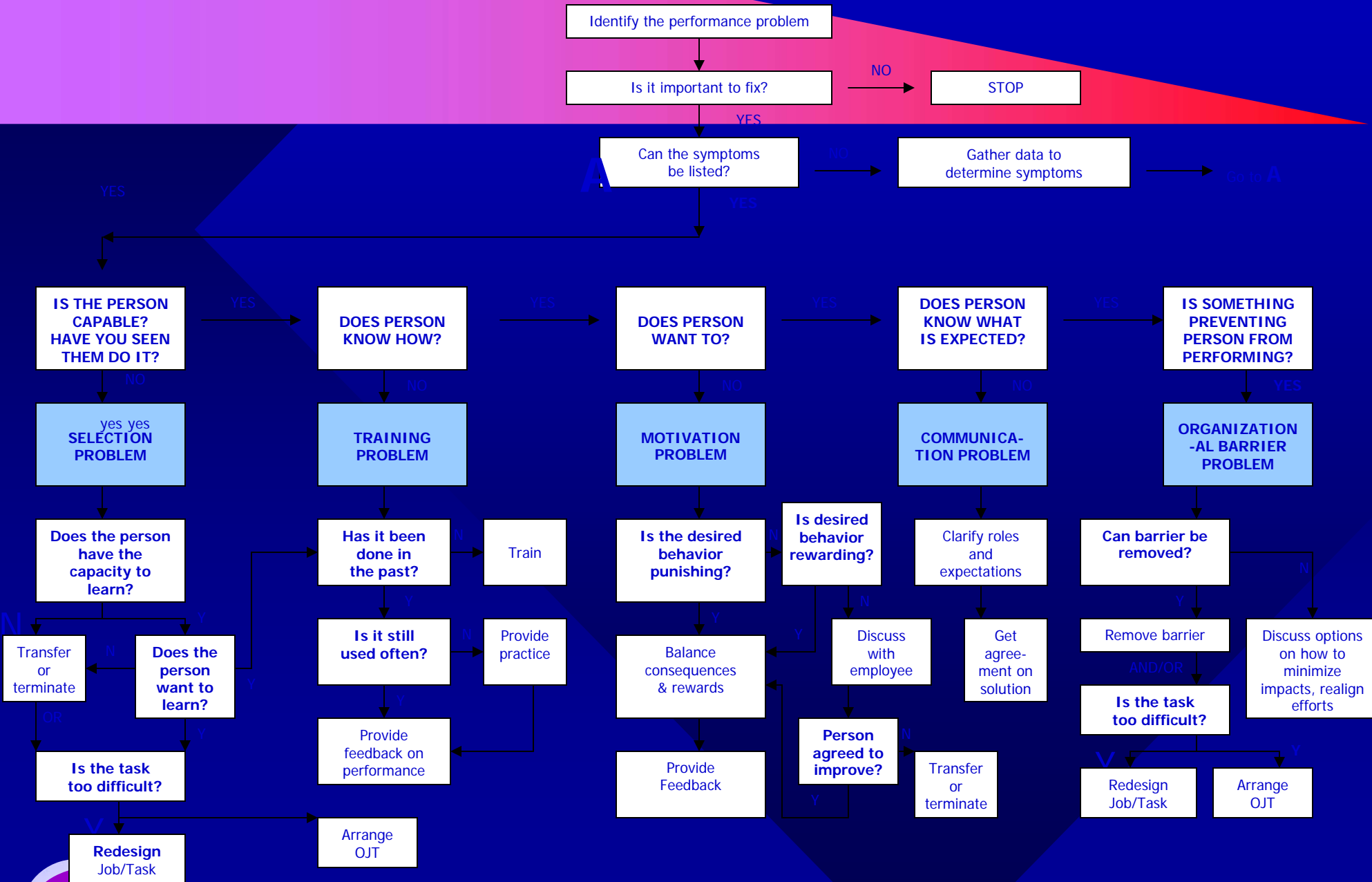


5) Prioritize Forces

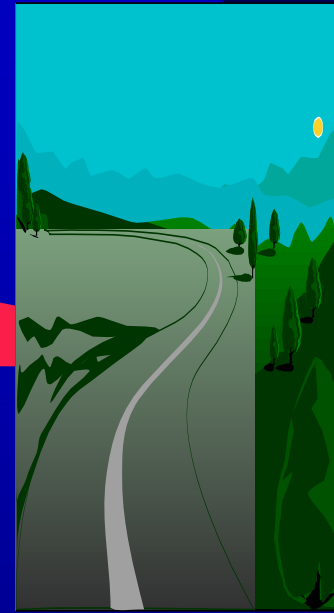
6) How Address Forces ? ( ↓ Restraints, ↑ Supports )



