Productivity Link

SINGAPORE PRODUCTIVITY ASSOCIATION

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Contents

1. **Introduction**
2. **What is Change Management?**
3. **Why is Change Management Important?**
4. **Benefits of an Effective Change Management**
5. **Factors to a Successful Change Management**
6. **Change Management Process**
   - 6.1. *Kotter's Eight-Step Change Model*
   - 6.2. *Kurt Lewin's Three-Phase Model of Change*
   - 6.3. *McKinsey's 7-S Model*

Case study
- *Red Robin*

Recommended Readings

References

Upcoming Programmes

Change Management

1. Introduction

Change is an inherent characteristic of any organisation and a common threat that runs through all organisations regardless of size, industry and age. Successful adaptation to change is crucial within an organisation and organisations that handle change well thrive, whilst those that do not may struggle to survive.

2. What is Change Management?

Change management is the process of taking a planned and structured approach to help align an organisation with the change, from the perspectives of an organisation and on the individual level. It involves working with an organisation's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved. From a management perspective it involves the organisational and behavioural adjustments that need to be made to accommodate and sustain change. Change management can be applied to situations such as downsizing, growing organisations, or even adopting a new technology.

3. Why is Change Management Important?

Changes have impacts and effects on the organisation, employees and processes. Successful change management procedures allow an organisation to move forward with less hesitation and help to minimise possible negative outcomes and increase positive results. Successful change also involves ensuring employees' capacity to adapt to and work effectively and efficiently in the new environment.

The underlying basis of change management is that people's capacity to change can be influenced by how change is presented to them. Their capacity to adapt to change can shrink if they misunderstand or resist the change, causing barriers and ongoing issues. The rationale is that if people understand the benefits of change, they are more likely to participate in the change and see that it is successfully carried out, which in turn means minimal disruption to the organisation.

4. Benefits of an Effective Change Management

Change management can be a challenge in any organisation. Several benefits to managing change within the organisation will help to implement change with more efficient results. The process of managing change should be ongoing to make actual change easier.

Costs Savings

When change is implemented, you run the risk of disrupting productivity and costing the company money. By properly managing change within the organisation, you can help reduce the incidents that would affect efficiency, and help to maintain company productivity. When you manage your employees successfully through the change process, that can instill confidence that the next change can be done as efficiently. By breeding confidence in the organisation's ability to effect change, you can control the costs of change significantly.

Organisational Structure

By introducing change of any kind to the organisation, you will be testing the strength of the organisational structure. As change is implemented, you will begin to see what areas of the structure are strong and which areas require re-evaluation. In this way you can use change within the organisation as one of the ways you monitor and evaluate the organisational structure, and then implement changes that can make the company more efficient and better prepared for the daily tasks of business.

Corporate Relationships

Your change not only affects your company, it also affects all of the companies you do business with. Your business partners, vendors and customers will all have to alter the way they do business to accommodate your change. The reasons for your change, and the implementation of that process, need to be done as efficiently as possible to help preserve the important relationships you have developed through the years. A mismanaged change in your company can cause vendors and customers to lose confidence in your business, and that can affect how much you pay for products and who you sell your products to. Focus on managing the parts of change that affect your corporate relationships to help keep those relationships intact when the change is over. Strong management of corporate relationships cannot only help to maintain your revenue stream, it can also strengthen the confidence your vendors and customers have in your company.

5. Factors to a Successful Change Management

Factors common to successful change management involve:

- Planning
  Developing and documenting the objectives to be achieved by the change and the means to achieve it.
- Defined governance
  Establishing appropriate organisational structures, roles and responsibilities for the change that engage stakeholders and support the change effort.
- Committed leadership
  Ongoing commitment at the top and across the organisation to guide organisational behaviour, and lead by example.
- Informed stakeholders
  Encouraging stakeholder participation and commitment to the change by employing open and consultative communication and approaches to create awareness and understanding of the change throughout the organisation.
- Aligned workforce
  Identifying the human impacts of the change, and developing plans to align the workforce to support the changing organisation.

It is also important for organisations to note that while particular initiatives and projects have a finite timeframe, change is an ongoing process. Hence, it can be hard to identify successful change.

