

# How data and knowledge can be used to influence change

VHQA

22<sup>nd</sup> August 2011



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**Influencing change does not  
have to resort to these extremes**

# **We are going to change – My Way**



# **We are going to change –**

## **My Way**

### **Imagine a situation where:**

Being told without what seems to be a sound basis or  
absence of a burning platform

# We are going to change –

## My Way

### Imagine a situation where:

You haven't been given a compelling case for change

# We are going to change –

## My Way

### Imagine a situation where:

There is a lack of communication or information

# We are going to change –

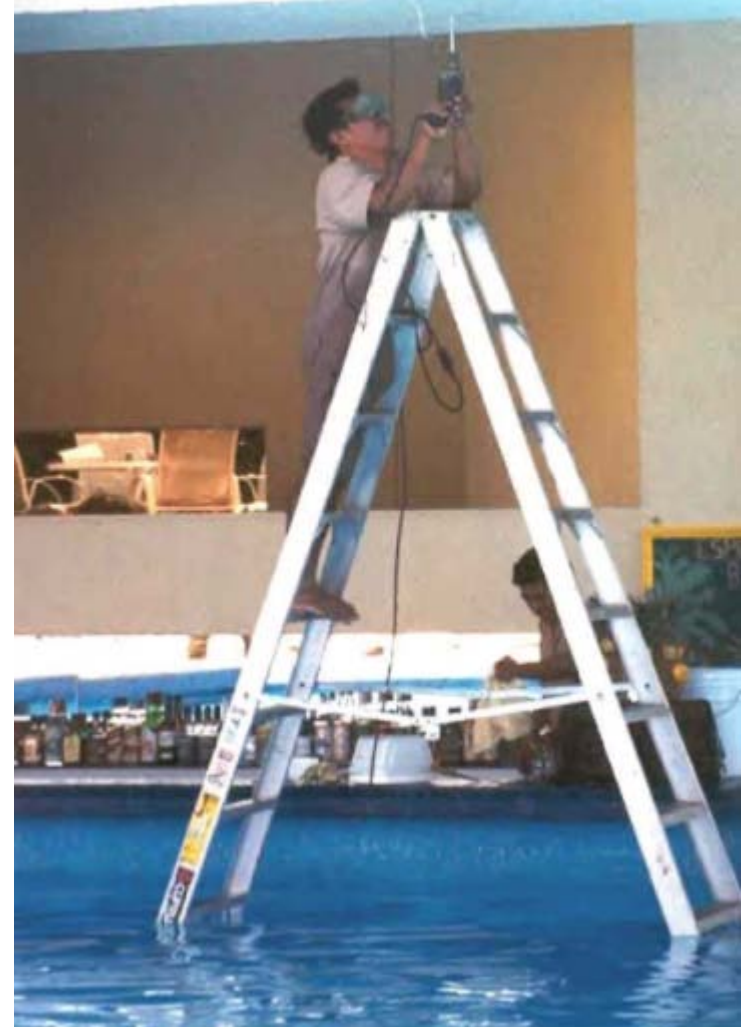
## My Way

### Imagine a situation where:

### What would you expect to happen?

# Accepting change is hard for most people

What will be the compelling reason to support change?



**Find out what hooks  
people in**

**Understand what  
motivates them**

**Understand the culture  
of the workplace**

**Find the “what is in it for  
me factor”**



Without data it is  
just an opinion

# Know your Baseline Performance



How well is your  
process  
performing?

How would you  
know?

Is it measured?

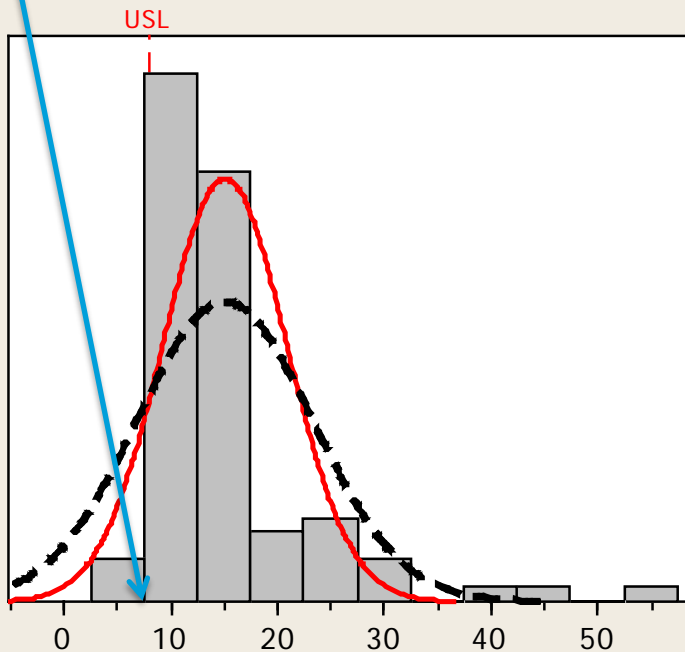


# The current process is not capable (designed) to deliver within an 8 week window

**Target was 8 weeks**

**Process Capability of Weeks to Notify**

Process Data	
LSL	*
Target	*
USL	8
Sample Mean	15.1072
Sample N	89
StDev (Within)	5.8287
StDev (Overall)	8.22052



<span style="color: red;">—</span>	Within
- - -	Overall

Potential (Within) Capability	
Cp	*
CPL	*
CPU	-0.41
Cpk	-0.41

Overall Capability	
Pp	*
PPL	*
PPU	-0.29
Ppk	-0.29
Cpm	*

Observed Performance	
PPM < LSL	*
PPM > USL	932584.27
PPM Total	932584.27

Exp. Within Performance	
PPM < LSL	*
PPM > USL	888643.22
PPM Total	888643.22

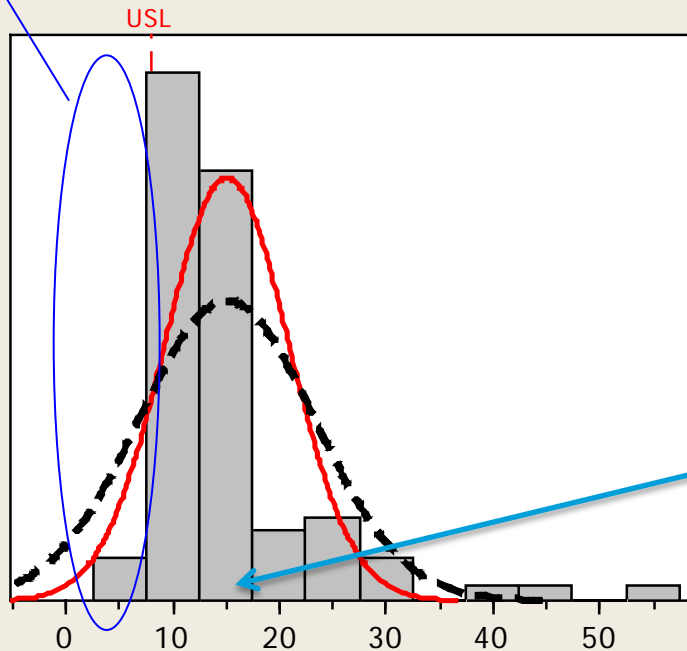
Exp. Overall Performance	
PPM < LSL	*
PPM > USL	806361.74
PPM Total	806361.74