# Performance Problem Flowchart



# The Situation: Example Project Steps - Improving with Baldrige

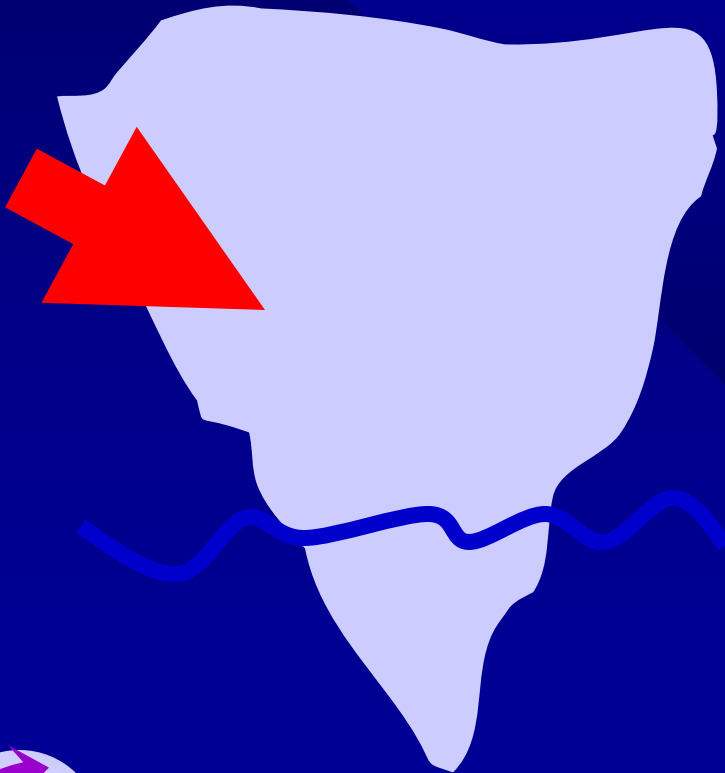


1. **Scope/Develop Assessment Plan**
2. **Prepare Organization for Assessment**
3. **Develop the Organizational Profile**
4. **Identify Areas/Programs/Approaches to be Assessed**
5. **Gather Information/Data on the Approaches**
6. **Organize the Findings**
7. **Evaluate the Findings**
8. **Score the Findings**
9. **Identify and Prioritize Opportunities for Improvement**
10. **Develop and Implement Action Plans**



# Effort & Resources – What's Wrong with this picture?

**Where we spend it /  
how we view it**



**What's actually  
needed**



# Key Characteristics of an Environment of Execution



# Key Characteristics of a Culture of Execution & Accountability

## *Elements*

- **Compelling Need**
- **Inspiring Vision**
- **Clear Pathway/Plan**
- **Performance System Alignment & Support**
- **Ability & Engagement**
- **Communication & Performance Mgt. System**
- **Learning & Improvement**

## *Qualities*

- **Energy**
- **Discipline**
- **Confidence**
- **Details**
- **Accountability**
- **Courage**



# Most Critical Elements that Enable Leaders to Get Results

- 1. Having the personal orientation and energy to take initiative and do what it takes to drive for results**
- 2. Having a clear, compelling vision & values**
- 3. Building a set of common goals & strategy that are shared & committed to by the people who are responsible for getting those results**
- 4. Identifying and implementing a scorecard/measures of success/progress**
- 5. Communicating the vision, values, goals, strategy and progress (scorecard)**



# Most Critical Elements that Enable Leaders to Get Results (cont.)

- 6. Identifying responsibilities & accountabilities, and following through with holding people accountable**
- 7. Having the right people with the skills and expertise in the areas in which results are needed**
- 8. Having effective processes and systems in place for those people to work in**
- 9. Having a culture and methods in place for continuously improving performance**
- 10. Celebrating successes and rewarding people for getting results.**