6. Change Management Process

There are numerous models and frameworks on change management. Some of the popular approaches are Kurt Lewin's three-phase model of change, John Kotter's eight step change model, and McKinsey's 7-S model, among others. Each of these approaches has its pros and cons, however no one framework is "best" in all situations.

It is not so much the actual model or theory that is important, but what is more important is that the approach that is taken is relevant to the circumstances. The best change approaches appear to use and adapt aspects of various models to suit the culture of the organisation and the context of the change. Fundamentally, the basic goal of all change management is to secure buy-in to the change, and to align individual behaviour and skills with the change.

6.1. Kotter's Eight-Step Change Model

John Kotter introduced his eight-step change process in his book published in 1995, entitled "Leading Change". He provides a roadmap of how to go about achieving organisational change, no matter what size it may be.

Step 1: Create Urgency

For change to happen, it helps if the entire organisation really wants it. Develop a sense of urgency around the need for change, and this may help to spark the initial motivation to get things moving.

Open an honest and convincing dialogue about what is happening in the industry or marketplace, and with the competitors. If many people start talking about the change that is proposed, the urgency can build and feed on itself.

What can be done:

- Identify potential threats, and develop scenarios showing what could happen in the future.
- Examine opportunities that should be, or could be, exploited.
- Start honest discussions and give dynamic and convincing reasons to get people talking and thinking.
- Request support from customers, outside stakeholders and industry people to strengthen the argument.

Kotter suggests that for change to be successful, 75 percent of the management needs to "buy into" the change.

Step 2: Form a Powerful Coalition

Convince people that change is necessary. This often takes strong leadership and visible support from key people within the organisation. Managing change is not enough, one has to lead it.

Effective change leaders can be found throughout the organisation, and need not necessarily follow the traditional company hierarchy. To lead change, one needs to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise and political importance. Once formed, the "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change.

What can be done:

- Identify the true leaders in the organisation.
- Ask for an emotional commitment from these key people.
- Work on team building within your change coalition.
- Check the team for weak areas, and ensure that there is a good mix of people from different departments and different levels within the company.

Step 3: Create a Vision for Change

When one first starts thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are asked to do something.

What can be done:

- Determine the values that are central to the change.

- Develop a short summary (a sentence or two) that captures what you "see" as the future of the organisation.
- Create a strategy to execute that vision.

Step 4: Communication the Vision

What is done with the vision after you create it will determine your success. The message will probably have strong competition from other day-to-day communications within the company. Hence, it needs to be communicated frequently and powerfully, and embedded within everything you do. Talk about it every change you get, and use the vision daily to make decisions and solve problems. It is also important to "walk the talk".

What can be done:

- Talk often about the change vision.
- Openly and honestly address people's concerns and anxieties.
- Apply the vision to all aspects of operations – from training to performance reviews.
- Lead by example

Step 5: Remove Obstacles

Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

What can be done:

- Identify or hire change leaders whose main roles are to deliver the change.
- Look at the organisational structure, job descriptions, and performance and compensation systems to ensure they are in line with your vision.
- Recognise and reward people for making change happen.

- Identify people who are resisting the change, and help them see what is needed.
- Take action to quickly remove barriers (human or otherwise).

Step 6: Create Short-Term Wins

Nothing motivates more than success. Give your company a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you would want to have results that the employees can see. Without this, critics and negative thinkers might hurt your progress.

Create short-term targets, not just one long-term goal, with each smaller target to be achievable and little room for failure. Your change team may have to work very hard to come up with these targets, but each "win" that you produce can further motivate the entire staff.

What can be done:

- Look for sure-fire projects that can be implemented without help from any strong critics of the change.
- Do not choose early targets that are expensive. You want to be able to justify the investment in each project.
- Thoroughly analyse the potential pros and cons of the targets. If you do not succeed with an early goal, it can hurt the entire change initiative.
- Reward the people who help you meet the targets.

Step 7: Build on the Change

Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.

Launching one new product using a new system is great. But if you can launch ten products, that means the new system is working. To reach that tenth success, one needs to keep looking for improvements.

Each success provides an opportunity to build on what went right and identify what can be improved.

