

# Practical Management for Career Readiness



# Fundamentals of Management



with Dave Nagy

# Organizational Behavior

Questions we'll address:

- What are the drivers of organizational behavior?
- How does organizational behavior relate to lean and change?
- How do people react to change?

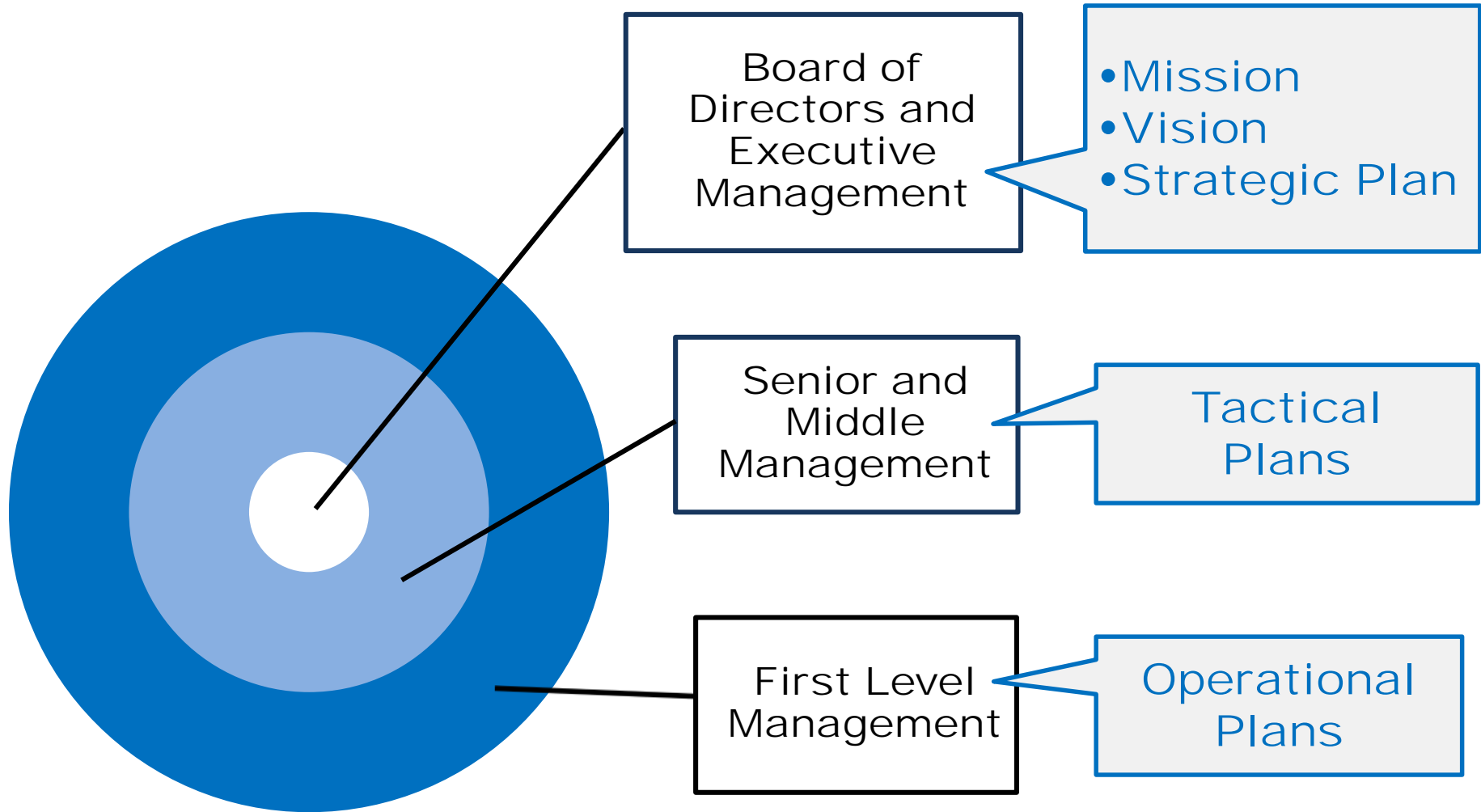
# Lesson Topics

- Organizational drivers of behavior
- The effect on the organization's alignment
- The lean concept
- A change process and the transition link
- Common reactions to change

# Organizational Drivers

- Competition
- Customer satisfaction
- Financial pressures
- Mergers and acquisitions, revolving executives, global economy, geopolitical issues)
- Making a profit
- Process and product improvement
- Going Lean
- Stakeholder interests

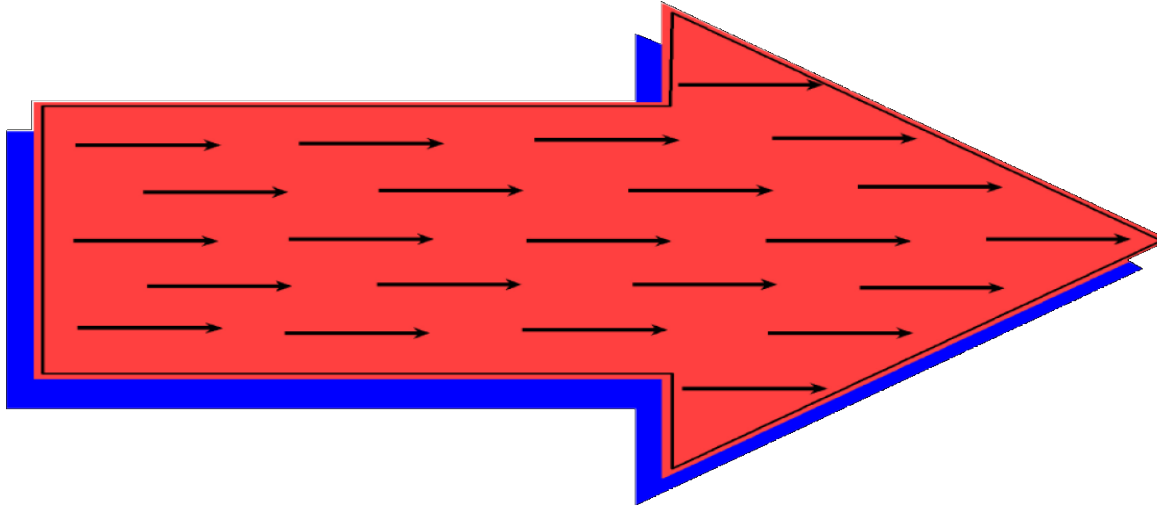
# Hierarchy of Planning



# Organizational Planning

- Aligns to organizational goals
- Develops an intended course of action to achieve organizational objectives/goals
- Communicates a vision, provides clear direction, and is a roadmap for achieving the objective/goal
- Helps managers achieve goals by answering the important questions, like:  
*who, what, when, where, how, and how much*

