

# Case for Change

lamarsh and associates, inc.  
consulting services for changing organizations



## Tips & Tools for Managing Change and Maximizing Success

### Six Sigma

Building a Plan with People in Mind

**It's natural to think of Six Sigma as simply a way to alter processes.** But processes just sit on a flow chart or in a procedure format unless people choose to act on them. One critical factor to a successful Six Sigma project is the level of buy-in of the group of people who need to embrace the change for the project to be a success.

Often, those people may have a hard time accepting the proposed change – and it's important to know why. When people find it difficult to change it's usually because they:

- **Don't want to change the way they do things now**
- **Don't want to do what the project team is recommending**
- **Don't want to go through the effort of learning the new way**
- **Don't trust leadership's ability to transition to the new way**
- **Don't trust the project team's ability to transition to the new way**
- **Feel that past changes were unsuccessful and they question the worth of new changes; or, if past changes were successful, they feel the process was too difficult**

For each audience affected by Six Sigma, the project team should carefully consider the sources of resistance and use that information to move forward positively. Ensuring that all of those affected feel that their concerns have been addressed makes change easier for everyone! >

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**Jeanenne LaMarsh, Founder and CEO of LaMarsh and Associates, has helped hundreds of companies worldwide achieve effective change.**

**Q:** What is a key trend in change management today?

**A:** More and more of our clients are asking us to identify the probable sources of resistance to change, develop strategies to manage that resistance and outline appropriate action steps into their methodology. LaMarsh and Associates' Managed Change™ model does just that – it builds an understanding of processes and examines the factors critical to successful implementation.

**Q:** What is the relationship between Managed Change™ and Six Sigma?

**A:** Master Black Belts, Black Belts and Green Belts – the people responsible for overseeing and implementing process improvement projects at varying levels based on their relative experience – have a large task when they take on Six Sigma projects. These are the individuals who first recognized that additional tools were needed. But, it was often difficult for them to learn Six

Sigma and Managed Change™ separately, and then determine how to integrate the two models. Increasingly, companies are realizing that these two resources should not exist as separate elements. Managed Change™ must be integrated into the Six Sigma process.

**Q:** How does LaMarsh and Associates help clients achieve this?

**A:** Managed Change™ should be dismantled and the action steps that make for successful change management should be incorporated into the Six Sigma process. This is especially important in the design phase, as well as the define, measure, analyze, improve and control phases of DMAIC. This allows individuals to choose to change, and become partners in the change rather than just its targets. >

### Times Change

Q&A with Jeanenne LaMarsh

# Strategic Use of Change Management

Managing the Who and the How of Six Sigma

**When incorporating change management into Six Sigma projects, project managers must look at change from the perspective of the worker – the target of the change.** If your Six Sigma project team does not consider the targets of change with the same discipline applied to the process itself, the possibility of failure is great – even when the process for change is perfect! By incorporating change management into the process, project teams are able to systematically identify all audiences, their change issues and the roles they play, such as:

- **Targets** – anyone who will have to change as a result of the project
- **Sponsors** – champions of the project who play a pivotal role in getting everyone to understand and encourage change
- **Change agents** – individuals who understand the targets' change issues, which allows them to assist targets in becoming more willing to change

Getting relevant audiences on board early is critical. Once those groups have been identified, the project team can strategically outline the appropriate action steps, using:

- **A communication plan** – how individuals will hear about and discuss the change
- **A learning plan** – the actions that individuals will take to enact change
- **A reward plan** – incentives and rewards that encourage individual efforts to move to and stay in the change state

If you apply change management in this way, it becomes a useful component of Six Sigma and a necessary part of your plan to incorporate change. >

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## Adding up Change

*More than 60% of change initiatives fail, due in part to the absence of organizational acceptance.*

*A third of all European Six Sigma initiatives fail to produce results and are abandoned, one third produce mediocre results and only one third are successful.*

Source: [www.isixsigma.com](http://www.isixsigma.com)

# Change Management In Action

How integrated change management makes a difference

**A U.S. based global pharmaceutical company determined that it needed to incorporate Lean Sigma into its quality improvement and cost reduction processes.** To that end it set up a Center of Expertise in Lean Sigma in one of its business units. Built into that Center of Expertise is the competency in change management that will ensure that all appropriate people understand and accept this major organizational change. LaMarsh and Associates worked with the Center of Expertise to integrate Managed Change™ into their Lean Sigma methodology and to provide consulting support to the Lean Sigma office.

The company's Director of Business Excellence notes, "Integrating change management into the Lean Sigma methodology and developing the capability to apply both at the same time is helping our change agents to be better practitioners of Lean Sigma. It makes their projects more successful and helps them to finish faster."

The company piloted the Lean Sigma introduction at several sites in 2005. This included training the Green Belts, identifying the potential Black Belts and certifying individuals on-site as Managed Change™ ChangeMasters. With this certification, they are positioned to manage, coach and lead the company's change management teams. LaMarsh and Associates continues to provide consulting and coaching to these employees as they build change into their Lean Sigma environment. >