



Lean Construction Institute
Immersive Education Program

Influencing Up for Lean Transformation

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LCI Course:
Influencing Up for Lean Transformation
4 CEU

Sign the sign-in sheet for credit



**Approved
Continuing
Education**

Learning Objectives

-  Recognize the challenges of gaining buy-in for Lean transformation from key executives and decision makers.
-  Gain self-awareness and **understanding your own style** of influencing others.
-  Gain **context-awareness** of your organization to obtain greater buy-in from decision makers for lean transformation.
-  Gain knowledge on the **types of decision makers' personalities** and how to best approach them for positive outcomes.
-  Learn key **practices and tools to obtain increased buy-in** for Lean transformation.
-  Learn how to **implement a plan** to influence up for Lean transformation.

Rules of Engagement



This is a safe zone



Use E.L.M.O.



Everyone has equal status



Silence phones



Speak up and share your ideas



Be focused and engaged



Actively listen to others



Stay on time



One conversation at a time



Have fun!

Agenda

1. Introduction
2. Challenges of gaining Buy-in for Lean Transformation
3. Understanding Your Own Influencing Style
4. Types of Decision Makers
5. Planning & Implementing for Impact
6. Conclusions

Introduction



Introduction

Why This Course?

Have you ever come across a boss who is uninterested in Lean implementation or resistant to giving needed support for true Lean transformation? It happens more often than you think, especially with senior key decision makers. In this course, you learn how to win the cooperation of senior managers who are hard to reach and how to effectively sell your ideas and initiatives on Lean implementation. You will gain an understanding on how to influence up without having the title or authority to do so. This class is designed for team members across the entire stakeholder spectrum (contractors, trade partners, owners, and A/E firms).

Introduction

Instructors' CoS for this Course:

Enable participants to enhance self-awareness, context-awareness, and knowledge of practical tools for greater buy-in from decision makers

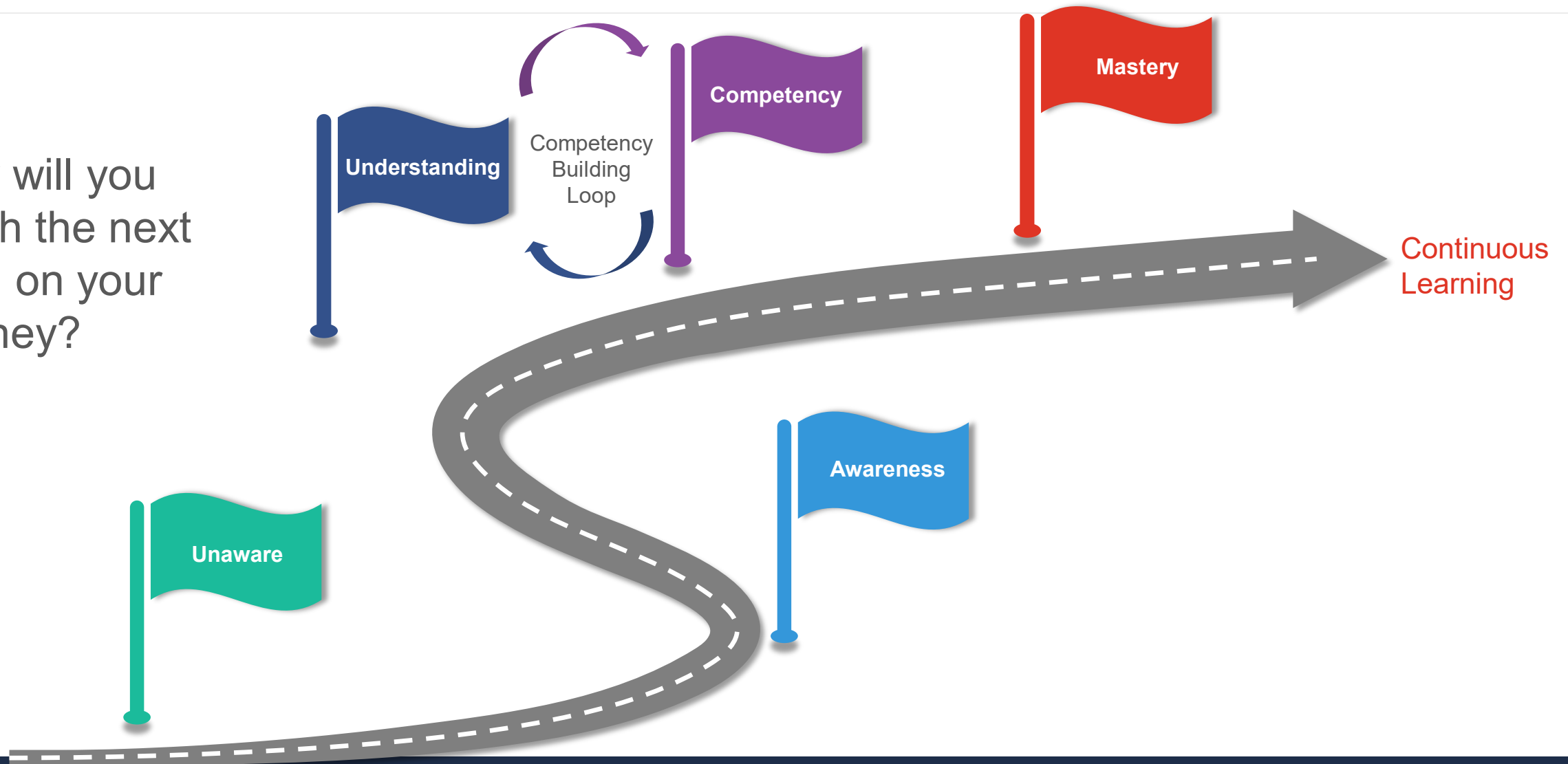
Group Exercise:

Introduce Yourself (Name, Company, Hometown)

What is your # 1 CoS for this course (use post-it note)?

Lean Journey to Mastery

How will you reach the next level on your journey?



The Challenges of Gaining Buy-in for Lean Transformation



The Challenge of Gaining Buy-in

Group Exercise:

The Challenges of Gaining Buy-in for Organizational Transformation

In your table groups, discuss the challenges that you have faced in implementing and gaining buy-in for Lean Transformation?

Discuss for 10 min at your table.

