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Pivotal Resources Thought Leadership: Change Leadership

### Pivotal Resources - Change Leadership

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The following information has been adapted, from the book “*The Six Sigma Leader*”, published by McGraw-Hill and authored by Pivotal Resources' President Peter Pande.

If you wish to purchase the entire book you may visit *Pivotal Resources Publications*, national retailers, or [Amazon.com](http://Amazon.com).

<sup>1</sup> “The Six Sigma Way”, was named by Forbes in 2002 as one of the 10 most influential business titles of the past 20 years.

# A New Standard for 21<sup>st</sup> Century Leaders

Since its introduction into the mainstream of business thought and practice, continuous improvement practices such as Lean and Six Sigma have contributed greatly to the success of organizations worldwide. Developing mastery and practical application of the concepts, tools and methodologies of Lean and Six Sigma has allowed organizations to optimize processes, create more effective coordination of efforts across business chains, and make extraordinary leaps in providing excellent customer service.

At the same time, what makes Lean and Six Sigma the successful bellwether of improvement in an organization is not the tools themselves, but the people who drive change – the leaders at all levels of the company. Too often, this critical aspect of change is forgotten or awarded secondary importance, and change initiatives are littered with stories of great ideas that failed at the moment of implementation because of it.

From our over two decades of supporting clients in leading successful change initiatives, we have had the extraordinary opportunity to work closely with organizations of all kinds in virtually every industry, and develop a keen understanding of what generates successful organizational improvement. Without hesitation, the critical success factor behind an effective change effort is the ability of leaders to think clearly, and act purposefully and collaboratively in support of an improvement opportunity.

At the intersection of Lean Six Sigma and Leadership lies a compelling and customer focused method of organizational thinking and practical application for improving leadership performance. Adapted from our book, *The Six Sigma Leader*, we will explore the principles and practices that build leaders capacity to direct their organizations in today's turbulent business environment. Skillful guidance of a company is not adhering to a set of rules, but finding the sweet spot of balance and flexibility that allows for leaders to drive operational and financial performance, while anticipating and responding to the changing needs of customers.

## Lean Six Sigma Leadership: A foundation for an effective and sustainable approach to Change Leadership

Lean Six Sigma Leadership is about practicing principles that most of us would agree make up a *better* way of leading than what we often encounter. The concepts we'll be exploring could appropriately be called “applied common sense”—neither earthshaking nor mind-bending, just smart and practical guidelines for being a better leader.<sup>1</sup> However, after learning how more effective this approach is, it will be evident that it really is the underpinning of a new sustainable standard for 21<sup>st</sup> Century Leadership, or simply what we now call Change Leadership.

The core of this new standard is about expanding those practical skills and concepts to leadership that tie directly to how well you help your business succeed. These are skills nearly any individual can apply. They help you build on, not abandon, your existing strengths and talents.

The essence of this underlying approach to Change Leadership can be described in two words: *balance* and *flexibility*. It's this combination of stability (balance) and responsiveness (flexibility) that gives it its power. It argues against those who favor a particular leadership “style,” or who excuse their own leadership approach—even when it's not working—by saying, “That's just how I am!” (To those of you thinking, “Well, a real leader *never* waivers!” I'd ask you to withhold judgment for a few moments and remember that flexibility does not mean “flutter like a weathervane.”)

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<sup>2</sup> Note that the phrases used to describe the Bad Habits are really quotes—comments you might have overheard from time to time in your own office or plant. That was kind of an accident, actually, but it's indicative of the challenge we're examining here: There are a lot more examples out there of the Bad Habits in action, compared to the Good Habits.

That’s a starting point, but there’s still more detail to fill in. Let’s start by looking at the competition around some basic approaches to leadership.

