



Lean Construction Institute
Immersive Education Program

Introduction to Influencing Up for Lean Transformation

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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

The Challenges of Gaining Buy-in for Lean Transformation



The Challenge of Gaining Buy-in

The Challenges of Gaining Buy-in for Organizational Transformation

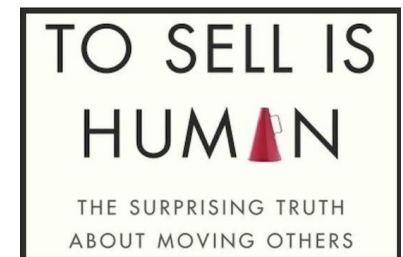
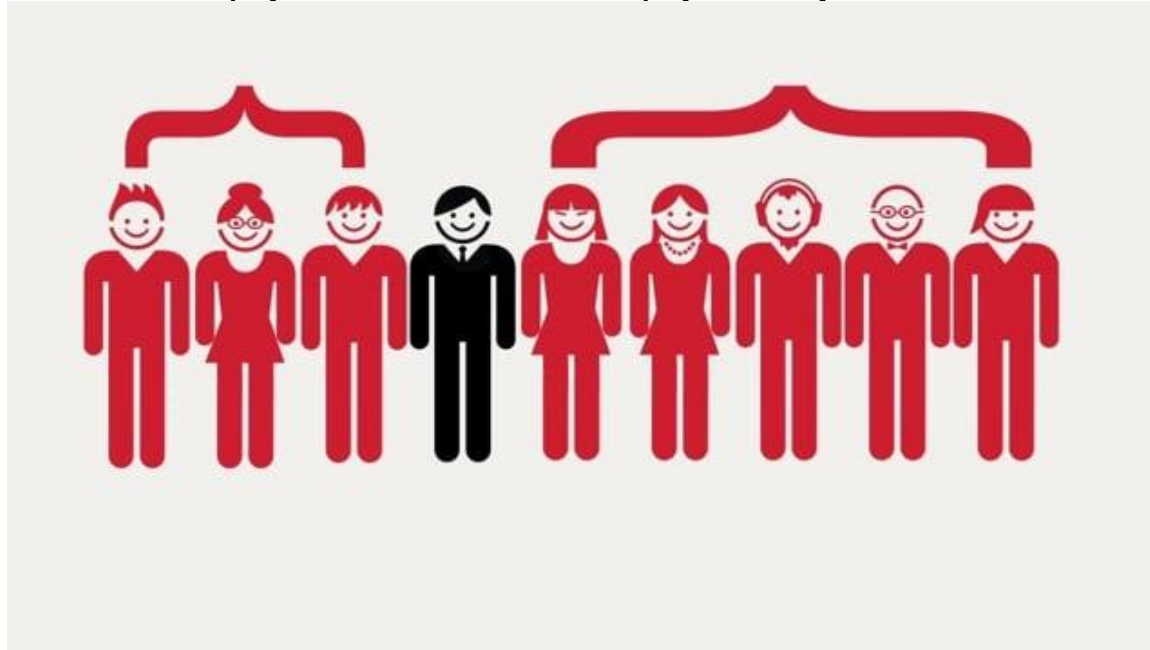
1. Organization Level
Mission, vision, values, strategy, structure, risk profile, systems and procedures, etc. = > behaviors
2. Project/Team Level
Culture, values, relationships, team dynamics, etc. = > behaviors
3. Individual Level
Personality, motivations, values, and beliefs = > behaviors

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**



Step 1: Understanding Your Influencing Style



Understanding Your Influencing Style

Understanding Your Own Style

- Take the self-assessment handout (Later...)