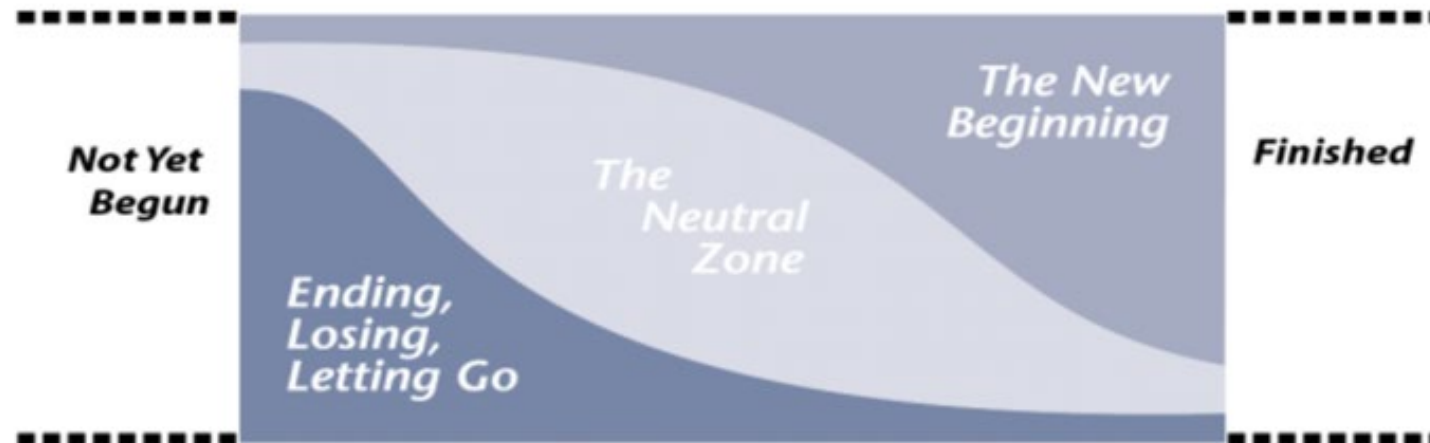
Choose a spokesperson – Group Report Out

Top 3 Challenges at your table – Don't repeat

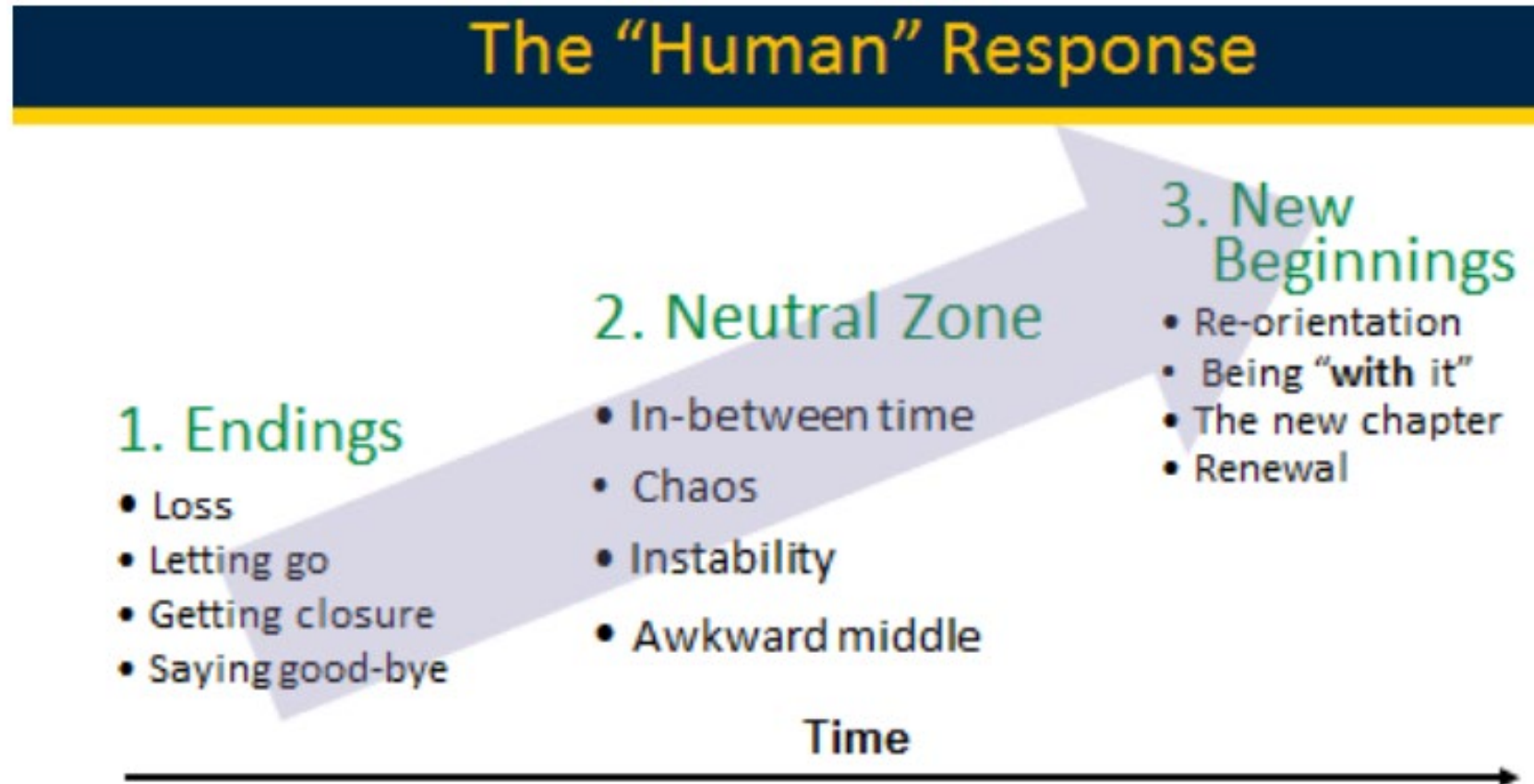
The Challenge of Gaining Buy-in



Bridges' Transition Model



The Challenge of Gaining Buy-in



The Challenge of Gaining Buy-in

Bridges' 7 Principles of Transition Management

1. You have to end before you begin
2. Between the ending and the beginning, there is a hiatus
3. That hiatus – or *transition* can be creative
4. Transition is developmental
5. Transition is also a source of renewal
6. People go through transition at different speeds
7. Most organizations are running a “transition deficit”

