



Six Steps To **CHANGE**

The Book of the CD

Hopscotch™
Step into Change

HopScotch – Step into Change™ Six Steps to Change

Introduction

HopScotch – Step into Change™ the DVD

Understanding the Six Steps to Change Training

Key Assumptions

Ownership

How To Use This Workbook

The Course Deliverables

Summary of Short Module Requirements

Summary of Long Module Requirements

Step One - Setting the Scene

Step Two - The Manager or Supervisors Role

Step Three - The Working Environment

Step Four - The Power Of Asking

Step Five - The Value Of Pride

Step Six – What Have We Learned

Annex I. “Power can be taken but not given,”

Annex II. “There is no better exercise for your heart,”

Also on the Six Steps to Change CD;

Trainee handouts for HopScotch – Step into Change™ the DVD

Trainee Handouts for the Six Steps to Change training modules.

Four PowerPoint presentations are included on the CD.

Each presentation is a real case study that can be used to create emphasis or provoke discussion. (Each presentation is accompanied by explanatory notes.)

© Copyright 2005 Hunter Business Consultancies Limited

The contents of this handbook are the copyright 2006 of Hunter Business Consultancies Limited and all rights are reserved.

No part of this document may be reproduced, stored in a retrieval system or transmitted, in any form or by any means electronic, mechanical, recording or otherwise without the prior written consent of the copyright owner.

HopScotch – Step into Change™ Six Steps to Change

Introduction

HopScotch – Step into Change™ Six Steps to Change is a programme to deliver a series of tools which will change the way an organisation deals with its staff, and the way that the staff feel about themselves.

The **Six Steps to Change** training modules have been created from the Breaking the Mould (BtM) performance improvement process. BtM has proved its ability to deliver exceptional and sustainable performance improvements by developing a culture of ownership within the workforce of an organisation. To understand the process and its philosophy trainers should first read the book “Breaking the Mould” by Peter Hunter provided with this product. More information can be found on the website www.breakingthemould.co.uk

The **Six Steps to Change** programme provides the trainer with a set of tools to move an organisation down a path that changes the way a business is managed by allowing the workforce to take ownership of what they do.

The **Six Steps to Change** are not about changing specific processes or methods. They are about changing the underlying attitudes and behaviours.

The **Six Steps to Change** training modules challenge “The way we do things round here” in order to release the under utilised abilities and potential that is available in every organisation, large or small, public or private. Even if we are doing well, does that mean that we don’t want to do better?

The greatest waste in the world is the difference between what we are and what we could become.

Ben Herbster

The **Six Steps to Change** training modules aim to reduce that waste by realising the potential of the workforce, and therefore the potential of the whole organisation, through each of the individuals who are a part of it.

HopScotch – Step into Change™ - The DVD

- The HopScotch – Step into Change™ DVD is a tool that opens the minds of the delegates to the possibility of change and allows them to think in a different way about the role of the manager.
- The HopScotch – Step into Change™ DVD creates a mood of reflectivity and self - awareness that is unusual in a business context where 'fire - fighting' is often the norm.
- The Six Steps to Change training is based on the premise that to change an organisation you must first change the attitudes and beliefs of individuals within that organisation. The HopScotch – Step into Change™ DVD supports that premise
- The DVD allows us to explore the understanding that people will change the way they think and the way they behave as a result of the way we behave towards them.
- The Six Steps to Change training is based on the belief that Ownership is not something that we can “Give” to others. Instead, the Six Steps to Change shows us how to create the environment that allows the individual to “Take” Ownership.

The Focus of the **Six Steps to Change Training** is
“Ownership”

Understanding **Six Steps to Change Training**

“...understanding the dynamics of people is the single most important skill a modern Manager can develop. It will enable him to ensure his Staff have the flexibility to adapt rapidly to any and all environmental changes...”

The world of business always describes people as its greatest asset then, as Peter Drucker said, “They go ahead and sack them anyway.”

Today, more than ever when margins are smaller and global competition greater, there is a need to realise the full potential of the people who already work for us. Releasing their accumulated knowledge and skills are the key to unlocking any organisation’s potential.

The **Six Steps to Change** Training Modules show us how to do that.

The **Six Steps to Change** Training core philosophy shows us how an organisation’s people will exceed even their own most optimistic performance targets when we create the conditions that allow the workforce to take “Ownership.”