# The current process is not capable (designed) to deliver within an 8 week window

Very few results within 8 weeks

## Process Capability of Weeks to Notify

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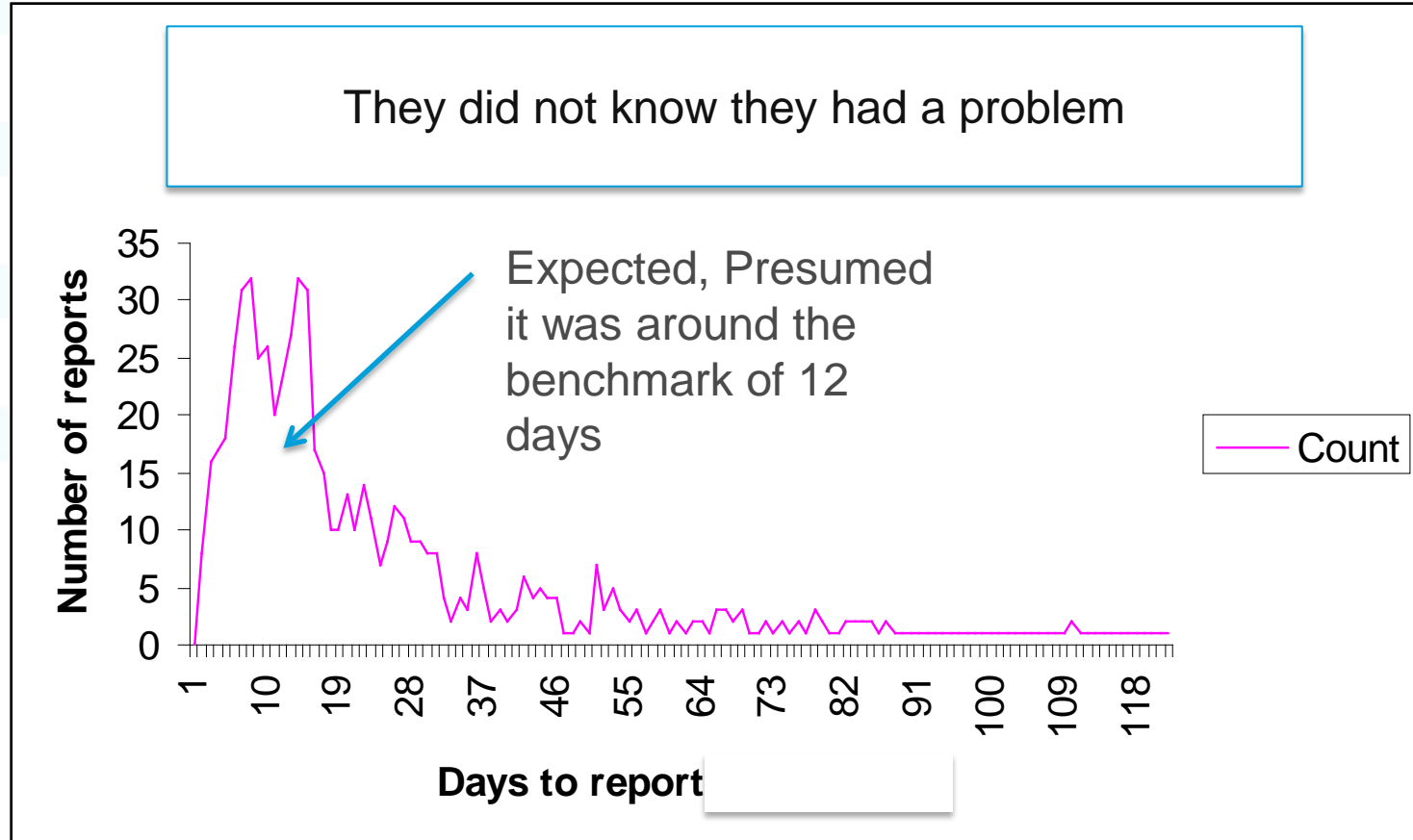
**Average  
Notification  
period is 15.1  
weeks**

Observed Performance	
PPM < LSL	*
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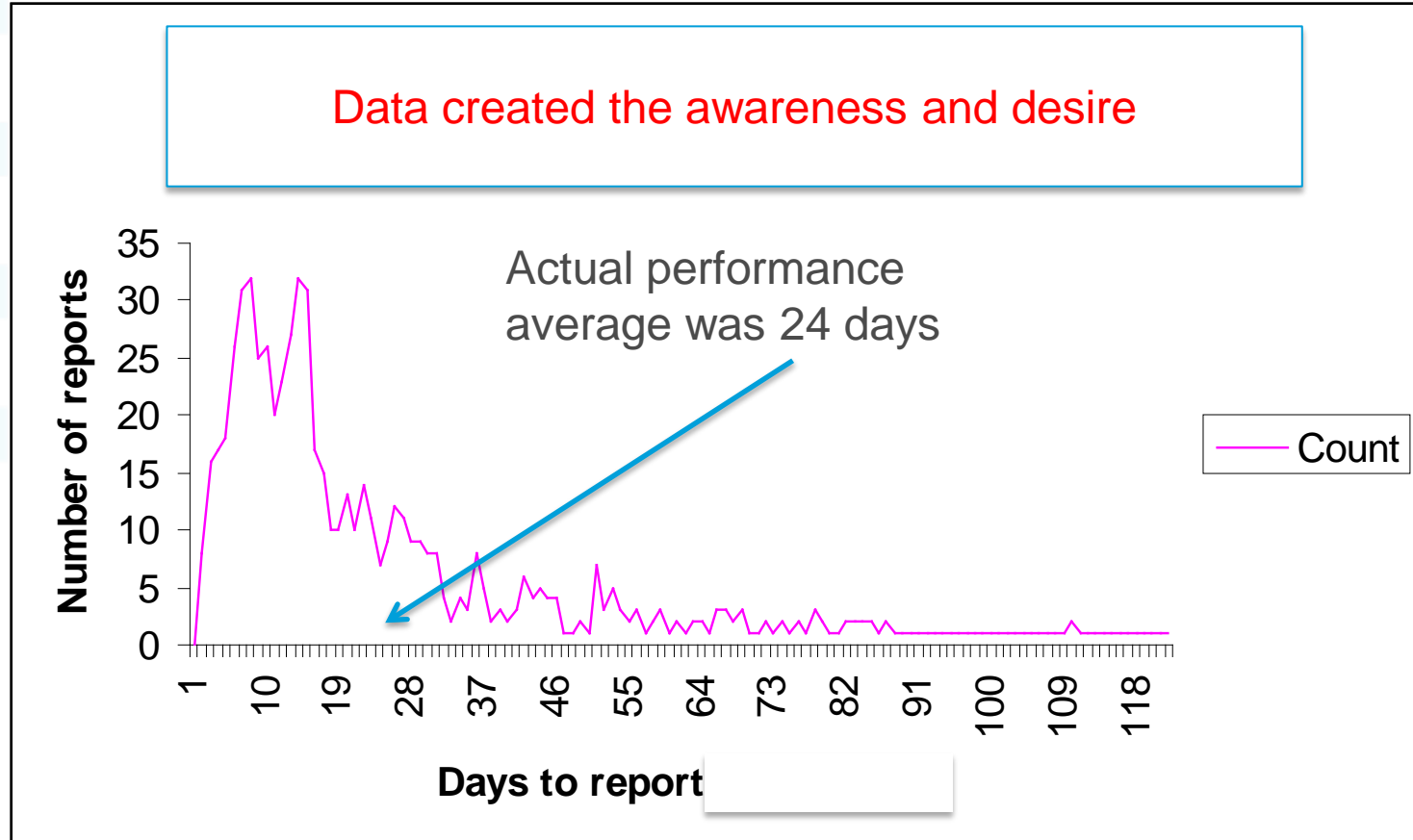
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# A simple graph can tell a story. Knowledge is powerful