## Leadership Tug-of-War

I’ve had the pleasure—and sometimes frustration—of spending a lot of time over the past 20 years studying the actions and impacts of leaders and managers. In every company I’ve worked with, every department and function, home or branch office, senior executive to hourly wage-earner, the same patterns emerge. Over time I’ve come to see this as something like an epic struggle—a tug-of-war between opposing forces of how leaders operate. It’s not *quite* that black and white, but looking at that struggle will help us get to the heart of Change Leadership.

The tug-of-war is depicted in Figure 1.1. On the left are examples of leadership behavior that most people describe as the *right* way to work. These Good Habits, as I’ve labeled them, are not very controversial. For example, few would say that to “Make decisions based on facts” is a bad idea. Nor would concern for customers, teamwork, or doing things right the first time typically lead to a big debate. Asked to choose which is better, just about everyone says, the “Good Habits.”



On the right, another set of behaviors tug at the leaders. These “forces of evil”—Bad Habits—are done out of expediency, under pressure, sometimes from laziness, or just to get something done so you can move on to the next problem. Similarly, most everyone agrees these leadership behaviors are the poorer choice compared to the “good side.”

Which force, the good or the bad, is stronger? The nearly unanimous answer is: “The Bad Habits!”<sup>2</sup> Leaders by and large recognize a contradiction between what they know they *ought* to do and how they often *actually* fulfill their role. In moments of honesty, most leaders I talk to recognize the prevalence of the Bad Habits in *themselves*.

Is it *really* that bad? It’s certainly possible to exaggerate, and people can be hard on themselves at times. After all, businesses accomplish great work and achieve remarkable success every day. Products and services find their way to customers pretty regularly, perhaps not as smoothly as we’d like, but not too badly either. Dedicated, hard-working people who care about their jobs, their customers, and their organizations put forth tremendous efforts all the time.

But the ease with which people acknowledge the prevalence of the Bad Habits ought to raise an alarm. Even in the places or on the days when you’re leading in the *right* way, you are vulnerable to those “forces of evil.” The story of Ford Motor Company is one that dramatically illustrates what happens when leaders lose the tug-of-war.

Back in the 1980s, Ford had a successful marketing effort with the theme, “Quality is Job 1.” There was an internal audience for that slogan. To people inside Ford, “Job 1” meant the first unit of a new model. In other words, success and quality were not just a priority, but really a shared responsibility, “Don’t count on the plant folks to fix the

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problems you created in design, tooling, procurement, etc.”

Around this time Ford used some Six Sigma-type methods to conceive, design, and market a new car, the Taurus, which became a legendary success story. It was well made, had features motorists loved, was a good size, looked great—and sold extremely well. You might have expected, based on that successful experience and the message of Job 1, that Ford would have applied the same approach to a succession of other products and been on a steady upward trajectory. Instead, the opposite happened. As people at Ford described to me years later, the Taurus itself fell victim to old leader/manager habits. Over subsequent model years, saving-pennies-per-vehicle often became Job 1—and the features that made it attractive, the quality that made it reliable, declined dramatically. For members of the Taurus team that I spoke with, the rest of the story was not a success at all, but rather a sad failure.

By 1999, when Ford initiated its own “Consumer-Driven Six Sigma” effort, it had fallen to the *lowest* ranking of all major auto manufacturers in initial quality. Whatever lessons had been learned about smart leadership in the early 1980s had failed to be accepted as a new standard and were overwhelmed by old behaviors. Ford is just a representative example here, by the way. If you look behind why many past business “fads” have failed, you’ll find a common denominator has been that the improved skills and habits were never truly embraced, or made a truly expected aspect of leadership.