# One Vision – One Goal – One Team

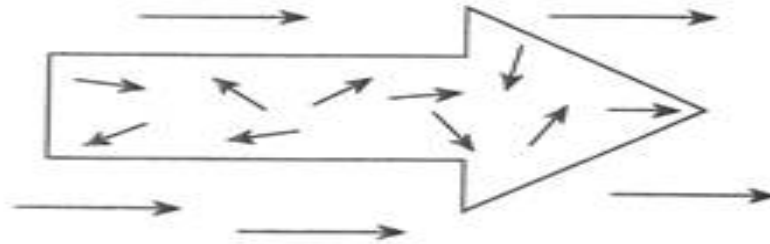




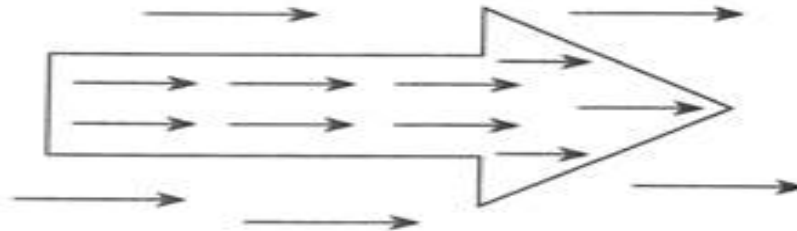
# Drivers: The Effect on Operational Success



