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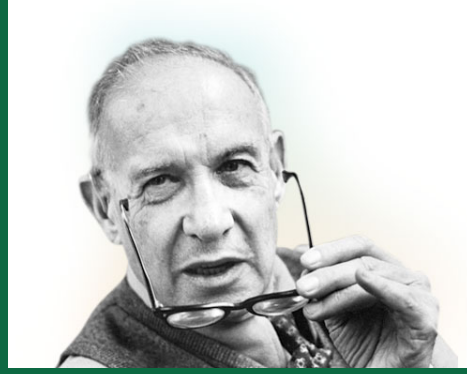
Creating a Culture of Continuous Improvement

Why We Care for Culture

culture (n.)

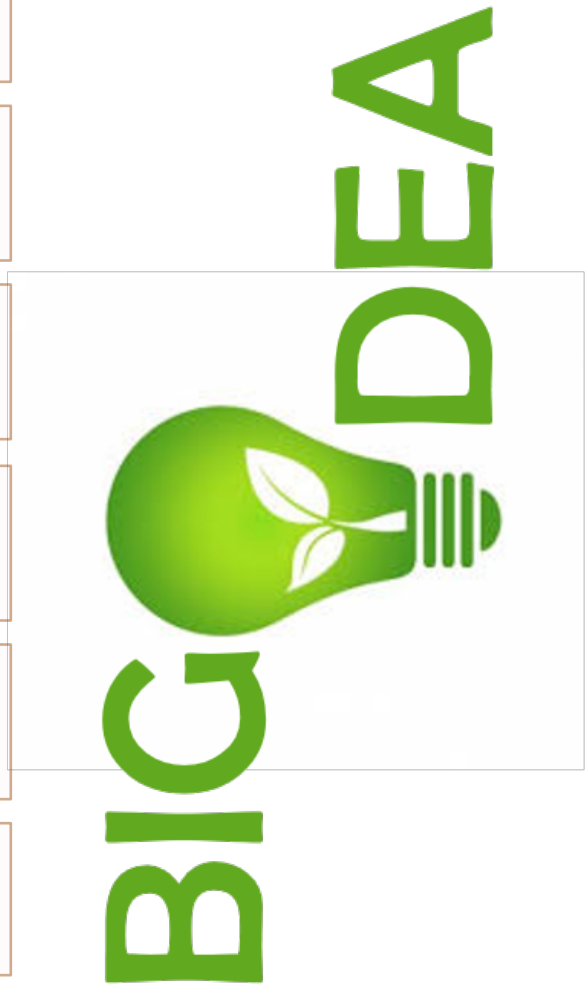
mid-15c., "the tilling of land," from Middle French *culture* and directly from Latin *cultura* "a cultivating, agriculture," figuratively "care, culture, an honoring," from past participle stem of *colere* "to tend, guard; to till, cultivate"



"Culture Eats Strategy for Breakfast"
-Peter Drucker

7 Big Ideas to Cultivate a Culture of Continuous Improvement

1. Be clear and specific about the behaviors that foster the culture you want
2. Don't assume that employees are engaged or passionate about continuous improvement
3. Perform Root Cause Analysis on your existing culture
4. Effective change requires both a quality idea and acceptance from your people
5. Leverage a change management methodology
6. Focus on removing barriers, rather than on adding more enablers
7. Before going big, pave the way by building a successful small core



Be clear and specific about the ***behaviors*** that foster the culture you want

Be Clear and Specific About the Behaviors that Foster the Culture You Want

Don't waste a moment on how to improve your culture until you've clarified *what* you want, *why* you want it, and *when* you want it.

Not enough to say, "Create a Culture of Continuous Improvement"
Be specific about the vital behaviors that demonstrate continuous improvement.

An Effective Result Is:

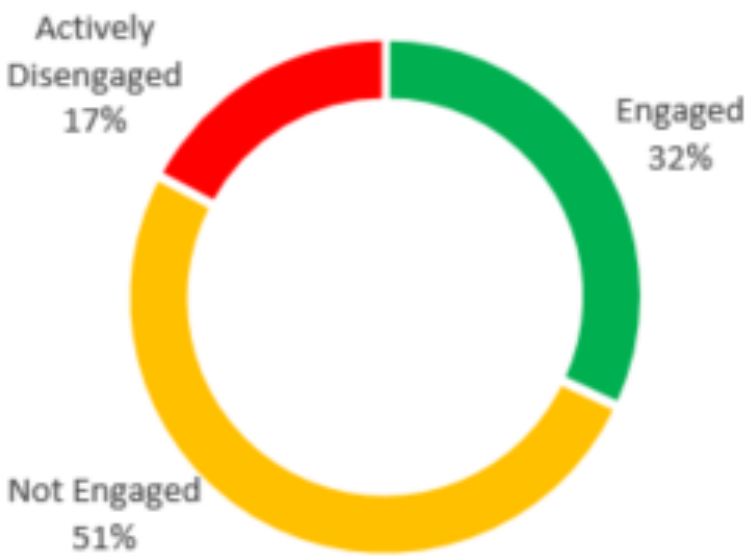
1. **Specific and Measurable:** It's quantitative, not qualitative
2. **What You Really Want:** It's the outcome that matters
3. **Time Bound:** It comes with a completion date

