



# Cure Your Team's Process Improvement Fatigue and Boost Their Effectiveness

*Presented by Craig Hale  
Esterline Control Systems - AVISTA*

**“Ugh, not another process change!  
Didn’t we just have one last month?”**

Any change, even for the better, is always accompanied by drawbacks and discomforts.

Arnold Bennett



Change hurts. It makes people insecure, confused, and angry. People want things to be the same as they've always been, because that makes life easier. But, if you're a leader, you can't let your people hang on to the past.



Richard Marcinko

# Diagnosis: PIF



# Treatment



# Team Engagement

1

# Communicate, Really Communicate

**WIIFM**



# Communicate, Really Communicate

- **Sponsor communication**
- **Build awareness in purpose, value and employee responsibility**
- **Communicate why we want everyone to provide suggestions**
- **Formal Communication (memos, process training)**
- **Informal Communication (word of mouth)**

# Gain Buy-In



# Work Together



# Limit Impact with Training

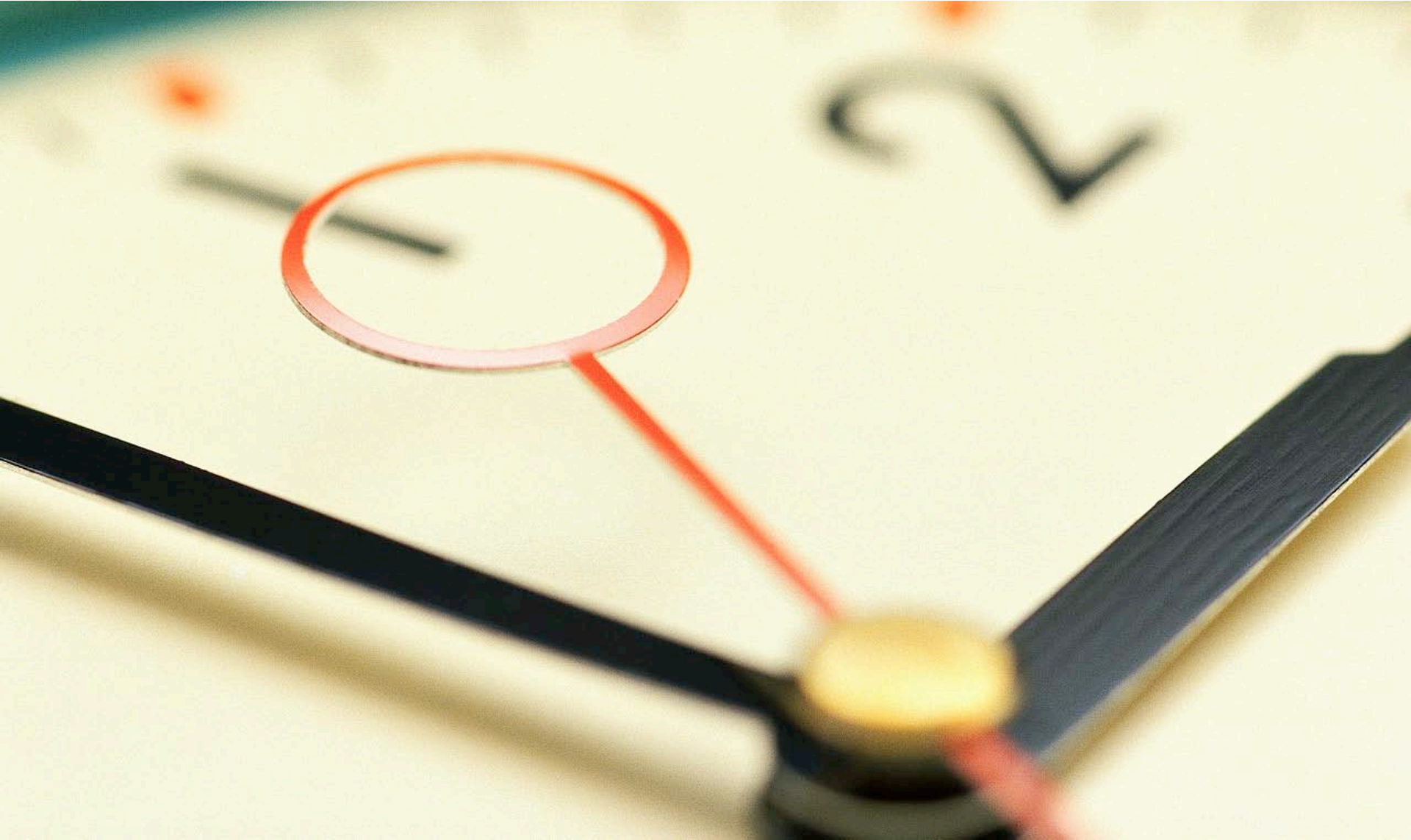
2

# Train

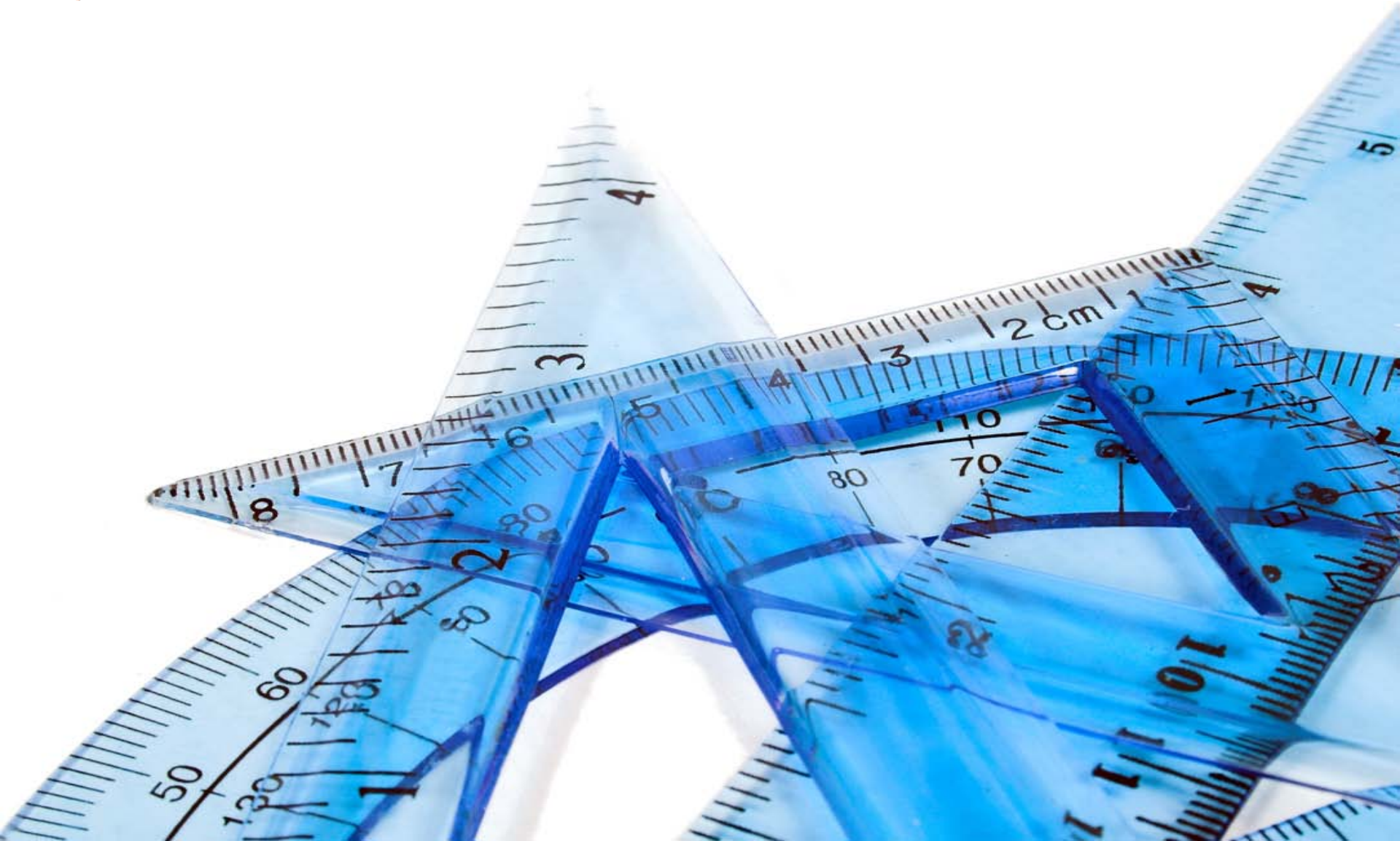




# Time it Right



# Measure It



# Manage Change

3



# Why Are We Doing This?

**WIIFM**

# The People Factor

**Do we  
have to?**