The Challenge of Gaining Buy-in

The Challenges of Gaining Buy-in for Organizational Transformation

1. Organization Level

Mission, vision, values, strategy, structure, risk profile, systems and procedures, etc. = > behaviors

2. Project/Team Level

Culture, values, relationships, team dynamics, etc. = > behaviors

3. Individual Level

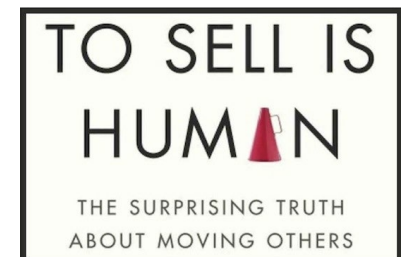
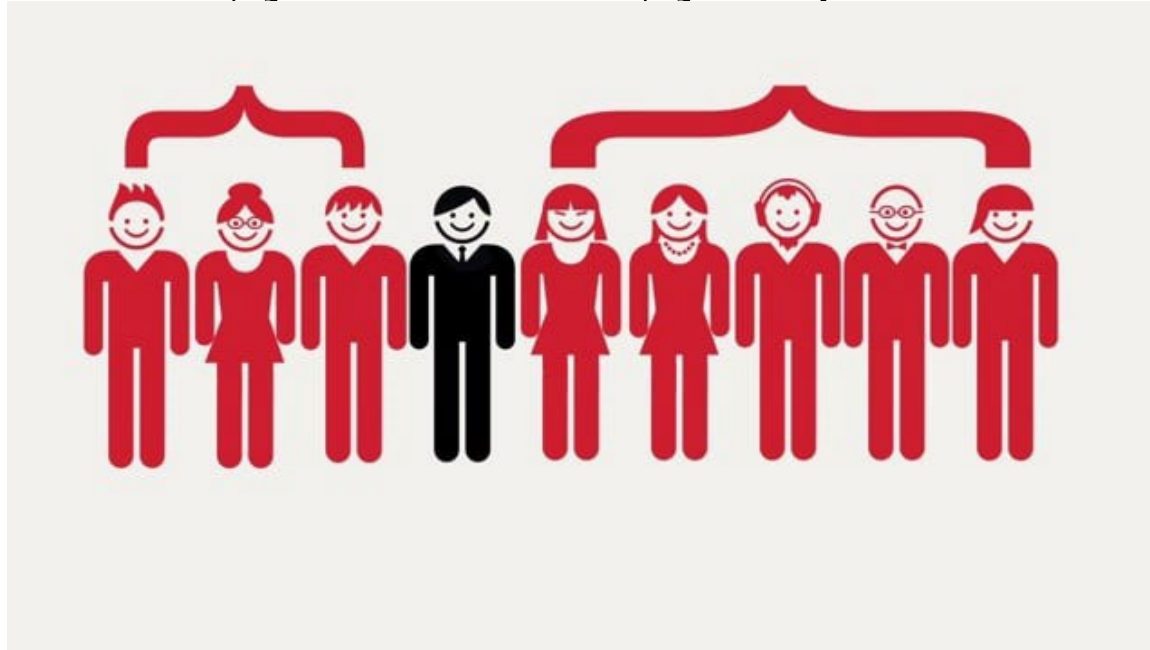
Personality, motivations, values, and beliefs = > behaviors

The Challenge of Gaining Buy-in

Fact of Life:

Whether we like it or not, we're all in the business of Influencing!

- Nothing happens until you sell
- Sell yourself, your ideas, your services, your passion – **You're always selling**



The Challenge of Gaining Buy-in

Daniel H Pink – “To Sell is Human”

- “To sell well is to convince someone else to part with resources—not to deprive that person, but to leave him better off in the end.”
- “Anytime you're tempted to upsell someone else, stop what you're doing and **upserve** instead.”
- “This is what it means to serve: improving another's life and, in turn, improving the world.”



- You’ve seen the light, how to share it?

Step 1: Understanding Your Influencing Style



Understanding Your Influencing Style

Understanding Your Own Style

- Take 5 minutes to complete the self-assessment handout

Understanding Your Influencing Style

Influencing Style Self-Assessment



Instructions: For each row below, circle the word or phrases that best describes you. Only choose one answer per row. Once all ten rows have one answer circled, sum (add) the total number of circles for each column (i.e. 1, 2, 3, or 4) and write down the number of circles for that column in the "Total" space under each heading. Once a Total is listed for number of circles in a column, place a Rank for each of the four headings where the highest number of circles is (1) and the lowest number of circles is (4). [Note: it is possible to have a tie.]

	1	2	3	4
1	a futurist	a coordinator	a reporter	a realist
2	detail-focused	forward-thinking	people-oriented	values-focused
3	a driver	a peace keeper	a dreamer	a doer
4	inspiring	considerate	decisive	reliable
5	brings people together	has a sense of mission	meets deadlines	keeps things on track
6	curious	focused	dramatic	relaxed
7	knows what he has to be done	knows what questions to ask	knows how things should be done	knows where they want to be
8	anticipates problems	resolves conflicts	reviews methods	solves problems
9	assures results are appropriate	focuses on outcomes	gets results	makes sure things are done right
10	prepared	aware	charismatic	easy-going

Understanding Your Influencing Style

1	a futurist	a coordinator	a reporter	a realist
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	INFLUENCER	STEADY	COMPLIANT	DRIVER
TOTAL	<u>3</u>	<u>1</u>	<u>2</u>	<u>4</u>
RANK	<u>2</u>	<u>4</u>	<u>3</u>	<u>1</u>

Understanding Your Influencing Style

There are 4 types of styles:

Driver:

Competitive, assertive, decisive, results-oriented

Influencer:

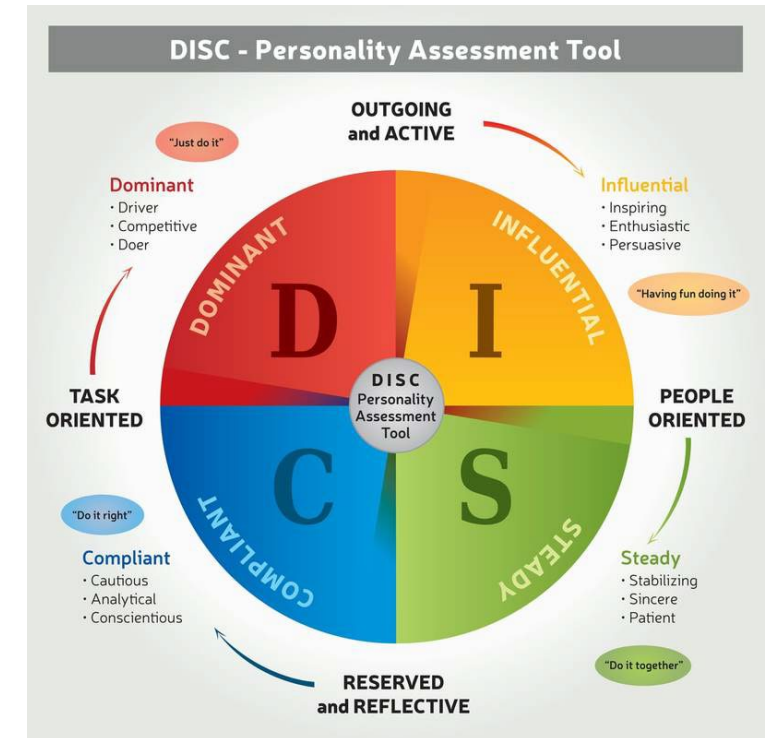
Talkative, friendly, optimistic and energetic

Steady:

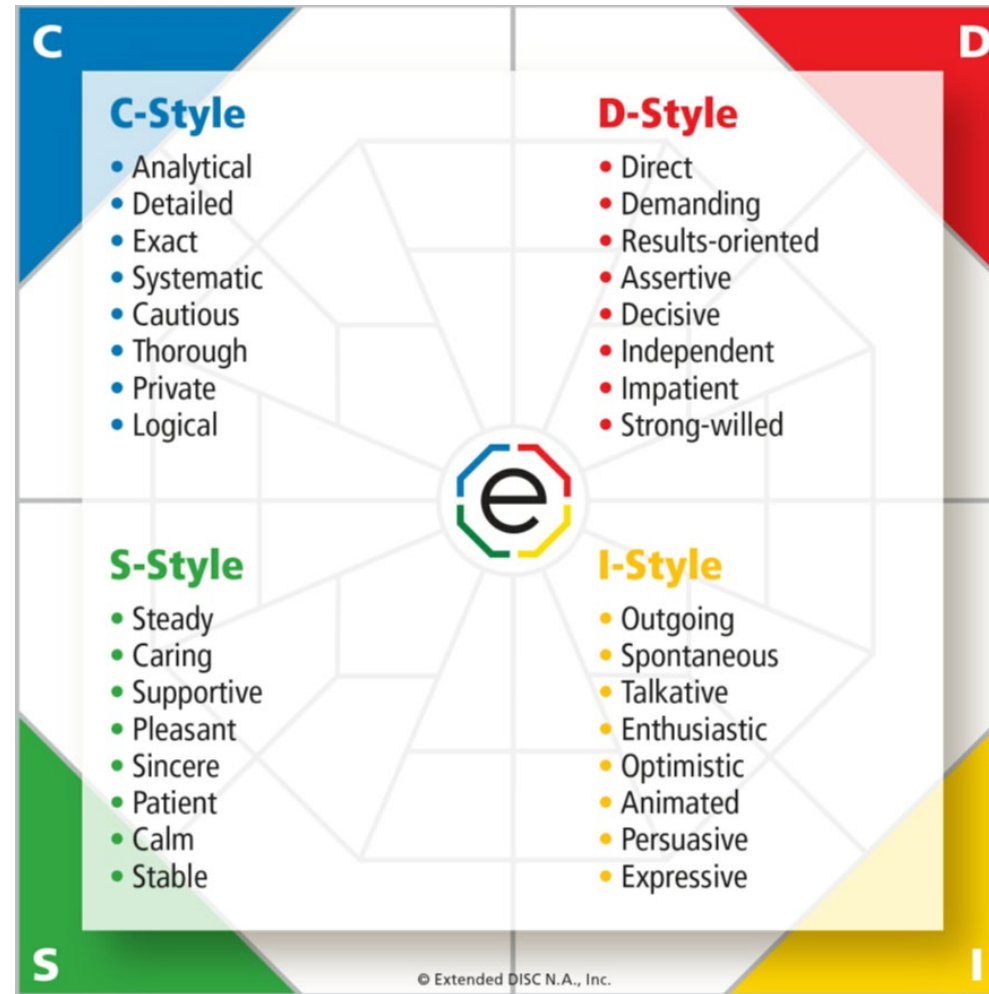
Calm, modest, patient, caring, and reliable

Compliant:

Cautious, analytical, precise, logical



Understanding Your Influencing Style



Understanding Others' Influencing Styles

Identifying Styles in Others:

Driver: prefer to move fast, take risks, get things done now, like change, power, and challenges, self-confident, take charge, blunt, and can be impatient, interrupts others, aggressive

Influencer: energetic, friendly, charismatic, expressive (hands and face), enthusiastic, social, people-oriented, inclusive, positive, may be inattentive to details, overpromise, and lack follow-up

Steady: helpful, loyal, excellent teammates, patient, listeners, encouraging, persistent, quiet and indirect, prefer to follow, not lead, works better in small groups, crave security

Compliant: neat and organized, NEED data, analytical, planner, “into” the details and task oriented, avoids mistakes, quiet in meetings, use facts/data to overcome objections and make decisions, and may be overly critical, distant or considered pessimistic

Understanding Others' Influencing Styles

Communicating with Different Styles

Driver: drive point across quickly, involve them, clarify role and authority, use facts, challenge them, show upside, acknowledge/recognize them

Influencer: Smile, be friendly and approachable, include them, affirm them and their value, collaborate, communicate regularly, let them speak and be seen

Steady: Be friendly and approachable, small talk (get them to talk about themselves), communicate changes and give them time to adjust, encourage to speak up (ask their opinions publicly), ensure they are safe and taken care of

Compliant: Use facts and data, ask for opinion, affirm their knowledge/details, define their role and responsibility, encourage them to speak up, reassure them that it's OK to make a mistake

Step 2: Understand the Types of Decision Makers



Types of Decision Makers

There are 4 types of decision makers' perspectives:

1. **Financial Decision Maker:** How much it is? All about the cost and ROI.
2. **Executive Decision Maker:** Quick & high-level decisions (results, benefits, risks). "Don't bog me down with details."
3. **User Decision Maker:** How does it help/affect me? How do I use it? Plant level or field personnel.
4. **Technical Decision Maker:** I want to know the details and if it will work? How does this integrate into the company procedures?