# A simple graph can tell a story. Knowledge is powerful





**Other forms of knowledge also  
become important**

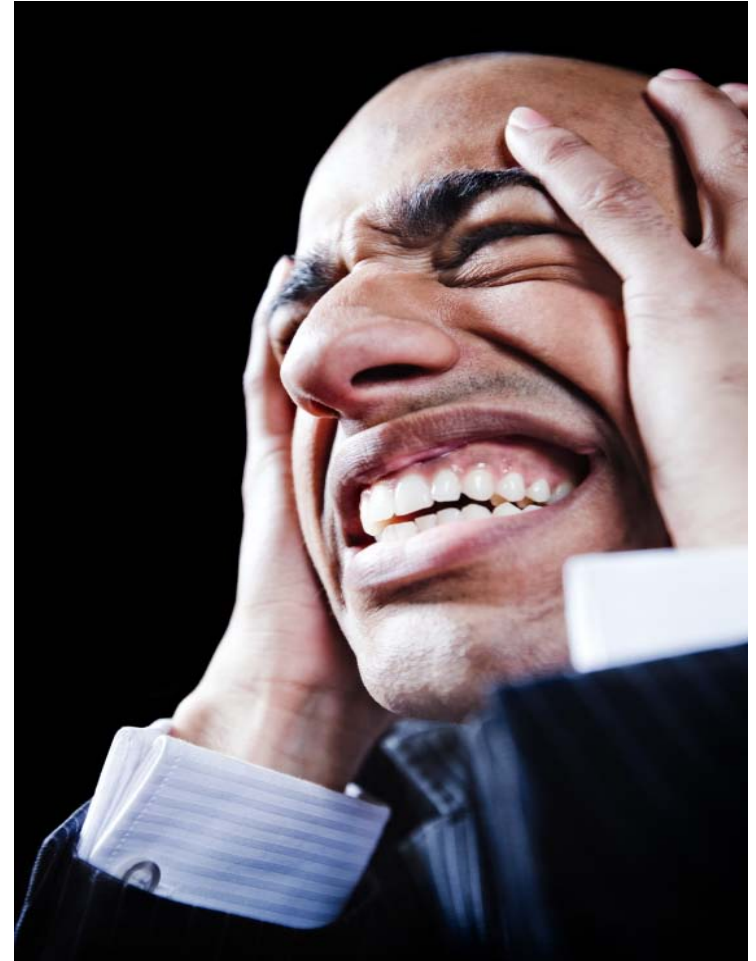
**Learn to See process waste**

# Not every activity is Value Adding!



# Knowledge builds desire for change

Once you see the issue, once you understand what the data is revealing, you do not want to stay the way you are right now

