



# **RISING TO THE CHALLENGE**

**Drive Business Results  
through Employee Involvement**

**Jen Arnold, Senior Consultant WMEP**

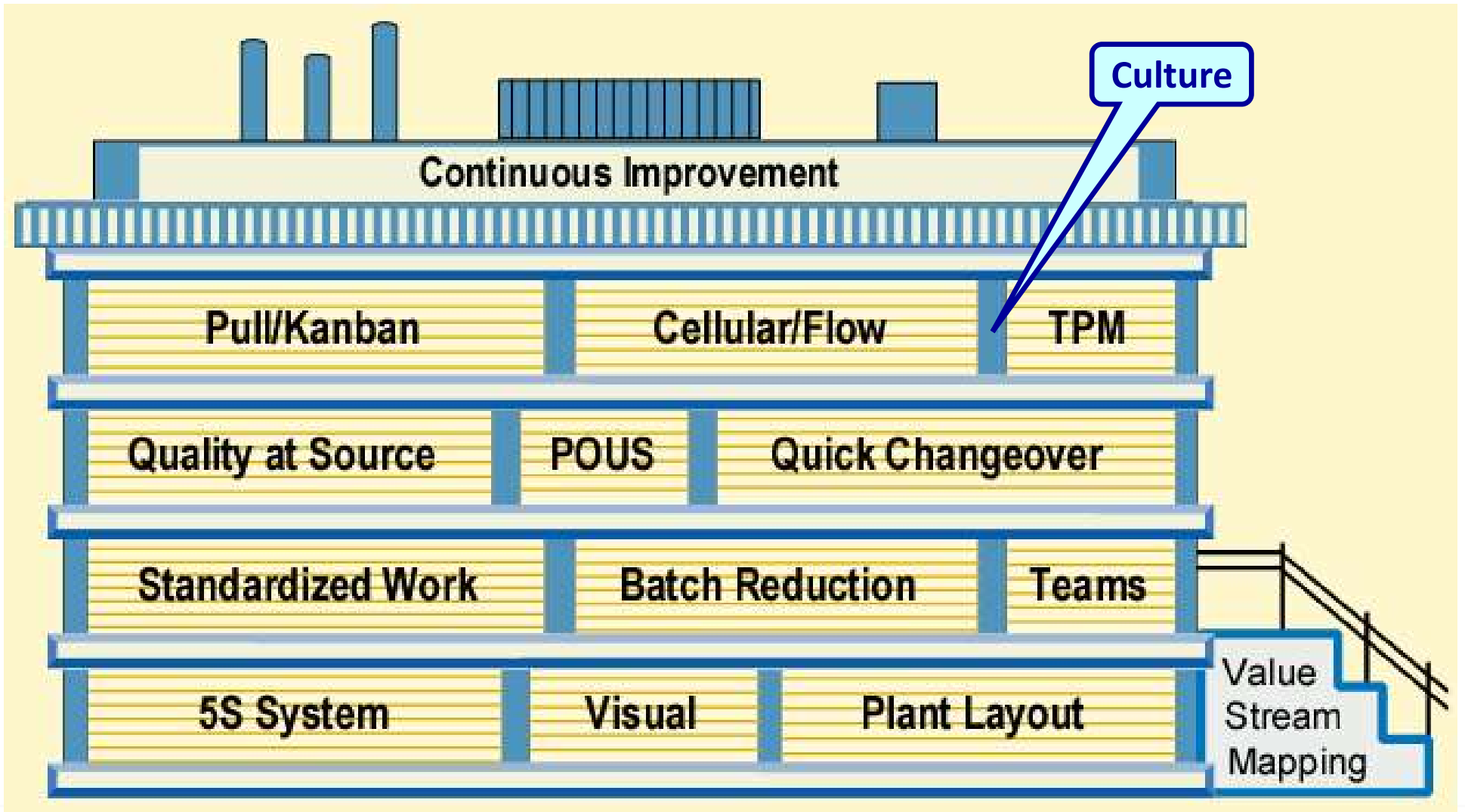
**Kailey Dharam, Director of Culture & Formation  
Dairyland Electric**

