



**Engaging Leadership in Managing Change**

Leadership Engagement  
Role of Finance

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**Agenda**

- Why Change?
  - Leadership Engagement
  - Role of Finance in Change Management

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**Start Here!**

- PDCA
  - Start with a plan
  - End with a plan for check and adjust
- Root Cause Analysis
  - Understand the “real” problem
- Creativity Before Capital
  - Endless Process Loops?
  - Poor Data Quality?

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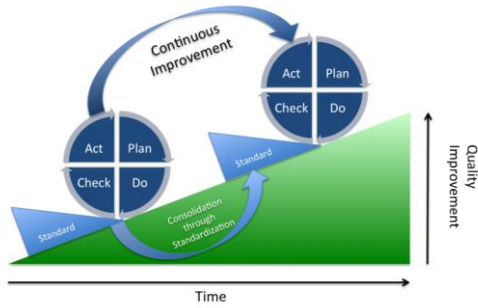
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Fox Valley TECHNICAL COLLEGE Knowledge That Works PDCA




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Fox Valley TECHNICAL COLLEGE Knowledge That Works A Sense of Urgency

- A prerequisite for change
  - Create the momentum to ensure transformation.
- Understand the “business”
  - Be good stewards of the organization’s money
- Overtime as a reward?
  - Encourage discussion about more effective ways to get the job done
  - Value added, non-value added

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Fox Valley TECHNICAL COLLEGE Knowledge That Works Building support

- Create a Coalition
  - Steering team to prioritize
- Set vision, Guide direction
  - What “value” will the improvements provide
- Help Define Value

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## Time is money calculation

- 100 employees
- Average salary \$20/hr.
- 200 work days per year
- Do you think employees spend 15 minutes a day looking for something or wasting time?




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## Defining Value

- **Diverse range of customer needs**
  - What do your business unit managers need?
  - What do your “end” customers need?
- **Understanding value streams**
  - Banish waste, Create wealth
- **Create flow**
  - Real time financial data
  - Timely reports

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Knowledge That Works

## Employee Motivation

- **A sense of ownership**
  - Ask, don't tell
- **Share the vision**
  - Remove the roadblocks
- **Short term wins**
  - Show the financial benefit

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 Establish Pull

- Ease of access to financial information for business units
  - Reports
  - Budgets
- What are the top items requested?
  - Simplify
  - Automate

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 Financial Leadership

- Eliminate waste and create capacity
- Inventory reduction = available cash
- Financial impact:
  - How are these available resources are used?
  - What time frame should we use to measure?
- Don't bank on short term gains
- Plan to monitor results long term

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 Questions?

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Lean Enterprise Project Certificate Series  
Begins October 3<sup>rd</sup> in Appleton

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