What can be done:

- After every win, analyse what went right and what needs to be improved.
- Set goals to continue building on the momentum have been achieved.
- Learn about kaizen, the idea of continuous improvement.
- Keep ideas fresh by bringing in new change agents and leaders for the change coalition.

Step 8: Anchor the Changes in Corporate Culture

Finally, to make any change stick, it should become part of the core of the organisation. The corporate culture often determines what gets done. Thus, the values behind the vision must show in day-to-day work.

Make continuous efforts to ensure that the change is seen in every aspect of the organisation. This will help give that change a solid place in the organisation's culture. It is also important that the company's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started.

What can be done:

- Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.
- Include the change ideals and values when hiring and training new staff.
- Publicly recognise key members of the original change coalition, and make sure the rest of the staff – new and old – remembers their contributions.

- Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten.

6.2. Kurt Lewin's Three-Phase Model of Change

Kurt Lewin proposed a three-stage theory of change, commonly referred to as unfreeze, change, re-freeze. While a lot has changed since the theory was originally presented in 1947, the mode is still extremely relevant.

<u>Stage 1: Unfreeze</u>

This first stage of change involves preparing the organisation to accept that change is necessary, and it involves breaking down the existing status quo before one can build up a new way of operating. Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when one can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, etc. These show that things have to change in a way that everyone can understand.

To prepare the organisation successfully, it needs to be started at its core – challenging the beliefs, values, attitudes, and behaviours that currently define it. Using the analogy of a building, one must examine and be prepared to change the existing foundations as they might not support add-on storeys; unless this is done, the whole building is at risk of collapsing.

This first part of the change process is usually the most difficult and stressful. When one starts cutting down the "way things are done", everyone and everything is put off balance. You may evoke strong reactions in people, and that is exactly what needs to done. By forcing the organisation to re-examine its core, you effectively create a "controlled" crisis, which in turn can build a strong motivation to seek out a new equilibrium. Without this motivation, one would not get the buy-in and participation necessary to effect any meaningful change.

Stage 2: Change

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction.

The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. A related change model, the change curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this specific aspect in more detail.

In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and pitfall that should be avoided. Unfortunately, some people will genuinely be harmed by change, particularly those who benefit strongly from the status quo. Others may take a long time to recognise the benefits that change brings. You need to foresee and manage these situations.

Time and communication are the two keys to success for the changes to occur. People need time to understand the changes and they also need to feel highly connected to the organisation throughout the transition period. When you are managing change, this can require a great deal of time and effort and hands-on management is usually the best approach.

Stage 3: Re-freeze

When the changes are taking shape and people have embraced the new ways of working, the organisation is ready to re-freeze. The outward signs of the re-freeze are a stable organisation chart, consistent job descriptions, and so on. The re-freeze stage is also needed to help people and the organisation internalise or institutionalise the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working.

The rationale for creating a new sense of stability in our ever changing world is often questioned. Even though change is a constant in many organisations, this re-freezing stage is still important. Without it, employees get caught up in a transition trap where they are not sure how things should be done, so nothing ever gets done to full capacity. In the absence of a new frozen state, it is very difficult to tackle the next change initiative effectively. How do you go about convincing people that something needs changing if you have not allowed the most recent changes to sink in? Change will then be perceived as change for change's sake, and the motivation required to implement new changes will simply not be there.

As part of the re-freezing process, make sure that you celebrate the success of the change – this helps people to find closure, thank them for enduring a painful time, and help them believe that future change will be successful.

Lewin's change model is a simple and easy-to-understand framework for managing change. By recognising these three distinct stages of change, one can plan to implement the change required. You start by creating the motivation to change (unfreeze), before moving through the change process by promoting effective communications and empowering people to embrace new ways of working (change). The process ends when you return the organisation to a sense of stability (re-freeze), which is necessary for creating the confidence from which to embark on the next, inevitable change.

6.3. McKinsey's 7-S Model

The McKinsey 7-S framework was developed in the early 1980s by Tom Peters and Robert Waterman. The basic premise of the model is that there are seven internal aspects of an organisation that need to be aligned if it is to be successful.

The 7-S framework can be applied in a wide variety of situations, where an alignment perspective is useful, for example, in helping to:

- Improve the performance of a company.

