

Successful Change 成功的变革

With 讲课人

Alden B. Davis 奥登-戴维斯



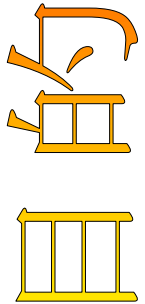
Corporate King of Kaizen



Visionary Change Agent



Purpose



To create a change in you
In a way that models the change process beliefs
So that you can be good / successful at leading change.

首先，自身有所改变，
树立对变革过程的信念，
继而成功地领导变革。

Outcomes:

- Appreciate the integrated nature of change
- Know the steps to manage change
- Receive “lessons learned” from a major change
- Learn principles for leading change
- Recognize the importance of stakeholders

期望达到的目标

- 理解变革必然是多因素有机构成
- 明确管理变革的步骤
- 从重大变革中汲取“经验教训”
- 学习领导变革的原则
- 认识利益相关方的重要性

LAO' BAN (BIG BOSS)

JI AO LIAN (COACH)

PONG YO (FRIEND)

LING DAO (LEADER)

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The Party's Over

Dutch Show Neighbors
Some Ways to Attack
Their Economic Woes

They Hold Down Pay Raises,
Reduce Social Spending,
Foster Entrepreneurship

Labor Market Remains Rigid

By LAWRENCE INGRAMMA
Staff Reporter of THE WALL STREET JOURNAL
AMSTERDAM — For Wim Langerdorff, a Dutch artist whose works include surrealist paintings, life is imitating art.
Faced with losing welfare benefits, the 32-year-old got his first job last year — on a steel-mill loading dock. After that ended, he soon began working part time at the post office, sorting international mail.
“You get a big box of letters and take a handful,” he explains, demonstrating his technique. “England, Germany, the United States, Greece, Portugal, Russia.”
It isn't the career he wanted, but his new status as a quietly employed member of society paints a portrait of a new Netherlands that, surprisingly, appears to be working. “It's the new world order,” he says, shrugging. “I may not like what they did, but I understand why they did it.”
An Array of Old Problems
As in much of Western Europe, economic policies in Holland were long — and, many contend, justifiably — maligned. But

What's News—

Business and Finance

FEW RETAILERS ARE POSTING better-than-expected sales for the holiday shopping season, and most expect only modest single-digit percentage gains. Sales, which seemed so strong just after Thanksgiving, didn't keep that momentum in the days before Christmas. That means stores are likely to offer postholiday discounts to help lift year-end profits.
(Article on Page 9)

CalEnergy claimed control of Elicain's Northern Electric after Northern's effort to derail the hostile \$1.3 billion buyout bid fell short. CalEnergy said it acquired a 50.3% stake in Northern and extended its \$10.91 a share offer for the remaining shares.
(Article on Page 3)

Ford doubled the rebate on its 1997 Taurus to \$1,000 as the race to be the year's top-selling car heats its close. Through November, Taurus sales were 9,700 ahead of Honda's Accord.
(Article on Page 3)

Texaco agreed to sell its last petrochemicals plant to Huntsman for about \$600 million, completing its exit from the chemicals business.
(Article on Page 2)

World-Wide

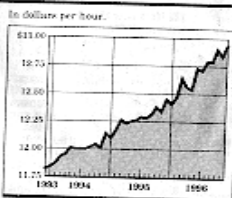
PERU RECALLED its envoy after Uruguay freed two Tupac Amaru prisoners. Hours after the release Tuesday, Uruguay's ambassador was allowed to leave the Japanese embassy's residence in Lima. The freeing of jailed comrades is the principal demand of Tupac Amaru guerrillas holding many hostages inside the residence. Yesterday, the rebels released a Japanese diplomatic secretary for health reasons. The Red Cross, revising earlier estimates, says 104 hostages remain. (Article on Page A8)

Separately, police said *Shining Path* rebels killed six members of one family Wednesday, apparently because they believed the victims had been informants.

Serbia's opposition continued their daily marches through Belgrade despite the police beatings some protesters received in a confrontation with pro-Milosevic demonstrators Tuesday. Opposition leaders fear the president, seeking to end protests over his announcement of recent elections, will use the violence as a pretext for a police crackdown.
Croatian Serbs attacked Croats who had been based in to their former hometown in Eastern Slavonia to attend Christmas services, Croatian state media said. Serbia has agreed to return the region, captured early in the recent Balkan war, by mid-1997.