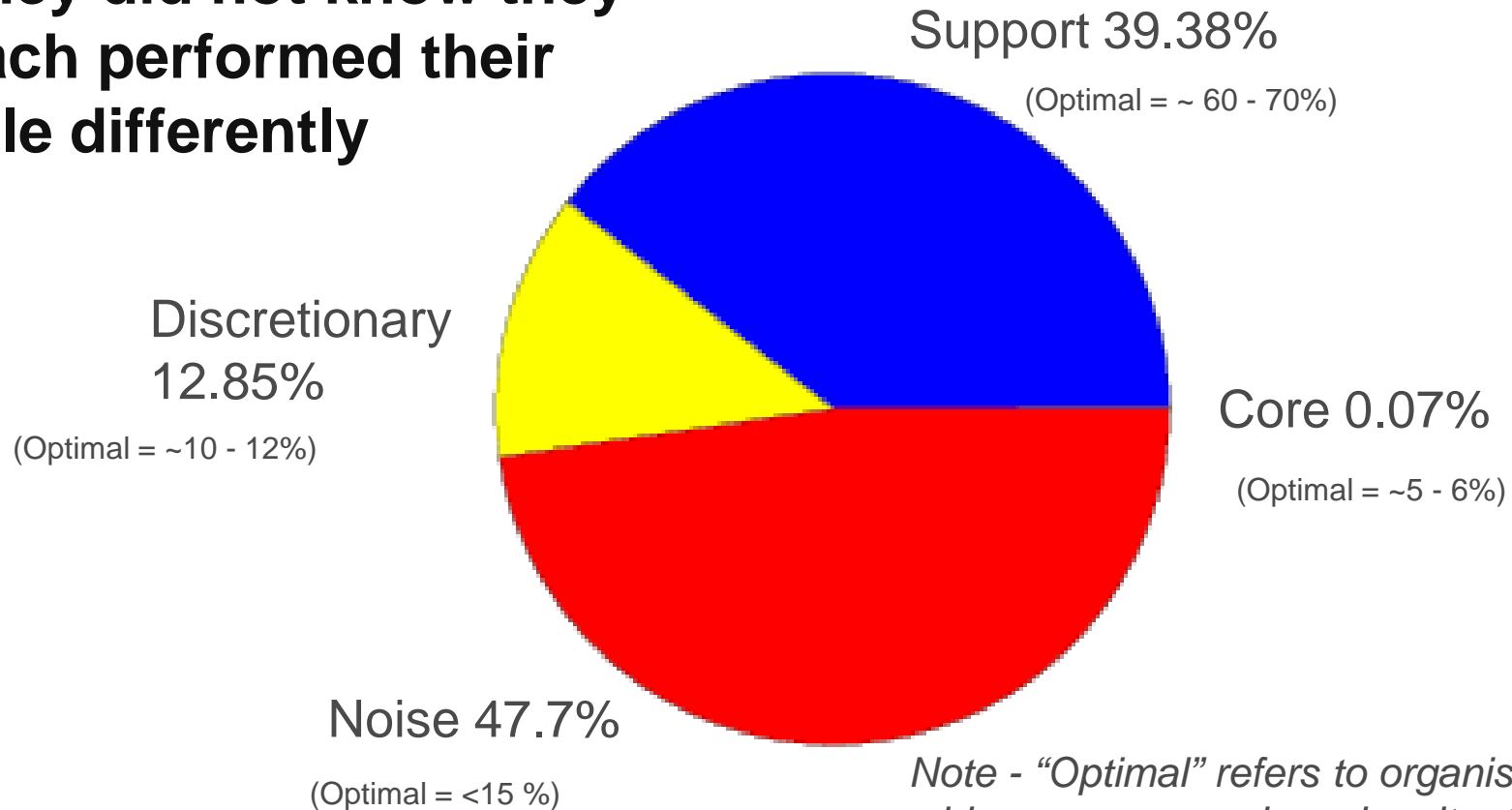


# 5 ways of doing the same process. Why?



# Almost half of all activity across 17 sites were not adding value

**They did not know they each performed their role differently**



*Note - "Optimal" refers to organisation-wide measures and can be situation-dependent*

# People will follow if they believe in what you say

Without understanding, you do not often attain the level of commitment required for change



# Be Strategic with the data you collect

Don't collect data for data's sake

Determine what question you need to answer

Work out what data you need

Sometimes only one or a few key statistics is all you need

# Leaders leader. Others will follow

Leaders create the environment to support a systematic approach to data collection

Leaders support the development of their people



# Have a clear Problem Statement

**Are you fixing the right problem?**

Understand what is broken

Be clear how broken it is

What is the impact of the problem?



