

# How to Lead During Constant Change and Get the Performance You Need

American  
Biomufacturing  
Summit



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WELCOME

American  
Biomanufacturing  
Summit



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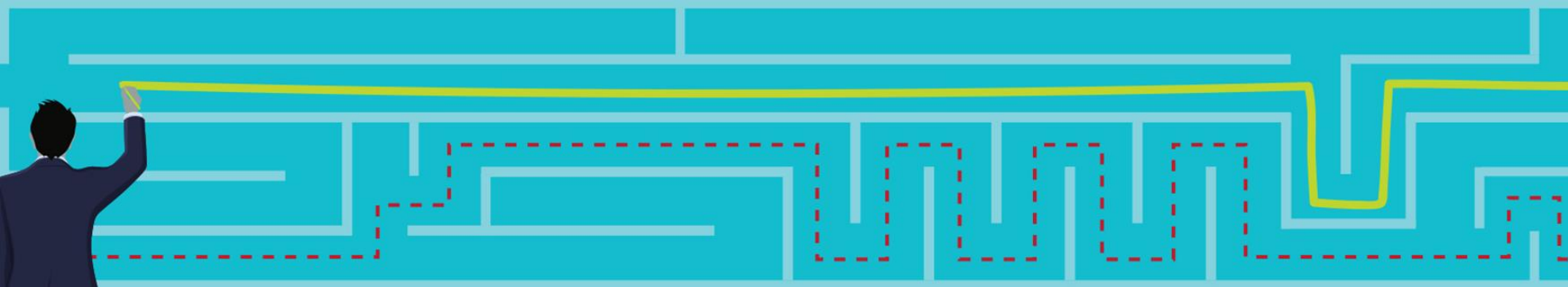
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**COMPANIES ARE DOING  
A LOT OF THINGS RIGHT . . .**

**BUT ARE RARELY GETTING  
THE INTENDED RESULTS.**



## What Is Causing This?

Too many changes and changing priorities



- Impossible to focus
- Too many competing initiatives
- Lack of clear ongoing priorities

Lack of leader alignment



- Alignment diminishes over time
- Organizations often mistake approval of resources as alignment

Lack of clarity around leader expectations

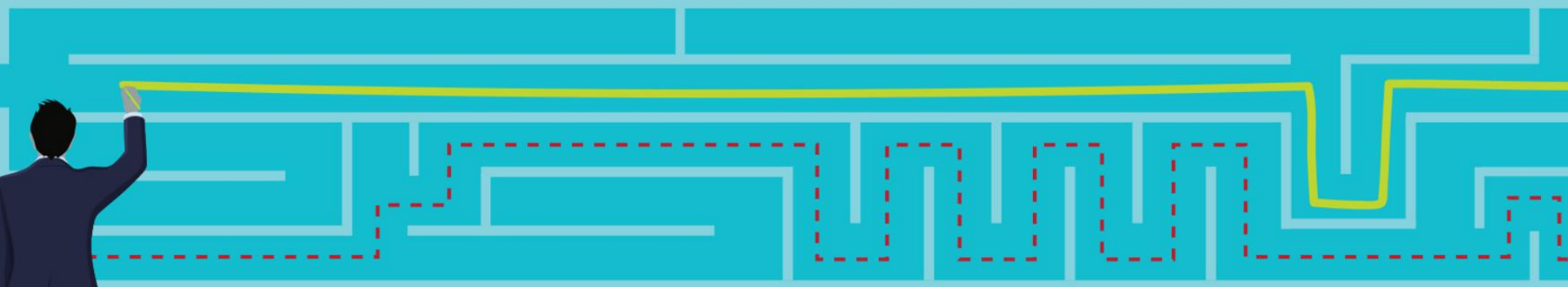


- Not sure what they should be doing
- Lack of clarity around priorities

Change cynicism



- Change flavor-of-the-month
- Leadership revolving door
- Every change seems to leave me with more work to do and fewer resources



## What Is Causing This?

Employees not sure what they should be doing



- No pinpointed behaviors defined for key roles; instead, broad list of responsibilities
- Lack of clarity as to why and how the change impacts them and the organization
- Everything is communicated as a #1 priority

Lack of reinforcements



- Too much focus on the things that get behavior started (communication, training, job aids, process, etc.)
- Little or no focus on the motivators that will keep behavior going (data-based feedback, recognition, rewards, etc.)