# *WHY TRANSFORMATION FAILS*

John Kotter (1999) *Leading Change*

1. **Allowing too much complacency.**
2. **Failing to create a powerful enough guiding coalition.**
3. **Under-estimating the power of vision.**
4. **Under-communicating the vision by a factor of 10.**
5. **Permitting obstacles to block the new vision.**
6. **Failing to create short-term wins.**
7. **Declaring victory too soon.**
8. **Not making the changes part of the organizational culture.**



# The DANCE of CHANGE

## *The Challenges to Sustaining Momentum in Learning Organizations:*

*(Senge, Kleiner, Roberts, Ross, Roth & Smith)*

### Challenges of INITIATING

- Not Enough Time
- No Help (Coaching & Support)
- Not Relevant
- Walking the Talk

### Challenges of SUSTAINING TRANSFORMATION

- Fear & Anxiety
- True Believers & Nonbelievers
- Assessment & Measurement

### Challenges of REDESIGNING & RETHINKING

- Governance
- Strategy & Purpose
- Diffusion



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# 3 Things Needed to Change

**You gotta' wanna' change,**  
**You gotta' know whar ya' wanna' go, and**  
**You gotta' know how to git thar**

**1. Compelling Need to Change**  
*(burning platform)*

**2. Clear, Compelling Goal/End Result**  
*(e.g., vision of high-performance)*

**3. "Illuminated Pathway"**  
*(knowing how to do it)*

Current State of the Organization



The diagram illustrates the process of organizational change. It starts with a grey arrow pointing right, labeled 'Current State of the Organization'. A red lightning bolt strikes the arrow, and a green arrow points from the lightning bolt towards a yellow oval containing the text '2. Clear, Compelling Goal/End Result (e.g., vision of high-performance)'. Below the green arrow is the text '3. "Illuminated Pathway" (knowing how to do it)'. The entire diagram is set against a dark blue background with a pink and purple gradient at the top.



# 8-STAGE PROCESS of CREATING MAJOR CHANGE

John Kotter (1999) *Leading Change*

## 1. **Establish a sense of urgency, keep up the pressure.**

- Examine the market and competitive realities
- Identify & discuss crises, potential crises, or major opportunities

## 2. **Build the guiding coalition among key stakeholders.**

- Put together a group with enough power to lead the change
- Get the group to work together like a team

## 3. **Develop a compelling vision and strategy.**

- Create a vision to help direct the change effort
- Develop strategies for achieving that vision

## 4. **Never stop communicating the change vision.**

- Use every vehicle possible to constantly communicate the new vision and strategies
- Have the guiding coalition role model the behavior expected of employees



# 8-Stage Process of Creating Major Change (cont.)

## 5. **Empower broad-based action.**

- ❑ Get rid of obstacles
- ❑ Change systems or structures that undermine the change vision
- ❑ Encourage risk taking & nontraditional ideas, activities & actions

## 6. **Systematically plan, generate & recognize short-term wins.**

- ❑ Plan for visible improvements in performance, or “wins”
- ❑ Create those wins
- ❑ Visibly recognize & reward people who made the wins possible

## 7. **Consolidate gains and produce more change.**

- ❑ Use increased credibility to change all systems, structures & policies that don't fit together & don't fit the transformation vision
- ❑ Hire, promote & develop people who can implement the change vision
- ❑ Reinvigorate the process with new projects, themes & change agents

## 8. **In multiple ways, anchor new approaches, behaviors firmly in the culture.**

- ❑ Create better performance thru customer- & productivity-oriented behavior, more & better leadership, & more effective management
- ❑ Articulate the connections between new behaviors & org'l. success
- ❑ Develop means to ensure leadership development & succession