## Striking a Balance: Smart Leadership

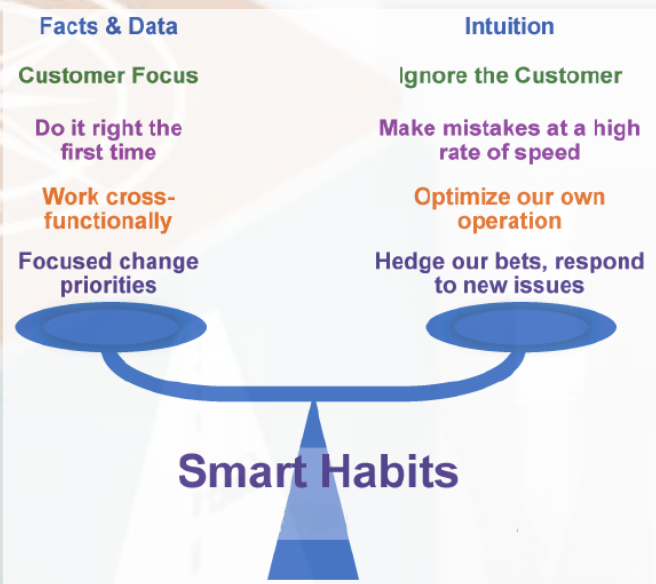
Why *aren't* the Good Habits able to prevail, even when people admit they're a better way to work? Why do successful organization improvement efforts—including, perhaps, Lean Six Sigma—tend to stall and end up being replaced by something different by degrees, but not in substance? Examining these questions we can see both the need for and the essence of Change Leadership.

Much as I like the analogy of the tug-of-war, in reality it oversells the so-called Good Habits and unrealistically denigrates the Bad. I'll still refer to them as “Good” and “Bad,” but the truth is more complicated. It's like the extremely well behaved kid in school who constantly reminds you of the rules, until you just tune them out. While being a Change Leader means being *more* proactive, using *better* facts, paying *closer* attention to customers, etc. it would be annoying—and wrong—to tell you to always pull on the left end of the rope.<sup>3</sup>

To be an effective Change Leader you *must* apply the Good Habits frequently and consistently. That's essential, and on that score I may sound like that annoying kid at times. But *always* pushing the Good side would run counter to those themes already used to describe Change Leadership: *balance* and *flexibility*.

In Figure 1.2 the rope has been replaced with a scale, and the “Good” and “Bad” reorganized into a more reasonable set of *balanced* “Smart Habits.” This image portrays the *true* essence of Change Leadership: the ability to choose the right approach at the right time—to keep in reasonable balance—and to avoid putting too much weight on *either* side of the scale. When people talk about integrating Lean Six Sigma thinking into an organization's *culture*, this is the critical objective (whether they realize it or not): to make “better balance” a standard for leaders and then to apply that ability to driving consistent and effective performance, change, and innovation.

Since the Good Habits (the left side of the scale) *are* usually the underweighted skill set, let's return to the question of why—at Ford and most every other company—they have so long failed to be applied in sufficient balance.



<sup>3</sup> Absolutism in favor of a cause or idea has its role, but in a business environment in particular it usually ends up working against you. One of the reasons Lean Six Sigma has lasted and is still thriving in many organizations is that it has *not* been taken over by the ideologues. And the people who are most skeptical of it seem to think it's inflexible and dogmatic. It is neither.

1. *Good habits generally take more work.* This is probably the most obvious answer. Getting facts and data, taking time to define and re-evaluate priorities, having to deal with those strange people in other departments—these are all activities that can be accurately described as a pain and are certainly hard to stick with when time and other pressures are upon you. (That “more work” equation is often a miscalculation, when you consider item 2.)
2. *Failure to recognize the costs.* In business, the consequences of “bad behavior”—things like narrow decisions, rushed solutions, misunderstanding of the customer, etc.—are often totally disconnected from the behavior itself. For example, the people who cut features from the Taurus just to save money were probably never held accountable when the car’s sales declined. It’s not even clear whether the connection between those decisions and the drop in sales was even understood by leaders. So the bad behavior continues.
3. *There’s a skill gap.* Just because people recognize that the left side is more often the better side doesn’t mean they know how to perform those actions well. The ability to, for example, set good priorities or interpret customer comments are not innate. Most of the people who have learned these skills through Lean Six Sigma training/practices would say that their *leaders* “still don’t get it.” And in many companies, there’s still strong evidence that they don’t.
4. *Inability to be balanced and flexible.* To practice smart leadership you have to accept the fact that *inconsistency* has its virtue. But I see many instances where people, including leaders, demand or seem to need *absolute* answers. The choice between Good and Bad Habits is not absolute, it is a balance, but you have to learn how to move along the spectrum to be optimally effective. We’ll look more into this fundamental concept in a moment.