Misaligned organization without a strategic plan



Organization has a strategic plan but members are not aligned with the plan

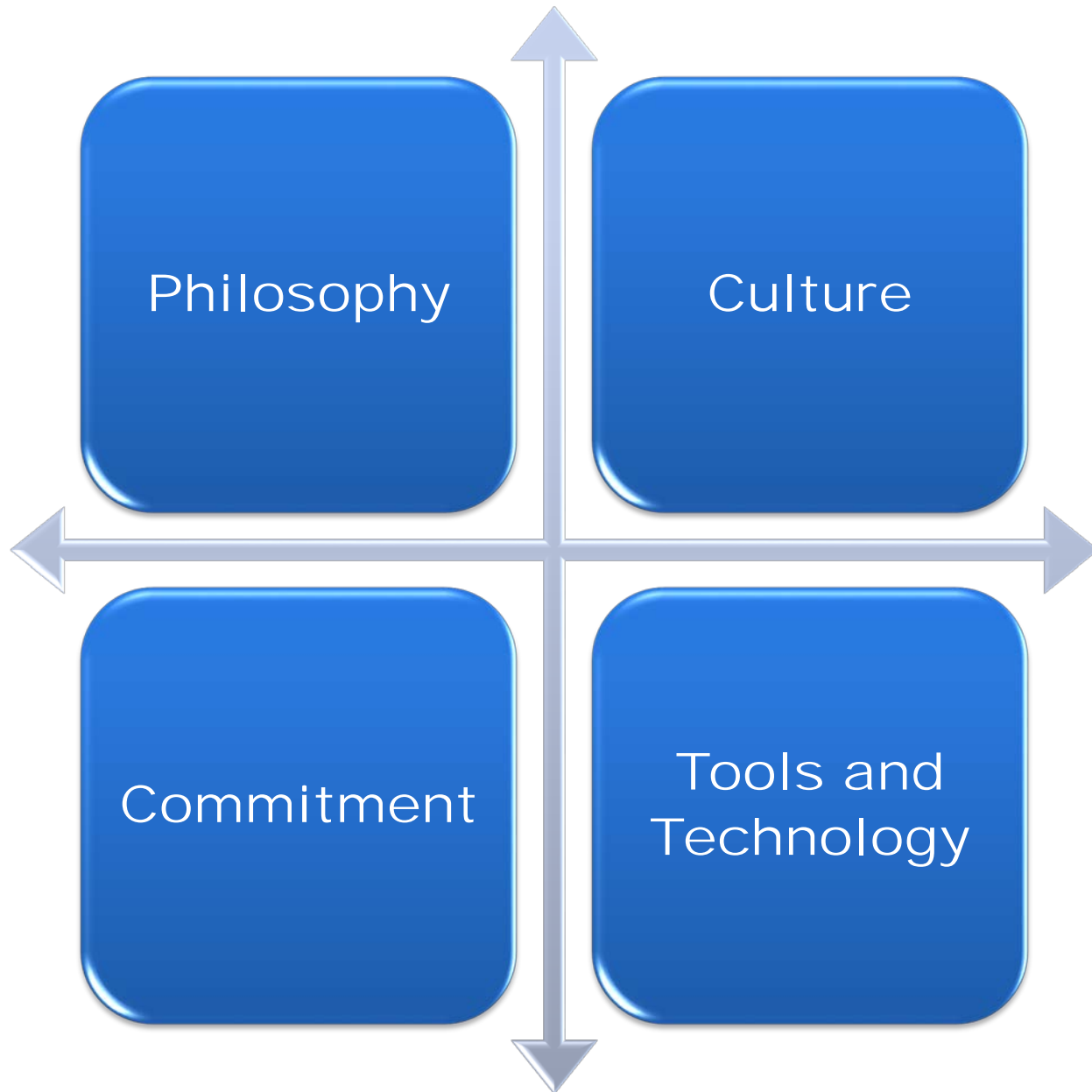


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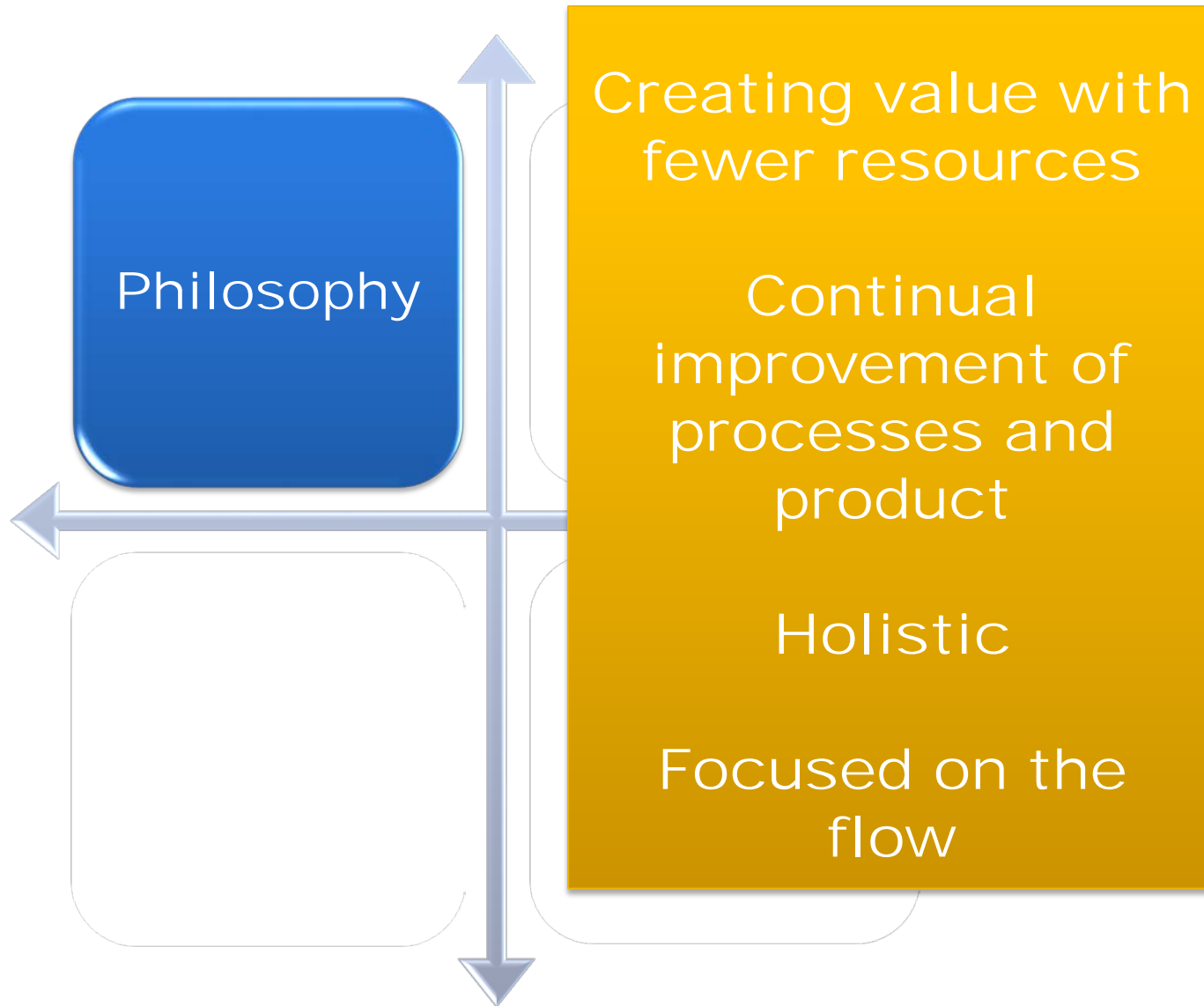
# Lean – A Natural Part of the Journey

Lean is not:	Rather:
...about eliminating people	It may happen, but the reverse happens more often
...a flavor of the month	It's something we do on the journey to high performance
...a temporary change	It requires changes in thinking, feelings, actions, and habits
...just for managers	It's a neighborhood that everyone moves into and works hard at maintaining.

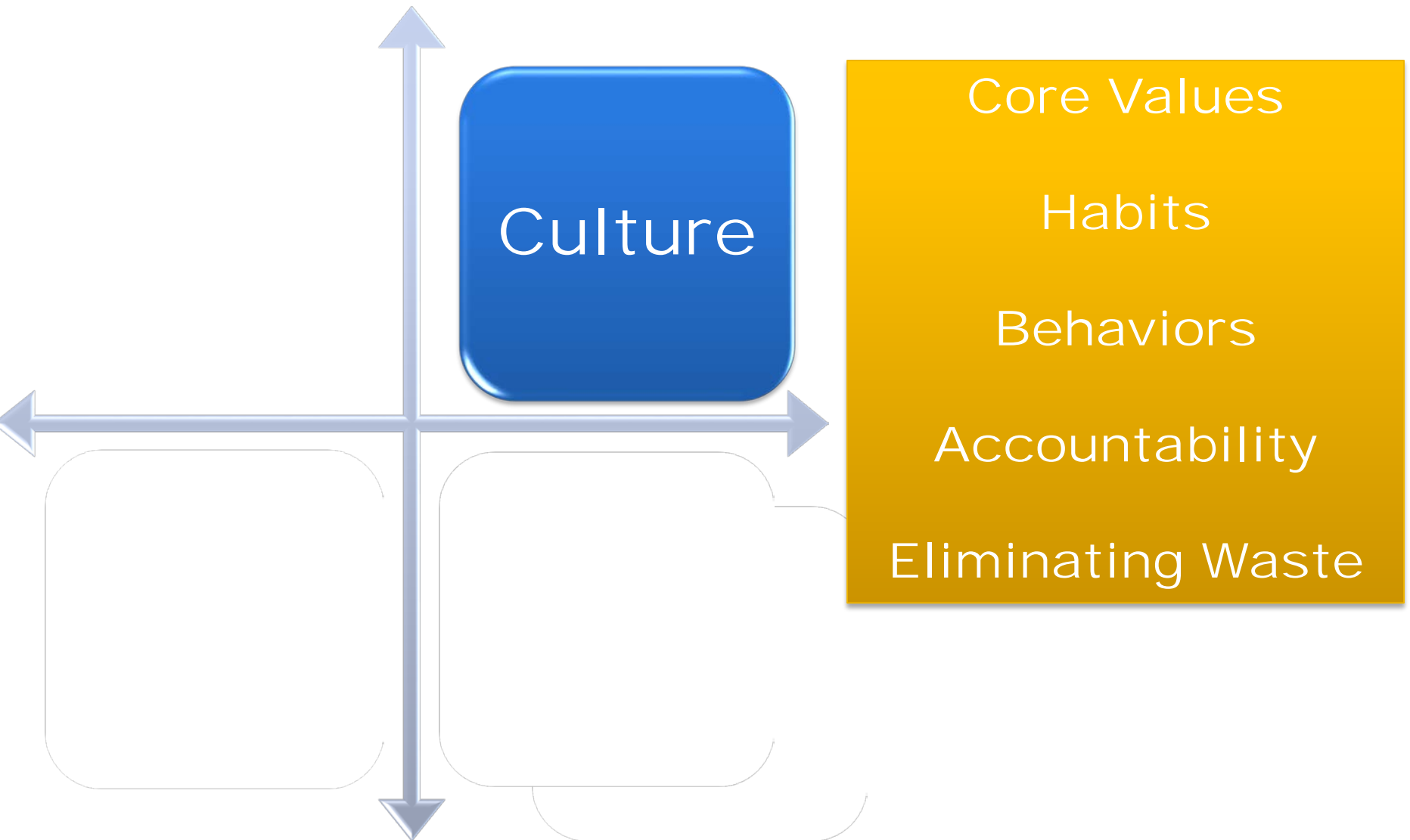
# What is Lean?