- Examine the likely effects of future changes within a company.
- Align departments and processes during a merger or acquisition.
- Determine how best to implement a proposed strategy.

The Seven Elements

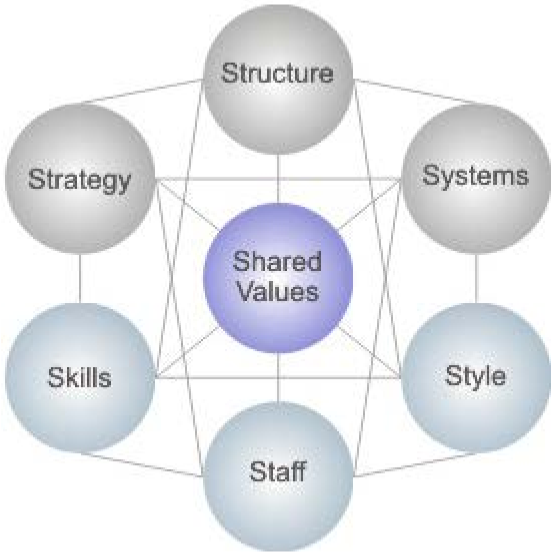
The McKinsey 7S model involves seven interdependent factors which are categorised as either "hard" or "soft" elements:

Hard Elements	Soft Elements
Strategy Structure Systems	Shared values Skills Style Staff

"Hard" elements are easier to define or identify and management can directly influence them. These are strategy statements; organisation charts and reporting lines; and formal processes and IT systems.

"Soft" elements, on the other hand, can be more difficult to describe, and are less tangible and more influenced by culture. However, these soft elements are as important as the hard elements if the organisation is going to be successful.

The way the model is presented in the figure below depicts the interdependency of the elements and indicates how a change in one affects all the others.



Source: The McKinsey 7S framework. (n.d.). Retrieved September 3, 2012, from http://www.mindtools.com/pages/article/newSTR_91.htm

- **Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- **Structure:** the way the organisation is structured and who reports to whom.
- **Systems:** the daily activities and procedures that employees engage in to get the job done.
- **Shared Values:** called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
- **Style:** the style of leadership adopted.
- **Staff:** the employees and their general capabilities.
- **Skills:** the actual skills and competencies of the employees working for the company.

How to Use the Model

The model is based on the theory that, for an organisation to perform well, these seven elements need to be aligned and mutually reinforcing. Thus, the model can be used to help identify what needs to be realigned to improve performance, or to maintain alignment (and performance) during other types of change.

Whatever the type of change – restructuring, new processes, organisational merger, new systems, change of leadership, and so on – the model can be used to understand how the organisational elements are interrelated, and so ensure that the wider impact of changes made in one area is taken into consideration.

The 7-S model can be used to help analyse the current situation (Point A), a proposed future situation (Point B) and to identify gaps and inconsistencies between them. Adjustment and tuning the elements of the 7S model then need to be made to ensure that your organisation works effectively and well once you reach the desired endpoint.

7-S Checklist Questions

Here are some of the questions that can be used to help in understanding your situation in terms of the 7S framework.

Strategy:

- What is our strategy?
- How do we intend to achieve our objectives?
- How do we deal with competitive pressure?
- How are changes in customer demands dealt with?
- How is strategy adjusted for environmental issues?

Structure:

- How is the company/team divided?
- What is the hierarchy?

- How do the various departments coordinate activities?
- How do the team members organise and align themselves?
- Is decision making and controlling centralised or decentralised? Is this as it should be, given what we are doing?
- Where are the lines of communication? Explicit or implicit?

Systems:

- What are the main systems that run the organisation? Consider financial and HR systems as well as communications and document storage.
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep on track?

Shared Values:

- What are the core values?
- What is the corporate/team culture?
- How strong are the values?
- What are the fundamental values that the company/team was built on?

Style:

- How participative is the management /leadership style?
- How effective is that leadership?
- Do employees/team members tend to be competitive or cooperative?
- Are there real teams functioning within the organisation or are they just nominal groups?

Staff:

- What positions or specialisations are represented within the team?
- What positions need to be filled?
- Are there gaps in required competencies?