Take 3 min and write down the types of decision makers that may need to be influenced
Either debrief at your table or choose to do it as full class

Types of Decision Makers

Stakeholders Map

Mapping the key stakeholders of your organizations and their support type is a key step in creating an “Influencing Up” implementation plan

Stakeholder mapping is an exercise to help you determine who your stakeholders are and how much engagement, communication and consideration they need.

By mapping and prioritizing your stakeholders, you can focus your attention in the most impactful way.

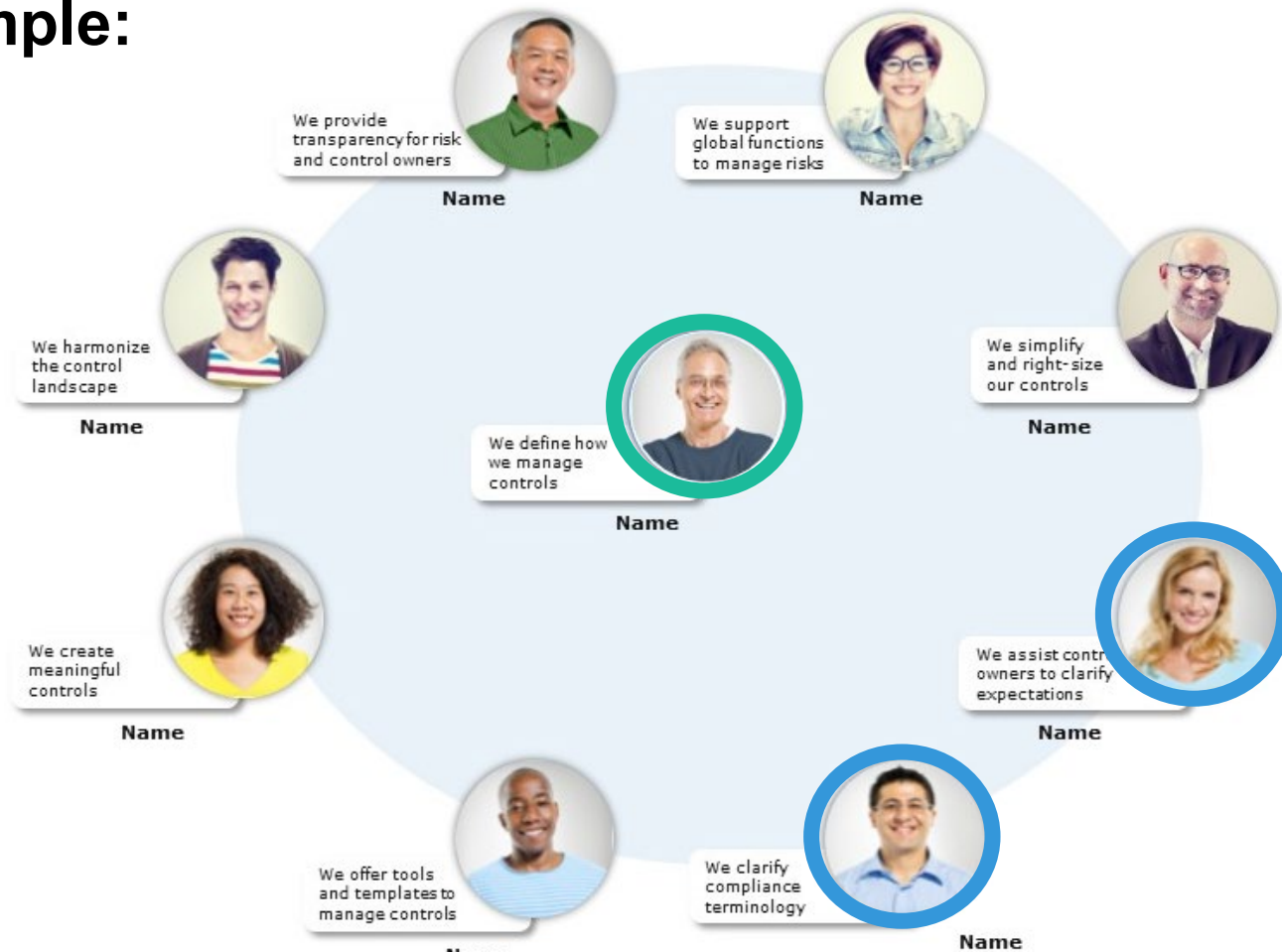
Types of Decision Makers

Questions that can help you understand your stakeholders include:

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you, and what is the best way of communicating with them?
- What is their current opinion of your work? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they aren't likely to be positive, what will win them around to support your project?
- If you don't think that you'll be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