**Amy Wedell, Customer Service Manager  
Dairyland Electric**

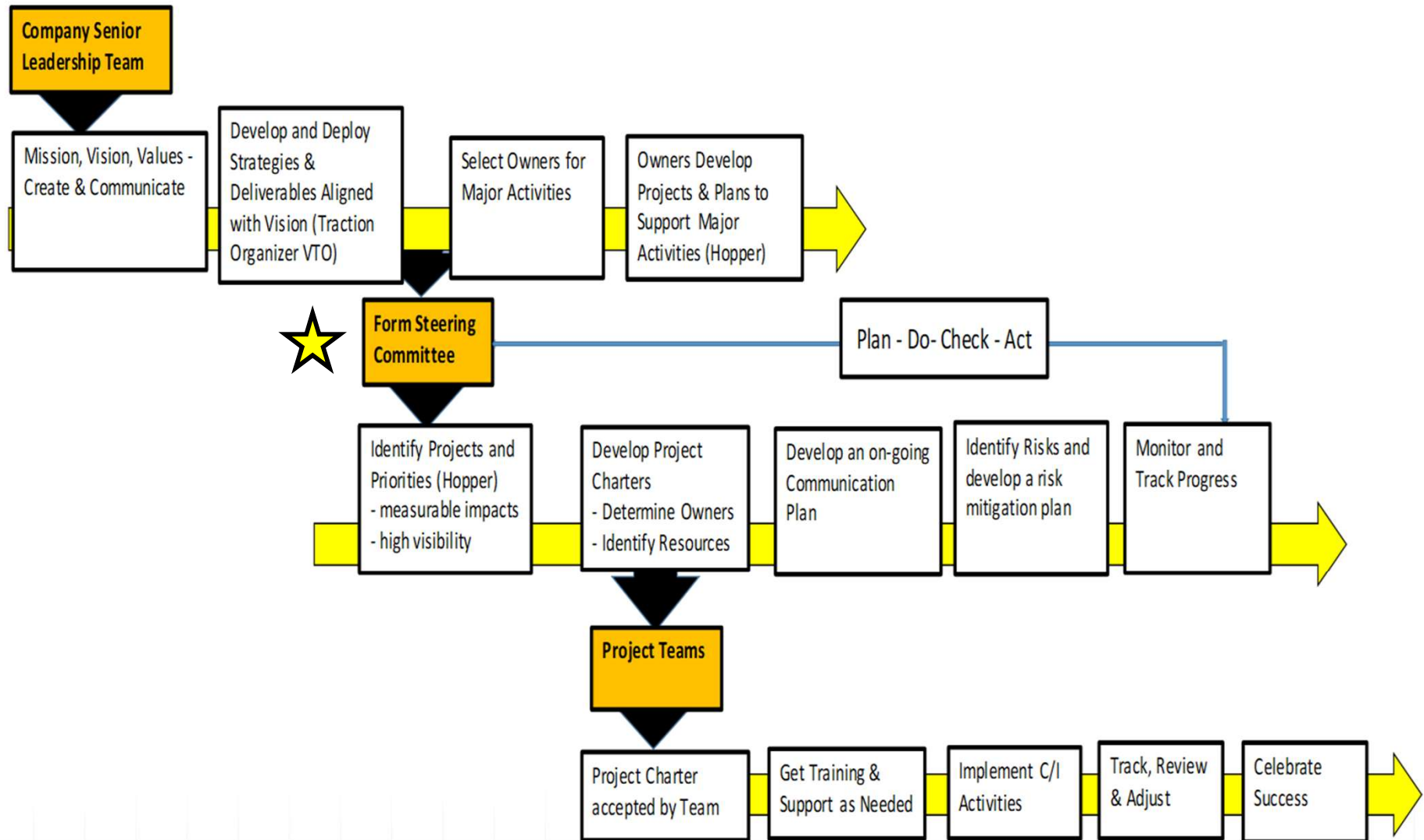
# Agenda

- **Topic Introduction**
- **Client Case Study**
- **Utilization of Change Management**
- **Next Steps / Call to Action**