Skills:

- What are the strongest skills represented within the company/team?
- Are there any skills gaps?
- What is the company/team known for doing well?
- Do the current employees/team members have the ability to do the job?
- How are skills monitored and assessed?

Using the information you have gathered, now examine where there are gaps and inconsistencies between elements. Remember you can use this to look at either your current or your desired organisation.

The following matrix can be used to check off the alignment between each of the elements as you go through the following steps:

- Start with your Shared Values: Are they consistent with your structure, strategy, and systems? If not, what needs to change?
- Then look at the hard elements. How well does each one support the others? Identify where changes need to be made.
- Next look at the other soft elements. Do they support the desired hard elements? Do they support one another? If not, what needs to change?
- As you adjust and align the elements, you'll need to use an iterative (and often time consuming) process of making adjustments, and then re-analysing how that impacts other

elements and their alignment. It will be worth it if it results in a better performance.

Current Situation (Point A)

	Shared Values	Strategy	Structure	Systems	Style	Staff	Skills
Shared Values							
Strategy							
Structure							
Systems							
Style							
Staff							
Skills							

Future Situation (Point B)

	Shared Values	Strategy	Structure	Systems	Style	Staff	Skills
Shared Values							
Strategy							
Structure							
Systems							
Style							
Staff							
Skills							

Source: McKinsey 7S worksheet. (n.d.). Retrieved September 3, 2012, from http://www.mindtools.com/pages/article/worksheets/7SWorksheet.pdf

Case Study

Red Robin

Red Robin is a national family restaurant chain, founded in 1969 in Seattle, Washington. The challenge that they were facing was – how could they get their restaurants to become profitable faster than anyone assumed possible? This challenge was overcome by using Kotter's eight-step process, which helped them to meet their transformation goals, and help overcome the resistance to change along the way.

When Red Robin first began opening new restaurants, they made the industry standard assumption that it would take three years for a restaurant to "normalise" – that is, to achieve normal rates of return, profitability and productivity. Red Robin's CEO quickly realised that this was costing the company too much over the long term, and established a new goal – get new restaurants to "normalisation" within six months instead of 36. This directive from the top helped provide the big opportunity that created a foundation for the sense of urgency needed inside the organisation to move quickly to transform its approach to expansion.

Naturally, this plan faced some initial skepticism and opposition, as people in every department questioned whether or not such an audacious goal could really be accomplished. But as time went by, a guiding coalition of a few key people in every department was tasked with attacking the problems standing in the way of achieving this goal. The coalition was made up of people committed to solving the problem, and they believed strongly that a solution could be found and they had the full commitment of leadership to support them.

Over time, a vision came into view – initially from the guiding coalition, and then fully supported by the executives – namely, that besides achieving the six month normalisation goal, all restaurants would also "give guests what they ordered, when they ordered it, in a timely and respectful manner." While this may seem an overly simple vision for a restaurant, without it, Red Robin might have lost focus on what was truly important – giving its customers the best experience possible. This vision was communicated far and wide and was much easier to accept and understand at all levels of the organisation than a vague concept like return on investment.

The coalition continued its investigation into how restaurants behaved when and after they opened, and later, a key finding was made. When examining what made a restaurant successful, the coalition members found high performing restaurants needed at least 140 "proficiencies" present in their operations and staff. Without these proficiencies, something would always go wrong – orders would be wrong or slow, waits for tables would lengthen, and people would have an inferior overall restaurant experience. Upon taking inventory of how many of these proficiencies were present, most of the existing restaurants fell far short. To the guiding coalition, this evidence suggested that further action and training were needed in existing as well as new restaurants to enhance performance and the overall customer experience.

Many felt that their restaurants were doing just fine and resisted changing their training procedures. They cited "we have the best training procedures in the restaurant industry." While this was true to some extent, it was not good enough to achieve the new vision. So, after many more communication efforts, the coalition was empowered to prove its theory in one restaurant.

Within a few months of re-engineering at that unit, performance had improved markedly. Not only that, employee turnover had also dropped dramatically. Employees said the new training procedures, which stressed on proficiencies rather than just procedures, made them feel as though the organisation "really cared about them." They felt happier in their jobs because they felt they were being listened to, not just ordered around. Job rotation was also introduced to give people a range of skills across the restaurant, not just in one particular area. As a result, turnover dropped, and the need to train more employees was reduced, allowing an even quicker path to profitability.