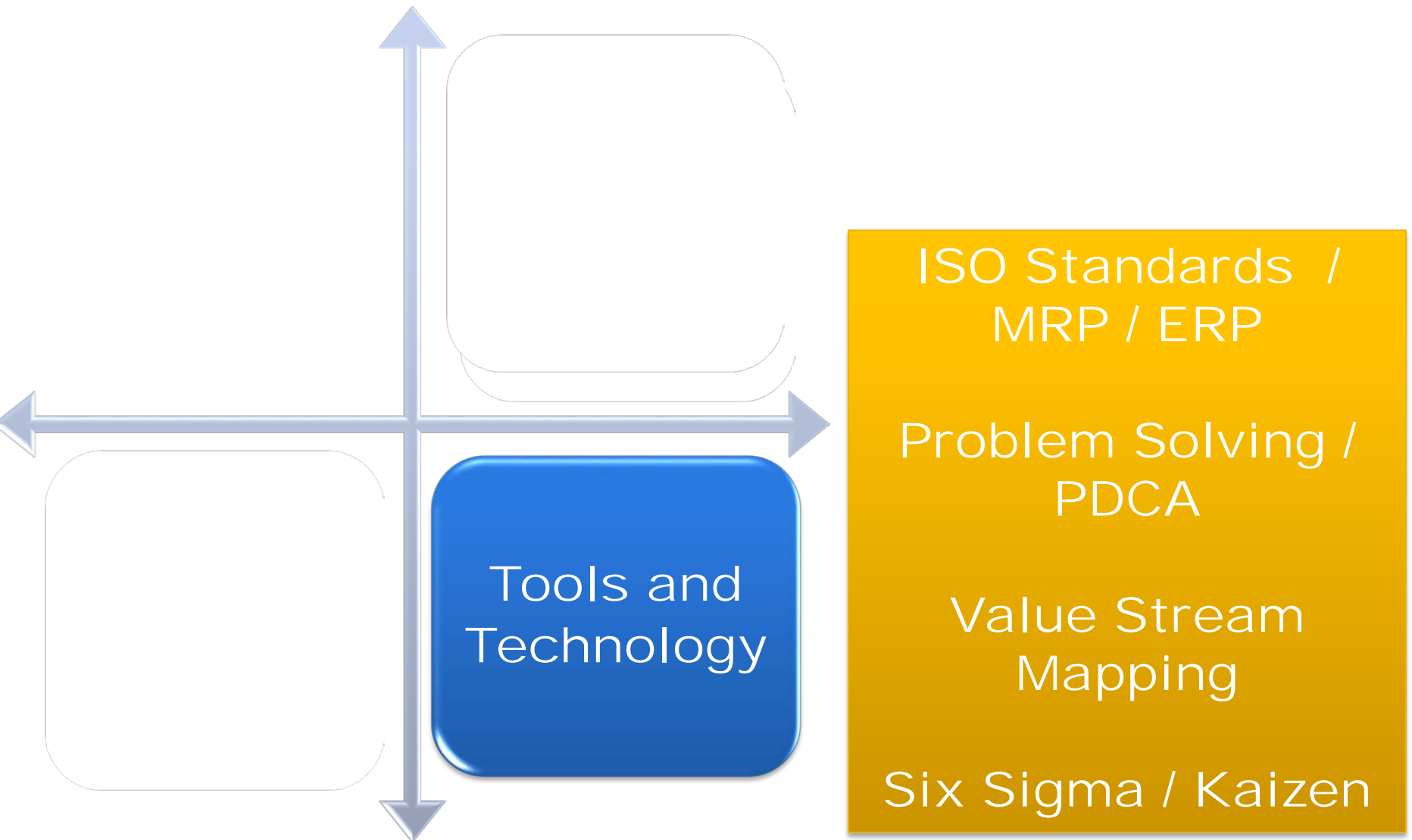
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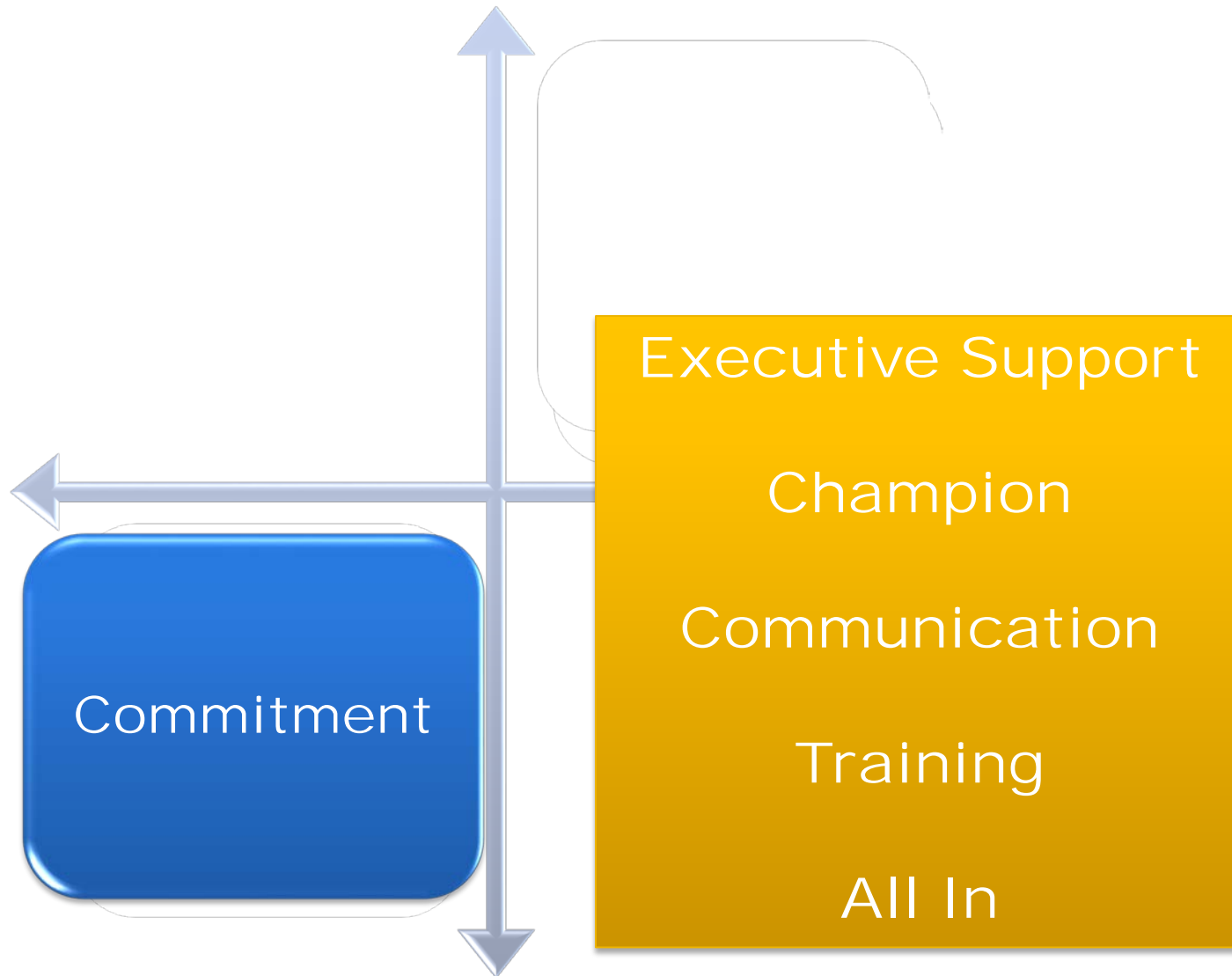
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