# House of Lean



# Lean Transformation Map



# Case Study: Dairyland



**Year Founded:** 1983

**Team Members:** 40

**Mission:**

*We are the definitive source of specialized electrical solutions, readily sharing our expertise with industry while investing resources to advance global relief and development.*

**Vision:**

*We Live Engaged to Make a Safer World*



# Our Goal

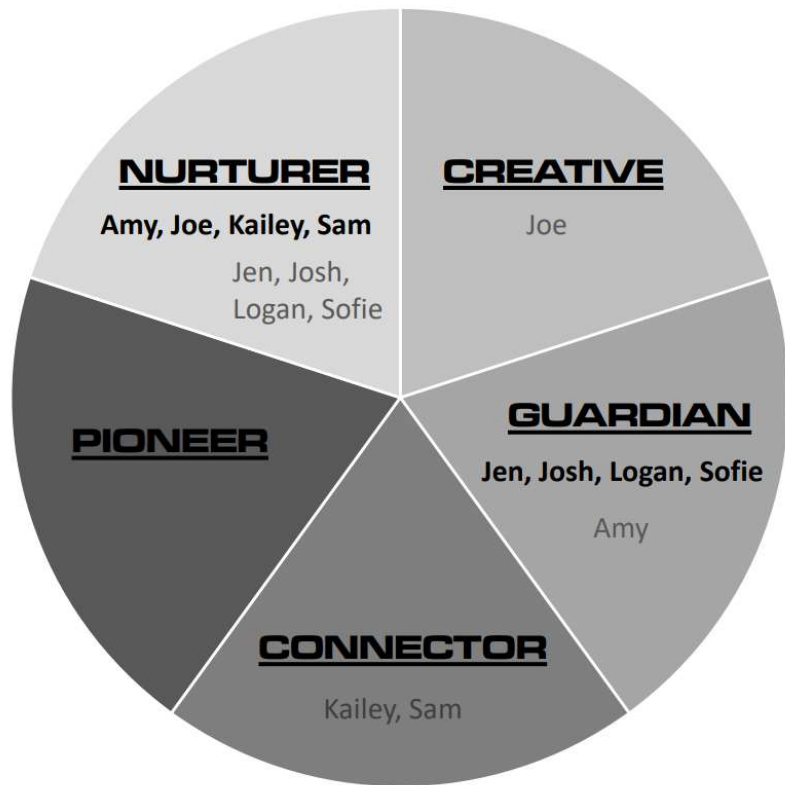
## Build a culture of continuous improvement at Dairyland



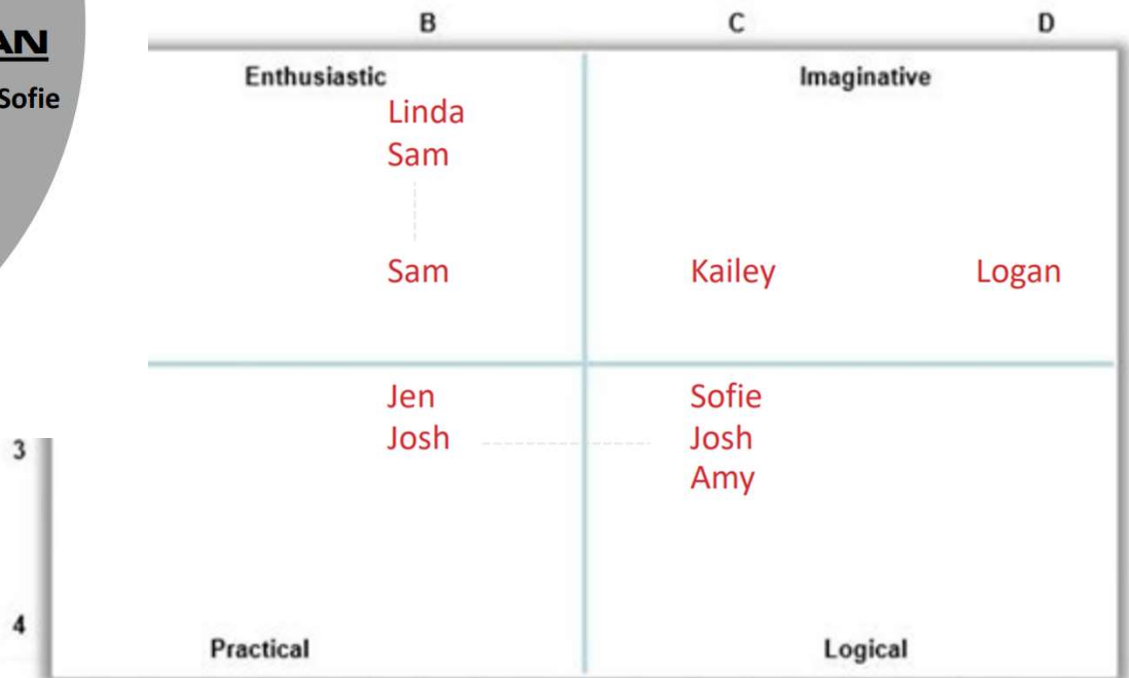
- Secure Branded Visors
- Build a Lean Steering Team
- Conduct Training: *Personality Assessment, 8 Wastes, Change Management, Lean Principles, etc.*
- Execute 1<sup>st</sup> Value Stream Mapping (VSM) Project
- Create a Sustainable Plan for Success – Keep it Fun!