Word of this rapid success spread quickly in the company, as the guiding coalition had created their own newsletter to track the effects of the change initiative. With solid results in hand, the coalition could report immediately the improvements the new training had wrought. After the first re-engineering was completed, the coalition was able to get the period of "normalisation" down to a period of just four months, all while improving the customer experience by "giving guests what they ordered, when they ordered it, in a timely respectful manner."

However, the coalition was still not satisfied with the result and did not let up. They brought their approach of assessing proficiencies to other parts of the organisation, including administrative functions such as finance and accounting. In addition, the new restaurant department was given more power and authority in the company and allowed to operate independently. They were then able to replicate their performance at the trial restaurant to all new restaurants, and improve upon their methods as they expanded.

Today, it is part of the culture and a standard way of doing business for Red Robin. In fact, the approach is continuing to be improved upon and still exists today "on steroids," according to one former executive. Given that there are about

2,000 steps involved in opening a new restaurant, the fact that Red Robin's guiding coalition could achieve such dramatic, rapid change in making their new restaurants profitable is a testament to how powerful change can be when the proper groundwork is laid in advance. By coalescing around a shared vision and using a committed team of people to help see the change through, the guiding coalition at Red Robin was able to achieve phenomenal success in a seemingly intractable area.

Recommended Readings

Articles can be retrieved from NLB's e-Resources – http://eresources.nlb.gov.sg

Books are available at the Lee Kong Chian Reference Library.

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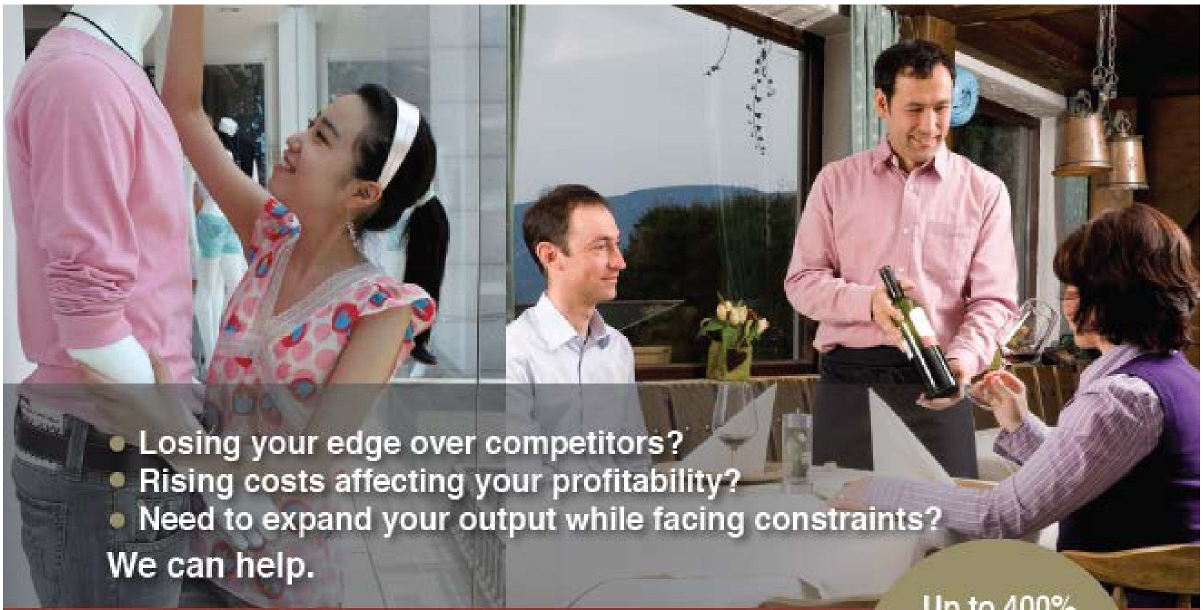

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For full 2012 Schedule or more information, please call **6375 0938 (Angela)** or **6375 0934 (Jeslyn)**. Alternatively, email to: **cpp@spa.org.sg**

SINGAPORE PRODUCTIVITY ASSOCIATION
The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity Movement and to expedite the spread of productivity and its techniques.