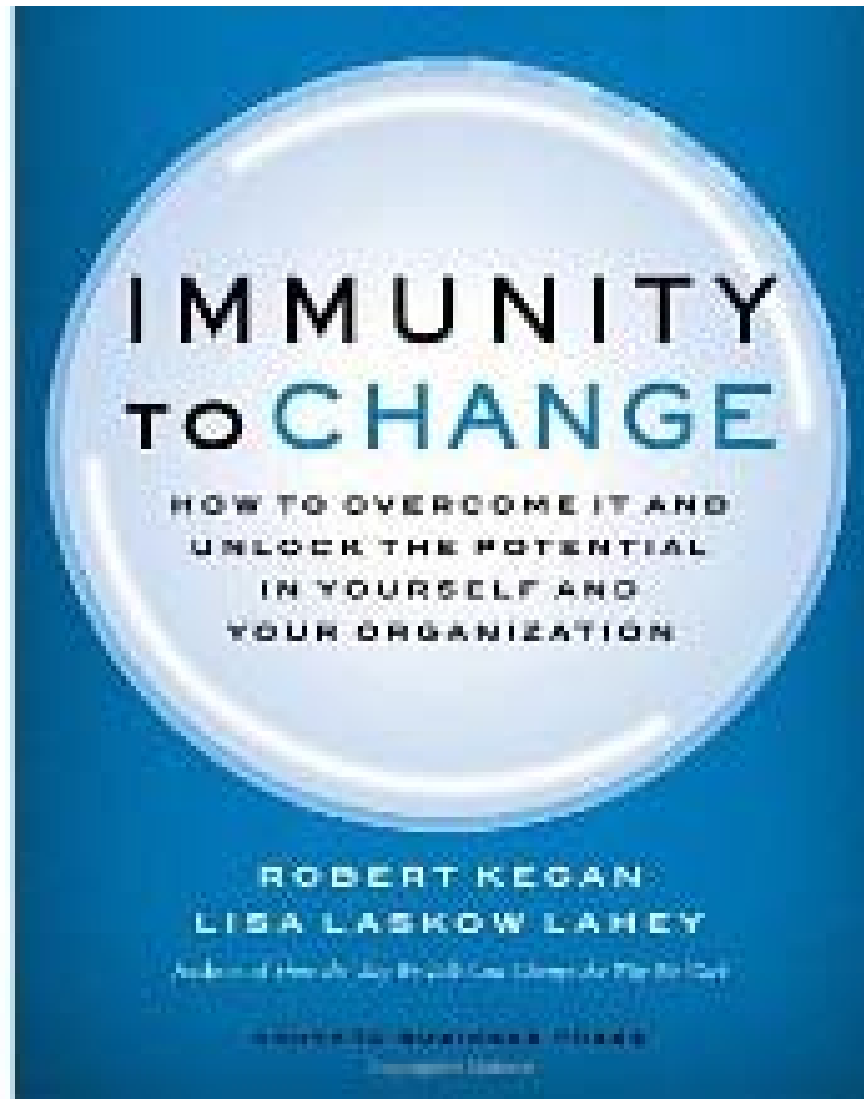
**I don't  
want to!**

**What  
does  
Bob  
think?**

**This is  
a great  
idea!**

**What?**

# Competing Commitments



# Chronic Improvement



# Use a Schedule



# Prescription for PIF

MEDICAL CENTER

NAME \_\_\_\_\_ AGE \_\_\_\_\_  
ADDRESS \_\_\_\_\_ DATE \_\_\_\_\_

**Rx**

*Engagement  
Training  
Manage Change*

\_\_\_\_\_  
SIGNATURE

LABEL  
REFILL 0 1 2 3 4 5 PRN NR



**Both tears and sweat are salty,  
but they render a different  
result. Tears will get you  
sympathy; sweat will get you  
change.**

**Jesse Jackson**

# Questions?

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