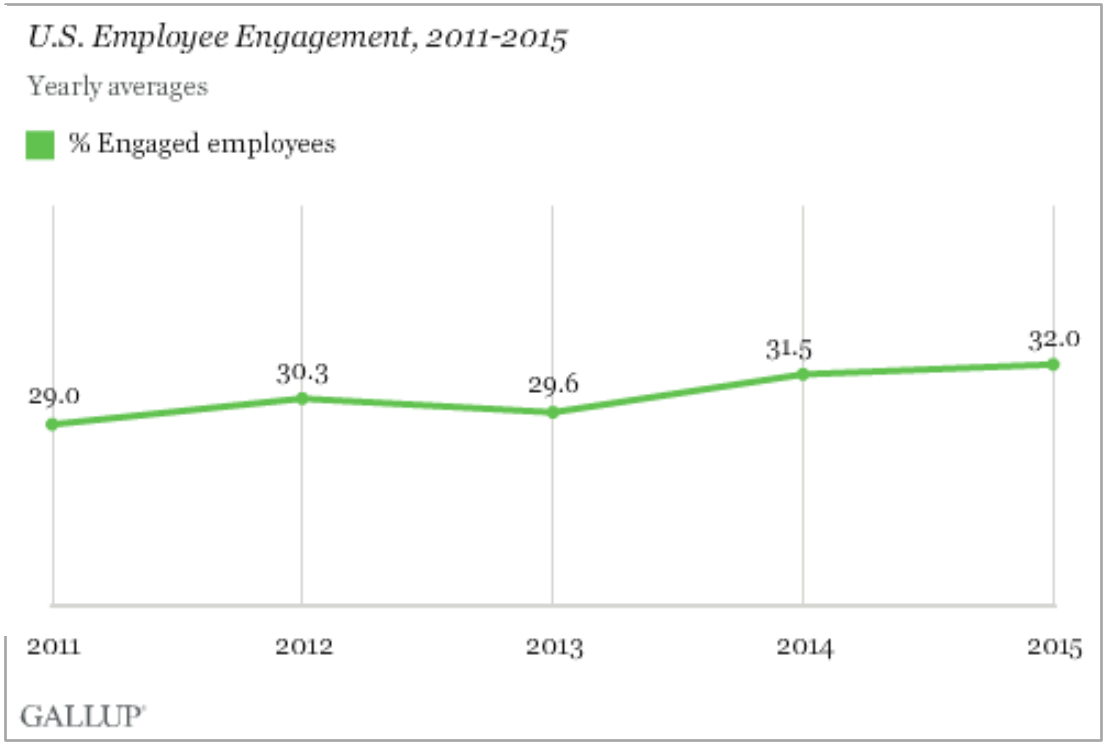
definition

Vital behaviors are the smallest set of actions that lead to the results you want. They are the few high-leverage actions that if you keep doing, produce the result you're after.

Don’t Assume that Employees are Engaged or Passionate about Continuous Improvement

Can’t Assume Employees are Engaged





Engaged employees are involved in, enthusiastic about and committed to their work.
Key elements of engagement:

- having an opportunity to do what they do best each day
- having someone at work who encourages their development
- believing their opinions count at work

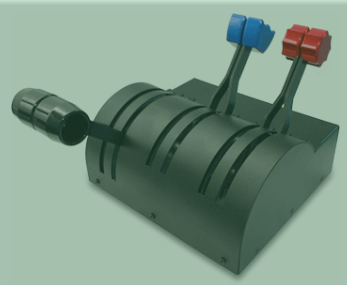
Only 29% of millennials are engaged at work.
Only 50% of millennials plan to be with their company one year from now.

Companies with highly engaged workforces outperform their peers by 147% in earnings per share

Perform Root Cause Analysis on your Existing Culture

Diagnose before Prescribing

Your world is perfectly organized to create the behavior you're currently experiencing



In other words, what cultural 'levers' are currently configured to create the culture you already have?