Israel and the Palestinians are close to an accord on an Israeli withdrawal from Hebron following Tuesday's meeting between Netanyahu and Arafat, a U.S. envoy

Hourly Earnings



workers rose in November to \$12.94 from \$12.84 the previous month, the Labor Department reports.

French Grandmother Brings Labor Peace To Guatemala Jungle

Adviser to Corporate Raider,
Oil Company's Chairman
Strikes Deal With Strikers

By JOEL MILLMAN
Staff Reporter of THE WALL STREET JOURNAL
PETEN JUNGLE, Guatemala — The Bell helicopter chatters in low above the trees and spirals down to the landing pad as some 300 grim-faced men and women look on nearby. Some carry pistols or rifles. Hand grenades dangle from belts.

Business Bulletin

A Special Background Report
On Trends in Industry
And Finance

RINGING IN 1997 with room service, revelers cap off a strong year for hotels. The Four Seasons Hotel in Boston charges \$300 to \$500 for New Year's Eve packages, up 10% from last year, and says it is fully booked. The Plaza Hotel in New York, where rooms go for \$325 to \$1,750, has been sold out for New Year's Eve since Dec. 8. And in Beverly Hills, Calif., the recent Beverly Wilshire Hotel says its New Year's packages, starting at \$850, booked up even faster than last year. Analysts say repeat guests are a big factor, and so are cheap air fares that encourage travel.

The Ritz Carlton in McLean, Va., says 250 of its 350 rooms are booked by a company that has a New Year's Eve bash instead of a Christmas Eve. But manager John Russell adds that the Tuesday holiday cuts into bookings the previous weekend. Still, 1996 has been "so good, hotels can concentrate sales efforts" on weaker times and holidays, says Robert Mandelbaum of PKF Consulting, San Francisco.

Cautious about drinking and driving also helps hotels since partygoers "can take the elevator home," he adds.

RISKS come with every new year; a few economic ones are discussed.

In its final commentary for 1996, Merrill Lynch & Co.'s "Weekly Economic & Financial Commentary" lists risks to its prediction that 1997 will be another year of moderate growth and low inflation. Possibilities that could raise inflation include: excessive U.S. growth; higher labor market

Dodging Doom

How a Creaky Factory
Got Off the Hit List,
Won Respect at Last

Pratt & Whitney's Maine Site
Ties Pay to Skills, Offers
'Results-Sharing' Bonuses
Survival of a Plant Manager

By JOSEPH B. WHITE

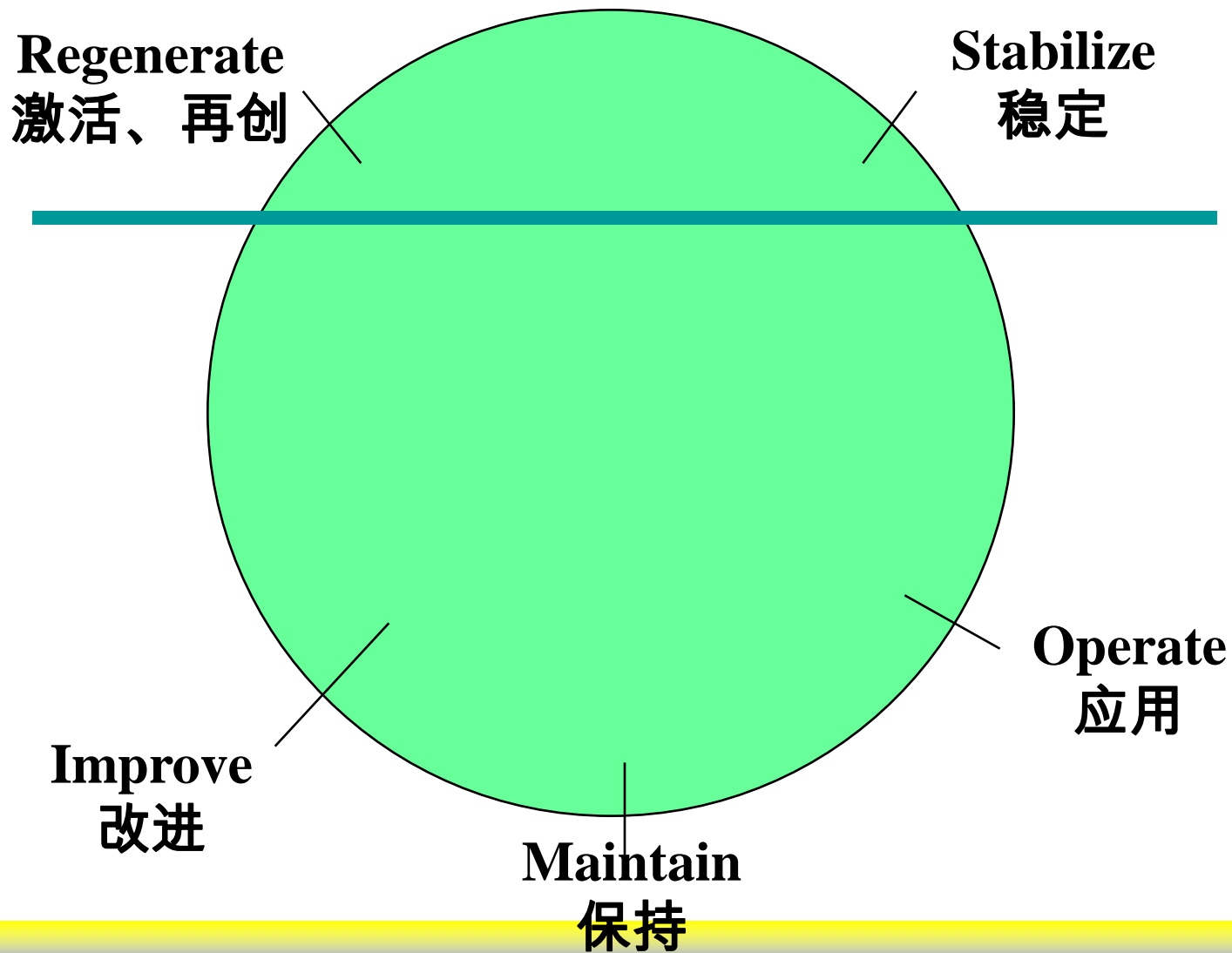
STAFF REPORTER OF THE WALL STREET JOURNAL
NORTH BERWICK, Maine — The old Maine factory is a dinosaur that ought to be shut down, some Pratt & Whitney executives were saying back in 1993. Today the same plant is adding jobs, and the aerospace giant holds it up as a model. What happened?