Understanding Your Influencing Style

There are 4 types of styles:

Driver:

Competitive, assertive, decisive, results-oriented

Influencer:

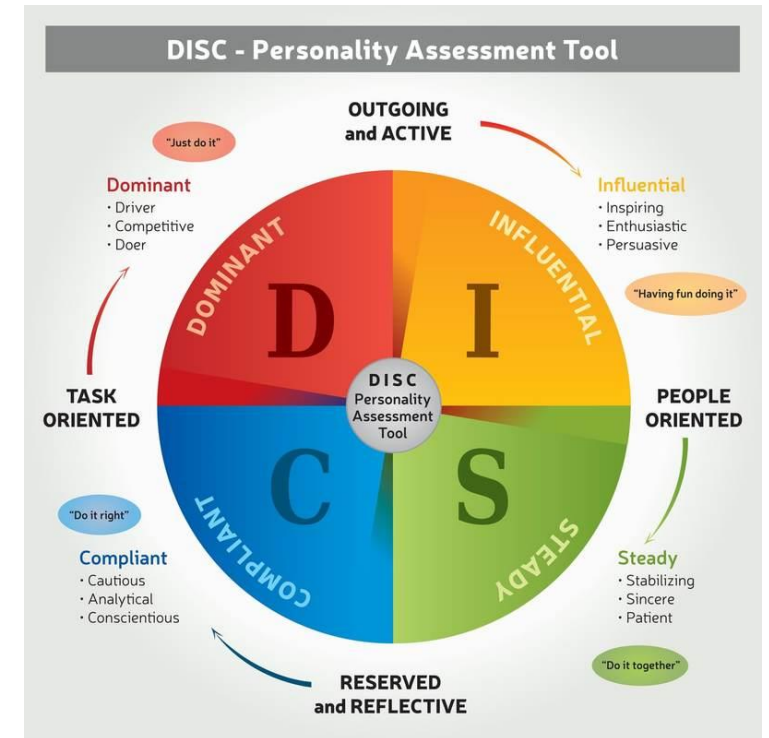
Talkative, friendly, optimistic and energetic

Steady:

Calm, modest, patient, caring, and reliable

Compliant:

Cautious, analytical, precise, logical



Understanding 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?

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?