These points help explain why so many companies have failed in their attempts to adopt and sustain “smarter management.” *The key missing ingredient has always been leadership.* Not “commitment,” however, or “support”—but leaders actually changing *their own* behavior and skills, doing their part to improve the balance in how their organizations operate. Until that becomes an accepted standard for excellent leadership, the string of quasi-successes that fade away will continue. Change Leadership is an attempt to break that string for you, and hopefully for your organization.

## And versus Or

The key to smart – Change Leadership is about living with or managing contradiction, what I often call “tolerance for ambiguity.” In fact, using ambiguity is a key to success for companies as well as leaders.

Unfortunately, as noted above, the need for a simple answer seems more pervasive than tolerance for ambiguity. A term that well describes this is found in the outstanding book *Built to Last: Successful Habits of Visionary Companies* by Jim Collins and Gerald Porras. They call it the “Tyranny of the Or”: an inability or unwillingness to deal with two or more seemingly contradictory forces or ideas at the same time.<sup>4</sup> The Tyranny of the Or means forcing a one-sided choice and accepting limitations. In organizations, this would mean choosing only one each of the following:

- Bold or conservative
- Hire from within or hire from outside
- Flexible or stable
- Hierarchical or flattened
- Short-term or long-term focused
- High-quality or low-cost
- Price-driven or innovation-driven
- Profit-driven or values-driven
- Formal or informal

I’ve seen this same tyranny grip clients. A business services company we worked with had prided itself on being extremely responsive to clients in order to win business and provide great service. Unfortunately, the company realized that to stay financially healthy it would have to be more careful in making commitments that imposed high costs. As that more careful decision process began to be communicated around the company, a number of people leapt to the conclusion that “We’re abandoning customer intimacy”—as if the idea of providing profitable services and making customers happy could not coexist.

<sup>4</sup> James Collins, *Built to Last: Successful Habits of Visionary Companies*, New York: HarperCollins, 1994 p. 43.

Keep in mind that the “Or” mentality is not about balance at all, it’s about absolutes. And it can be a common, though unfortunate, theme in what I’d call cult-based leadership theories. This is expressed in the view that a true leader makes a choice and moves on, with no “escape route” or alternate plan. Followers tend to accept the “Tyranny of the Or” when they talk about the styles of their Leaders. I hear comments like these all the time:

***“He’s about strategy and ideas. Execution or operations just bore him.”***  
***“Our CEO came out of Finance, so she just wants to see the balance sheet.”***  
***“Once a decision is made, there’s no turning him back.”***  
***“Never go there with problems, only solutions.”***

Unfortunately, if you look around I think you’ll see many cases where people assume the answer is black or white, one or the other. It’s a bad habit, as noted, and one that hampers leaders at all levels.

Fortunately, there’s an opposing force: the “Genius of the And.” This is the ability to pursue *multiple*, even seemingly opposite, goals or actions at the same time. Collins and Porras discovered this “genius” to be a focus and passion ingrained in the culture of consistently “great” companies. The Genius of the And became a pervasive theme of their exploration of how great companies are formed and nurtured: They use the “yin and yang” symbol—representing opposite forces united—throughout their book to reflect the power of that two-sided perspective.

The “And” so often turns out to be the right answer I’m sometimes shocked at how long it takes people to get there. Table 1.1 (next page) presents some examples of ongoing “Or” debates where “And” is (at least it seems to me) so clearly correct. The Genius of the And will be a critical factor and recurring theme in enabling you to be an effective Change Leader.