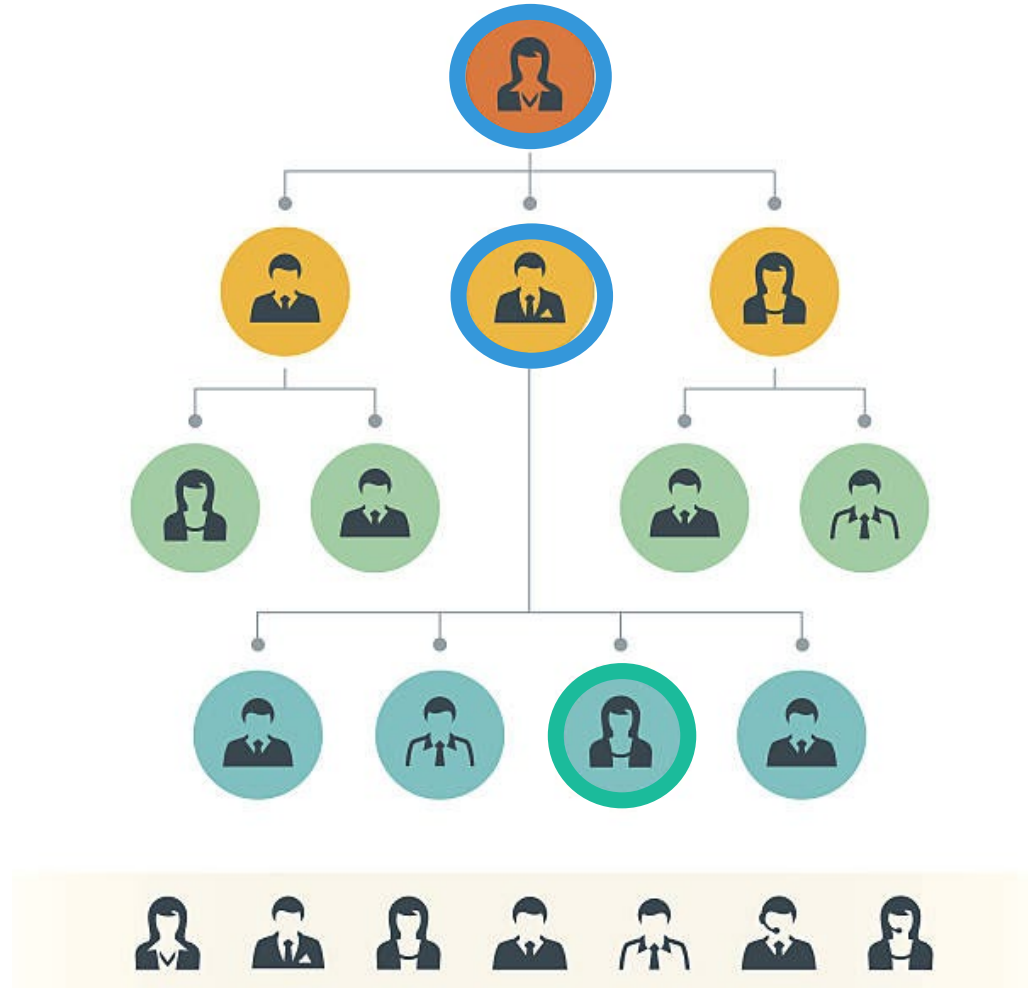
Types of Decision Makers

Stakeholders Map Example: Mind Map (You at the Center)



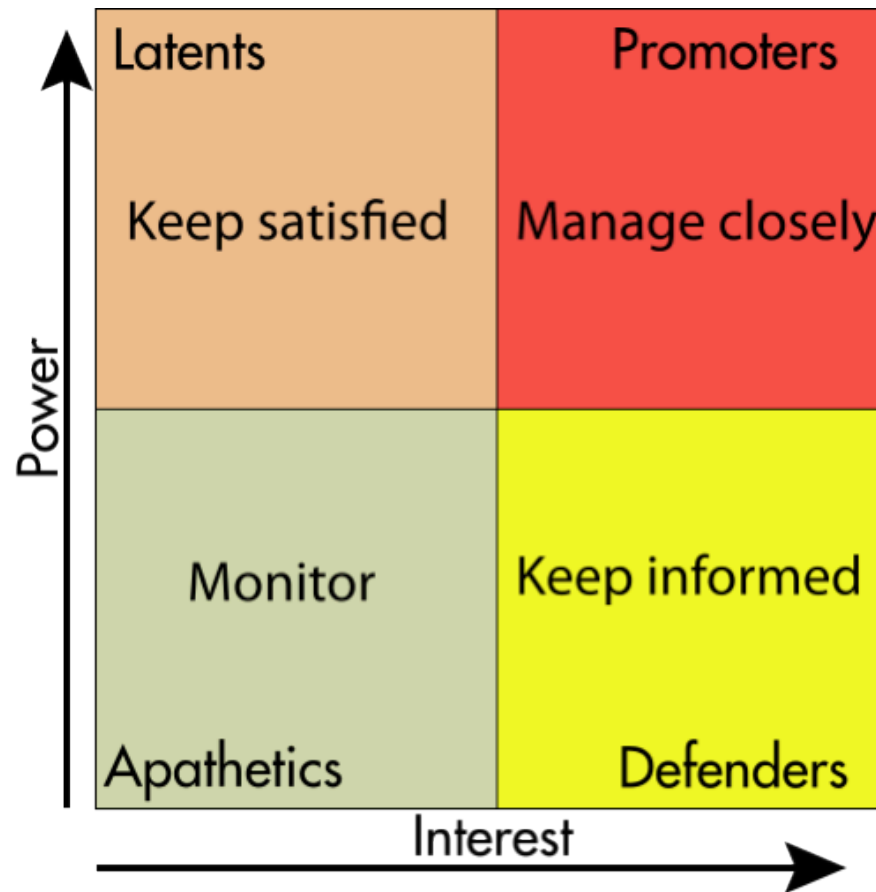
Types of Decision Makers

Stakeholders Map: Org Chart



Types of Decision Makers

Stakeholders Map: Chart/Matrix Table



Step 3: Planning and Implementing for Impact



Planning for Impact

Types of Influencing

Transactional

- Short sighted
- Focused on one-time events
- Decision makers can feel manipulated
- Creates feeling of resentment

Relational

- Long-term focus
- Focused on value
- Decision maker feels influencer is a valued partner
- Cultivates loyalty

Planning for Impact

Follow these 4 steps to influence for Impact

1. Be a Leader
2. Enhance the relationship(s)
3. Gain Cooperation
4. Be a Leader

Planning for Impact

Be a Leader:

- Create conditions of satisfaction for your efforts
- Measure progress
- Exercise continuous learning
- Remain engaged/role model
- Growth mindset
- Expand sphere of influence
- Focus: efficiency and eliminating losses

Planning for Impact

Follow these 4 steps to influence for Impact

1. Be a Leader
2. Enhance the relationship(s)
3. Gain Cooperation
4. Be a Leader

Exercise: Take 5 minutes at your table to discuss how you enhance relationships. Then a Group discussion (1 person per table report out)

Planning for Impact

How to improve relationships:

- Develop opportunities to interact
- Show appreciation
- Be humble
- Keep your commitments
- Ask questions and listen
- Be a team player
- Be empathetic
- Show genuine interests in others
- Smile
- Avoid being negative and office politics or gossips

Planning for Impact

Follow these 4 steps to influence for Impact

1. Be a Leader
2. Enhance the relationship(s)
3. Gain Cooperation
4. Be a Leader

Planning for Impact

How to gain cooperation:

Build the Case:

- Tailor it to your decision maker (what's in it for them) -Solve THEIR problem
- Identify the facts (status quo, challenges and/or opportunities, etc.)
- Explain the application (what's involved?)
- Communicate the benefits (people, company, organization, professional)
- Leverage your Passion / conviction
- Be ready to make your case

Planning for Impact

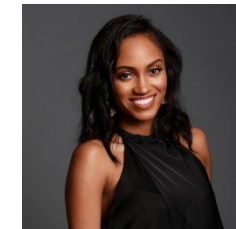
Follow these 4 steps to influence for Impact

1. Be a Leader
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4. Be a Leader

The Challenge of Gaining Buy-in



Jewel Burks Solomon
Head of Google for Startups, US



Planning for Impact

Exercise

In the context of Lean and the decision maker(s) you're trying to influence, what are the next steps that you plan to make to drive organizational change? Feel free to use the stakeholder map template provided.

