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MANAGEMENT BUY-IN ...

AFFORDABILITY FOR SUSTAINABILITY
Management Buy-In

- When Paradigms Shift, and Change is required...
  - Some Management will Shift and Change.
  - Some Management will Wait and See.
  - Some Management will Resist.

- The ‘How To’: Buy-In for Lean & Six Sigma in Louisville could be the beginning for Change.
Management Buy-In ... Types

- Innovators/Advocates/Champions ("Let’s Go!")
- Conservatives ("We’ll Wait and See.")
- Inhibitors/Resistors ("No Way!")
Management Buy-In ... Types

"The 20 – 50 – 30 Rule"

For 1000 People

200 People 20%
Run with the Innovators

500 People 50%
Walk with the Conservatives

300 People 30%
Outrun the Inhibitors

Bring them along.

The train is leaving the station…..are you on board?

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Dr. Price Pritchett
Management Buy-In Strategies

- Innovators: Leverage early and often! For Quick-Wins, To Gain Momentum.

- Conservatives: Develop Them. Include them in the targeted wins.

- Inhibitors: ‘Special Cases’...we’ll discuss today. Involve them last of all, if at all.
Management Buy-In Tactics

- Inhibitors/Resistors.....“Attackers”...this is a special case!
  - Determine their approach/technique/tactic. The Primary 4 are;
    - Fear
    - Delay
    - Confusion
    - Ridicule (even Character Assassination)
  - Determine their ‘argument’ (***, covered on the next few slides)
  - Here are the steps to follow;
    1. Gain people’s attention by allowing them in. Let ‘em attack!
    2. Win the minds of the relevant, attentive audience with simple, clear and common sense responses.
    3. Win their hearts, most of all, show respect.
    4. Monitor the ‘audience’ not the attacker(s).
    5. Important: Prepare in Advance.....Resistance will come!
Management Buy-In Language

- Inhibitor/Resistor......’Attacker Language’

1. We’ve been successful, why change?
2. Money (or some ‘other problem’) is the only real issue.
3. You exaggerate the problem.
4. You’re implying that we’re failing!
5. What’s the hidden agenda here?
6. What about this, and that, and this, and that…?

“Buy-In”, Dr. John Kotter
Management Buy-In Language

- Inhibitor/Resistor......‘Attacker Language’

7. Your proposal goes too far/doesn’t go far enough.
8. You have a chicken-and-egg problem.
9. Sounds like [something most people dislike] to me!
10. You’re abandoning our core values.
11. Its too simplistic to work.
12. No one else does this.
Inhibitor/Resistor......’Attacker Language’

13. You can’t have it both ways.

14. Aha! You can’t deny this! (‘This’ = a “secret” worrisome thing revealed at the ‘right moment’.)

15. To generate this many questions and concerns, the idea must be flawed.

16. We’ve tried that before – It didn’t work.

17. It’s too difficult to understand.

18. Good idea, but this is not the right time.

“Buy-In”, Dr. John Kotter
Management Buy-In Language

- Inhibitor/Resistor......’Attacker Language’

19. It’s too much work to do this.
20. It won’t work here; we’re different!
21. It puts us on a slippery slope.
22. We can’t afford this.
23. You’ll never convince enough people.
24. We’re simply not equipped to do this.

“Buy-In”, Dr. John Kotter
Management Buy-In ... Affordability for Sustainability

...more to come in October!

Are there any Questions?

See you in Louisville!