## Or Arguments that Are Really Ands

Table 1.1

One the one hand ...	On the other hand ...
Kids learn to read and boost vocabulary using context/meaning.	Kids learn to read by being able to sound out words.
Offense wins games.	Defense wins games.
One the one hand ...	On the other hand ...
Companies need to execute.	Companies need to innovate.
Lose weight by reducing fats.	Lose weight by reducing carbohydrates.

Web-based companies are the future.	Bricks and mortar companies will prevail.
Consistency is critical.	Flexibility is critical.
Success is based on your people.	Success is based on your processes.

## Competence and Consciousness

This is a good time to share a lesson and reminder about levels of competence and incompetence—which is another key theme of Change Leadership. Many of the things we do every day demand a level of skill that is *instinctive*. I learned this lesson the hard way in my first job, while still in college, as a weekend disk jockey at a radio station in Riverside, California. I’d worked at my college station, but it was a *thrill* to have a real job in radio!

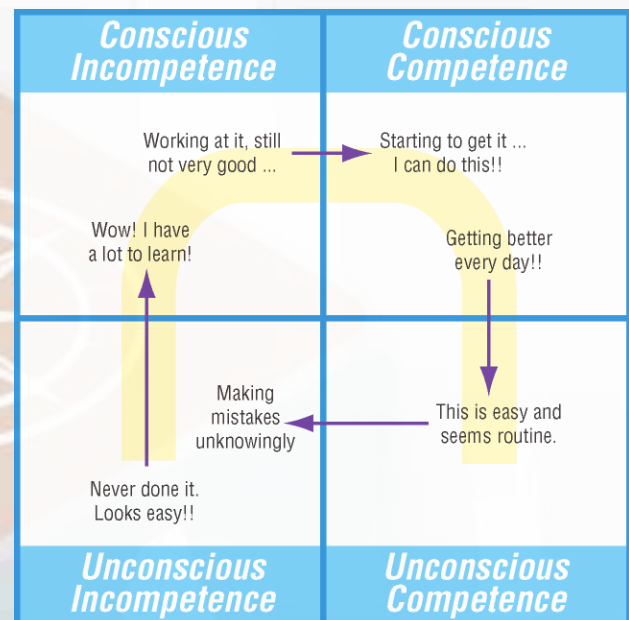
For my training, I sat in the booth for several hours and watched other DJs do the job. Tasks included playing records, airing commercials, keeping a log, reading weather forecasts, and giving hourly local news updates. I took copious notes, asked a lot of questions, studied hard. I showed up for my first Saturday shift, all ready to go, and sat down at the controls.

The rest is pretty much a nightmare. I was nervous, which did not help, but the problem was simple: I had to *think about everything*. If you had to carefully look through the racks to find the commercials on the schedule, you couldn’t get your spots lined up on time. If you couldn’t “cue up” a record in a few seconds, it wouldn’t be ready when the previous song ended. When the time came to announce the weather forecast...well, who had time to *write* the forecast? When I did manage to squawk out the weather—usually after several seconds of dead air—it was already way out of date.<sup>5</sup>

The problem was, my training had given me only what’s called “Conscious Competence.” It was like *reading a book* on how to fly a plane and then trying to solo in a real aircraft. What I needed was “Unconscious Competence”: the ability to do the task swiftly and without hesitation. The only thing that saved my broadcasting career (besides being willing to work for minimum wage) was a huge storm pounding Southern California that first day that it *knocked the station off the air*. I managed to recuperate, learn the right way, and before too long I could do most of those tasks automatically. I worked in radio for almost five years and had a lot of fun.

Unconscious Competence is what we strive for in many of the activities we consider important. We need, literally and figuratively, to be able to walk and chew gum at the same time. So a lot of the tasks accomplished every day at home, at work, even at play, are executed unconsciously. That includes much of what *you* do as a leader. You’ve been working for a while and earned your position, you’re good at what you do, so you can achieve a high level of competence almost automatically.

