Process Improvement and Storytelling
Mechanisms for Change Management
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Learning Outcomes

• Understand the relationship between process improvement and change management
• Ability to implement process improvement tools with a mind towards change management
• Identify common errors made when managing change
Why are we even talking about this?

Process Improvement

Process Improvement = Change Management

Change Management
We know the model of change

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick
We know the model of change

We think our problem is up here ➔

Implementing & sustaining for change
7. Build on the change
6. Create quick wins
5. Empower action
4. Communicate the vision
3. Create a vision for change
2. Form a powerful coalition
1. Create urgency

Creating the climate for change

Engaging & enabling the organisation

But really it’s often down here
We fail in many ways

WE'RE HIRING A DIRECTOR OF CHANGE MANAGEMENT TO HELP EMPLOYEES EMBRACE STRATEGIC CHANGES.

OR WE COULD COME UP WITH STRATEGIES THAT MAKE SENSE. THEN EMPLOYEES WOULD EMBRACE CHANGE.

THAT SOUNDS HARDER.
We fail in many ways

The dreaded “resistance to change”
Change is really hard
Once upon a time...
Two ways to approach a story
The change major process affects students and institutions

- **80%** Students Change Major at Least Once
- **3** Average Number of Major Changes Per Student

### Changing Major After Two Years

- Grades
- Grad Rate
- Time to Grad

### Factors Affecting Graduation Rates

- Race and Ethnicity
- Gender
- Financial Aid
- Family Income
- Student Employment
- Major Change
- Institution Type
- Debt
- Financial Stress

- **7.5%** Percent of Major Rankings Calculus
- **1/3** Proportion of College Score Card Reporting
Make the analytical emotional
The narrative
The structure of a **story**

<table>
<thead>
<tr>
<th>CAST</th>
<th>TELL</th>
<th>AUDIENCE</th>
<th>STORY</th>
<th>Content</th>
<th>Structure</th>
<th>Character</th>
<th>Sense of Urgency</th>
<th>Delivery Plan</th>
<th>Design</th>
<th>Test</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why</strong></td>
<td><strong>What</strong></td>
<td><strong>How</strong></td>
<td><strong>What If</strong></td>
<td><strong>Who</strong></td>
<td><strong>Learning and Decision Styles</strong></td>
<td><strong>Sense of Urgency</strong></td>
<td><strong>Delivery Plan</strong></td>
<td><strong>Design</strong></td>
<td><strong>Test</strong></td>
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</tr>
</tbody>
</table>
Story archetypes

- Rags to Riches
- Slaying the Dragon
- Disaster
- Growth & Rebirth (Keeping up with the Jones)
- The Quest
Basic roles

- Narrator
- Hero
- Danger
- Drama
- Villain
And put it into **context**

- **Narrator**
- **Hero**
- **Danger**
- **Drama**
- **Villain**
This makes change happen!

1. Create urgency
   - Better ideas
   - Creates a higher level of engagement (lowers ‘resistance’)
   - Bottom-up urgency

2. Form a powerful coalition
   - Improved inter-organizational communication
   - Common perspective and empathy
   - Sense of collaboration

3. Create a vision for change
   - Engaging & enabling the organisation
   - Improved inter-organizational communication
   - Gets more people involved

4. Communicate the vision
   - Creates a higher level of engagement (lowers ‘resistance’)
   - Brings out the elephant in the room

5. Empower action
   - Leverages multiple enablers
   - Common perspective and empathy

6. Create quick wins

7. Build on the change
   - Sense of collaboration

8. Make it stick

Implementing & sustaining for change

Leverages multiple enablers
What is your story

• What story are you telling?
• What disaster is coming?
• What villain can we defeat?
• What dragon can we slay?
• Who can we impress?

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Creating the climate for change
Implementing & sustaining for change
Engaging & enabling the organisation
To learn more

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