

## The Next Change Management Strategy- Avoiding the "Flavor of the Month" Syndrome

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## Learning Objectives

- Understand the relationship between “Big Q” and “little q” in managing organizations
- Understand the holistic elements of change
- Identify positive characteristics of change
- Upon reflection, identify the good and bad characteristics of change in your organization

## Big “Q” and little “q”



Big “Q”, the strategic aspects of quality

# Hierarchy of Organizational Performance

Learning Organization

Knowledge  
Sharing

Continuous Process  
Improvement

Lean, Six Sigma & ToC

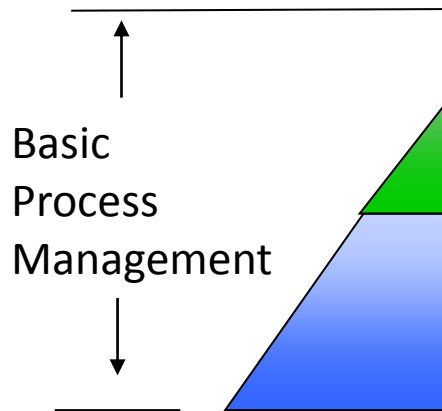
Self Assessment/Continuous Self  
Improvement

Internal to line org – QII (not urgent/but important)

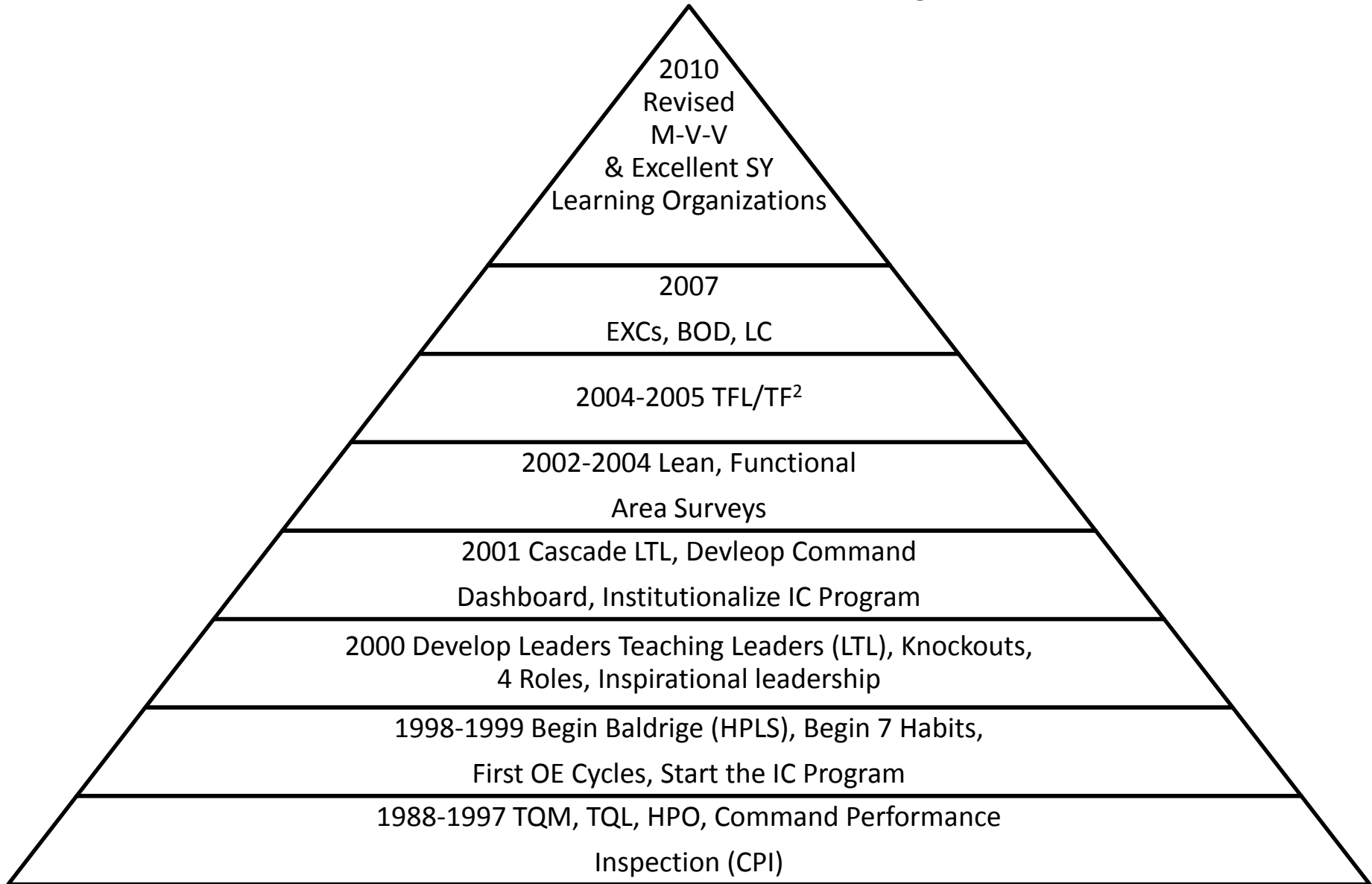
Problem Solving / Firefighting

Covey Quadrant QI (urgent/important)