For Cultures that DO NOT Promote Continuous Improvement:

- There is rarely once cause
- There is a conspiracy
- You can't influence persistent and resistant behavior until you know the forces driving it
- You must diagnose before you prescribe

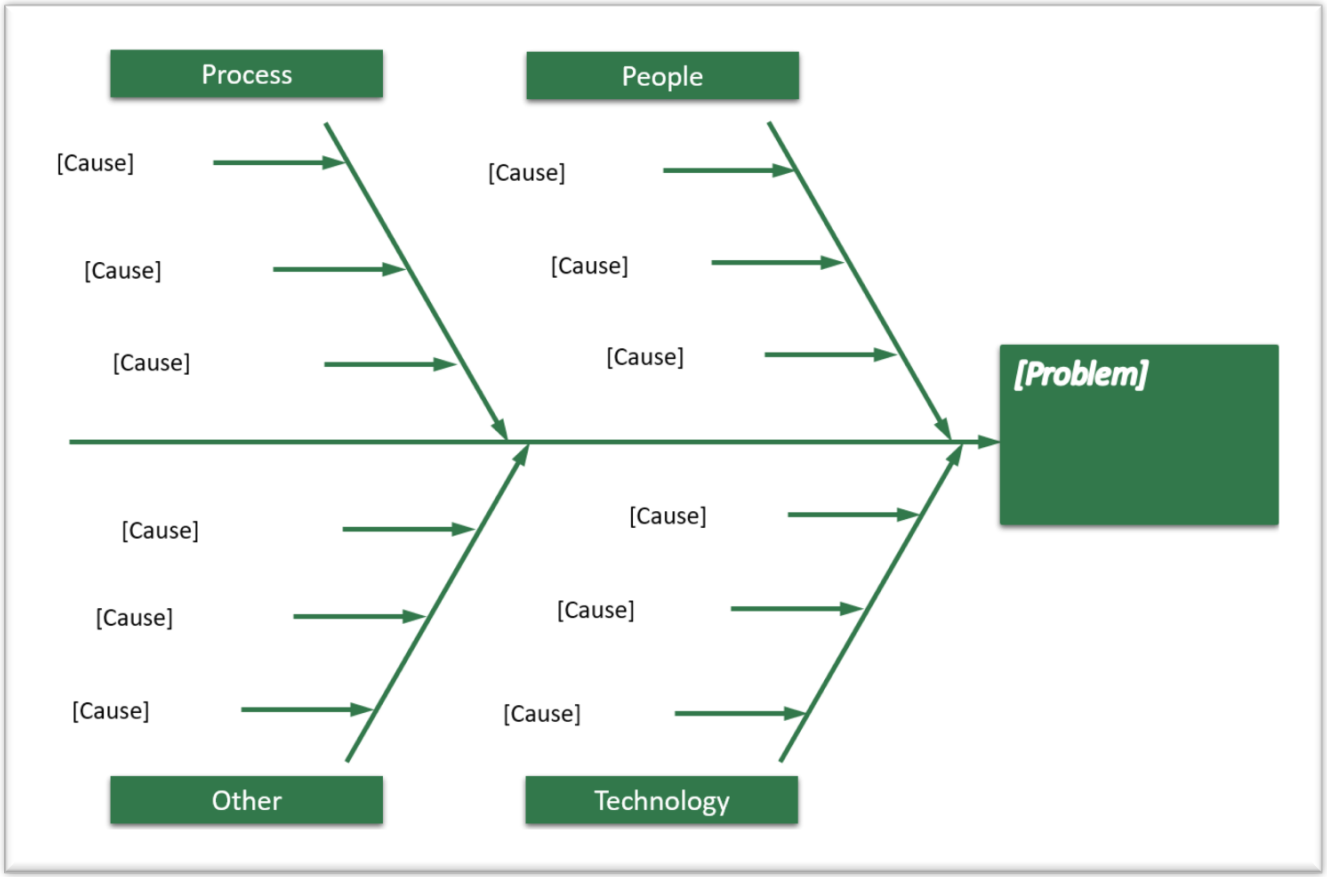
Root Cause Analysis

Root cause analysis (RCA) is a systematic process for identifying “root causes” of problems or events and an approach for responding to them. RCA is more than merely “putting out fires” for problems that develop, but finding a way to prevent them.

Fishbone Process

1. **Agree on a problem statement** (effect).