Maine's largest factory was hauled back from the brink with the help of plant manager Robert Pouchak, a 31-year Pratt veteran who won over his dubious bosses at parent United Technologies Corp. in Hartford, Conn., and saved his own job in the bargain.
The renaissance of this marked-for-death reunion factory, at a time when Pratt was shedding 10,000 jobs, holds lessons for other aging plants. It also illustrates two broader management trends now rippling through the aerospace business and beyond.
Pratt's first smart move was to use financial carrots rather than just sticks to persuade employees to adopt cost-saving new work techniques at the jet-engine parts plant. The second was to borrow from another industry, using lean production methods born in Japan's auto plants and adopted by Detroit.
For Mr. Pouchak, 54 years old, survival meant learning to take risks. He also had to work with a young pup sent from the headquarters to be his No. 2 man. Against long odds, amid dispiriting waves of layoffs, his 17-year-old plant slashed the time it takes to set up new jet-engine machines. It broadened job descriptions, so today 18



Robert Pouchak

Process Life Cycle 变革过程的不同阶段



A.D.'s Beliefs 奥登-戴维斯的信念

1. The environment is requiring us to change.
环境要求我们进行变革。
2. You can be influential in resourcing and guiding change.
你可以在支持和领导变革中发挥影响力。
3. The lack of delivery on “basic work” precludes the ability to influence strategic questions in a meaningful way.
若“基本工作”未做好，不能在重要战略问题上发挥有意义的影响。
4. The change process used must model the desired end-state.
采用的变革方案应必须描述理想的结果。

How to Make Change Happen 如何实现变革



- Describe the process this group uses to make change happen.
描述我们各位通常会使用的、引导变化的办法。
- Describe an opposite way to make change happen.
描述一种相反的引导变化的办法。

Handout Principles

- Why do you want to learn this material?
您参与本培训、学习的期望？
- Why were you chosen to be here?
您为何被选派参与培训？
- How can learning this make you successful (what does success look like for you)?
这一培训如何能使您的工作更为成功？（ 你如何定义成功？ ）

- What do you specifically want to know about leading change?
关于领导变革这个问题你特别想了解什么？
- How can I present it so that you will learn it?
我该如何介绍、才宜于理解掌握？

- Do you have bad experiences with change? Done to you? Led by you?
以往有不尽人意的变革经历？无论是变化对你造成的影响、或是你所引导变化的经历？
- Where could you apply this material when you get home?
在你培训结束回国后，有关变革的培训内容可在哪方面有用？