There’s a higher risk of mistakes, though, when you’re operating in Unconscious Competence. There’s a very thin line separating Unconscious Competence from Unconscious Incompetence. Over time, unconscious skills—including any



<sup>5</sup> You may think this is funny, and it is, but through my life the only recurring bad dream I’ve had involves sitting in front of a radio booth not knowing what to do. The parents of my girlfriend at the time happened to be driving through Riverside that day (they lived in Los Angeles, far beyond our signal) and heard me on the air. She told me they heard me—they *never mentioned it*.

bad habits you may have picked up—can become so ingrained that it’s difficult even to describe what you do. Unconscious Competence is both essential to be a productive person *and* a pathway to failure. (See Figure 1.3.)

An effective Change Leader must be committed to a kind of leadership “air check”—to assess your own balance and flexibility continually, to reduce unconscious mistakes and constantly build your skills. Of course, as a confident, take-charge individual you may not feel comfortable admitting that you’re prone to bad habits just like everyone else. And as noted, a lot of the principles of Change Leadership will make obvious sense—so much that you may say “I already do that.” But from the examples of many businesses, and many leaders, it’s clear there’s still a lot of Unconscious Incompetence out there. You may be better than the crowd, but I suspect you can always *do* better.<sup>6</sup>

Getting better generally it means two things

1. Assessing and choosing the right (or best) balance among various approaches to guiding your organization. Applying primarily thinking skills to evaluate your choices, test assumptions, and avoid unconscious mistakes.
2. Evaluating and tracking your effectiveness based the results, both short- and long-term, you achieve for your organization. Change Leadership is about putting the business first—not to the detriment of your career, but as the best way to have a truly successful career.

Let’s take one more look at why a new vision and standard for leaders is so important.

## A Vision for Better Leadership

Practicing Change Leadership consistently and well will not be easy. So you may raise a legitimate question: *Why should I care?* Only you can really answer that question, but I’d offer three sources of motivation.

### Yourself

I would suspect you, like most people, aspire to achieve and be the best you can be. That doesn’t mean you should want to be CEO; being an excellent department head is a leadership achievement to be proud of. But a commitment to doing an excellent job and making a meaningful contribution is likely a big part of why you’ve become a leader.

Over time, faced with the challenges and frustrations of complexity, competition, change, etc., a lot of leaders I’ve observed start to surrender to the status quo. In fact, the most successful leaders in particular can become dangerously *fond* of the status quo and unable to see when it may need to be challenged, or overturned (an example of Unconscious Incompetence). So that internal flame that drove you to improve earlier in your career starts to die down. You may even lose connection with the reasons why you enjoy *being* a leader.

Change Leadership can help you rekindle and intensify the flame that prompts you to strive for greater achievements; to *inspire* you and other leaders to set a new personal standard, to gain new energy—and of course to support your endeavors with practical ways of being an outstanding leader. But the ultimate motivation must come from you.

### Leadership as a Discipline

The state of leadership as a whole seems due for an “upgrade”—particularly in the willingness to review and build better thinking skills.<sup>7</sup> This is not to say that leaders are all incompetent or that good leadership is nowhere to be found. But I haven’t seen any signs that the overall caliber of leadership thought and action is much improved today from 20 years ago. I would even venture that the dependence on information technologies, mergers to drive growth, and compensation systems with more upside than downside signal that complacency about leadership thinking is on the rise.

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<sup>6</sup> This is a major reason why you won’t find any profiles of a real-world “Change Leader” in this book. Even a leader with an outstanding track record can cross the line to incompetence or get out of balance. Fortunately, the goal for any leader is not zero defects, but rather to be the best leader you can.

<sup>7</sup> I’m not going to challenge the integrity level of leadership for two reasons: (1) I think that recent highly publicized scandals are a tiny minority and not representative of the true honesty of most leaders (though those incidents are a warning to be careful not to rationalize your actions); (2) integrity is a trait rather than a skill, and our focus here is on skills you can develop and hone.