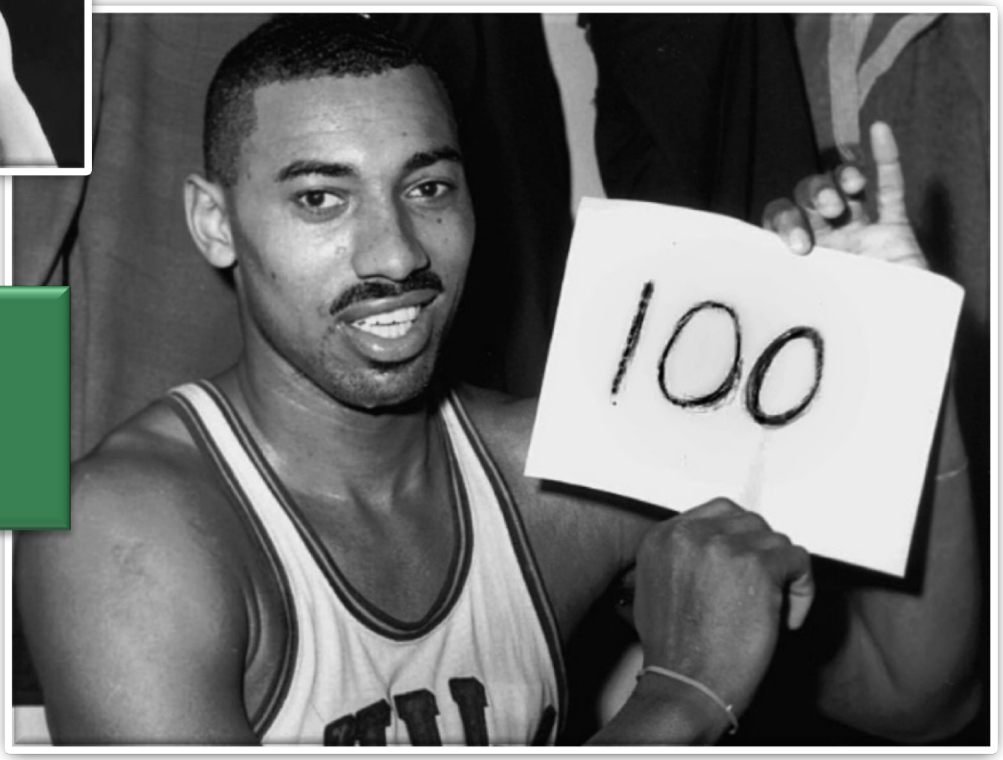
2. **Brainstorm all the possible causes of the problem**. Ask: "Why does this happen?" As each idea is given, the facilitator writes it as a branch from the appropriate category. Causes can be written in several places if they relate to several categories.



3. **Again ask "why does this happen?" about each cause**. Write sub–causes branching off the causes (secondary causes). Continue to ask "Why?" and generate deeper levels of causes.

Wilt “the Stilt” Chamberlain

- Four-time MVP (1960, ’66, ’67, ‘68)
- 100 point game against new York Knicks
- 55 Rebounds against Boston Celtics
- Average of 50.4 points during an entire season



Free throws missed: 5,805
Free throw percentage: 51.1%
First Player in NBA History to miss
5,000 free throws

Effective Change requires both a quality idea and acceptance from your people

The Change Management Formula

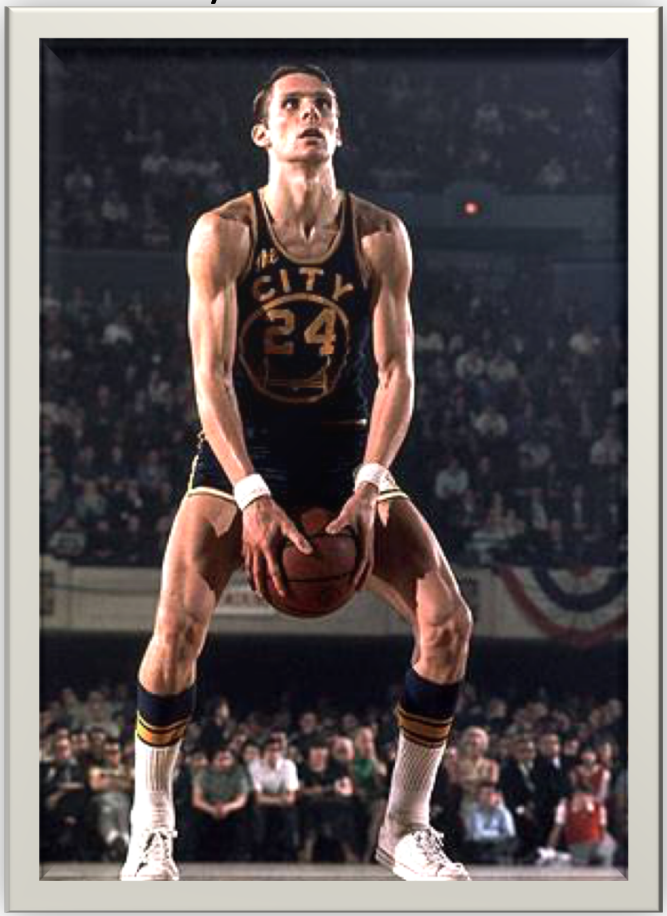
$$E = Q \times A$$

E	Q	A
Effectiveness of the Change	Quality of the Solution	Acceptance of the Solution