- Let us negotiate our approach.
我们来讨论我们的做法。

- **Ping-Pong Factory**
乒乓工厂
- Lessons Learned
可汲取的经验教训
- Integrated Change
系统化的变化
- Building Stakeholders
构建利益相关方
- Managing the Change Model
管理变革模型

Ping Pong Factory

乒乓工厂



- Ping-Pong Factory
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Lessons Learned

应汲取的经验教训

A real story

一个真实的故事

A real factory

一个真实的工厂

A real group of people succeeded

一个取得成功的真实团队

Adopt a “nothing to lose” attitude. The crisis is already here...whether you recognize it or not.

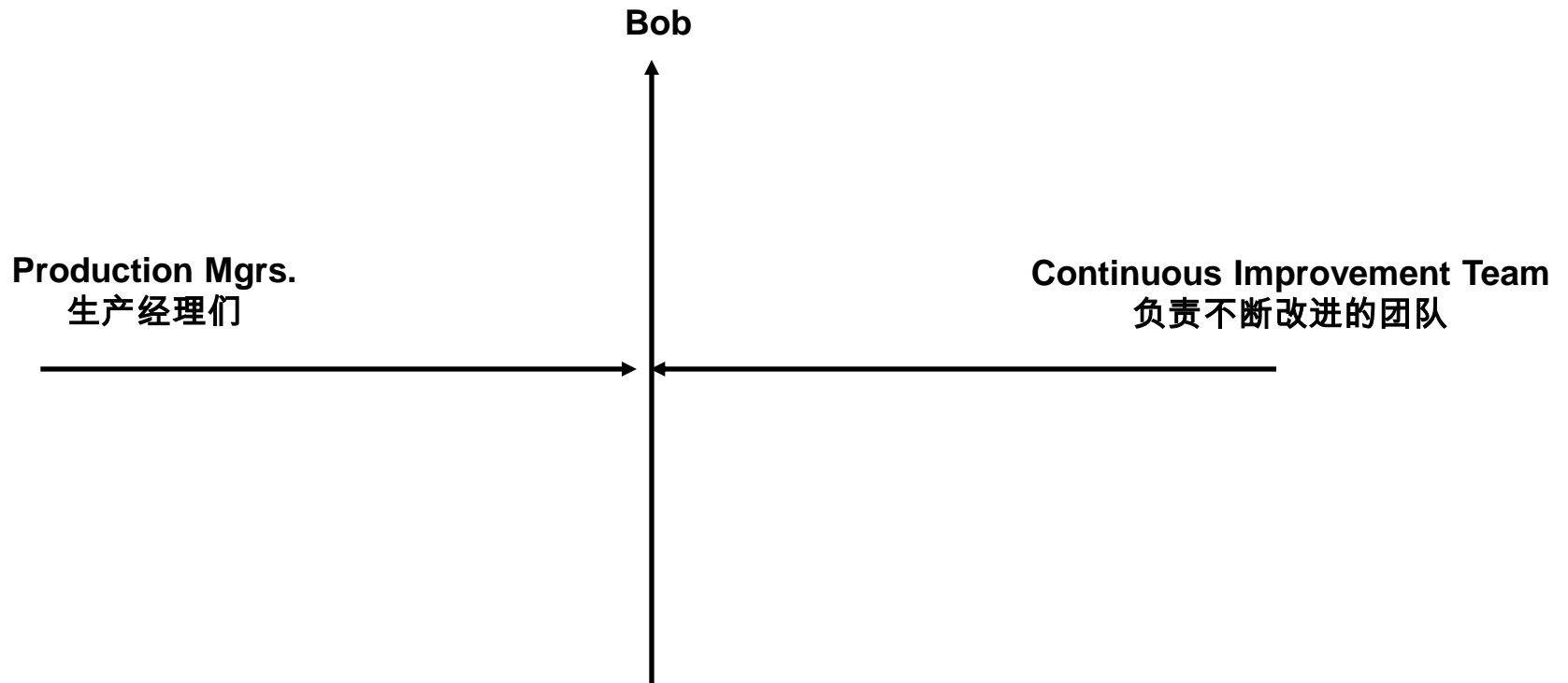
树立“一无所失、背水一战”的态度。

危机

已在眼前，无论你是否意识到。

Design tension into your leadership team.

在你的领导团队中树立紧迫感。



Clearly separate yourself from practices not suited for the future.