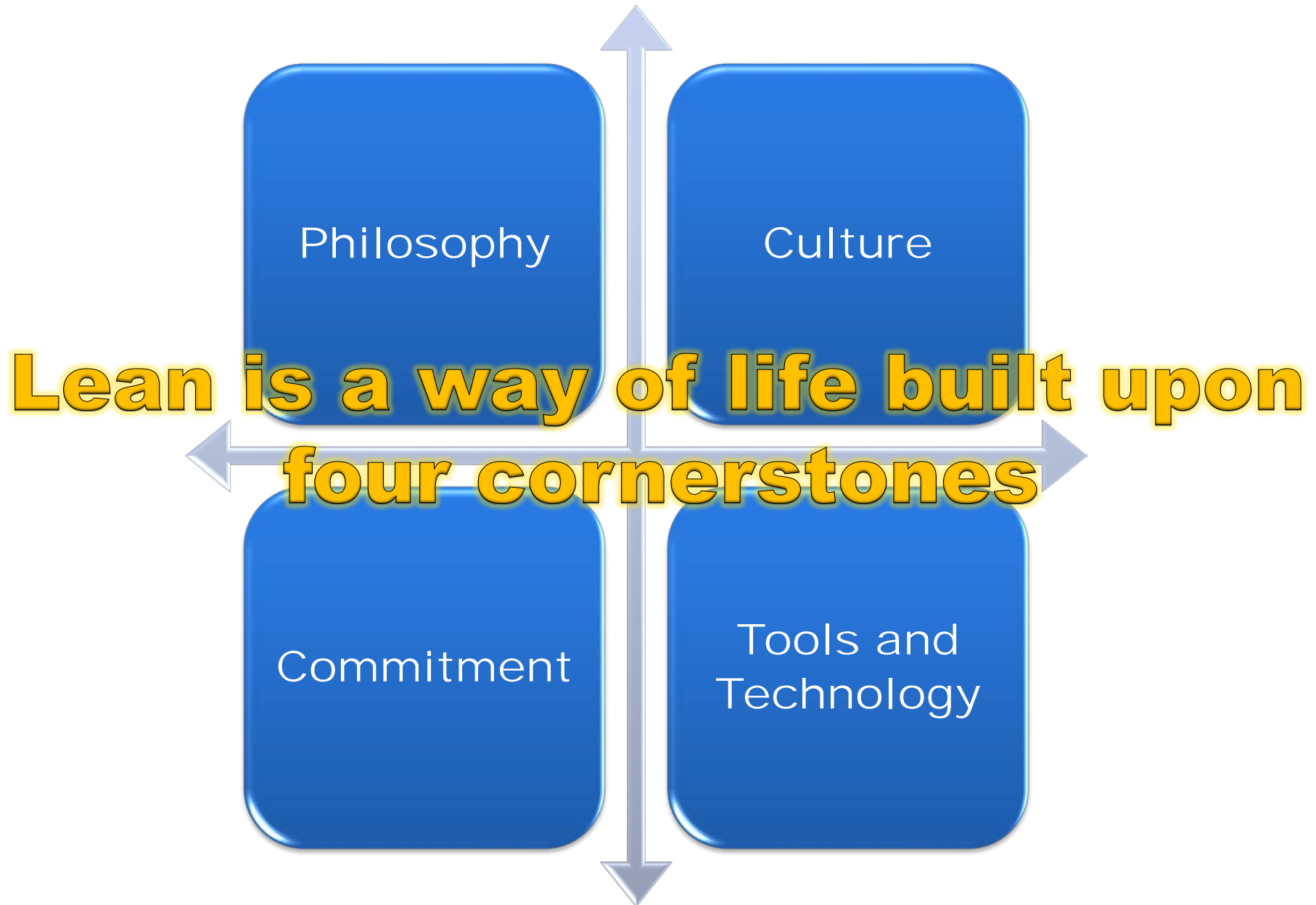
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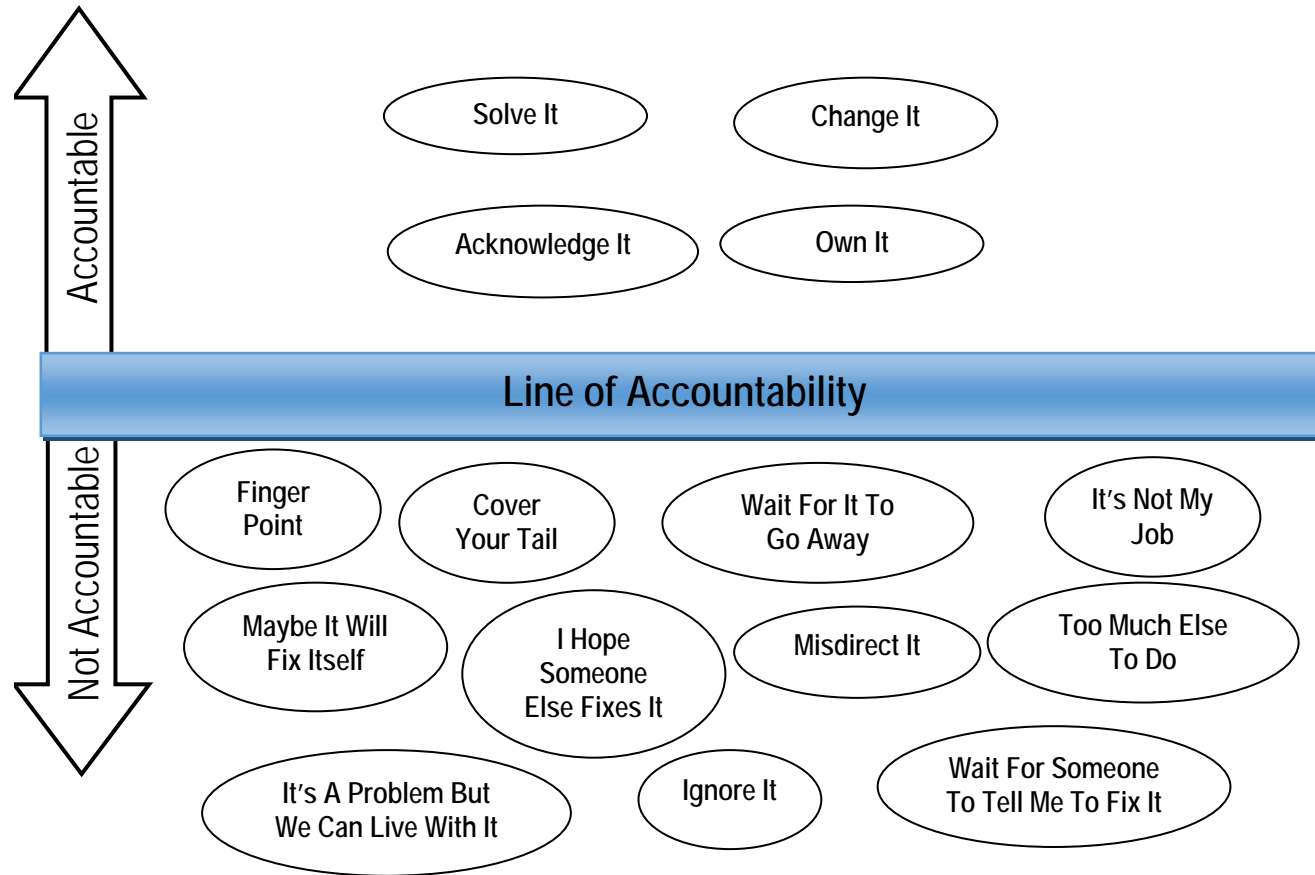