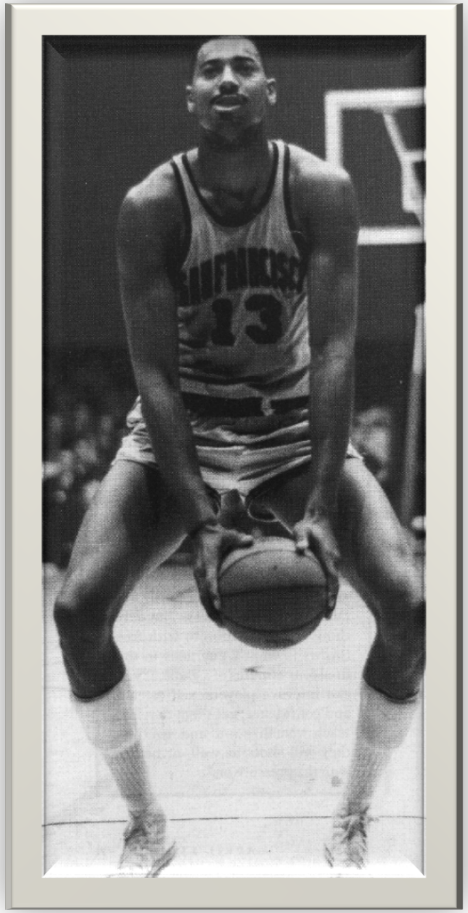
Based on extensive research conducted by General Electric, 100% of all changes evaluated as “successful” had a good solution and approach. Over 98% of all changes evaluated as “Unsuccessful” also had a good solution, but lacked a good change acceptance.

Wilt Chamberlain (revisited)

Rick Barry



Wilt Chamberlain



NBA

Rank	Player	FT%
1.	Steve Nash	.9043
2.	Mark Price	.9039
3.	**Stephen Curry**	.9016
4.	Rick Barry*	.8998

ABA

Rank	Player	FT%
1.	Rick Barry*	.8798
2.	Bill Keller	.8723
3.	Mack Calvin	.8658
4.	Charles Beasley	.8639