摆脱不适应未来需要的以往做法。



Past
过去



Use an “inclusive” process to make changes.

采用“包容式”方式进行变革。



Everything we must do to get to the vision is negotiable.

为实现目标愿景，我们要做的每件事，都是可以协商的。

Vision and direction is non-negotiable.

愿景和方向是不可协商的

Learn from others and create “models” so people can see the vision.

向别人学习并建立“模型”，以便人们可以看清目标“愿景”。

Renounce the past. “The old way is gone.” Create “one-way” gates.

摒弃过去。“陈旧方法已成往事。”建立面向未来的“单向”通道。

下列将包含在新工作模式中：

- Flow is in 流程化生产
- Cells are in 单元化生产
- 5-s is in 5 S现场管理
- Visual is in 可视化管理
- TPM is in 全员生产保全
- Flexibility is in 柔性生产
- Teaming is in 团队化生产
- Doing “white collar” tasks is in “白领”任务\服务化生产
- Self-funding your increase\$ is in 成本额外增加需自行解决
- Best-players play is in 最佳员工上岗

Relentlessly pursue performance and deliver results.

不懈地追求绩效，并交付成果。

- Lesson 1 Adopt a “nothing to lose” attitude. The crisis already exists...whether you recognize it or not.
经验1 采取“一无所失”的态度。危机就在眼前，无论你是否意识到。
- Lesson 2 Design tension into your leadership team.
经验2 在你的领导团队中树立紧迫感。
- Lesson 3 Clearly separate yourself from practices not suited for the future.
经验3 清楚摆脱不适应未来需要的做法。
- Lesson 4 Use an “inclusive” process to make changes.
经验4 采用“包容式”方式进行变革。
- Lesson 5 Learn from others and create “models” so people can see the vision.
经验5 向别人学习并建立“模型”，以便人们可以看到目标“愿景”。
- Lesson 6 Renounce the past. “The old way is gone.” Create “one-way” gates.
经验6 摒弃过去。“陈旧方法已成往事。”建立“单向”通道。
- Lesson 7 Relentlessly pursue performance and deliver results.
经验7 不懈地追求绩效，并交付成果。

- Ping-Pong Factory
乒乓工厂
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管理变革模型

Integrated Change

综合变革

To increase awareness that change is interconnected like a mobile

In a way that introduces five distinct areas that must be connected

So that changes made are complete and have an increased chance of success.

充分认识到变革的全方位和互相关联，

在五个明显不同的领域的变革必须相互关联、协调，

这样，进行的变革才能完整，并提高成功机会。

Governing Philosophy &
Direction
指导理念和方向

The work we do
我们所做工作

People & Skills
人员与技能

Planning & Control
规划与控制

Infrastructure
基本措施、手段和结构



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Stake Building

利益的构建

Purpose 目的

To move people into action
In a way that everyone can be successful
So that all effort is aligned making the change happen.

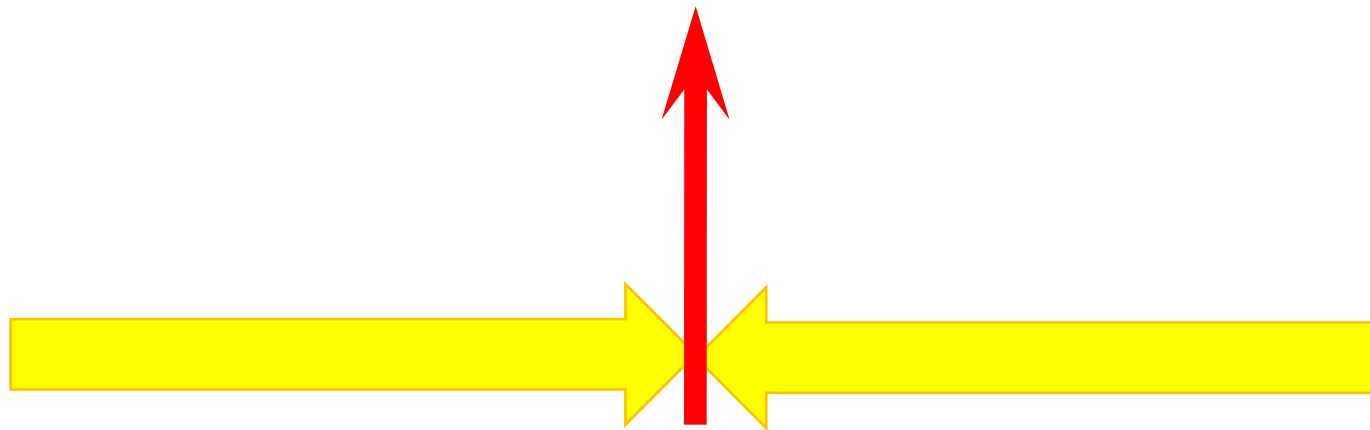
旨在动员人们行动起来，
在一定程度上，每个人都可以成功，
这样，步调一致使变革成功