Stagnant Organization



# Evolution of NNSY Leadership Initiatives



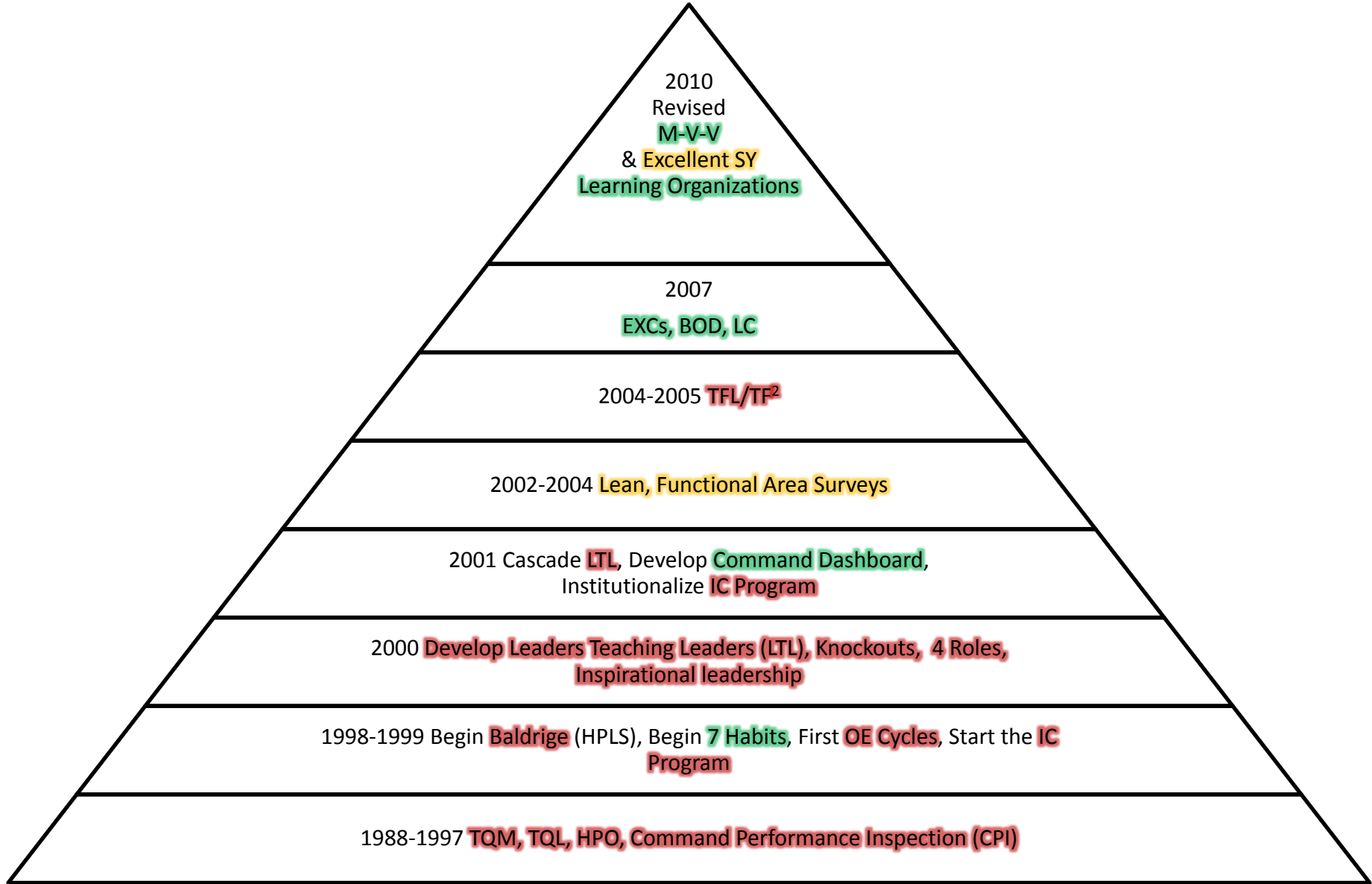
## Deploying Change

- Organizational Training
- Executive Leaders using the Methodology
- Resource Managers using the Methodology
- Methodology becomes integrated into culture
- Culture is sustained once original leaders move on

## Characteristics of Successful Change

- Vocabulary becomes part of culture
- Leaders held accountable to the methodology
- “Want to do it” rather than “Have to do it”
- No longer seen as a separate initiative
- High probability of successful integration once past the 3 year mark
- Clear Process for Change
- Change methodology is passed on as a way of doing business

# Where NNSY is now





## Self-Reflection

- In your organization, which change methodologies exist?
  - Does Senior Management support it?
  - Do Resource Managers support it?
  - Is there a process to implement the methodology?
  - Is the executive leader who introduced the methodology still around?
- What has to change culturally to support the introduction of change methodologies?

## What other comments or questions do you have?



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