PANOPLY

MALCOLM GLADWELL

Revisionist History

Leverage a change management methodology

Managing Change with Help of a Methodology

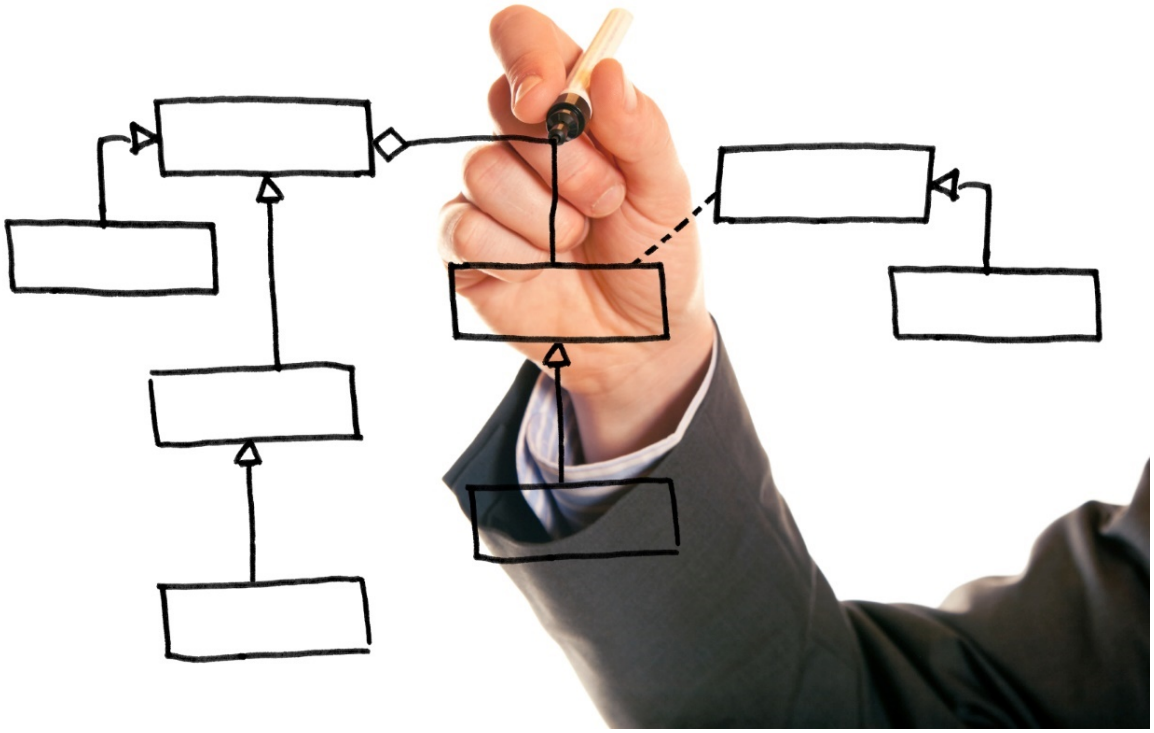
Common Change Management Methodologies

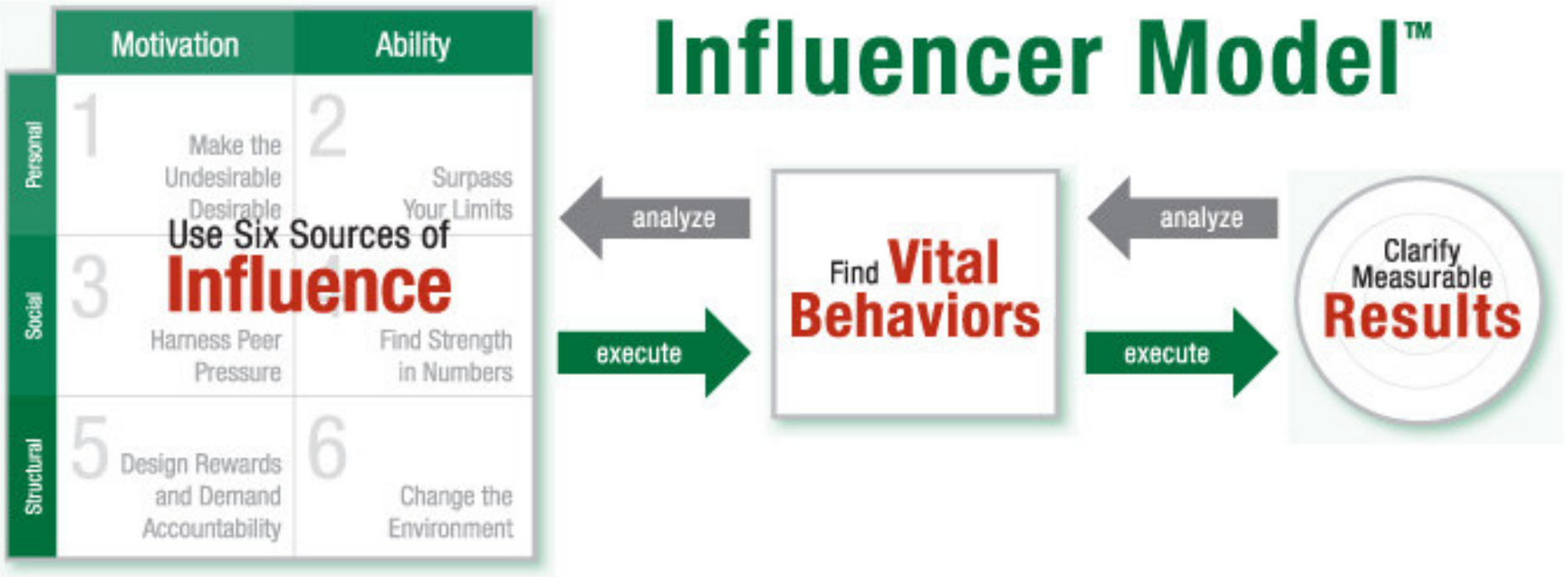
- ADKAR Model for Change Management
- Boston Consulting Group Change Delta
- GE's Change Acceleration Process (CAP)
- Kotter's 8 Step Model for Change
- Prosci Change Management Levers
- VitalSmarts Influencer