Stakeholder: a person with a strong, personal, vested interest in the outcome

利益相关方：对结果具有强烈、个人和与利益相关的兴趣

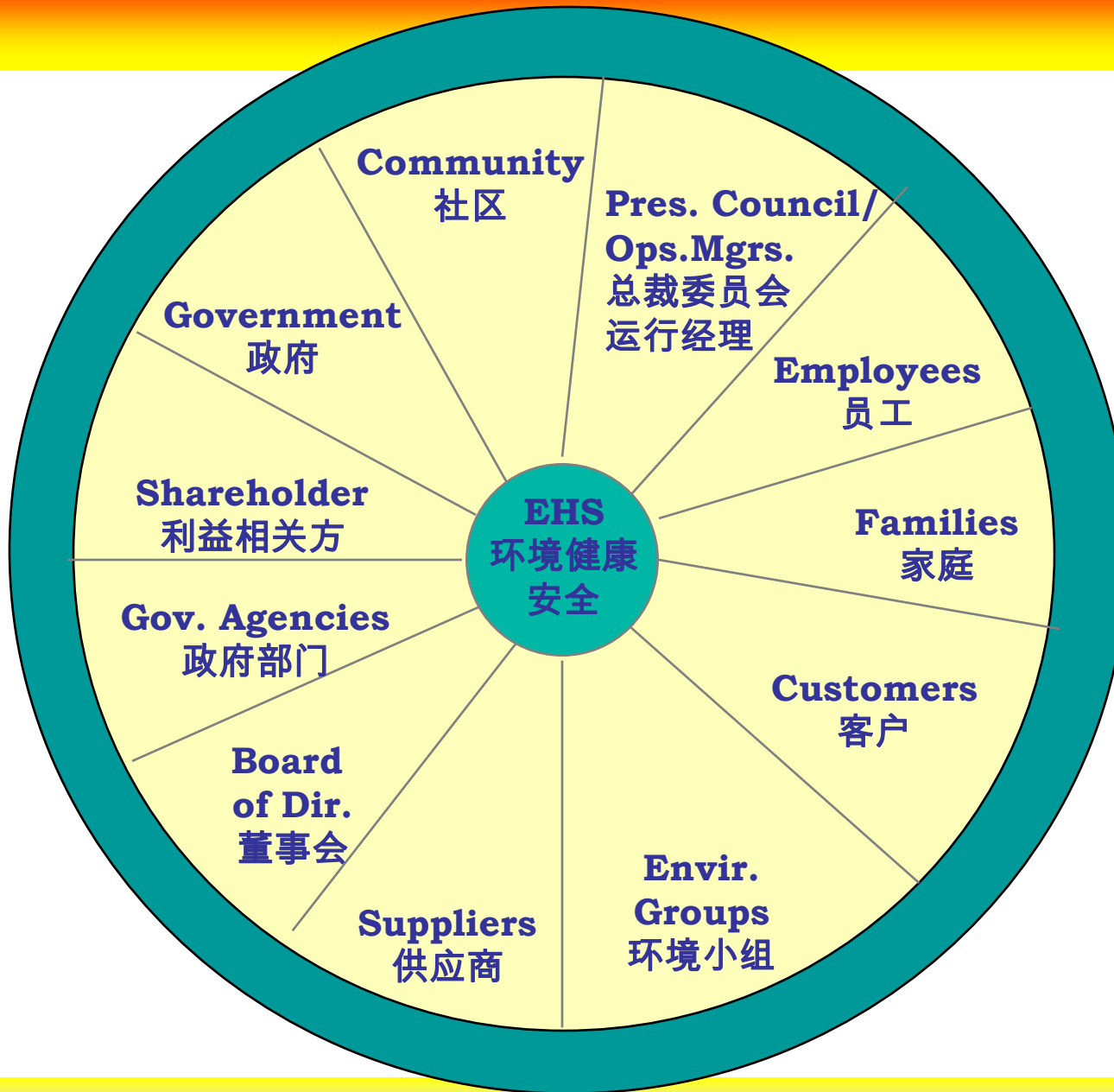
How do we help them see the possibilities?

