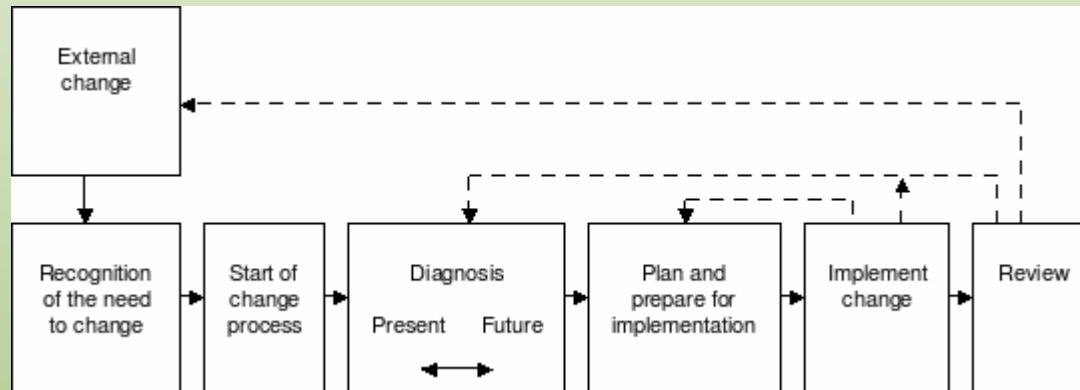


# Change management Or the art of evolving

Week 5

## Process model after Hayes



part II

part III

part V

part VI

We are here

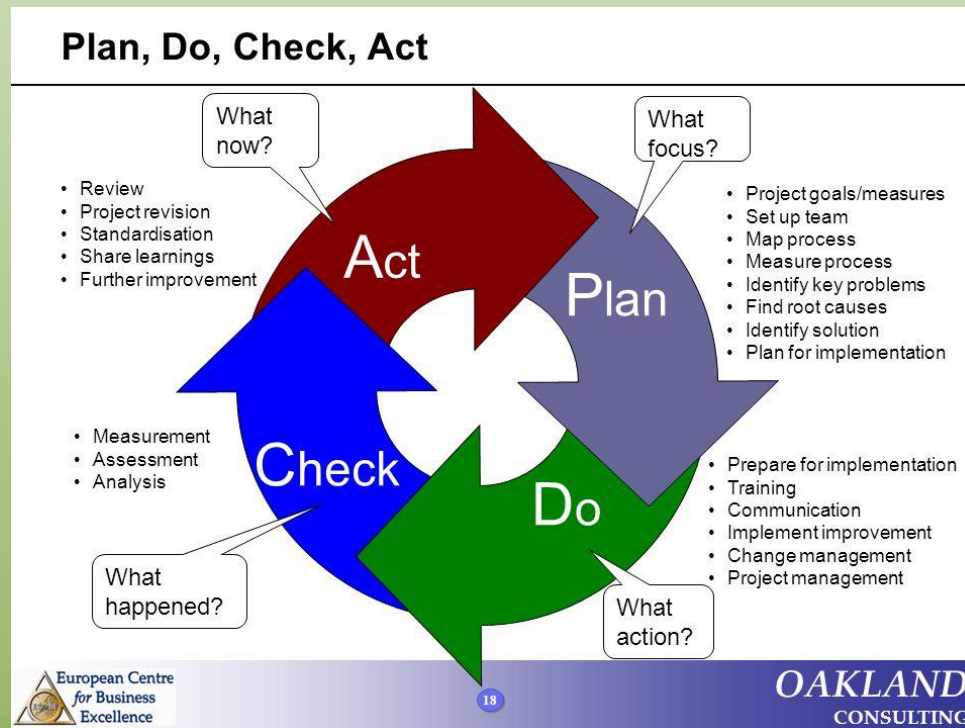
Further to having identified what needs to be changed, follow

Planning what is to be implemented – plan

Implementing what was planned – do

Learning the lessons – check

Maintaining what brings added value – act



## Planning is about

- P1/Establishing who will do what and when and for what purpose
- P2/Identifying the tools for appreciating the achievement of purpose

## Key tools

- T1/Documentation: planning with the key supporting information
- T2/Intervention: focused intrusion to improve effectiveness
- T3/Appreciative inquiry: benchmarking best performance
- T4/Action research: introspective insight for developing own actions
- T5/Training: developing missing skills
- T6/High performance management: skill optimization
- T7/Business Process Reengineering: integrating functions
- T8/Lean management: seven wastes, 5s method, 5 whys
- T9/Culture profiling: developing a cultural identity

## Readings

- <http://www.oaklandconsulting.com/wp-content/uploads/2014/10/Oakland-QWOctober2014.pdf>
- [http://www.iem.unifei.edu.br/turrioni/PosGraduacao/PQM07/TQM\\_aula\\_2\\_e\\_3/TQMbyOakland.pdf](http://www.iem.unifei.edu.br/turrioni/PosGraduacao/PQM07/TQM_aula_2_e_3/TQMbyOakland.pdf)
- Hayes: ch 15 - 23