# Team Formation



## 5 Voices & Change Navigation Style





# Elements of Success

Facilitation  
Clarity  
Empowerment  
Fun

## Agenda Topics

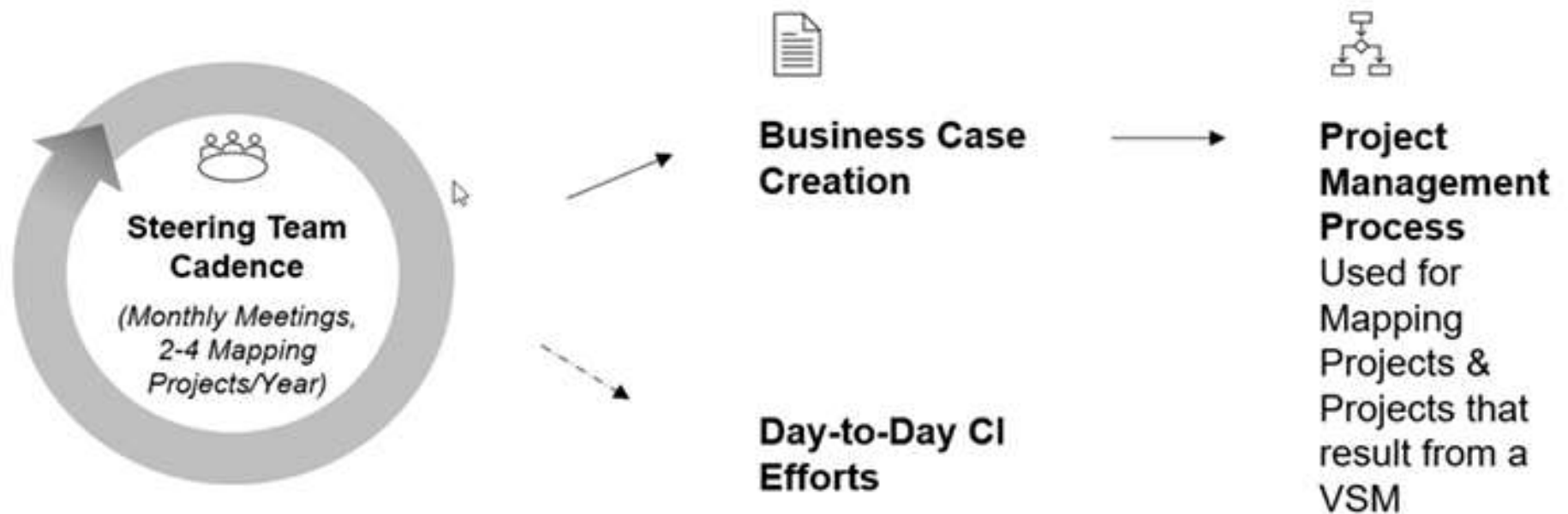
Topic	Responsibility	Timing
1. Purpose: Why are we here?	Facilitator	1 minute
★ 2. Quick Icebreaker		3 minutes
3. Mapping Project Updates, Troubleshooting, & Review Open Action Items	Team Members	20 minutes
4. Review New & Next Projects: <i>Prioritization &amp; Assignments</i>	Facilitator; Team Members	10 minutes
5. Tools & Refreshers*	Facilitator	10 minutes
6. Close: Review Actions & Due Dates; Confirm Next Meeting	Notetaker	5 minutes