# RAISING the SENSE of URGENCY

1. **Create a crisis** by allowing a financial loss, exposing managers to weaknesses vis-à-vis the competitors, or allowing errors to blow up rather than being corrected at the last minute.
2. **Broaden measures** of unit performance & insist more people be held accountable. Stop measuring sub-unit perf. with narrow measures.
3. **Set targets higher**, at a level which can't be reached with business-as-usual approaches.
4. **Share info about competitors**, customer satisfaction and financial performance if it shows your weaknesses.
5. **Make them talk** to unsatisfied customers, unhappy suppliers, disgruntled shareholders.
6. **Eliminate** obvious examples of **excess** (e.g., executive dining rooms, country club facilities, large air force).
7. **Stop happy talk** in newsletters and provide more honest, open forums to discuss company problems.
8. Force more relevant data and **honest discussions** into management meetings, via consultants or other means.
9. **Bombard people** with information on future opportunities and the wonderful rewards for capitalizing on those opportunities.



# Effective Execution thru Building a SHARED VISION & STRATEGY

- With senior management group, build a shared mission/vision/values/goals/measures (M/V/V/G/M)
- Cascade down org., one level at a time (sr. team goes through M/V/V/G/M process with their separate teams)
- Develop Business Strategy with senior team.  
Based on vision, identify:

***BHAGs*** (Big Hairy Audacious Goals)

***Key Business Needs***

***Strategic Plan*** for each Key Business Need:

↳ ***Goal(s)*** / Initiatives: long-term (3-5 year)

↳ ***Objectives***: short-term (1 year)

↳ ***Measures***

↳ ***Key Actions***: tactical action plan



# The Business System Diamond

- Michael Hammer & James Champy, 1993

**Business Processes**

**Jobs, People and Structures**

**Value and Beliefs**

**Management and Measurement Systems**



# Aligning the Organization

*Steven Semler (2000 ISPI Conf.)*



- All performance occurs within a system
- There are sub-variables nested within each of the listed variables
- There are feedback links between all elements of the model
- We can't directly control behavior
- Performance is more than aggregate behavior
- Leadership affects all elements



# Implementation Strategy

## TIPS:

- Any plan must address the org. as a system
- Look for levers – where will a small change sustain great improvements?
- Where can you build upon an existing desire or strength of key stakeholders?
- Where can you improve symptoms on the way to addressing root causes?

## ERRORS to AVOID:

- Starting without a calibration point
- Addressing symptoms instead of systems
- Ignoring one side of the model or the other
- Trying to hold any element constant while changing something else
- Expecting fast results (less than 12 months) on the culture
- Bad practice