I hope you would be willing to consider the possibility that you could become a better, more balanced thinker. That judging yourself as “good” in comparison to other leaders may be precisely what’s holding you back!

## Your Organization

I probably get as tired of hearing it as you do, but the fact remains that the business world today is a much more challenging place than ever before. The caliber of leadership skill that worked in the past just won’t work as the margin for error gets thinner and thinner. Yet, as we can see every day from the ups and downs of so many companies, leaders are having a tough time keeping things on a steady path of success. Using the argument that “external factors” create these swings is a sorry excuse. If leaders today are playing a more challenging game, they can either prepare to lose, or learn to become better players. The vision of a Change Leader is about becoming a better player!

The importance of leadership to organizational success is clear. In studies of the major issues confronting companies, having effective, adaptive leadership has been ranked by executives in North America as the single most critical factor—out of 120 listed—in contributing to positive organizational performance.<sup>8</sup>

Organizations need leaders with better *thinking* skills for three big reasons:

1. *Thought is the essence of leadership.* Leadership is not brain surgery, or auto mechanics, or statistics—it’s not about technical skill or proficiency in a particular discipline. Knowledge is essential, of course, and the ability to get the information needed to make decisions and set direction is a key part of the skill set. But generally it’s the thoroughness of the logic, intuition, and inspiration—which begin in the head of the leader—that will guide your organization to success.
2. *Growing complexity and increased specialization make it ever harder to be an effective leader.* We see this right at the so-called “C-level” of organizations: Where there used to be one “Chief” (Executive Officer), there are now many: Chief Financial Officer, Chief Operating Officer, Chief Information Officer, Chief Learning Officer, Chief Security Officer, and probably more Chiefs being created as you read this page. The same specialization is reflected at levels of leadership throughout the organizational hierarchy. The trends are working in opposite directions, putting a squeeze on leadership: roles with ever-narrower perspectives, but with complex problems that demand an understanding of the big picture.
3. *Growth as a leader demands constantly improving skills.* Studies have repeatedly shown that the high failure rate of many promising leaders is largely due to an over-reliance on a limited set of capabilities. Many times leaders are promoted because of a strong record of achievement, only to derail later because of their inability to adapt. For example, an individual may be good at demanding high performance from his or her followers, or have strong technical ability. However, those strengths are not sufficient when, for example, big-picture thinking or relationship building is also essential to success. To prepare yourself and others for growing challenges, you need the clarity of thought and flexibility to understand your own weaknesses and develop new talents.<sup>9</sup>

Whatever your motivation, the concepts and skills of Change Leadership offer a vision that you and others can strive for, one that’s based in fundamentals, yet that will challenge your abilities every day. As a smart, Change Leader, you’ll learn to value balance and flexibility—and if you stick with it, very possibly have a lot more fun as a leader than you’ve ever had before!

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<sup>8</sup> *Major Issues Impacting People Management Survey: North America vs. Europe*, St. Petersburg, FL: Human Resource Institute, 2004.

<sup>9</sup> See W.M. McCall and M.M. Lombardo, *Off Track: Why and How Successful Executives Get Derailed*, Greensboro, NC: Center for Creative Leadership, 1983; E. Van Velsor and J.B. Leslie, *Why executives derail: Perspectives across time & cultures*, *Academy of Management Executive*, 9 (4), 1995, pp 62-72; M. McCall, *High Flyers: Developing the next generation of leaders*, Boston: Harvard Business School Press, 1999.

## Encouraging Words: The “10-second Rule”

Being a good Change Leader *does* require a time investment, but it is not as onerous as you might expect. In fact, I’ve realized in my years of helping managers apply these skills that the difference between asking the right questions and just *acting* (i.e., failing to ask the right questions) involves somewhere around 10 seconds of additional thought. In those 10 seconds, you can ask a whole variety of critical questions—ones you often *should* ask, but fail to because of the extra moment of reflection it would take.