Two Reasons for Change

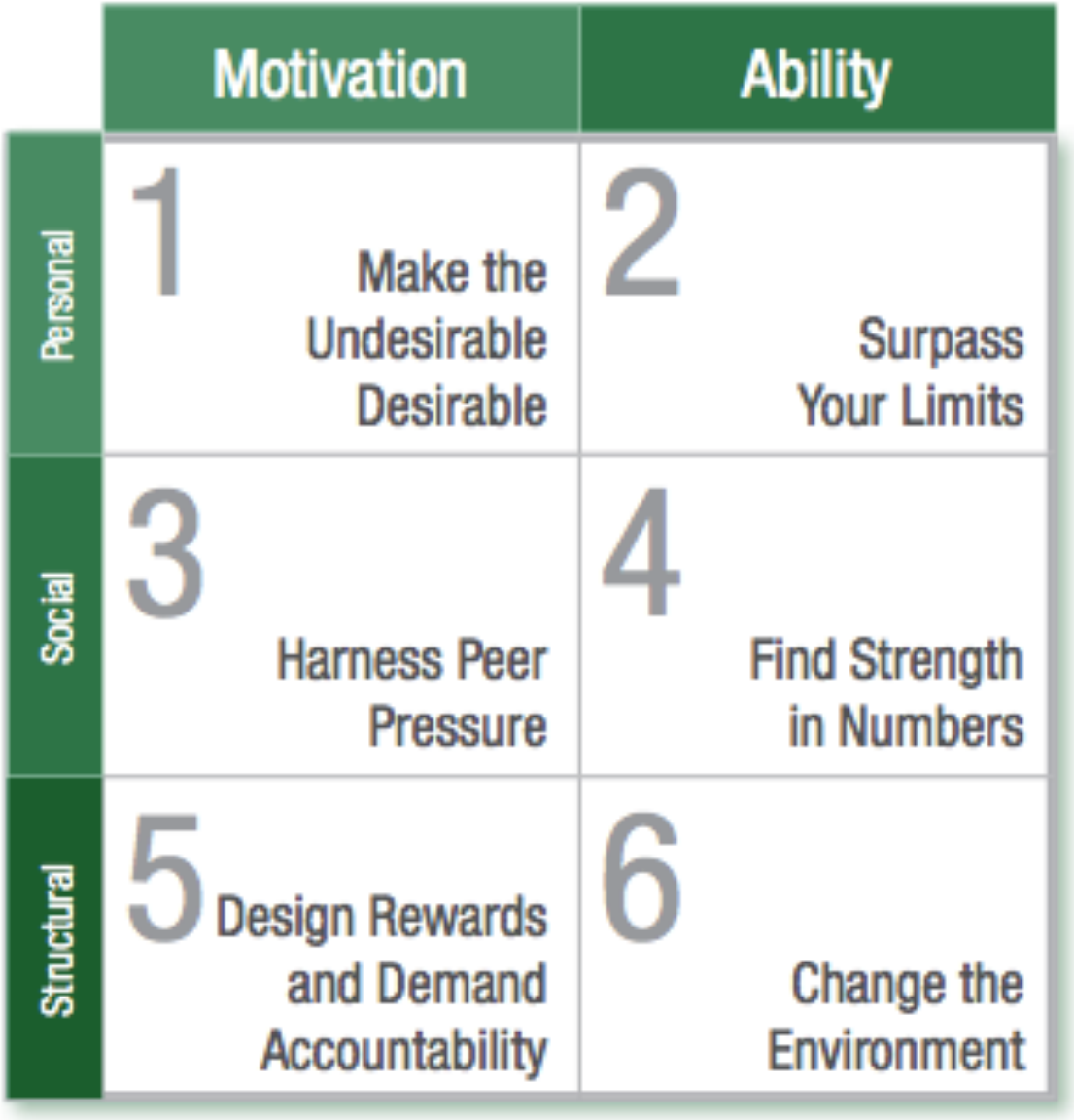
People do things for two reasons:

- **Motivation** – because they want to
- **Ability** – because they can




Influencer Model™
Motivation
Ability
Personal
Social
Structural
1
Make the Undesirable Desirable
2
Surpass Your Limits
3
Harness Peer Pressure
4
Find Strength in Numbers
5
Design Rewards and Demand Accountability
6
Change the Environment
Use Six Sources of
Influence
analyze
execute
Find Vital Behaviors
analyze
execute
Clarify Measurable
Results

Making Change Inevitable



Those who use four or more sources of influence to change **personal habits** are **four times** more likely to succeed.

Those who use four or more sources of influence to influence **organizational change** are **ten times** more likely to succeed.