# The Nine Wastes

1. Overproduction
2. Waiting
3. Looking
4. Transportation
5. Non-Value-Added Processing
6. Excess Inventory
7. Defects
8. Excess Motion
9. Underutilized Resources



# Accountable Leader Model



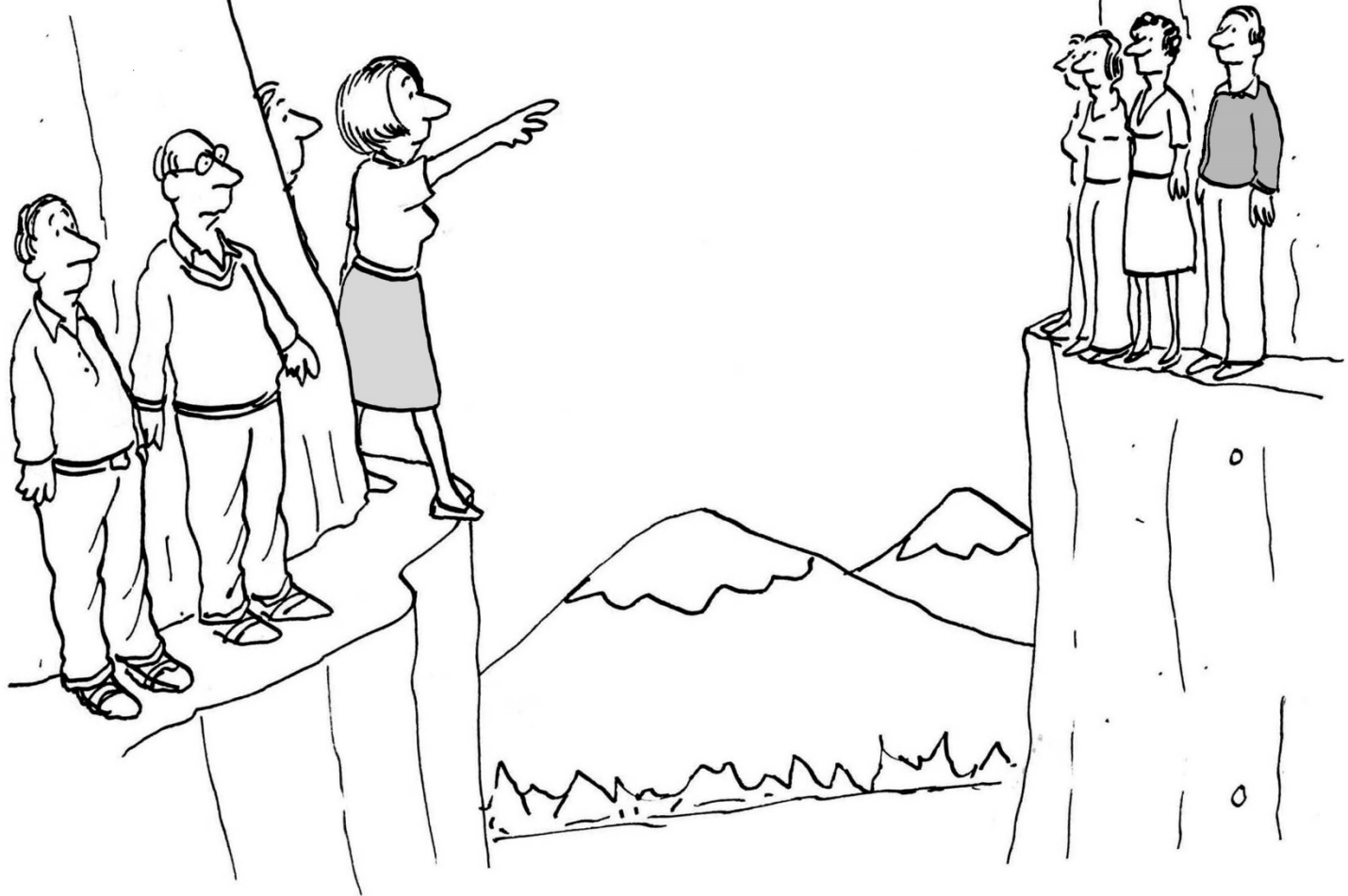
# Change and Transition

*People don't resist change; they resist being changed.*

*-Peter M. Senge*

COME  
OVER  
HERE

HOW?