我们如何帮助他们看到可能性？



What must they get?
他们应该得到什么？

Where are they open?
他们如何会接受建议？



Unmatched
is only relevant
from the
stakeholder's
perspective
从利益相关方视角
看相关度

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构建利益相关方
- **Managing the Change Model**
管理变革模型

Change Process 变革程序

To understand that change is a process...it is definable, repeatable and predictable

In a way that examines the steps of an effective change process

So that we are enabled to positively impact the changes we implement in the workplace.

变革是一种工作流程：可定义、可重复、可预测，

以某种方式检验一个有效变革流程的各个步骤，

这样我们就能积极地影响在工作场所实施的变革。

CHANGE PROCESS BELIEFS

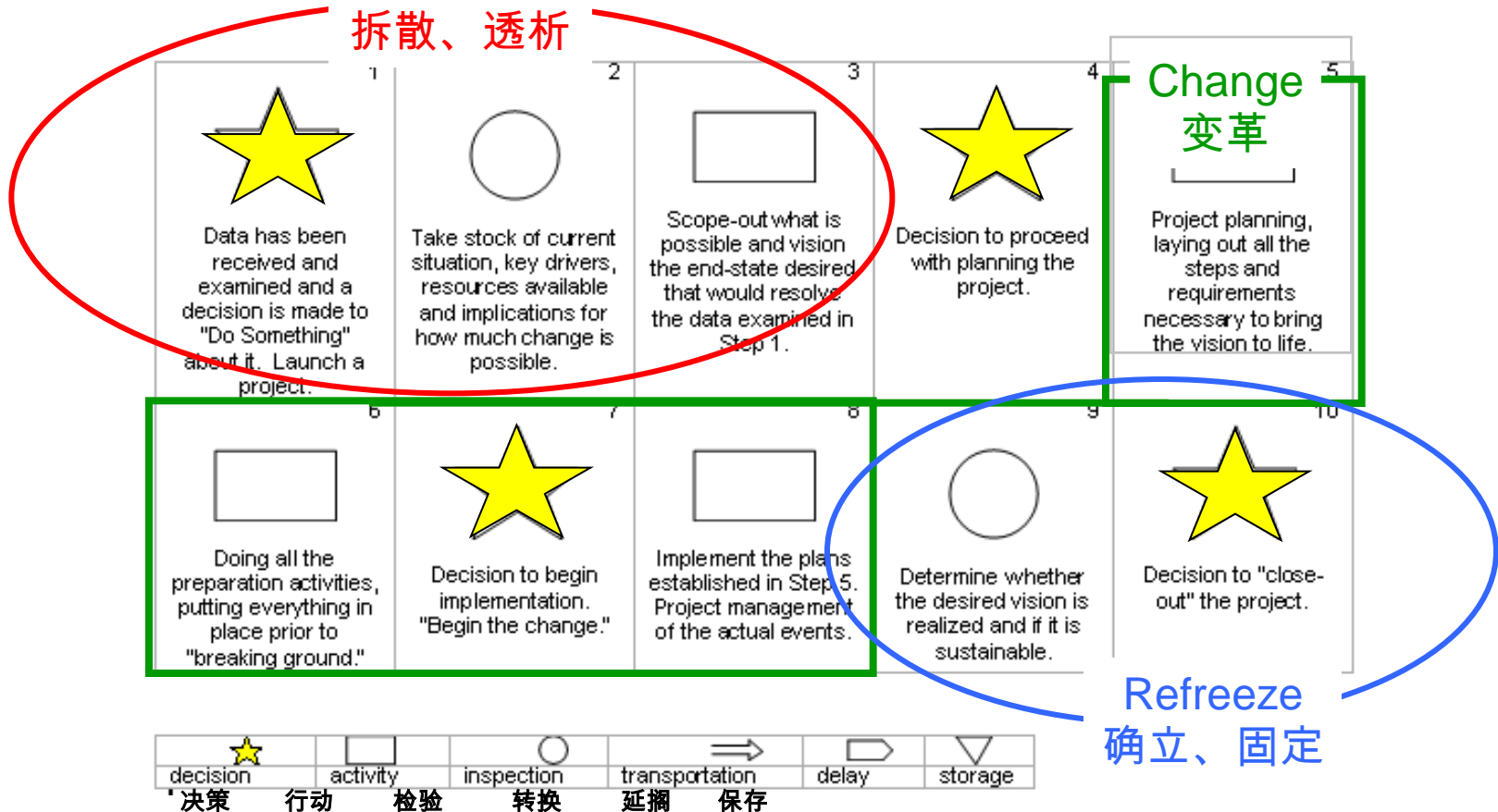
变革程序的信念

1. Creation of personal meaning for “Why change?”, “Why me?” and “How will I succeed?” are essential for moving forward.
个人对“为什么变革？”、“我为何参与？”和“我怎样获得成功？”的理解，是向前推进的关键。
2. Inclusive processes generate the spirit and will required to create lasting change.
包容式的做法可树立自主精神和意愿，实现持久性变革。
3. Possibilities stay hidden until the past is released.
陈旧的东西不放弃，可能的事情难成真。
4. Shared beliefs, principles and power allow the simultaneous implementation of broad-based change to occur.
共同的信念、原则和动力可以使范围广泛的变革同时落实。
5. Rapid accumulation of other’s experiences through benchmarking and literature searches increases vision and accelerates implementation.
通过对标和文献搜索快速汲取经验可以提升视野、加速落实。
6. Procrastination, acquiescence, abdication, inaction, passive, and permission are taboo words.
“拖延、默许、放弃、不作为、被动和随意”应是禁忌用词。
7. Collective, personal vision of end-state excellence creates a pull into the future.
团队和个人对最终实现优异成果的共识，将产生走向未来的动力。

Change Process

变革程序

Unfreeze
拆散、透析



Refreeze
确立、固定

1. 收到问题讯息、决定“变化、发起项目。 2. 分析现状、关键因素、可用资源及可实现的变化。 3. 描述可实现的变化、及期望并可解决步骤（1）所述问题的目标状态。 4. 决定开始进行变革计划。 5. 规划、部署变目标愿景为现实所需步骤和要求。 6. 做好全部准备、“开工”前一切就位。 7. 决定开始落实、“开始变革。” 8. 实施步骤5确立计划。做好项目进程管理。 9. 确定期望的目标是否已实现、可持续。 10. 决定“结束”该变革项目。

Step 5: Project Planning

第5步：变革项目规划

任务 Task	责任人 Person Responsible	10月 October	11月 November	12月 December	1月 January	2月 February