Michelangelo’s David

Focus on removing barriers, rather than on adding enablers

Removing Barriers for Continuous Improvement

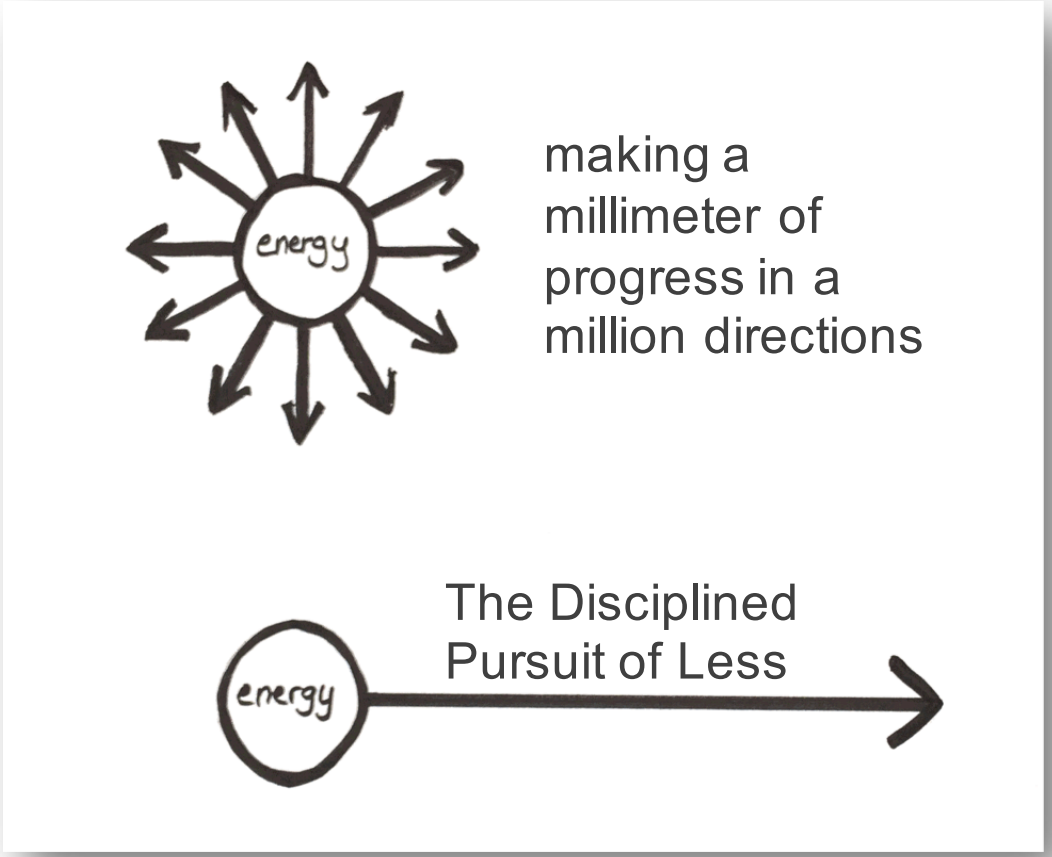
- Refer to Root Cause Analysis. What root causes can be removed entirely?
- Study Positive Deviance. Who succeeds where most others fail?
- Perform Value Stream Analysis to identify waste and non-value-added work, programs, or cultural barriers
- Experiment and Play

  *"**We are stubborn on vision. We are flexible on details**…. We don't give up on things easily. If you're not stubborn, you'll give up on experiments too soon. And if you're not flexible, you'll pound your head against the wall and you won't see a different solution to a problem you're trying to solve."*

  - Jeff Bezos, Amazon

Before going big, pave the way by building a successful small core

Building the Core and Paving the Way



Essentialism: The Disciplined Pursuit of Less, Greg McKeown

"Fewer things, done better"

– Jeff Weiner, LinkedIn CEO

Use the Power of Opinion Leaders

Opinion Leaders

Influential members of a community, group, or society to whom others turn for advice, opinions, and views.

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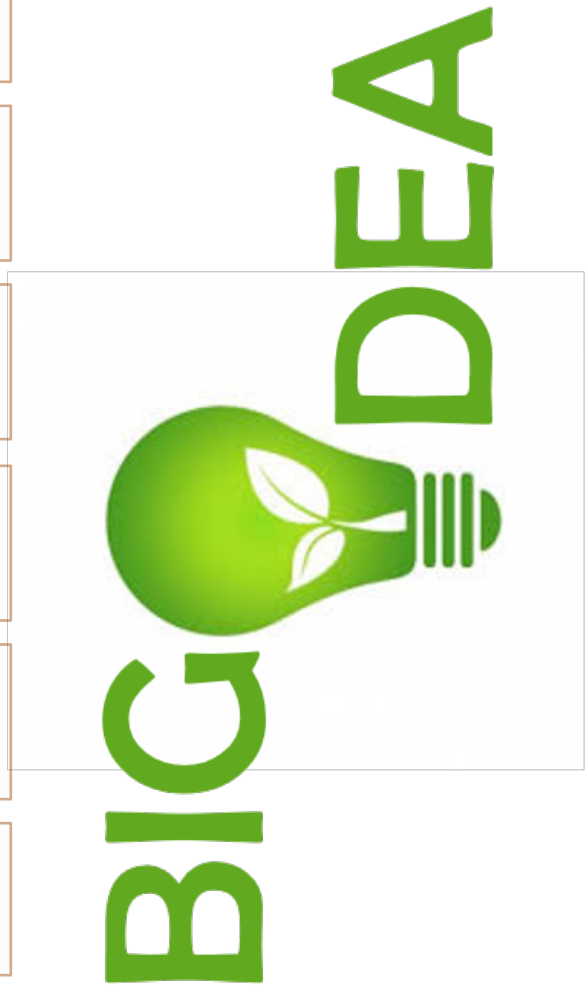

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Thank You