**Sometimes doing nothing is the worst thing to do**

# Imagine a car without a speedometer, and roads without with a speed or direction signs



# Maslow's Learning model

## Stage 1

### **Unconscious Incompetence**

We don't know  
what we don't  
know

# Maslow's Learning model



Without  
data

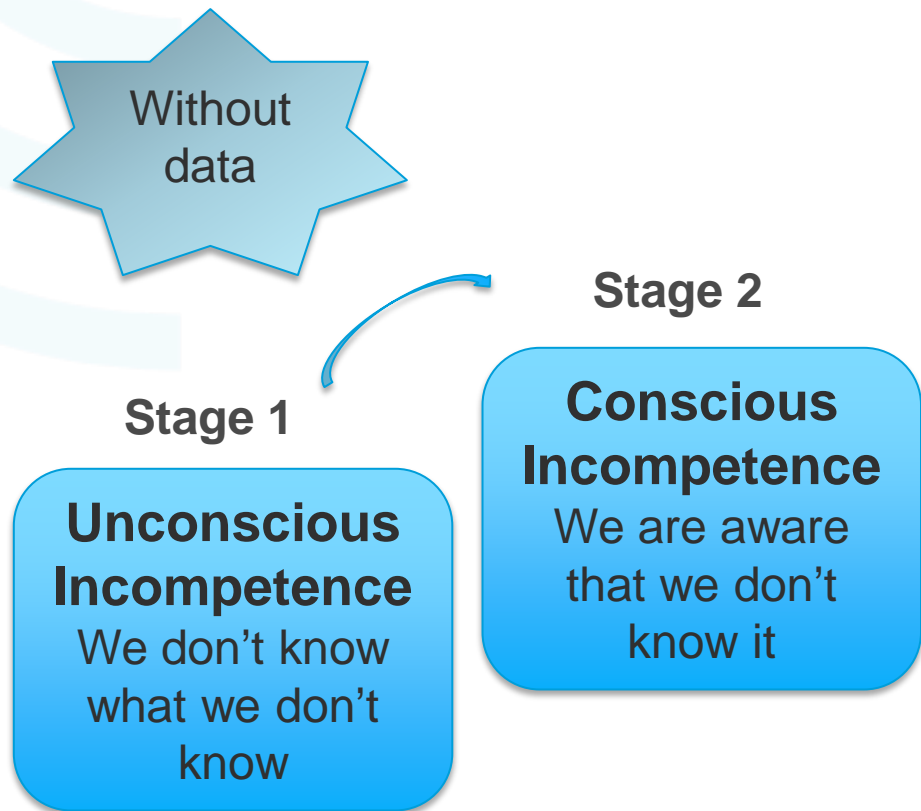
**Stage 1**



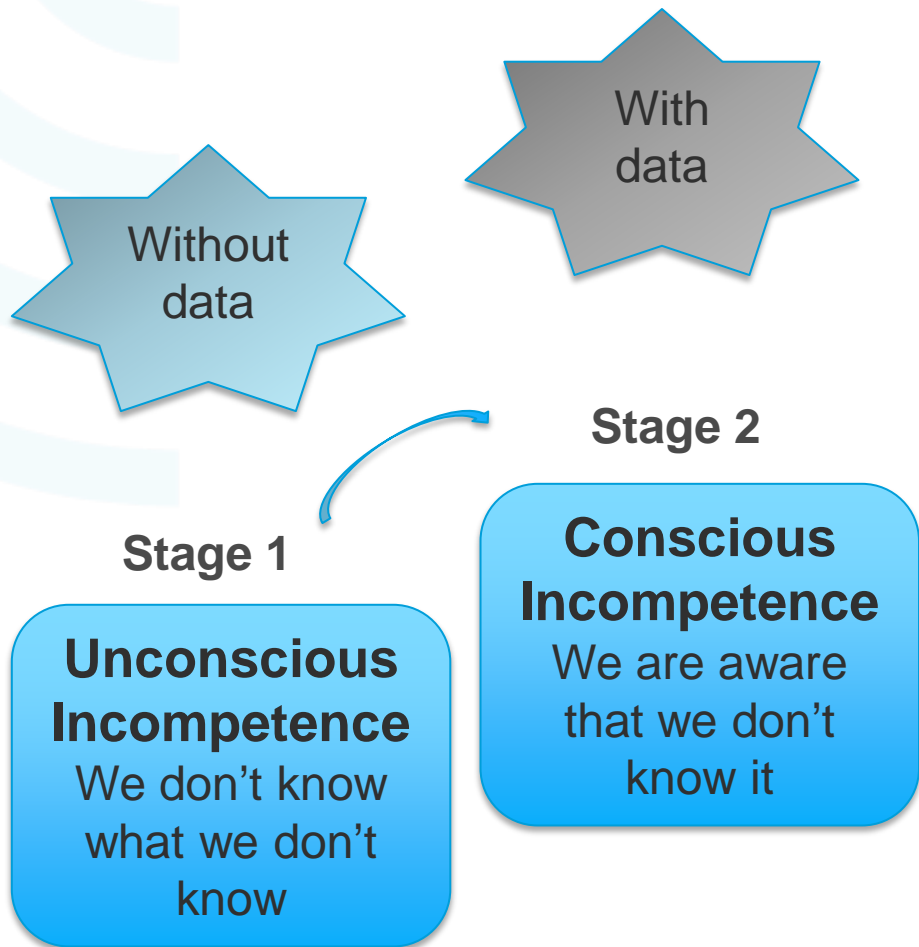
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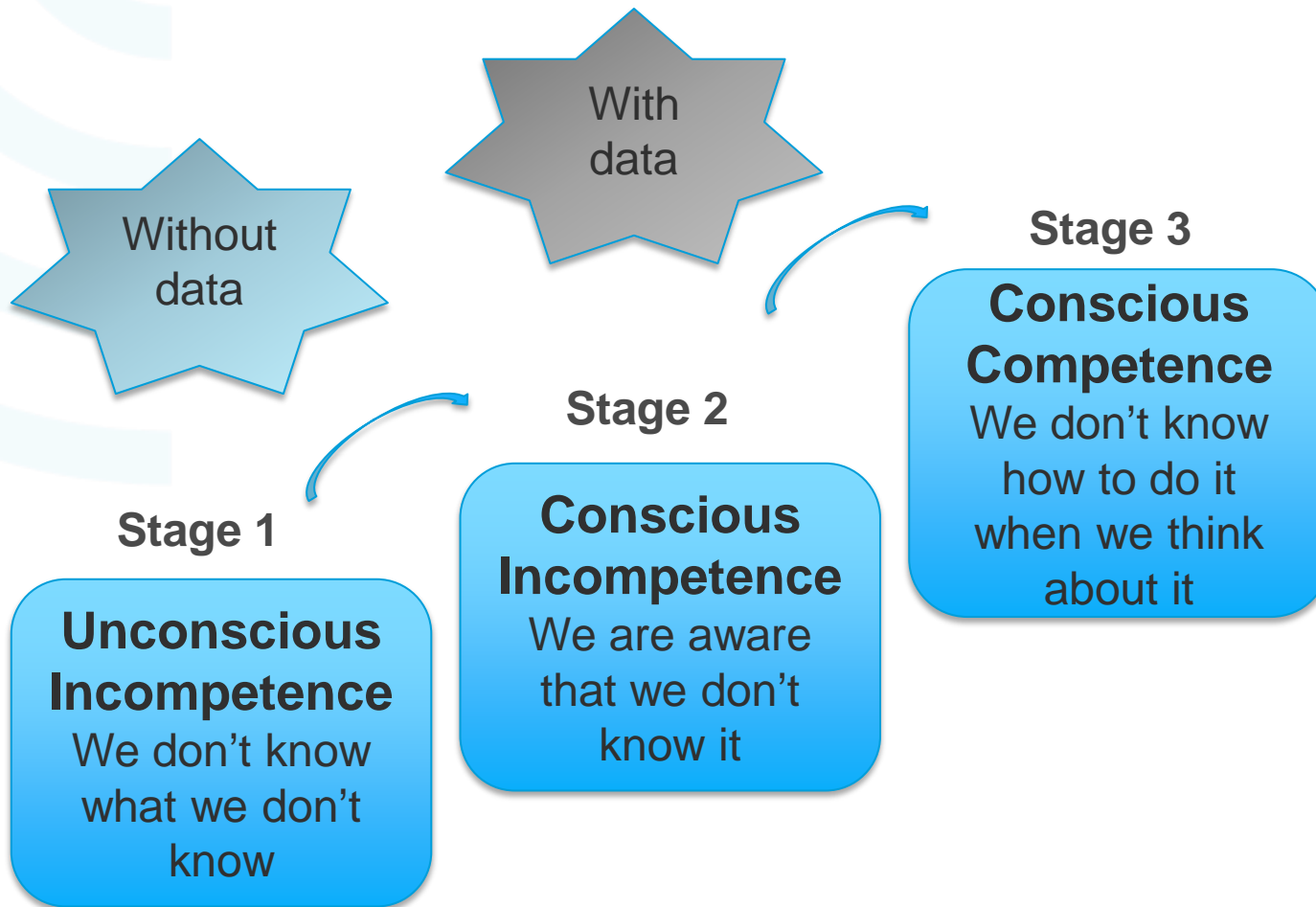
# Maslow's Learning model