Key Assumptions

The core belief behind the **Six Steps to Change** Training is that:

Everybody wants to do a good job.

The reason that people don’t do a good job is because frustrations and obstacles are placed in their way.

These obstacles can be physical.

For example: “How can I provide care for my patients when there is never enough clean laundry in the Hospital”;

Or behavioural.

For example: “Management never ask us about anything”.

The **Six Steps to Change** Training focuses on finding out what is stopping people from doing a good job. The **Six Steps to Change** Training modules allow us to discover how to get rid of these obstacles, thus allowing the workforce to do what they want, **A Good Job!**

So what stops people from doing a good job?

The reasons are usually very evident to the workforce themselves but are completely invisible to management.

This is what causes the biggest problem of all, – **Frustration**.

The **frustration** of the workforce stems from having conditions imposed on them which are not under their own control – for example, being told what to do by management without being told the reason removes control from the worker and causes deep frustration that they are not considered sufficiently important to warrant an explanation.

The individual practical problems identified by the workforce are symptoms of the deeper problem of lack of control. It would be wrong to simply provide the workforce with solutions to their individual problems without addressing the bigger issue of lack of control that prevents them from taking ownership.

Tackling a single problem with a single solution in this way is known as making a **Transactional Change**.

Such a change does nothing to resolve the myriad of other individual problems that are also caused by the working environment. We would be simply shifting the focus of the frustration to another practical problem.

Contrary to single-issue solutions, the **Six Steps to Change** Training by creating the conditions for “Ownership” to occur targets all the frustrations at once by creating the environment in which the workforce want to come to work and are able to do a good job that they can be proud of when they get there.

This represents a **Transformational Change**.

A Transformational Change is a sustained change in attitude which brings about a change in the behaviour of the whole workforce.

The result of such a transformational change is that the workforce achieves a sense of **Ownership** of their work: they are allowed to take pride in what they have done and can identify their own contributions with the success of the whole organisation.

As a result, the workforce will actively look for ways to ensure that they are doing a good job – and almost without noticing, improve their performance.

Performance Improvement comes not only from individual solutions to the individual problems but from a change in behaviour and attitude of the whole workforce.

The **Six Steps to Change** training shows the delegates how to remove resistance to change by never imposing a solution.

Any changes or solutions are based directly on suggestions from the work force and they are given the credit.

This strategy creates solutions for individual problems and at the same time removes the frustrations of the workforce by giving them control.

The Six Steps to Change Trainer is the facilitator of this training.

The Delegates are the people who have the answers.

Ownership

The goal of the **Six Steps to Change** Training is to provide the workforce, through the delegates who attend the six training modules, with a sense of ownership of their work.

Performance Improvement is not the goal – it is the ***Inevitable Result*** of creating a sense of ownership.

To achieve this sense of ownership, we have to remove frustration.

To remove frustration, we do not necessarily have to remove the problem; understanding the cause of the problem is often enough to overcome frustration.

For example:

There are not enough staff to cover a particular operation. The remaining team will be frustrated because they have to carry the extra workload, and they don't know why. That is frustrating.

1. An explanation of why there is a staff shortage (e.g. lack of good applicants, lack of budget, illness, holidays, changing shift patterns) will help staff to move beyond their frustration and on to finding a way around the problem using their own skills and experience.
2. Staff may then make changes to the operational procedure or rearrange their schedule to make it easier for the smaller number to cope, but only if their frustration is removed by point 1.

The use of feedback above has the advantage not only of ensuring that the work gets done, but also puts staff back in control of their workload, thus creating the conditions for ownership.

When people at work start redesigning their own procedures and creating their own solutions, they are demonstrating ownership. The **Six Steps to Change** Training focuses on creating the conditions that will allow the workforce to take “Ownership.”

Pursuit of performance improvement in the short term may appear effective but without the long term behavioural change that comes with “Ownership,” gains will be limited and short lived.

Creating the conditions for “Ownership” changes behaviour and produces massive performance improvements that are sustained in the long term.

**Performance Improvement Is The Result Of “Ownership”,
Not The Other Way Round**

*Hell, there are no rules here--we're
trying to accomplish something.
Thomas Edison – leading light*