**Additional Examples:** Team charter (revisited annually), defined roles/responsibilities, AME assessment, and engagement tools like timekeeper flags to keep the work fun!

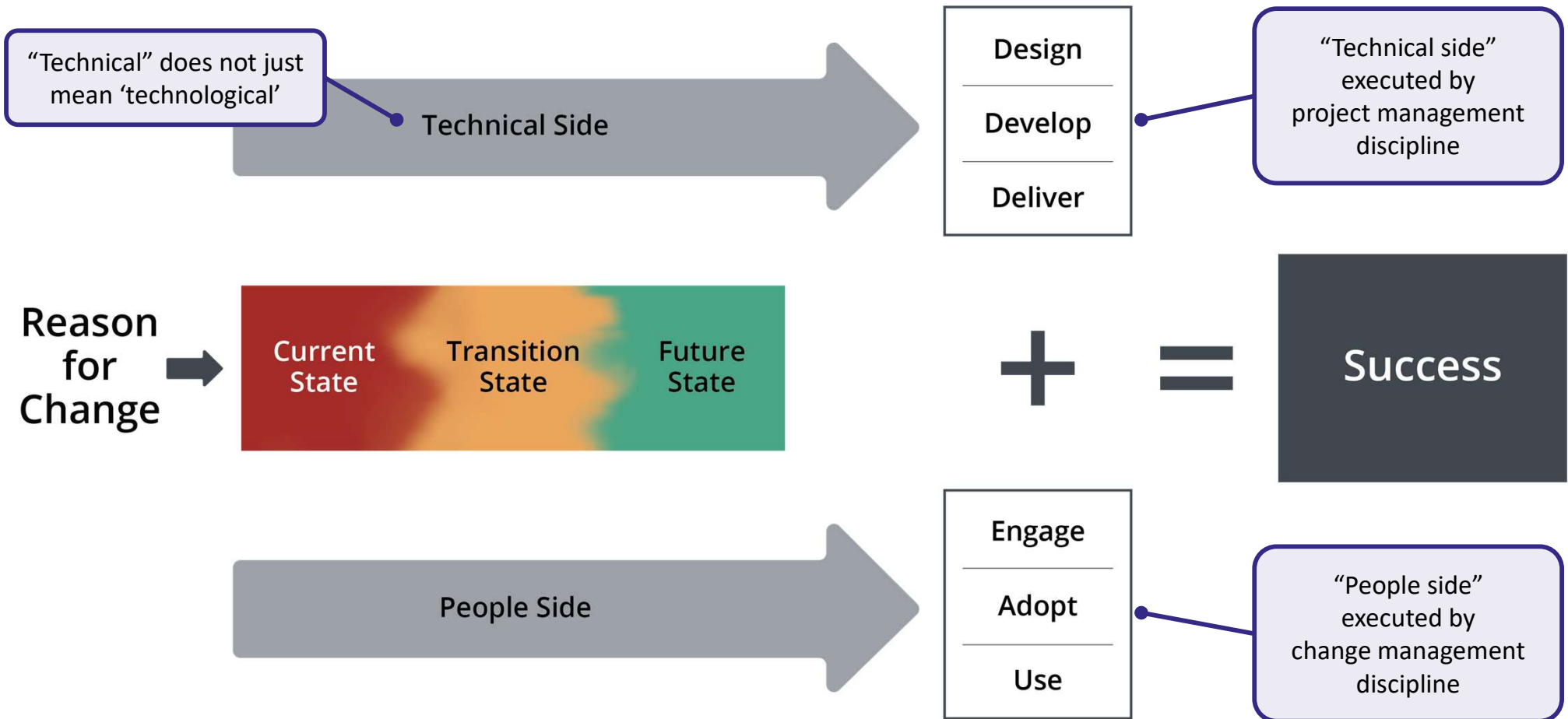




# What We're Seeing: Now + Future

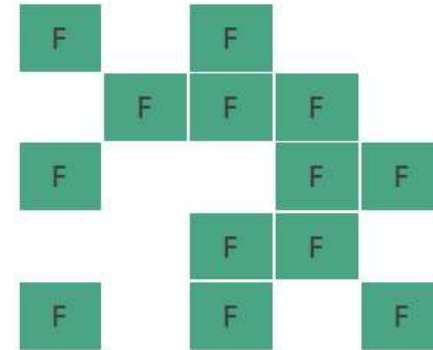
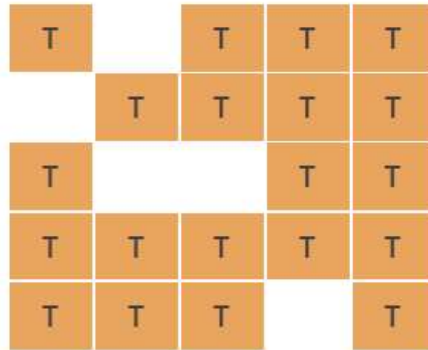
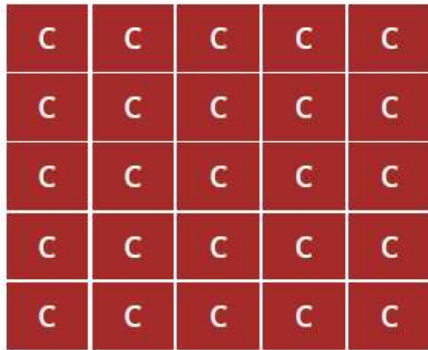