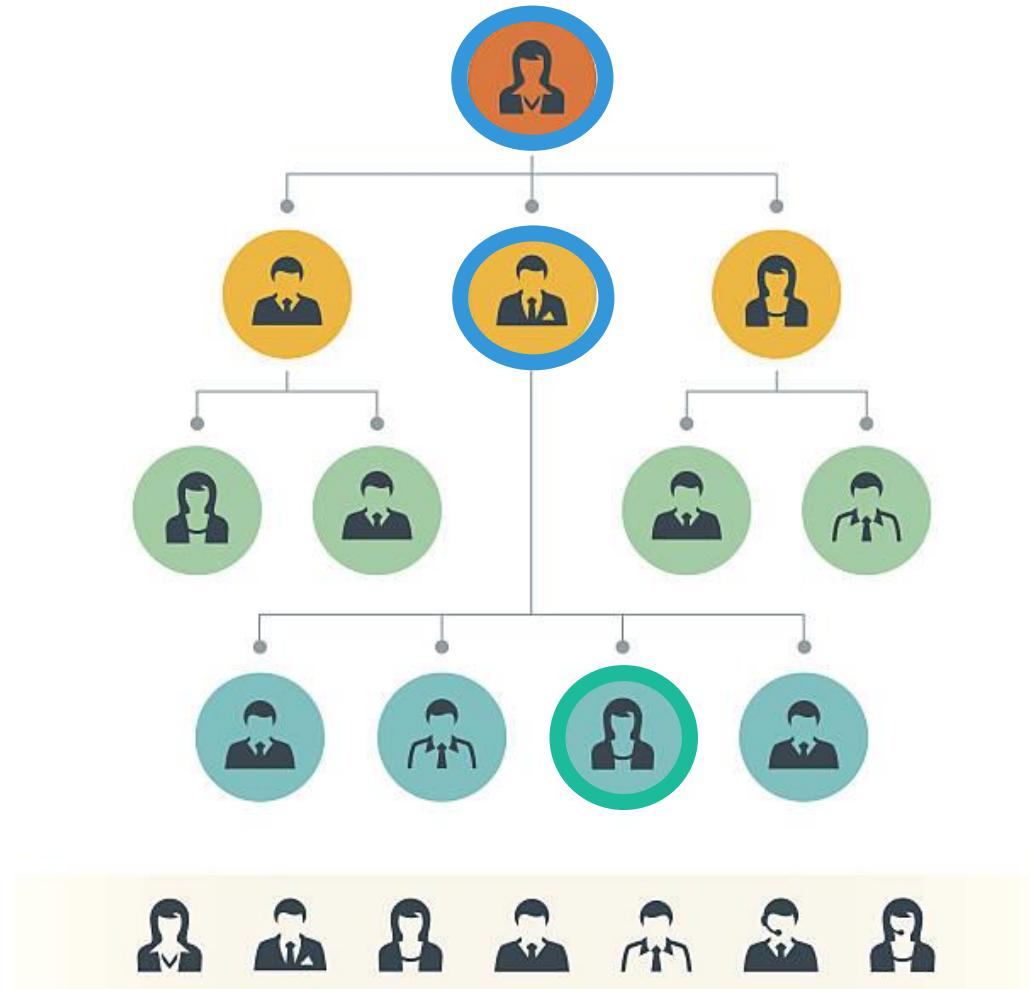
Types of Decision Makers

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



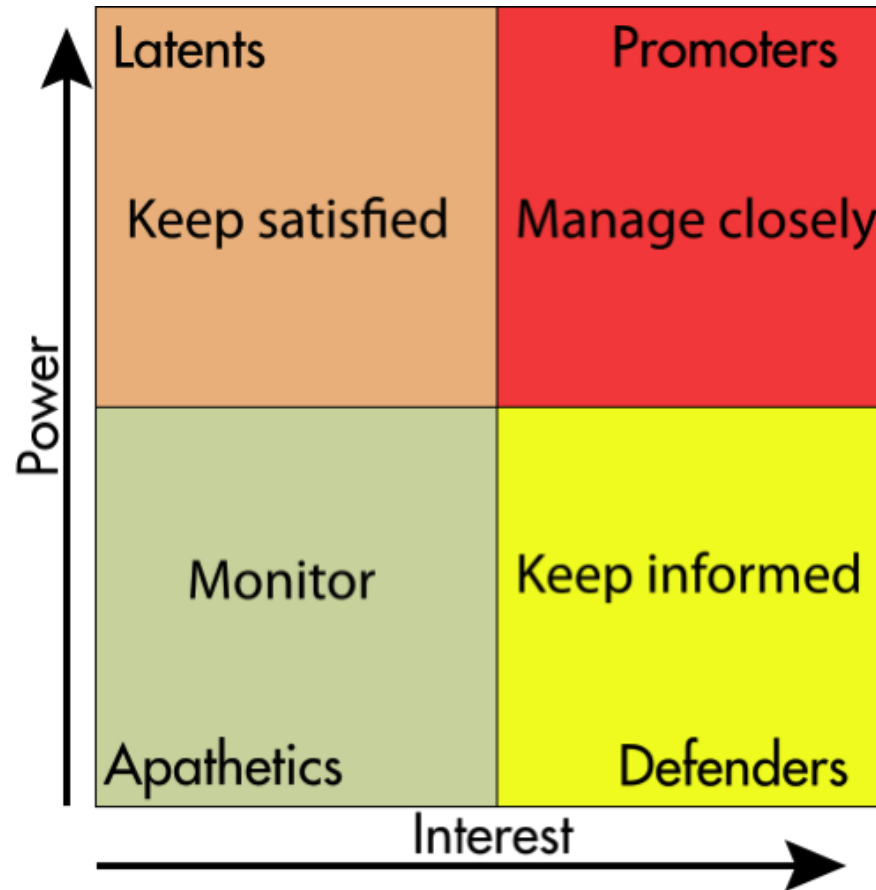
Types of Decision Makers

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

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

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

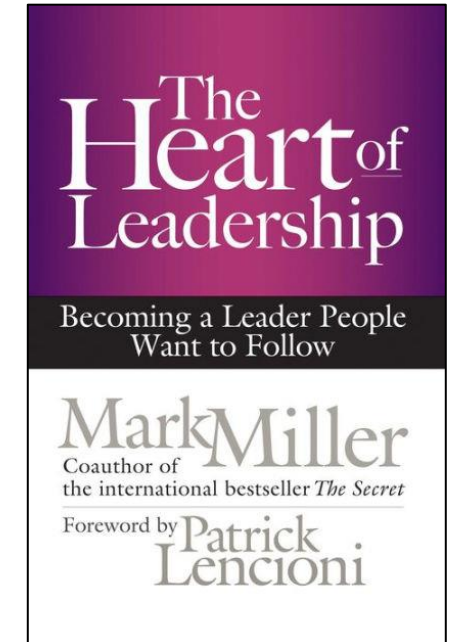
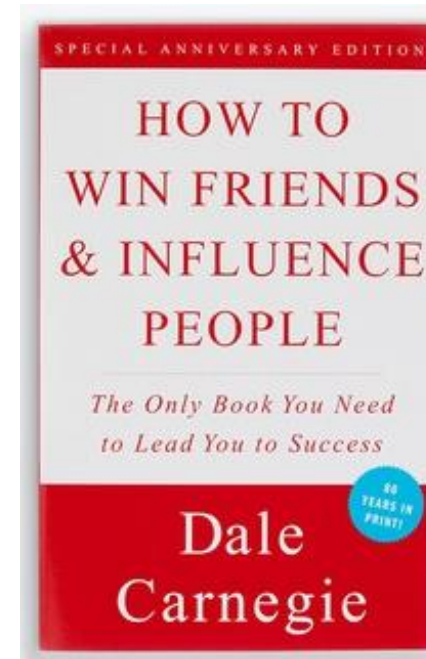