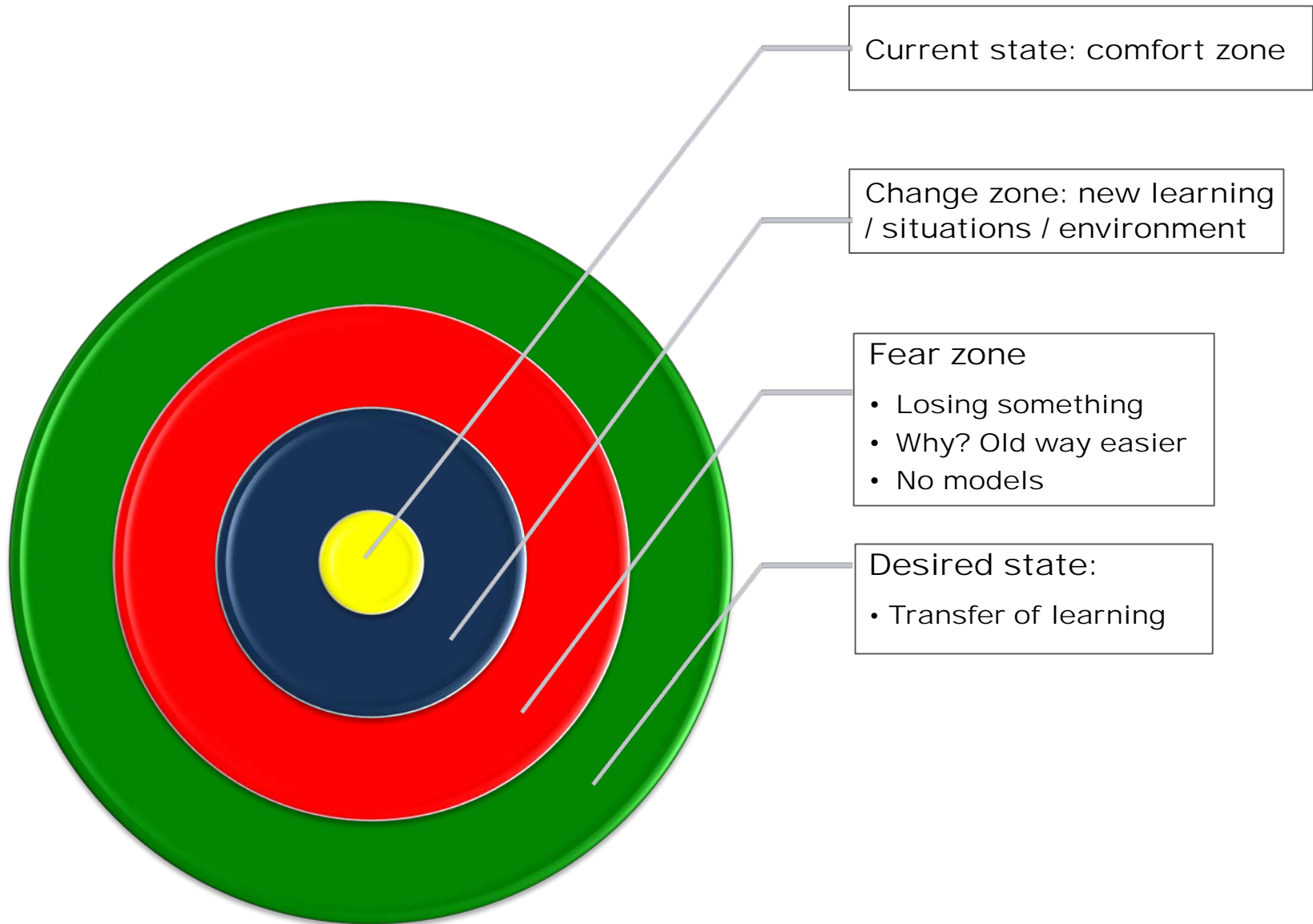


# The Change Barrier

- People are curious and want to know what the change is before committing
- People have a hard time dealing with change
- People view change as a barrier to overcome
- People's attitudes influence how large they view the barrier