# Successful Change Requires Both Technical and People Sides



# Value of Change Management

Ultimately requires individuals to move from their current to their future state



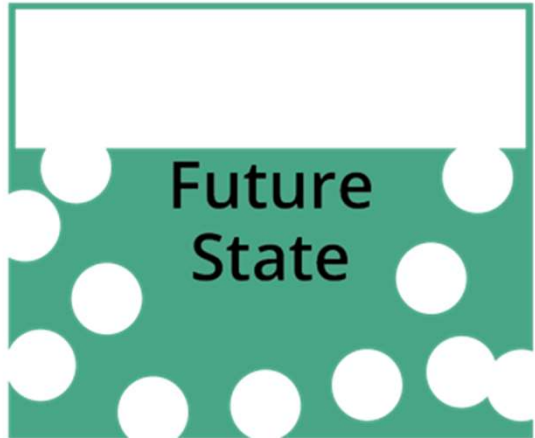
With Change Management



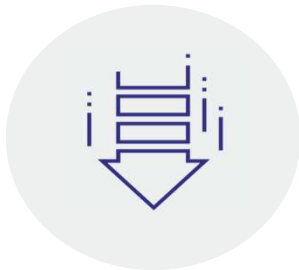
Without Change Management



# Consequences of the "Swiss Cheese Future State"



Instead of



Lower  
ROI



History of  
Failed  
Changes



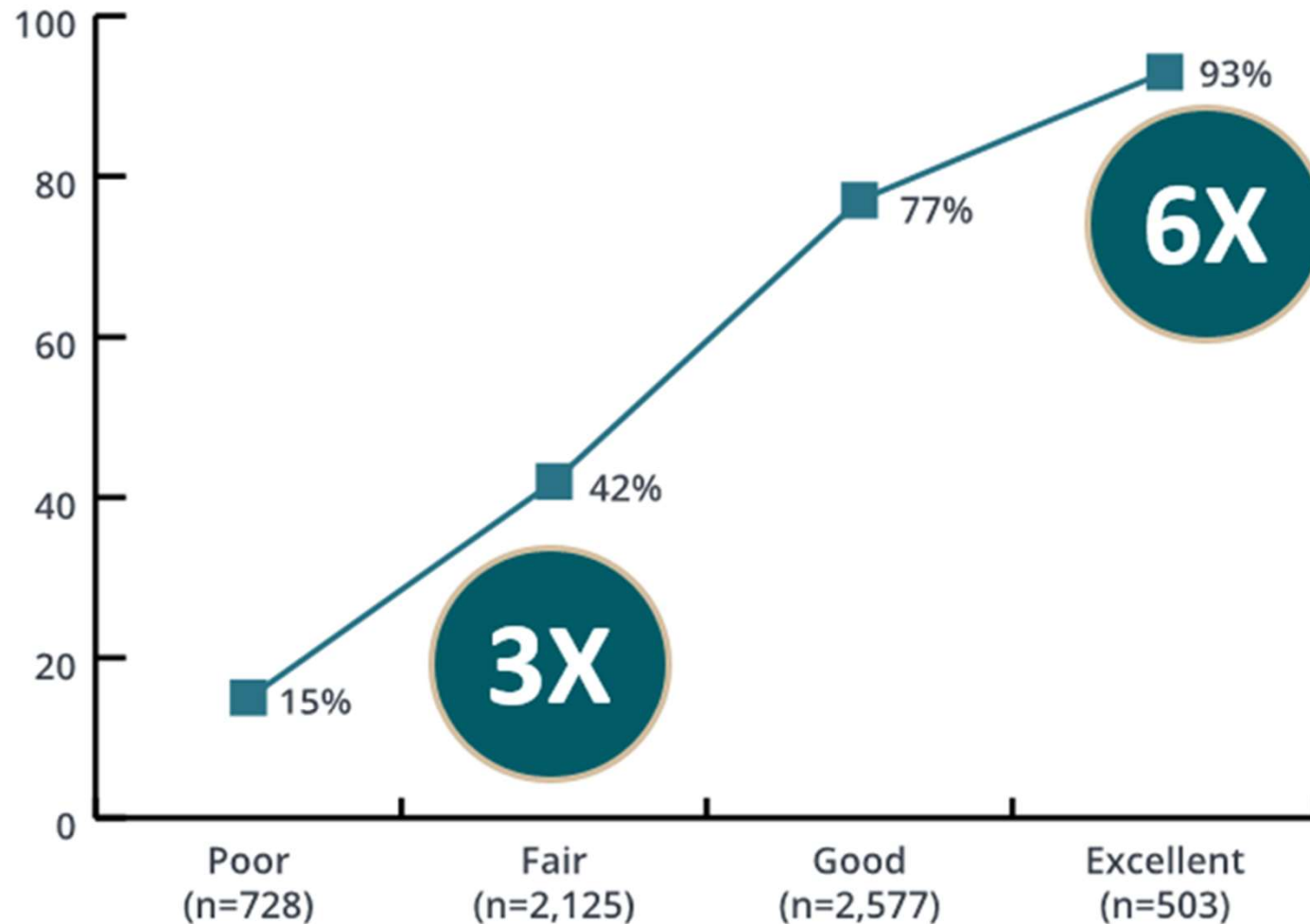
Unachieved  
Improvement



Not What We  
Expected/  
Hoped For

# Value of Change Management

Percent of respondents that met or exceeded project objectives



Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

# Next Steps – Call to Action

ADKAR element	Definition
Ⓐ Awareness	Of the need for change
Ⓓ Desire	To participate and support the change
Ⓚ Knowledge	On how to change
Ⓐ Ability	To implement required skills and behaviors
Ⓡ Reinforcement	To sustain the change

**Handout: Magnitude of Change Assessment**

# Thank You for Participating

**Please complete the brief session survey to provide feedback to the presenter(s) and in put to future editions of Manufacturing Matters!**



# RISING TO THE CHALLENGE