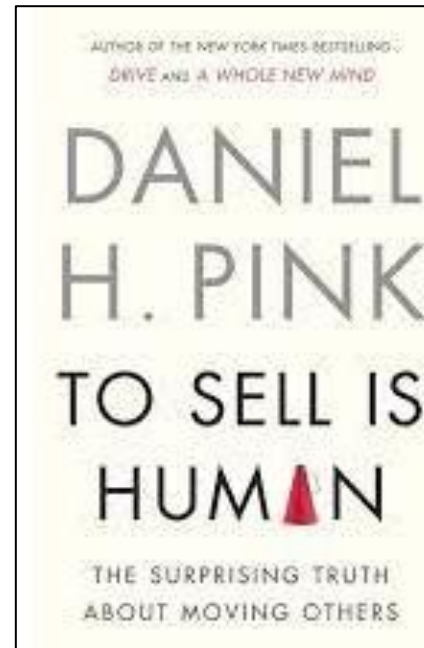
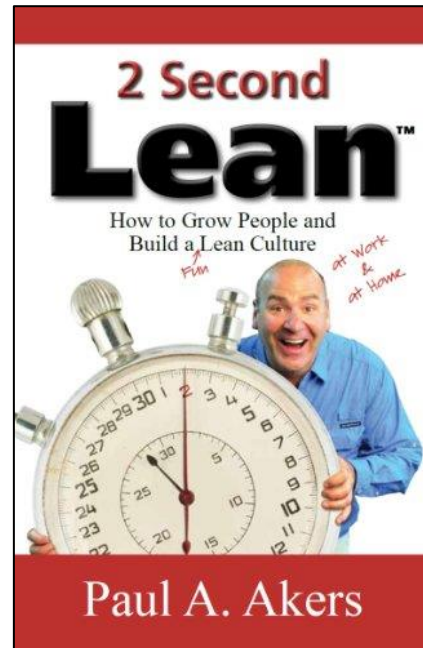
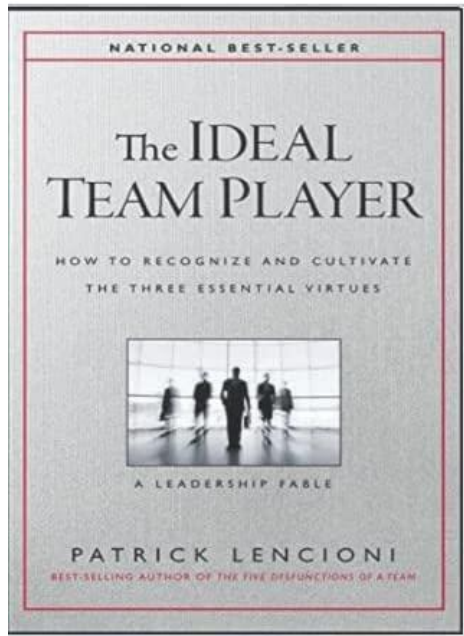


Stacey Tank
Chief Transformation & Corporate Affairs Officer
The HEINEKEN Company



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?

Questions?



Conduct Plus/Delta



Plus: What produced *value* during the session?



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

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