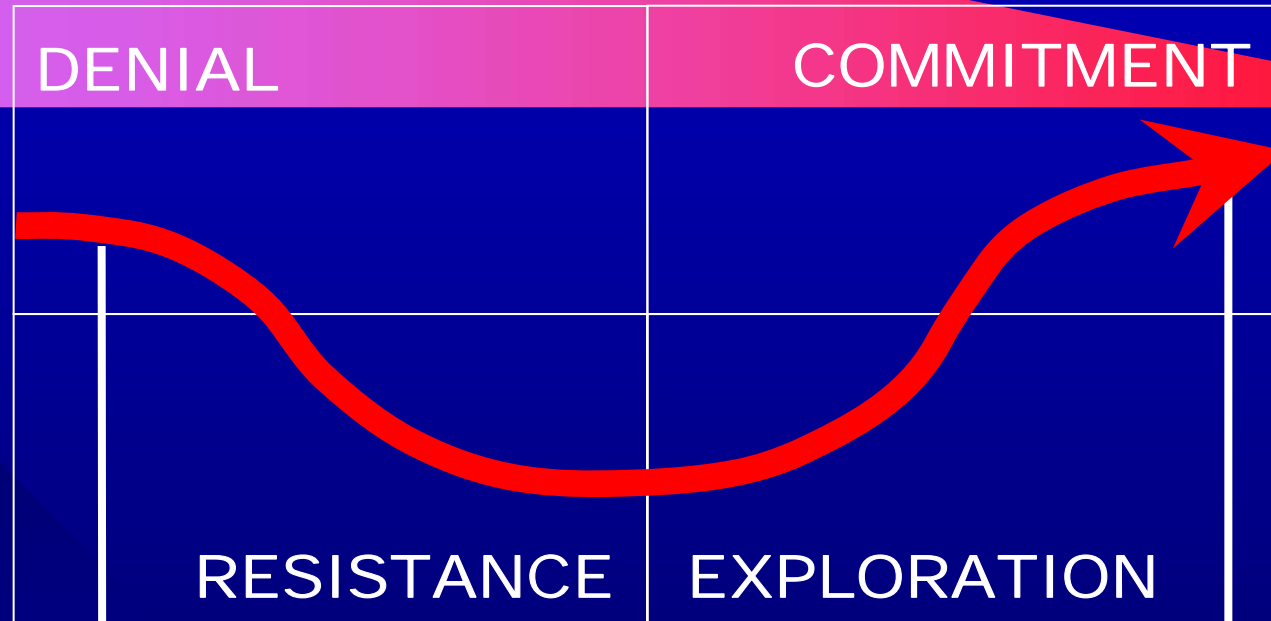
# The CHANGE PROCESS

# A DOZEN PRINCIPLES of CHANGE

- 1) Manage Change as a Process
- 2) Look Forward to Constant Change
- 3) Manage Yourself First
- 4) Understand the Predictable Pattern
- 5) Focus Efforts on People
- 6) Respond to Needs
- 7) Plan for Resistance
- 8) Involve and Coach People
- 9) Nurture Stakeholders
- 10) Constantly Communicate and Support
- 11) Recognize Efforts to Change
- 12) Show Your Passion and Drive



# CHANGE is a PROCESS



*Under-lying*

*Need:*

Security

Empathy

To

Understand

Ideas

*Change Strategy:*  
"ALIFE"

