

New Rules, New Game, New
Opportunities

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“The table is set for monumental change
as never before.”

Jack Potter

New Rules, New Game, New Opportunities

Every beginning is a consequence.
Every beginning ends something.

Paul Valery, French poet

New Rules, New Game

It won't be the change of the game, nor the change in the rules people will resist. It's the losses and the transitions. (W. Bridges)

Can I play this new game?

Do I have the right skills and knowledge?

Will I be as skilled in this game?

How do I learn the rules?

Why is this new game better?

New Rules, New Game

“What really has to change here is our culture and our mentality – it will take time.”

Jack Potter

New Rules, New Game

Gaining Support

Identify What Is Actually Ending.

Who Is, In Fact, Losing What?

Accept The Reality and Importance Of Subjective Losses.*

Don't Be Surprised At "Overreaction"

Acknowledge The Losses Openly and Sympathetically

Expect and Accept The Signs of Grieving*

New Rules, New Game

“It’s hard to see the freedom. The rules are the mythical ones in our heads.”

Jack Potter

New Rules, New Game

Gaining Support

While to some, the new rules and the new game will be exciting news and experienced with enthusiasm, there will be some who will need to “grieve.”

Anger, Bargaining, Anxiety, Sadness, Dip
in Performance

“Many a man would rather you heard his story
than granted his request”

Phillip Stanhope

Earl of Chesterfield

New Rules, New Game

Gaining Support

Compensate For The Losses.

“Unless the reformer can invent something which substitutes attractive virtues for attractive vices, he will fail.”

Walter Lippmann

Give People Information, and Do It Again and Again

“They already know. We announced it.”

“I told the supervisors. It’s their job to communicate.”

“We don’t know the details , so there is no point in saying anything until everything has been decided.”

New Rules, New Game Gaining Support

THE MISSION IS UNCHANGED

Trusted

Affordable

Universal Service

Linda Kingsley

New Rules, New Game

Gaining Support

Define What Is Over and What Isn't

People have a tendency to not stop doing anything. They will try to do everything old and new. The result will be overload and burnout.

Some will make their own decisions about what to discard and what to keep – the results will be chaos.

Some will toss everything – baby and bathwater

New Rules, New Game

Gaining Support

Mark the Endings

New rules? What activities, actions and tangible evidence can you create to signify the changes?

New game? Can you name it? Can you provide a picture of the playing field and the equipment? Can you name the positions?

New Rules, New Game

Gaining Support

Honor The “Old” Game and The “Old” Rules by
Identifying Their Virtues

Let People Take A Part Of The Old Way With
Them – Help Identify What They
Contribute/Work On That Is Critical To The
Success of the New Game

Show How Endings Ensure Continuity of What
Really Matters

New Rules, New Game

Gaining Support

“It’s not so much that we’re afraid of change or so in love with the old ways, but it’s that place in between that we fear....It’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.”

Marilyn Ferguson, American futurist

New Opportunities

“The first task of change management is to understand the destination and how to get there, the first task of transition management is to convince people to leave home.”

William Bridges

New Opportunities

If the rules and the game are changing then everyone must be able to answer the following:

FROM WHAT TO WHAT?

New Opportunities

From What to What?

BUSINESS MODEL

Break-even to Profitable

OPERATIONS

Automated to Intelligent

CULTURE

Business-like to Innovative

PRODUCTS

Competition to Competitive

New Game, New Rules

- “The basic premise of change is simple: ...change gets real when your aim is execution.”
- You tell people clearly the results you are looking for. Then you reward them for producing the results.
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• EXECUTION The Discipline of Getting Things Done: Bossidy and Charan

New Game, New Rules

Rural route counts will cause compensation to go down

Take work hours out when FSS is deployed – tighten routes and absorb growth

Knock out undeliverable mail – clean up database with Intelligent Mail

Contract out networks – utilize BMC facilities differently

Field - '07 overtime 10%, '08 overtime 6%

Leading Change

Why Transformation Efforts Fail

John Kotter provides the following observations regarding why transitions fail:

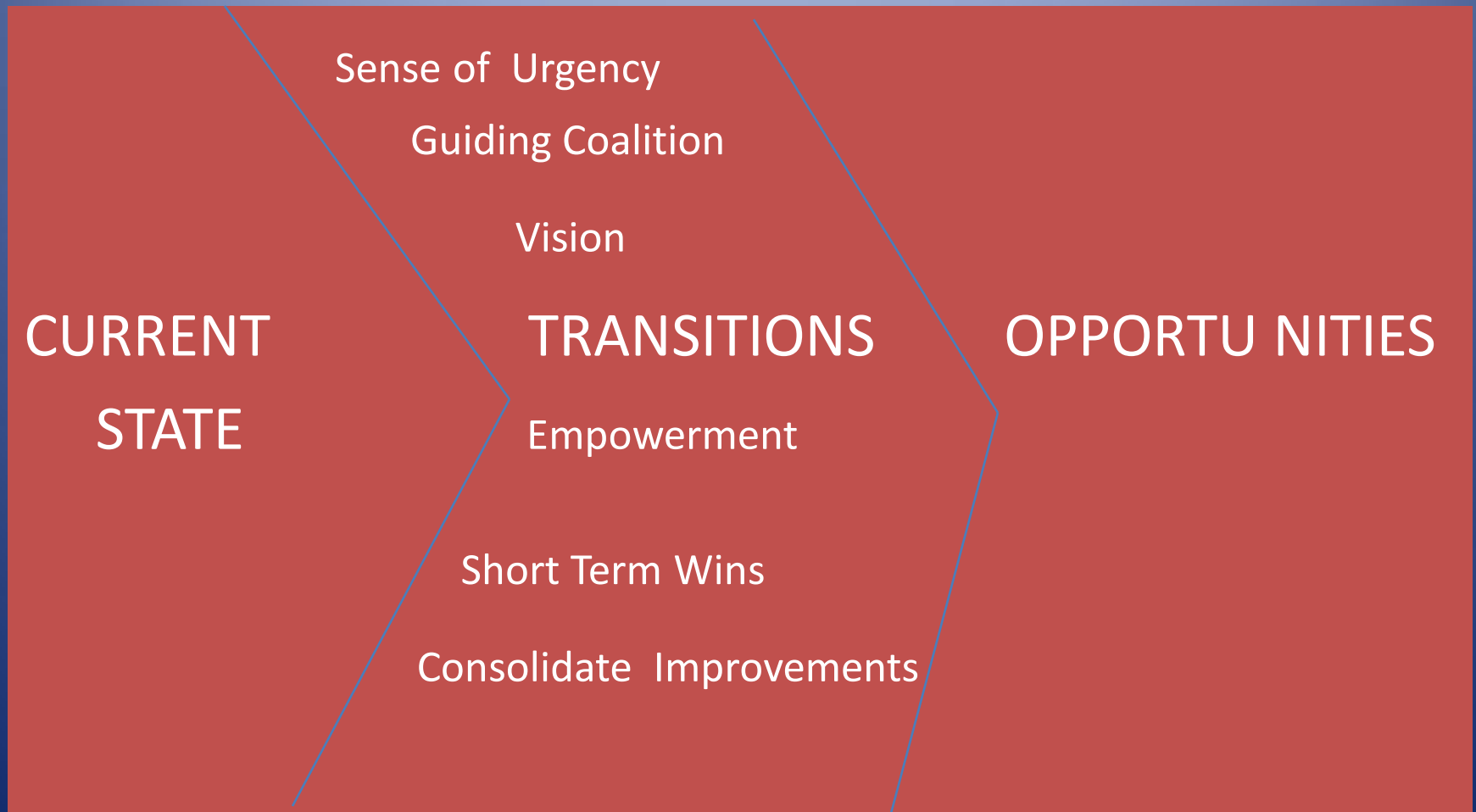
1. Not establishing a great enough sense of **urgency.**
2. Not creating a powerful enough guiding **coalition**
3. Lacking a **vision**
4. Undercommunicating the vision by a factor of ten

Leading Change

Kotter (con't)

5. Not removing **obstacles** to the new vision
6. Not systematically planning for and creating **short-term wins**
7. Declaring **victory too soon**
8. **Not anchoring changes** in the corporate culture

Managing the Transitions



From the Current State ESTABLISH A SENSE OF URGENCY

Identify and discuss reasons for change

Identify opportunities

Identify reasons for resistance

From the Current State

BUILD COALITION

Assemble groups to lead the change

Encourage teamwork

Identify common goals

It doesn't work to jump a twenty-foot chasm in two ten foot jumps.

American proverb

From the Current State/Transitions CREATE A VISION

Develop a picture of the future that is relatively easy to communicate and appeals to customers and employees.

A rule of thumb: If you cannot communicate the vision within five minutes and get a reaction that signifies both understanding, interest and commitment – you are not done with this phase of the process.

Create A Vision

“If it fits, it ships”

From the Current State/Transitions

CREATE A VISION

Define the framework – “What does change look like.”

Identify the new behaviors that must exist to be successful

Identify the old behaviors/activities that are no longer needed

Develop the strategies for achieving the vision

Create A Vision

“GROW”

“Deliver every package we can”

Transitions

Communicate the Vision

Use multiple means to communicate the vision and the strategies

Communicate, Communicate, Communicate

Teach new behaviors

Remove barriers to “stopping” old/unproductive behaviors

Transitions

EMPOWER TO ACT ON THE VISION

Name and remove the obstacles to change

Change systems or structures that serve as barriers

Encourage risk taking and nontraditional ideas, activities and actions

Transitions

Empower to Act on the Vision

“You can get caught up in the rules.”

“You can start focusing on what you can’t do”

“Focus on things you can do.”

Opportunities

IDENTIFY SHORT TERM WINS

Identify visible performance improvements

Data

Behavior changes

Create opportunities for improvement

Recognize and reward individuals involved in the improvements

Opportunities

CONSOLIDATE IMPROVEMENTS

Connect improvements to vision

Use credibility of improvements to continue to improve systems, structures and policies that do not support the vision

Hire, promote and develop employees who can implement the vision

Reinvigorate the process with new projects, themes and ideas

Leading Change

Supply Management Strategic Initiative
Updates

Improve Organizational Strategic Alignment

Optimize Asset Management

Maximize and Capture SCM Impact

Streamline and Standardize Processes

Improve Workforce Strategies

Automate Processes and Increase

the Integration of Technology Solutions

Opportunities

Susan spoke of your 3 year strategic plan and the fact that you have added new initiatives related to sustainability and environment.

She gave mid-year updates on how you are doing against your SCM Impact goal of \$785M and the stretch beyond \$800M. She also talked about the internal business partner survey and the need to improve to the targeted 79%.

New Rules, New Game, New Opportunities

Work leaders cannot delegate:

Have the **right players** in the right positions.

Take away excuses for not learning the new game and playing by the new rules.

Follow through.

Provide consistent evidence that leadership is committed and that **this is not an experiment.**

Opportunities

Let's have fun here!

Jack Potter