The Leadership Challenge	Luther Johnson					
Characterization of today's performance		● — ●				
Shifting paradigms	Alden Davis		● — ●			
Financial visions of operational excellence			● — ●			
Mgmt's statement of performance desired			▽			
Possibility Thinking	Joe Park					
Performance challenge to team			▽			
The Kaizen vision			● — ●			
Preparation, mock-up & vision upgrade			● — ●			
Present plan & Mgmt ratification				▽		
Proof of Concept						
Real-time testing of concepts					● — ●	

So why do people oppose change?

那么，为什么人们反对变革？

- Fear of the unknown 对未知的恐惧
 - Lack of information/understanding leaves a vacuum that is filled with rumor, speculation and insecurity
信息/理解缺失，谣传、猜测和不安全感趁虚而入
- Lack of benefits 利益的缺失
 - The cost of the change is greater than the potential rewards to those affected by the change
对于受变革影响的人而言，变革带来损失大于潜在回报
- Loss of status and security 地位和安全的损失
 - A person who sees a change as reducing their sphere of authority is not likely to support that change
把变革看作削减其权限的人不会支持变革
- Disruption of the routine 常规被打破
 - There is little incentive to change when old behaviors have been successful
原有行为还能成功，缺少变革动力
 - Its hard to listen clearly when routines are being challenge 常规受到挑战之时、人们不愿静心聆听
- Conformity to norms and culture 固守常规和文化
 - The current patterns of behavior, physical rewards for status and core values are misaligned with the change proposed
现有行为模式、地位的物质回报以及核心价值观，与提议的变革格格不入

People tend to change when: 在下列情况下人们趋于进行变革：

1. They have participated in the decision to change
参与了有关变革的决策
2. The rewards exceed the pain of not changing
回报超过不进行变革的痛苦
3. They see others changing who are considered influencers
看到其他具有影响力开始改变
4. The environment is free from threat and judgment
没有受到威胁和指责
5. They have the skills to be successful
他们具有成功的技能
6. They trust the motives of the people introducing the change
他们信任引进变革的人们的动机
7. They have gathered data showing that the change can be successful
他们收集的资料显示变革能够成功
8. They have made a public commitment
他们做出了公开承诺