**A**PPROACH  
& Identify  
Need

**L**ISTEN with  
Respect  
& Clarify

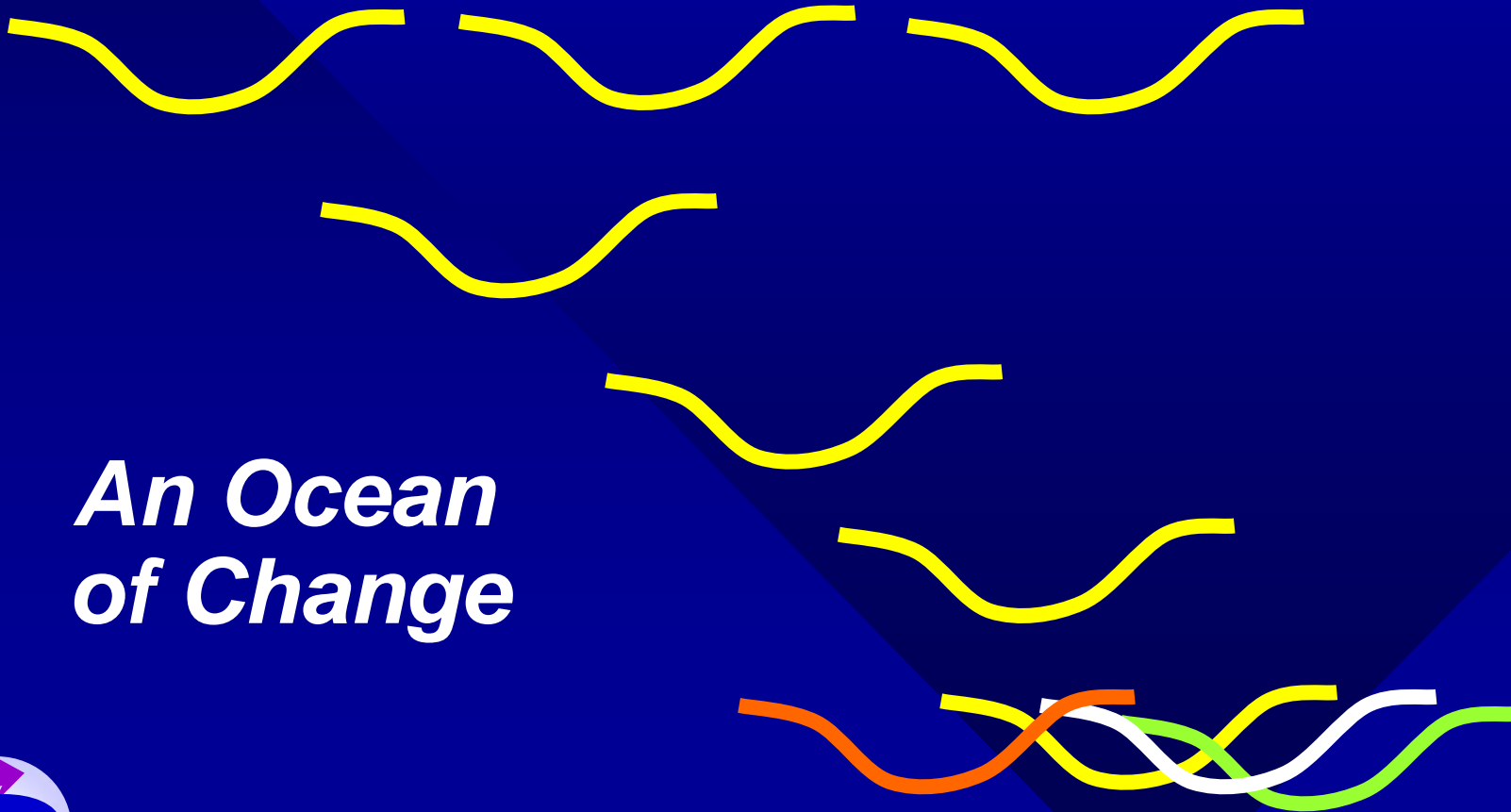
**I**NFORM  
&  
**F**OCUS

**E**NGAGE  
&  
Celebrate



# The "Wroten Wave Theory"

**Top Down, All at Once**

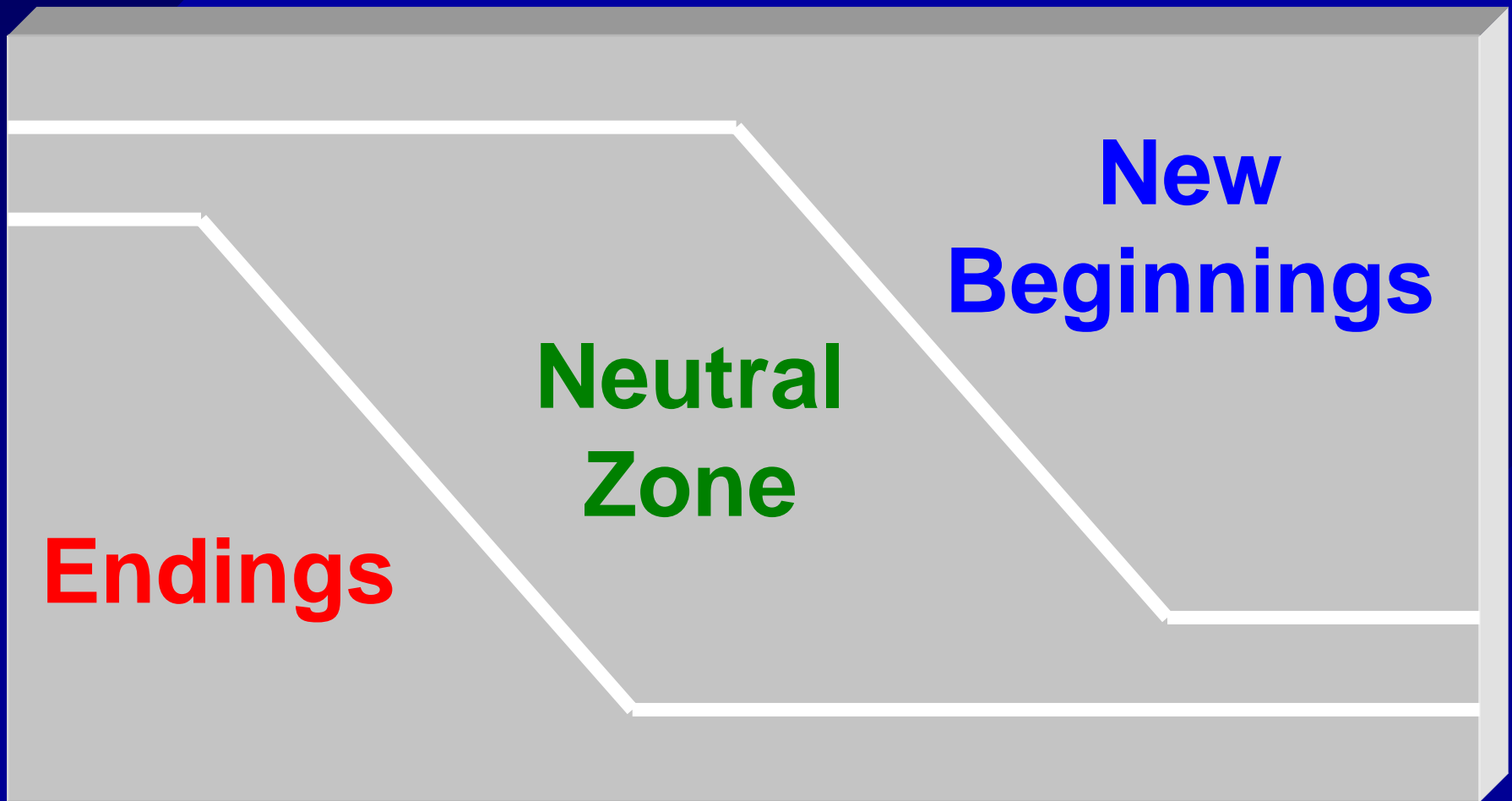


***An Ocean  
of Change***



# Bridges' Transition Model

*Managing Transitions: Making the Most of Change*



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# What Is Accountability?

- In an organization where employees are held accountable, what would be happening?
- What is a leader's role in promoting accountability?



# Barriers to Accountability

- Not effectively confronting employees
- Supervisors not taking ownership of department goals
- Supervisors not being held accountable
- Every day tasks, crises, etc, overwhelm
- Lack of understanding of “what’s in it for me”



# Not Effectively Confronting Employees

- **Lack of skills**
- **Lack of support**
- **Personal aspect**



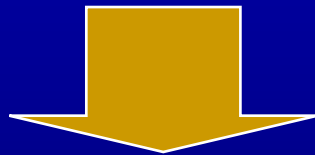
# Not Taking Ownership of Department Goals