- Write down a list of the top 3-5 people in your network, team, organization that you'd like to influence up regarding Lean transformation.
- Identify their influencing/communication style
- Identify your specific action plan steps for impact

Take 10 minute to write your plan

Take 5 minutes to share within your table (assign a spokesperson to report to the class)

CONCLUSIONS



Lean Transformation - Summary

1. Understand Style(s)
 - a. Your own
 - b. People (to be influenced) around you
2. Understand the Decision Makers, Make a Stakeholder Map
 - a. Style (DiSC)
 - b. Type of Decision Maker: Financial, Executive, User, Technical
 - c. Support Type: Low/High Interest, Low/High Influence
3. Plan for Impact
 - a. Be a Leader: Create CoS, Measure progress, and Adapt
 - b. Enhance Relationship
 - c. Gain Cooperation

Lean Transformation

Remember that....

You are always selling
Know yourself and know your customer
Have a plan
Remain engaged

Lean Transformation

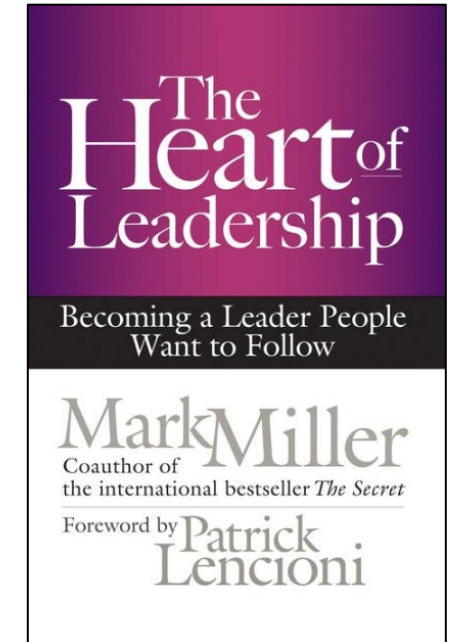
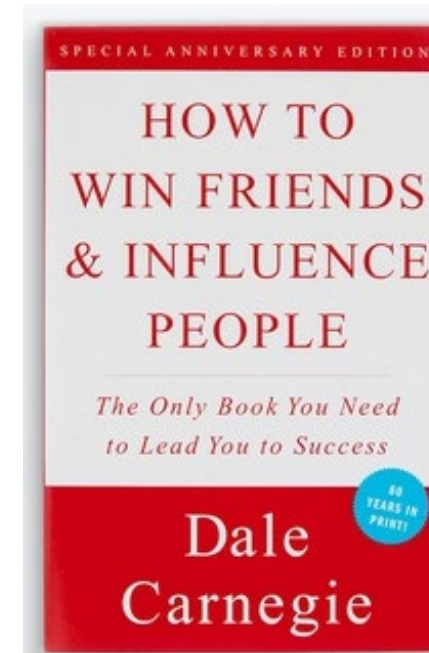
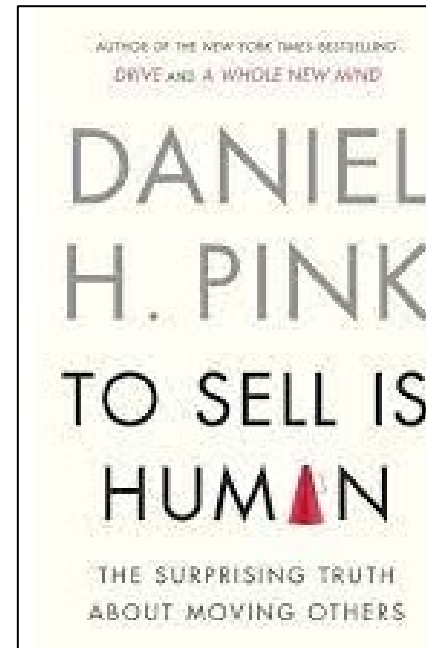
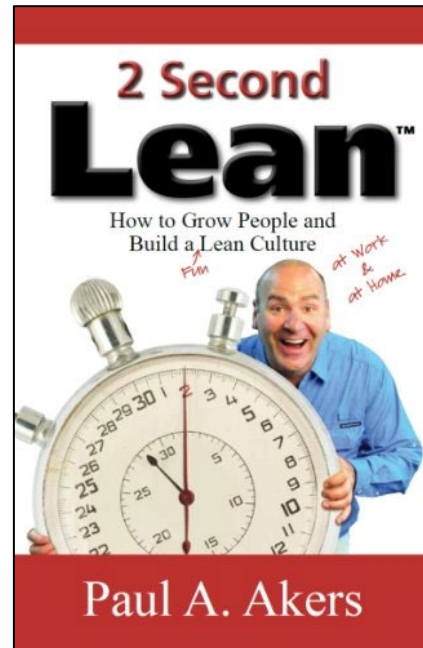
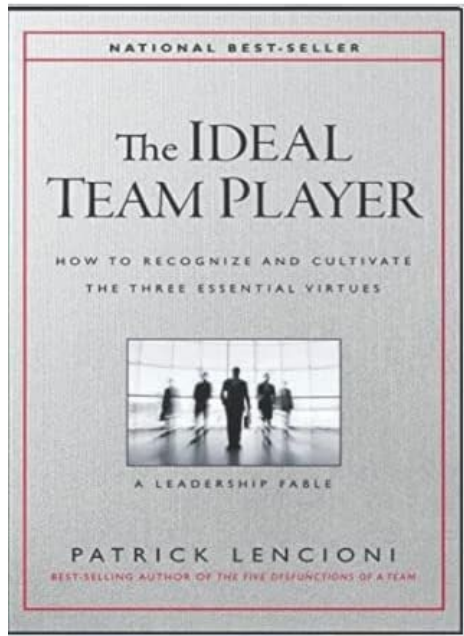


Stacey Tank
Chief Transformation & Corporate Affairs Officer
The HEINEKEN Company



Lean Transformation

Additional Resources:



How does this come to life?