This is especially important because one of the more common complaints about Lean Six Sigma is: “It takes too long!” That’s a bit unfair: Change Leadership projects often tackle some of the toughest issues in a business, so of course it takes time to understand and resolve them. So, as you’re exposed to different suggestions in your reading about Change Leadership, I’d ask you to remember and apply the “10-Second Rule”:

***“Invest just 10 seconds of extra thought, once or twice a day, and you can be on your journey to becoming a more effective Change Leader.”***



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# Change Leadership™

Leading organizations constantly strive to improve performance and adapt to new challenges. But change is difficult – results often fall short, or fade quickly. Pivotal Resources brings you the expertise to: Set and achieve improvement goals. Build skills to drive change and create a culture of improvement. Engage people in delivering sustainable gains in efficiency and outcomes. Our collaborative Change Leadership™ services have proven effective for top organizations in high tech, healthcare, government, financial services, and more.



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*Driving Change • Building Leaders*

## » Consulting

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A unique 360° evaluation of a leader's ability to adapt and achieve amidst the often conflicting demands of today's environment. Supports a personal development plan focused on *dynamic skills, not just static "competencies."*
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Upgrade your organization's processes and criteria to promote/develop the capabilities essential for success in the 21st Century and align with your leadership vision.

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*Target Energy & Resources*

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- » **Process Metrics Development**  
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### Change Execution

*Make Improvement Work*

- » **Change Initiative Strategy & Deployment**  
Outline the vision, objectives and key phases of your Lean Six Sigma or similar effort, tailored to the needs and readiness of your business, people and leaders.
- » **Project Execution & Change Management Consulting**  
Accelerate results by engaging our skilled change project leaders and technical experts to develop and implement solutions that unlock the full potential of your people and organization.
- » **Kaizen/Workout Facilitation**  
Planning and facilitation for initiatives to eliminate waste, cut cycle times, integrate operations and achieve meaningful results in a short turnaround.

## » Focus & Flexibility

*Diagnose Performance*

# » Training

## » Leadership Performance Retreat

An intensive two-day business simulation and discovery experience where leaders explore the essentials of success and develop plans to ensure continual growth, flexibility and personal/organizational development.

## » Change Leadership Coaching

Provide personalized guidance to leaders, helping boost the success of critical change efforts, enhance cross-functional teamwork and develop the flexibility that's key to outstanding leadership.

## » 21st Century Leadership Modules

Focused on the most essential aspects of Change Leadership, these half-day workshops provide hands-on skills that leaders can apply immediately to improve personal and organizational performance.

## » Fundamentals of Process Ownership

A flexible learning and hands-on working session that helps leaders understand and guide efforts to achieve the benefits of cross-functional Business Process Management.

## » Change Portfolio Management Workshop

An adaptive organization needs leaders who can optimize a diverse array of change investments. This one-day workshop provides an orientation to the principles and practices of portfolio management.

## » Financial Impact Assessment Workshop

This one-day learning and planning session prepares your organization to consistently quantify the benefits of change efforts and strike a better balance between cost- and revenue-focused initiatives.

## » Executive Orientation & Champions Workshops

Knowledge, vision-setting and advocacy skills for senior leaders launching—or reenergizing—a Lean Six Sigma or business change initiative.

## » Lean Six Sigma Project & Tools Training

Basic through advanced programs—for service or manufacturing—in skills to define, measure and analyze opportunities, connect with customers, and deliver greater efficiency, leaner processes and enhanced performance.

## » Design for Six Sigma (DFSS)

Project-focused workshops in designing and redesigning products, services and processes to achieve exponential improvement and next-generation performance.

*Pivotal Resources' services are selected and adapted to fit your objectives and deliver results. Our programs and evaluation tools help you diagnose performance and clarify how best to prepare your organization's needs and readiness for change.*



Change Leadership™



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