- Don't understand business plan
- Not used in JPR's



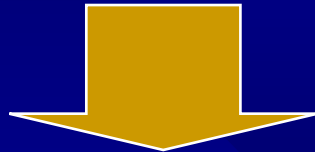
**Head Coach**

**Director**



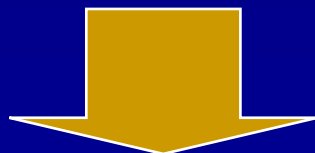
**Offense Coordinator**

**Manager**



**Running Back Coach**

**Supervisor**



**Running Back**

**Employee**

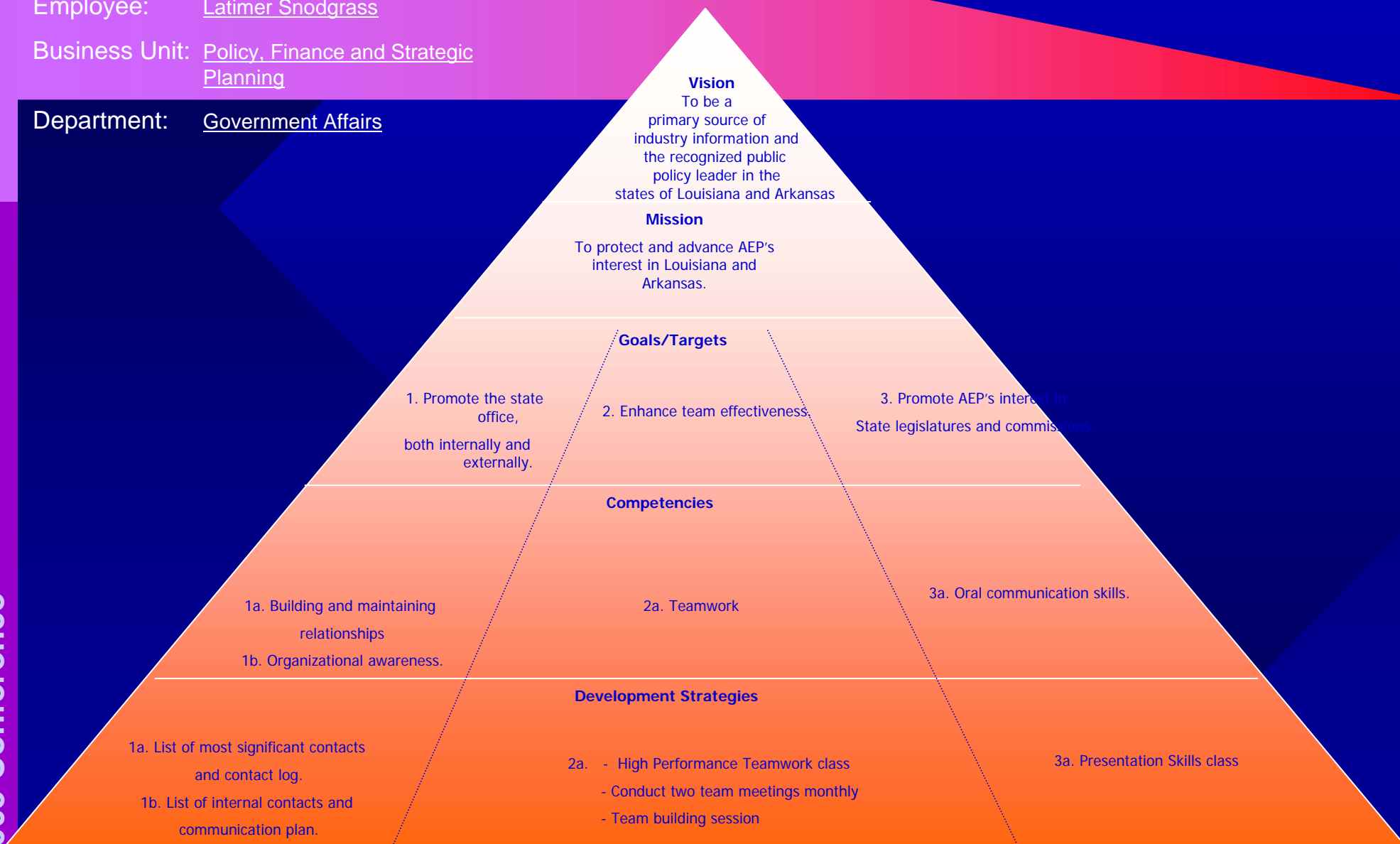


# Development Plan Pyramid

Employee: Latimer Snodgrass

Business Unit: Policy, Finance and Strategic Planning

Department: Government Affairs



# What Are Your Critical Goals?



# Your Role in Leading for Results

- **Understand and communicate the Business Unit Vision and Goals**
- **Develop goals for your work group that support the BU Vision and Goals**
- **Help your reports develop objectives that support your department goals**
- **Hold your reports accountable for results that support the department goals**

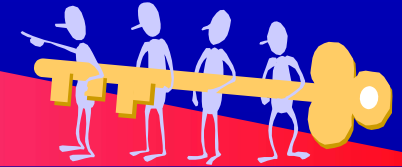


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# Some Keys to Success



- Senior mgt. leadership, involvement & support
- Clear communication of why improvement is necessary
- People/Teams from involved areas participate in assessment and problem solving
  - Know what is actually happening
- Prioritization of projects
  - Focus on “Vital Few” most important to success and complete actions to expedite improvement
  - Consider resources
- Long term focus



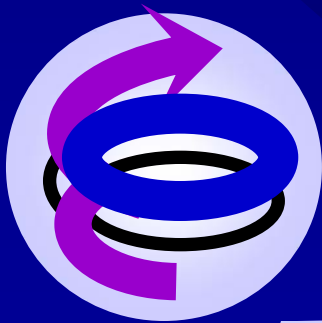
# Potential Pitfalls

- **Team gets buried in details**
  - *Plow too deeply*
- **Tackle too many improvement projects**
  - None completed so little benefit
  - Frustrate employees
- **Focus only on receiving Award, Bonus, etc.**
  - Adverse impact of short term decisions
- **Try to do without senior mgt. backing**
- **View innovation/approach as “program of the year” with something else next year**



# Thank You

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