# IN SUMMARY:

## Three Core Elements That Drive Change

**3** Core Elements

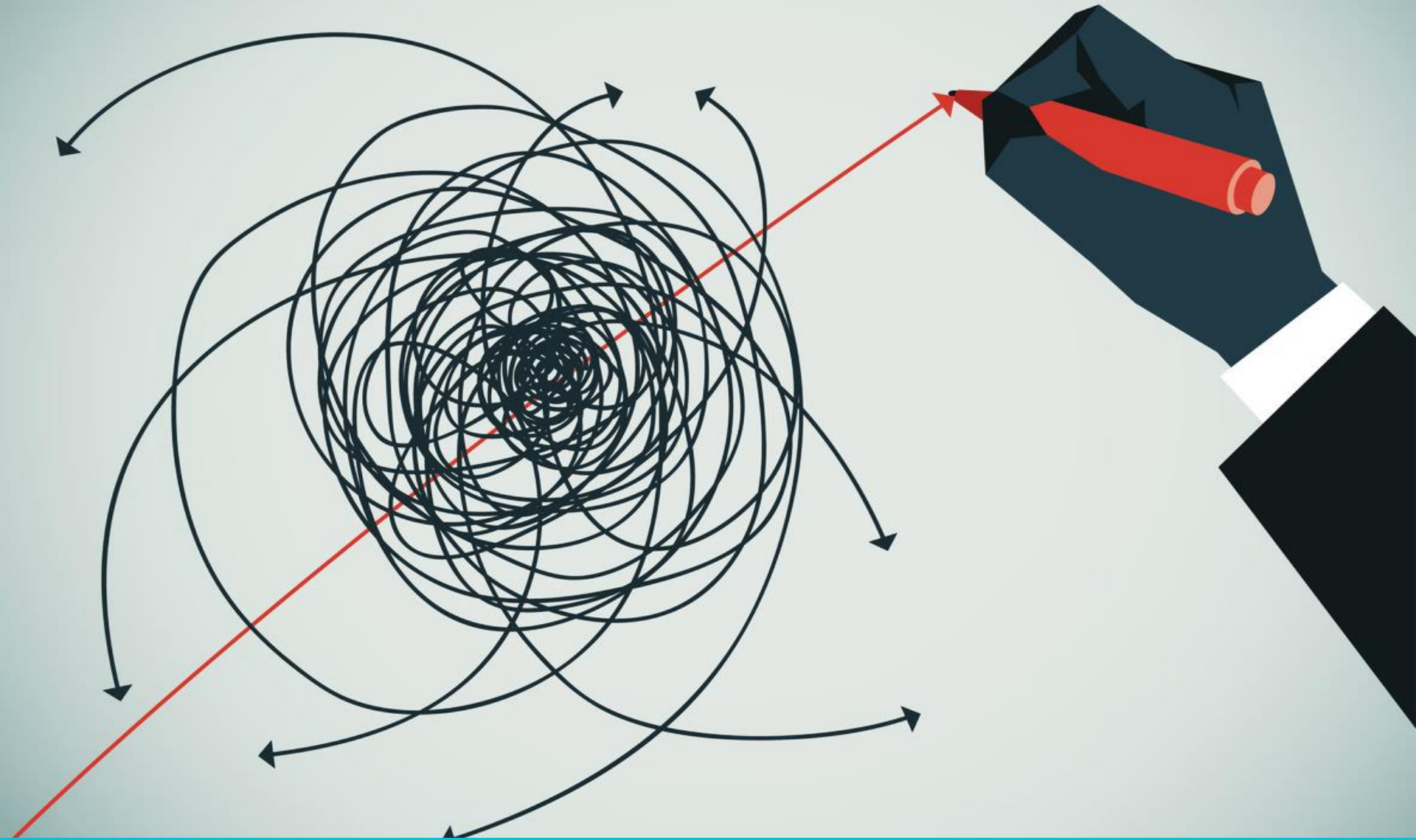
Leadership

Behavior

Reinforcers



# The Solution: KEEP IT SIMPLE



# DCOM<sup>®</sup> Model: Change Leadership and Execution

Direction

D

*“I know what I should do and why.”*

Competence

C

*“I know how to do it.”*

Opportunity

O

*“I have the tools and resources to do what I should do.”*

Motivation

M

*“I get reinforced for doing the right thing.”*

Without these, people can't perform.

Without this, people won't perform.



Direction

D



Provide clear direction, constant prioritization, and realignment



Pinpoint what leaders and employees need to do differently



Monitor, measure, and adjust

Competence

C



Ensure that people have the knowledge to do their work



Develop skills for how to get people to do what you need them to do



Deploy the minimum tools and systems needed to get people doing the right things



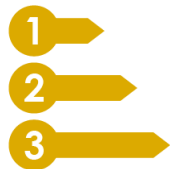
Remove obstacles



Provide data-based feedback  
(based on individual preferences)



Set up accountability for new  
behaviors



Align reinforcement systems

# The Positive Impact of a Simplified Change Strategy on Operational Excellence



## Pharma

Improved line change over behaviors:

- Reduced line changeover time and production bottleneck
- Created \$500 million of additional revenue



## Food Processing

More reliable leadership forecasting behaviors led to:

- 19.2% improvement in forecast accuracy
- 5.7% improvement in operating income



## Petrochemicals

Improvements in OE High-Impact Behaviors<sup>SM</sup> led to:

- Achieved 157% of original production target
- Recordable Injury Frequency Rate improved by 36%
- Improved production reliability by 25% and 33% for each site

# REMEMBER:

# SIMPLIFY AND STREAMLINE IN LIGHT OF CONTINUOUS CHANGES



## START WITH CHANGING BEHAVIOR AND MINDSETS WILL FOLLOW





# QUESTIONS

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