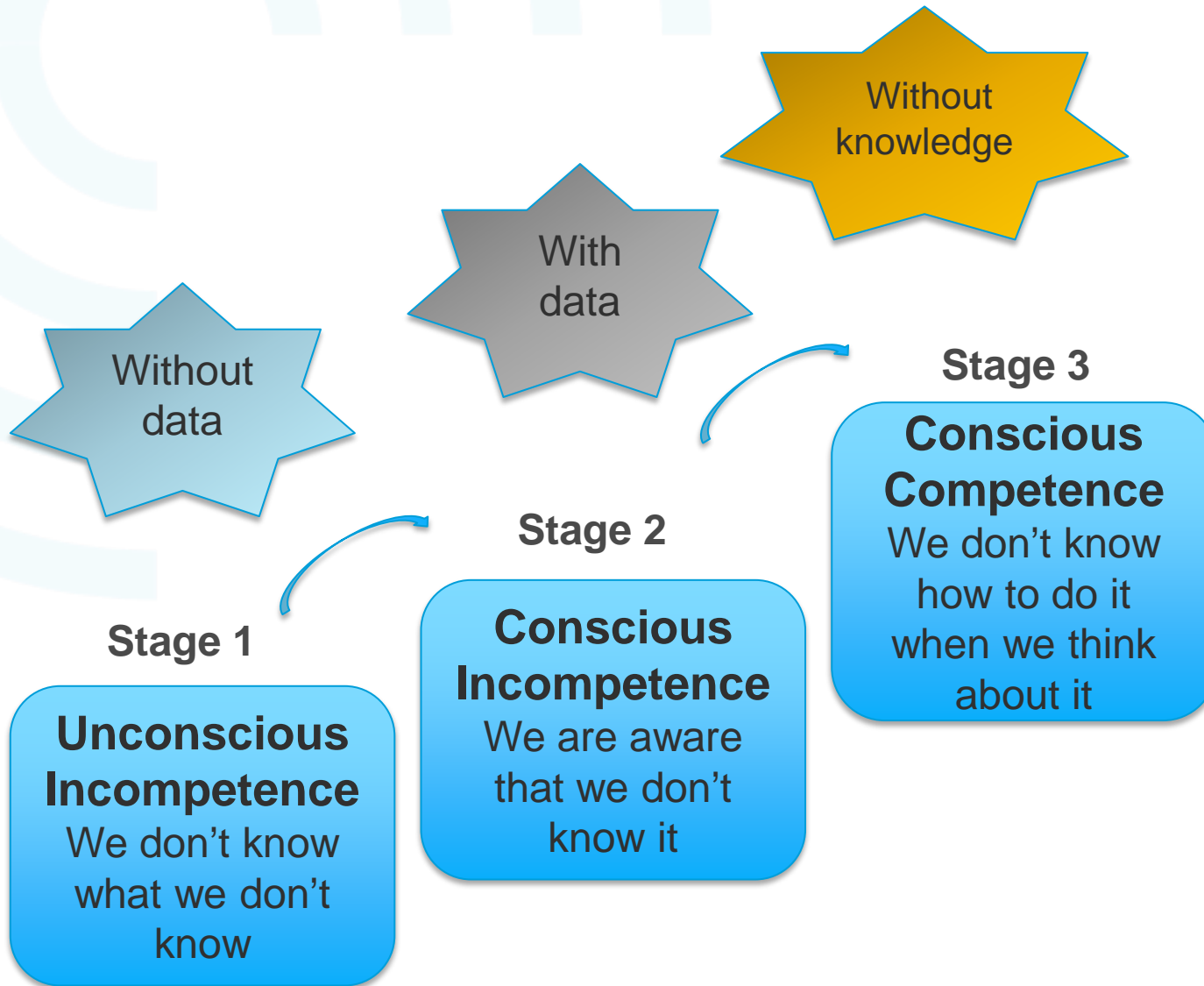
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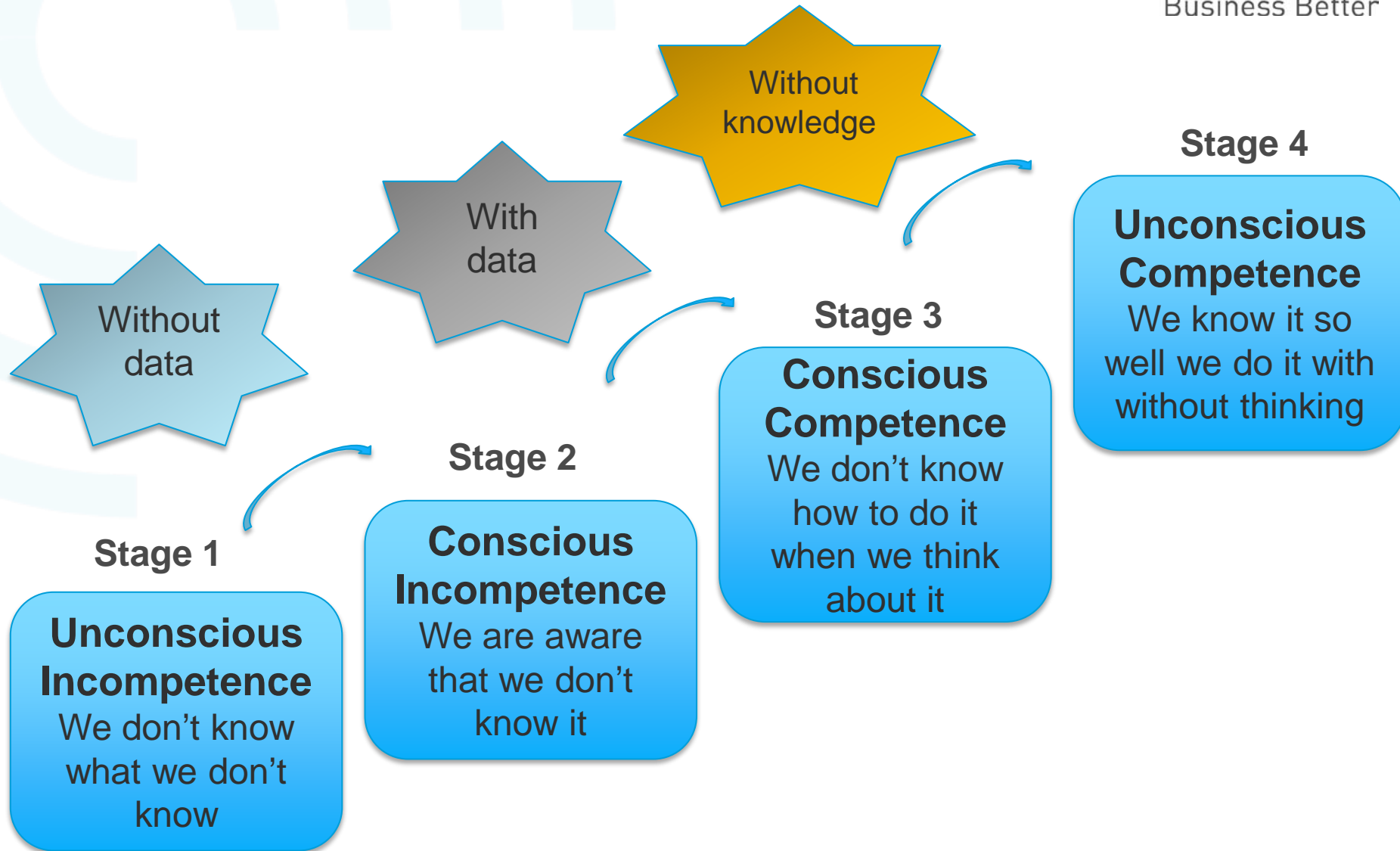
# Maslow's Learning model