Lean Transformation – In Action

Examples... Totally open to change, delete, whatever...

Jose – How influence Alberici to further their lean journey?

Jose – How influence Alberici to pursue full IFOA work?

Matt – How influence P&G business counterparts to staff critical roles on a team with the right people?

Matt – How influence P&G business leaders to jump all into full IFOA work and what our role is as an Owner to ensure team success?

Conduct Plus/Delta



Plus: What produced *value* during the session?



Delta: What could we *change to improve* the process or outcome?

+	▲

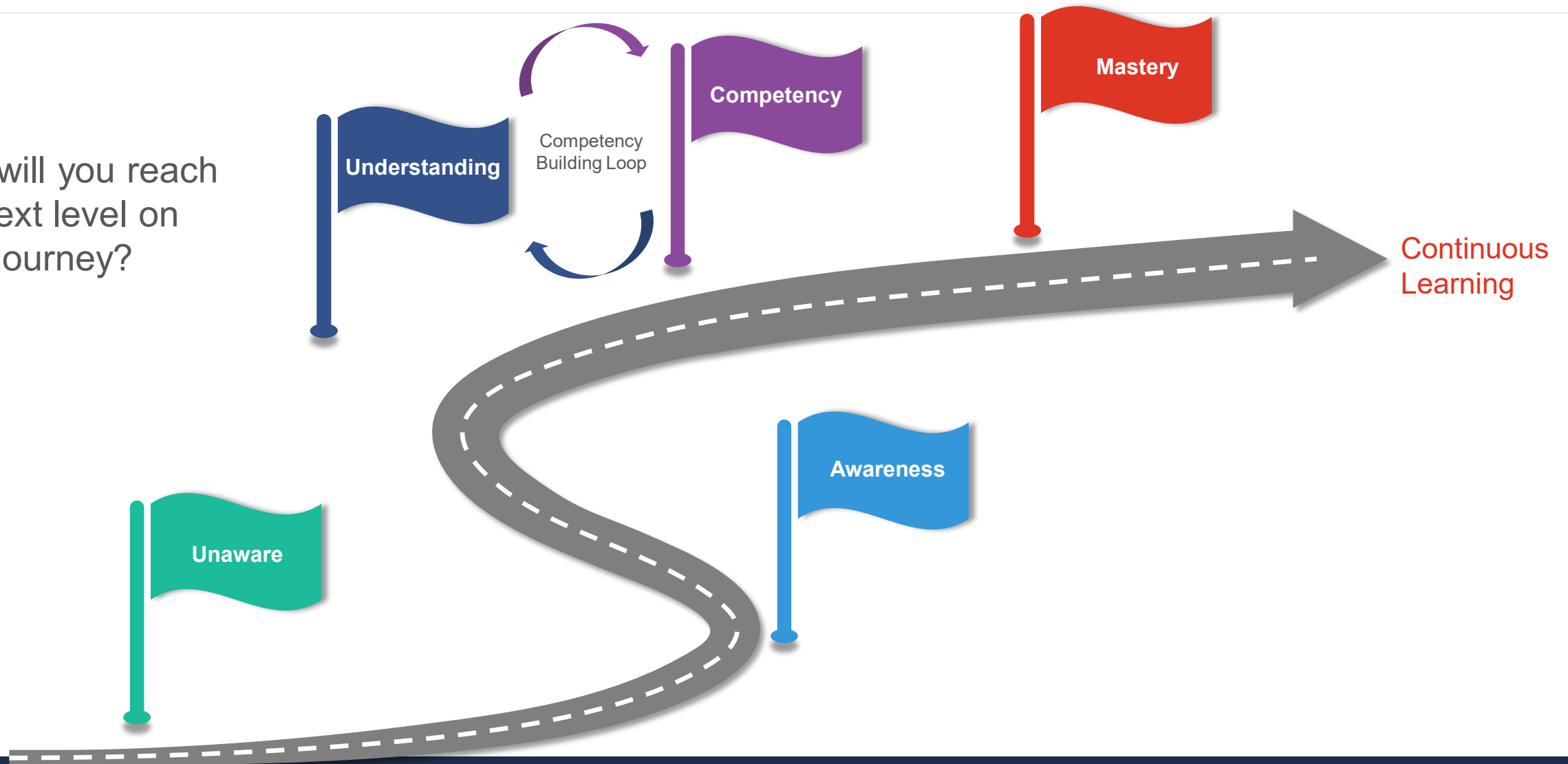
Lean Transformation

Course Survey: Please take 3 minutes to fill out the course survey now.

We will be wrapping up momentarily.

Lean Journey to Mastery

How will you reach
the next level on
your journey?



More on Learning

Books:



Events:

- Local Community of Practice
- Congress (October)
- Design Forum (May)

eLearning:

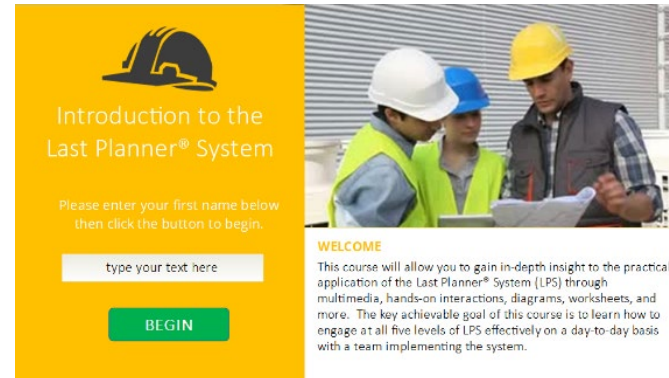
Learn on your own time without taking time off project work.

Start learning now:

www.LeanConstruction.org

eLearning Courses

- Introduction to the Last Planner System®
- Introduction to Lean Project Delivery
- Lean in the Design Phase
- Effective Big Room
- Target Value Delivery
- Last Planner System® in Design



Questions?



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