<table>
<tr><th colspan="2">CPP Course Syllabus</th></tr>
<tr><th>CPP</th><th>CPP (Retail)</th></tr>
<tr><td colspan="2">Module 1: Understanding Productivity
(Duration: 1 day)
• Introduction to Productivity and Quality Concepts
• Factors Affecting Enterprise Productivity
• Productivity Movement in Singapore
• Productivity Promotion in Businesses
• Productivity Challenges</td></tr>
<tr><td>Module 2: Productivity Tools, Techniques & Management Systems
(Duration: 3 days)
• Business Excellence
• Productivity Measurement & Analysis
• Process management:
▪ Cost of Quality
▪ Lean Six Sigma
▪ Process Mapping & Analysis
• Integrated Management Systems</td><td>Module 2: Productivity Tools, Techniques & Management Systems
(Duration: 3 days)
• Delivering Service Excellence
• Productivity Measurement & Analysis
• Process management:
▪ Cost of Quality
▪ Lean Six Sigma
▪ Process Mapping & Analysis</td></tr>
<tr><td>Module 3: Innovation & Service Excellence
(Duration: 3 days)
• Knowledge Economy & Innovation
• Service Excellence
• Team Excellence</td><td>Module 3: Innovation & Service Excellence
(Duration: 3 days)
• Introduction to Service Excellence & Sales Productivity
• Store Management & the Roles of a Store Manager
• Minimising Operational Constraints & Focusing on Sales
• Setting Goals & Analysing Statistics
• Coaching & Motivating Sales Staff
• Service Behaviours that Encourage Business</td></tr>
<tr><td colspan="2">Module 4: Critical Success Factors
(Duration: 1 day)
• Management Commitment
• Managing & Sustaining Change
• Overcoming Resistance to Change
• Training and Education
• Planning for Implementation and Control of Productivity Improvement Programme
• Briefing on project assignment & Role of Productivity Practitioner</td></tr>
</table>

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

Funding & Payment

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For SMEs:	Net Fee	Nett Fee with GST
SPA Member (S$3,700)	S$1,110	S$1,187.70
Non-Member (S$3,950)	S$1,185	S$1,267.95
For MNCs/LLEs/Statutory Boards	**Net Fee**	**Nett Fee with GST**
SPA Member (S$3,700)	S$1850	S$1979.50
Non-Member (S$3,950)	S$1975	S$2113.25

Core Faculty Members

MR. LAM CHUN SEE
B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING (UNIVERSITY OF SINGAPORE)

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting, He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many businesses in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

MR. LEE KOK SEONG
M.SC. IN CHEMICAL ENGINEERING (IMPERIAL COLLEGE, LONDON UNIVERSITY), B.SC. IN CHEMICAL ENGINEERING (NATIONAL TAIWAN UNIVERSITY)

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organisations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. his track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah Industrial Corporation Ltd. Mr. Lee is currently a certified SQA Senior Assessor, as well as a resource person for Basic and Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

MR. LOW CHOO TUCK
M.SC. IN INDUSTRIAL ADMINSITRATION (UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS (NUS); DIP IN QUALITY CONTROL INSTRUCTORS (INTERNATIONAL QUALITY CENTRE, NETHERLANDS); CERTIFICATE IN PRODUCTIVITY DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE); CERTIFICATE IN ADVANCED MANAGEMENT DEVELOPMENT (INSEASD)

Choo Tuck currently provides training and advisory services in productivity and quality management to businesses and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

MR. QUEK AIK TENG
B.ENG (HON.) IN MECHANICAL ENGINEERING (UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS EFFICIENCY (INDUSTRIAL ENGINEERING_ (PSB-ACADEMY); CERTIFIED MANAGEMENT CONSULTANT (CMC); PRACTISING MANAGEMENT CONSULTANT (PMC); MEMBER, INSTITUTE OF MANAGEMENT CONSULTANTS (IMC) SINGAPORE

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the Government of Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

MR. WONG KAI HONG
MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asian cities such as Seoul and Beijing.

For registration or more information, write to us at CPP@spa.org.sg.
Alternatively, you could also contact our secretariat:
Ms. Angela Poh
DID: 6375 0938