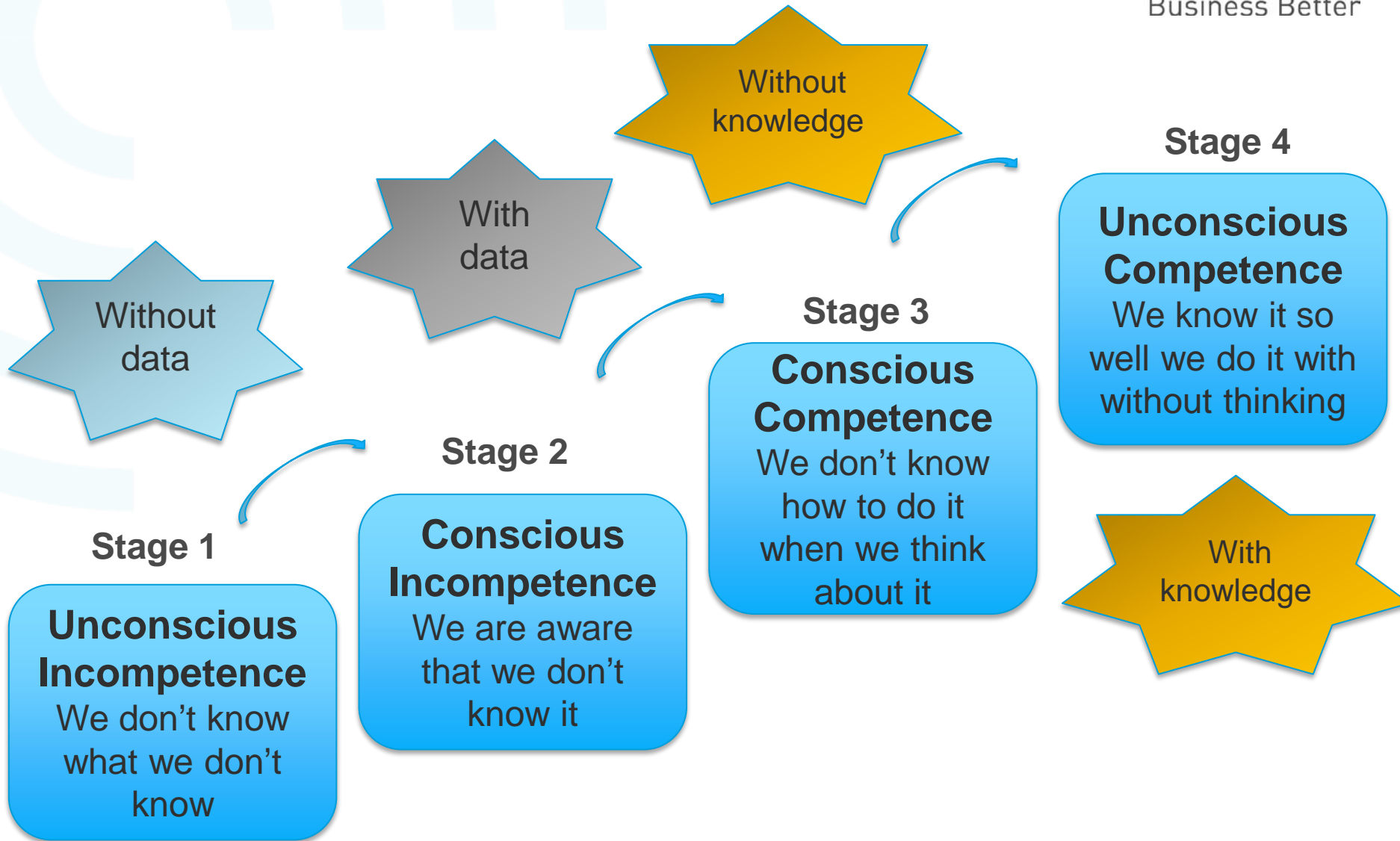
# Maslow's Learning model



# Maslow's Learning model



# Maslow's Learning model



# Idea to Project - Road Map

Developing an idea into a project benefit

Receive ideas or take a look



What ideas?

Identify & prioritise projects

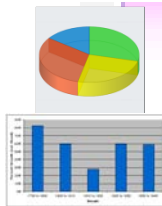
Which one?

Investment Logic Map



What do we think is the problem?

Enough data



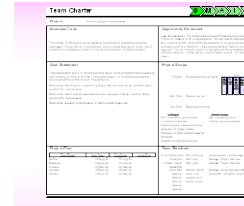
What's the evidence?

Business Case



How do we get approval?

Project Charter



What do we intend to do about it?

Method



Finding out and deciding on what to do?

Implement



How do we make it happen?

Benefit Realisation



# We developed three views of the same process



57 days

Current process



17 days



Phase 1 improvements

**1 day**



**Phase 2  
improvements**



# An analysis of the Current process tells us an interesting story

Average CASE SCENARIO <i>(in scope)</i>	Minutes	Ratios
Total Doing Time (D/T)* =	2517	%VA to Elapsed time = 1.54%
Total Waiting Time (W/T)* =	87,384	% D/T to E/T = 3.34%
Total Elapsed Time (E/T)* =	89,901	% W/T to E/T = 96.66%
Total Value Add Time (VA)* =	1,183	%D/T Adding Value = 47%
Total Non Value Add Time (NVA)* =	753	% DTValue Enabler = 23%
Total Value Enabler Time (VE)* =	581	% D/T (VA + VE)= 70%
		%D/T NVA = 30%
Operators = Minimum <b>30+</b>		
Correct and Accurate		0.31%

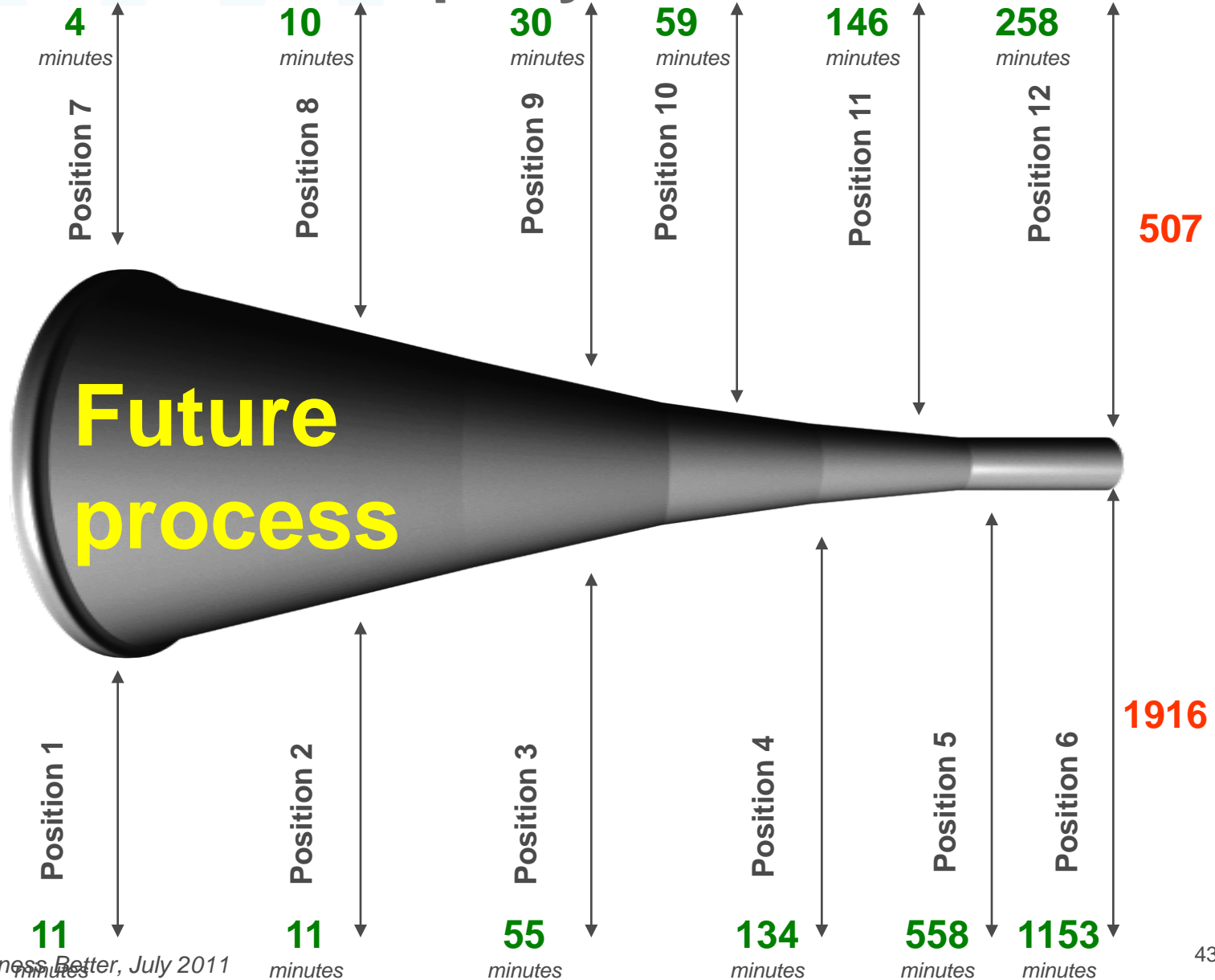
Technology:	
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Only 1.5% of activity over the entire end to end process time is Adding Value