# Change and Fear of Transition



# Bridging the Fear Gap

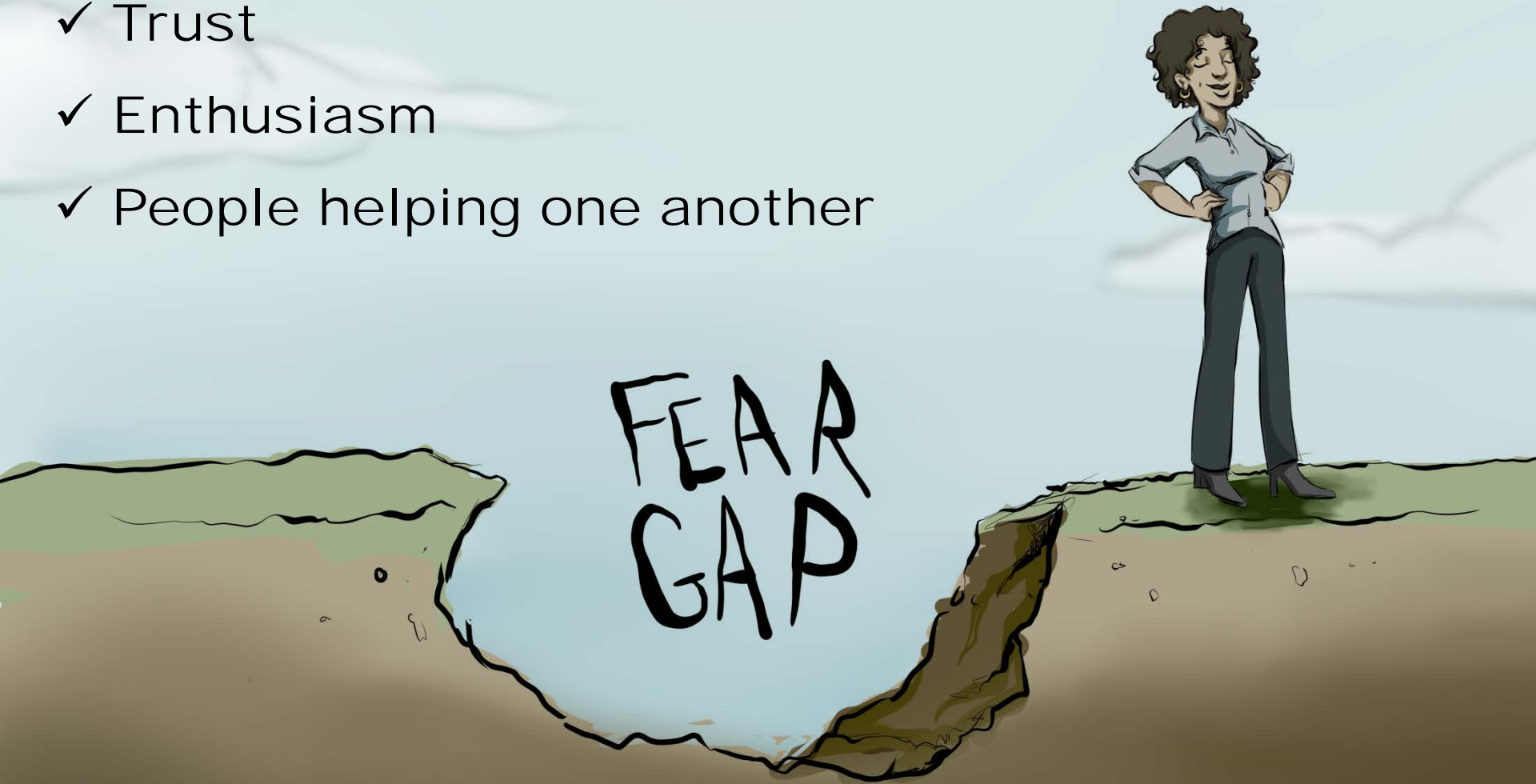






Fear is overcome by providing

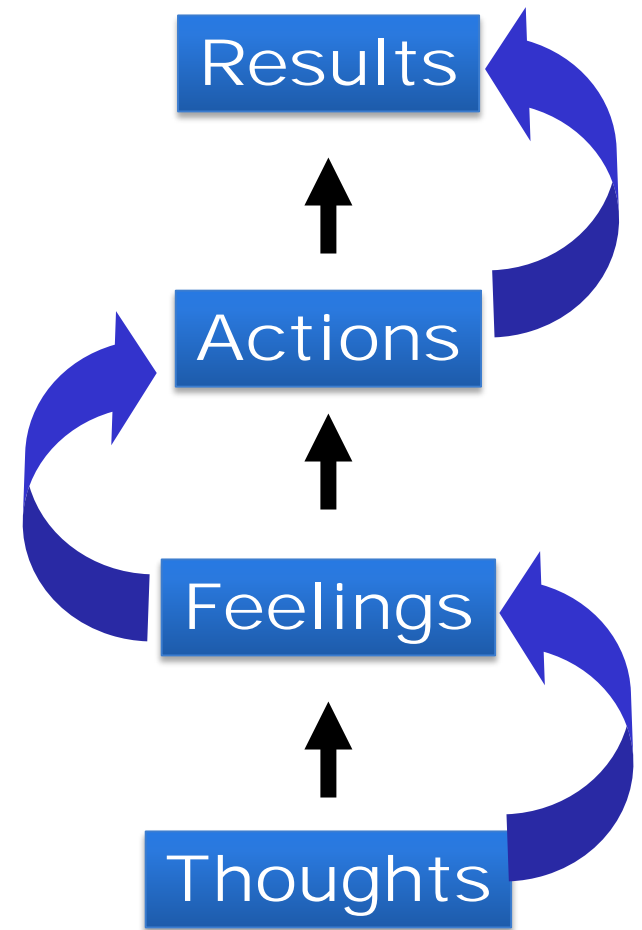
- ✓ Support
- ✓ Trust
- ✓ Enthusiasm
- ✓ People helping one another



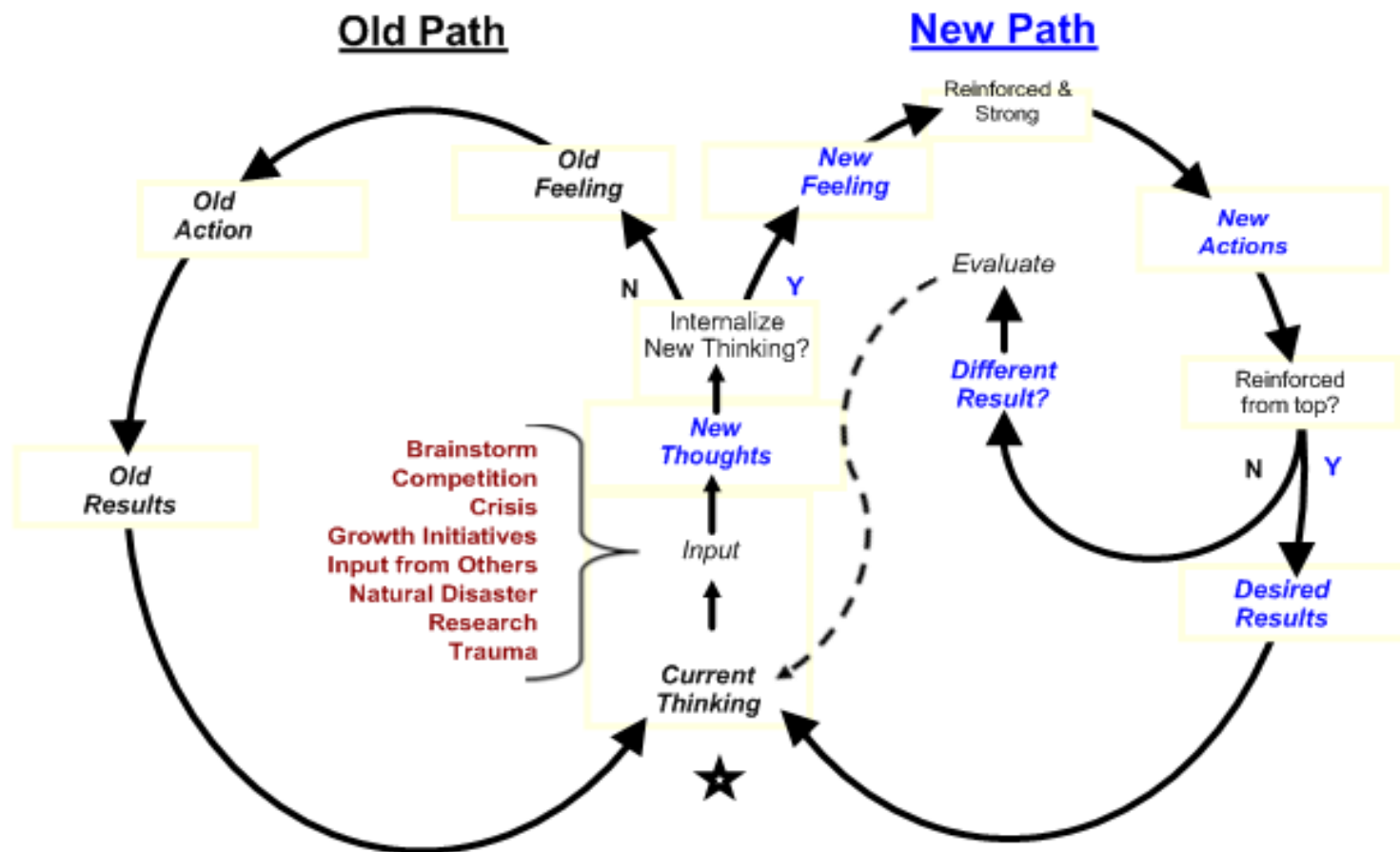
# Understanding Change



# The Behavioral Change Model



# Change Behavior Model



# Facilitating Change



- Social psychologist Kurt Lewin, developed the Three Step Change model in 1947
- Change should be introduced as a three-step process

# Unfreezing

- “Unfreezing” prepares people for impending change
- Make people aware that the current situation is unsatisfactory
- May be opportunities for employees to suggest improvements

# Change Occurs

- After unfreezing, change is introduced
- Employees can cope because they are expecting it
- Conduct training to ensure everyone understands

# Refreezing

- Refreezing allows the new change to become the regular way of doing things.
- Organizations must constantly reinforce desired change
- Otherwise change could be abandoned and people return to the old ways



# Change Agent Behaviors

What should you focus on?	Why is it important?
<b>Ask questions</b>	Most change initiatives are works in progress; be part of the solution
<b>Actions</b>	Choose your battles wisely
<b>Attitude</b>	The magnitude of your resistance is in your control
<b>Flexible</b>	Change happens with or without you; get on board
<b>Ownership</b>	Make the change work rather than holding onto the past
<b>Patience</b>	It could get worse before it gets better
<b>Supportive</b>	Team members may need a support hand to overcome fear

# Reaction to Change

## DISTRACTOR

reactive, negative, critical, pessimistic,  
hostile, aggressive, and disruptive

- Bad mouths
- Makes negative public statements
- Is passive aggressive
- Sabotages



## FENCE-SITTER

inactive, neutral, unconcerned,  
inattentive, uncaring, and indifferent



- Complains
- Withholds support
- Has a wait-and-see attitude
- Does not commit

## SUPPORTER

proactive, positive, assertive,  
productive, innovative, engaged,  
and involved

- Easily adapts
- Is first on board
- Solves Problems
- Asks questions



GOAL

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