97% of the time it takes is just waiting

# Each role saves this amount of time, over 250 times per year

**Current process**



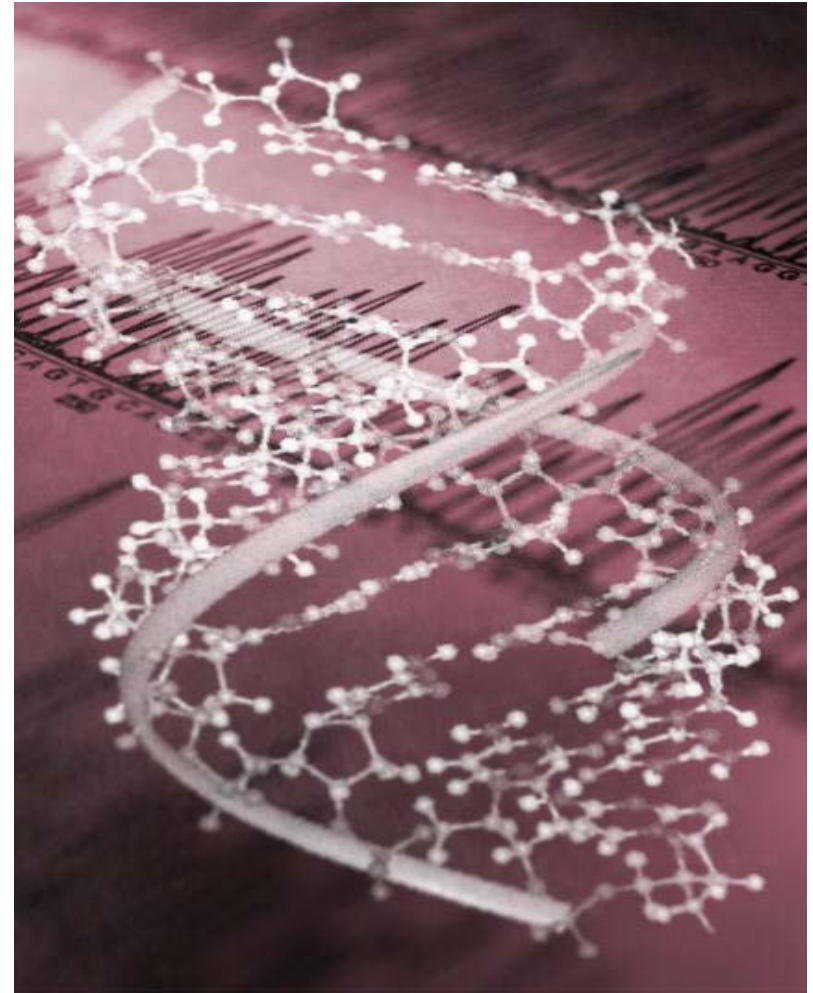
# What's wrong with this picture?



# Creating a new DNA for change

Work with staff to create a “pull” system

The objective is for everyone to understand the case for change, even if not all accept it



# Win the hearts and minds of your staff early

If staff see that management believe in it and they get it themselves, then you have the foundations for collaborative change

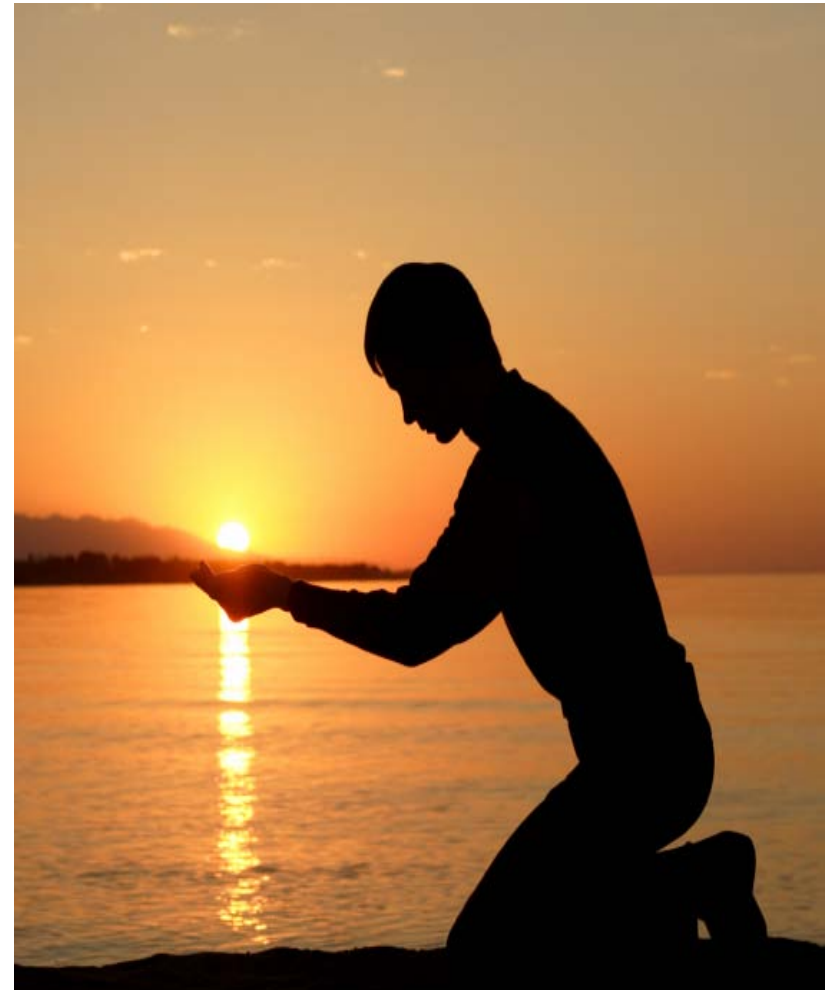


# Enlighten the workforce

It changes the way people think when:

- they see the data
- they understand the issues

It opens the mind to new possibilities



# The hard stuff is easy, the soft stuff is hard

Managing stakeholders  
**80%** is usually managing  
people

**20%** is the tools and  
techniques



A person wearing a dark suit and black loafers is sitting on a wooden staircase. They are holding a newspaper in their lap. The background is a wooden wall with horizontal panels.

**Expand your  
internal  
capabilities**  
*(build the soft skills)*

# Key to influence change

- Have a sound reason for change
- Have data to support the case for change
- Inform the workforce early
- Communicate the reason for change early
- Empower staff to be part of the change

“I never sought commitment

I sought knowledge and  
understanding

Knowledge and understanding  
will build commitment”