



Change and the Partnership Paradigm

Rob Newbold

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About Rob Newbold

Rob Newbold is CEO and founder of ProChain Solutions and one of the world's leading experts on Critical Chain project scheduling and management. He has thirty years of experience developing process improvements in various fields. Rob is a frequent writer and speaker and holds degrees from Stanford University, SUNY Stony Brook, and Yale University. He is the author of the books *The Project Manifesto*, *The Billion Dollar Solution*, and *Project Management in the Fast Lane* and is a contributing author to *Theory of Constraints Handbook* from McGraw-Hill.



About this webinar

Change and the Partnership Paradigm

Rob continues the discussion he began at the 2016 International TOCICO conference by describing a radical departure from traditional change management approaches: stop trying to change people, and instead find ways to work with them to achieve common goals. He will describe how this “partnership paradigm” is becoming accepted in fields as diverse as education, medicine, and counter-insurgency. He will present a process for implementing it, and will talk about how it can be applied to consulting and the spread of TOC. There will be time for questions and discussion.



Objectives

- We provoke some discussions, so that we learn something new about driving change.

Precursors:

- TOCICO 2016: “There Are No Layers to Resistance”
- Webinar 2015: “Stop with the Buy-In”
- TOC Handbook 2010: “Making Change Stick”



Change

- I spend part of my time figuring out great advice to give, and the rest of my time watching people not take it.
 - Everyone wants someone to change.
- People resist being changed, for many reasons.
 - Reactance: resistance that occurs when a person feels that someone or something is taking away their choices or limiting their range of options.
 - Understanding, chemistry, trust, inertia, fear, stupidity, lack of interest, ...
- Some claim that 70% of change efforts fail.
 - 50% of patients with chronic illnesses don't take the medication as prescribed. 20-30% don't even fill their prescriptions. Obese patients often get offended when told they have a problem.
- People avoid efforts that involve change.
- Change management is a growth industry. People make a living getting you to change how you get other people to change. (How's it working?)



Change: A Growth Industry

From: "Harvard Business Review" <noreply@a.email.hbr.org>

Subject: Will your change initiative fail like so many others?

Date: December 6, 2017

Master Change Management

(...) Learn how to best **establish a sense of urgency**, **win support**, and **silence naysayers** so that you **achieve buy-in** and increase your odds of success.

Tapped to lead a change initiative—and afraid it will fail like so many others? You have reason to worry: **70% of change efforts do fail.** (...)

- Harvard Business Review

We need a different way of thinking about change.



Partnership Paradigm

- We can't change people.
 - “Change or Die”?!
 - People have to change themselves.
- Stop trying!

Madness.

- Or maybe it isn't ...
- “Change” is never the goal.
- Instead of trying to change people, we should try to find ways of working together, towards shared goals.



Partnership Necessary Conditions

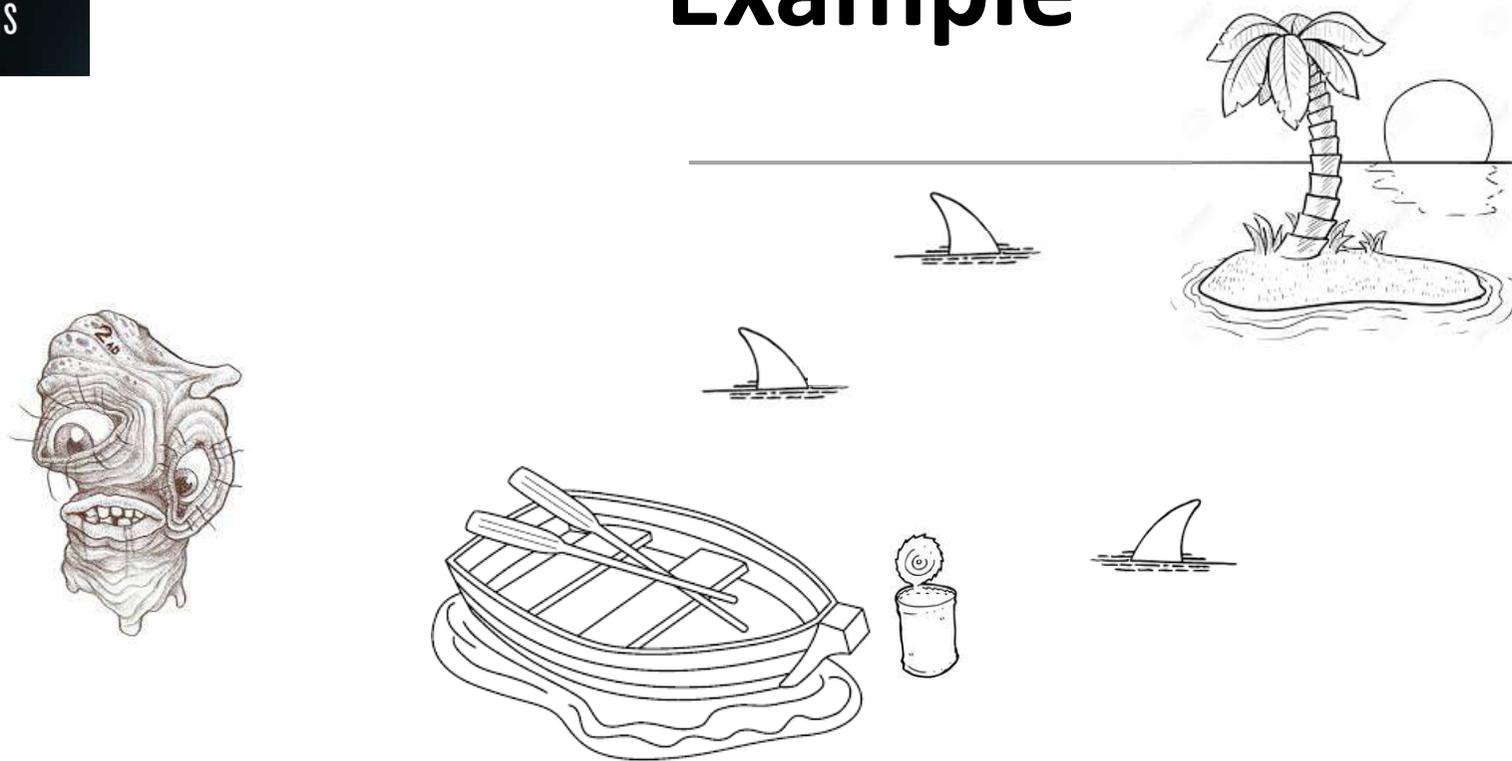
1. Shared goals
2. Shared plans
3. Progress

But what about ...

- Trust
- Chemistry
- Communication
- Skills
- ...



Example



Partnership

Goal: Get to shore

Plan: One bails, one rows

Progress: Coming closer to shore



Partnership Paradigm Process

1. **Agree:** on shared goals.
 - *Vision:* what are we trying to achieve (together)?
 - *Measurements:* how will we know when we get there?
 - *Relative Importance:* what is the priority of these goals, relative to our other priorities?
2. **Align:** around shared plans.
 - *Team:* who's on the team?
 - *Plan:* how will we get there (together)?
3. **Advance:** and make progress! But ... we need to constantly:
 - *Measure:* is it really progress?
 - *Assess:* are there major risks? Do we need to re-align or re-agree?



AAA: General Examples

- Medicine
 - Geriatrics
 - Hospice and Palliative Care (2006)
- The “Lean Startup” (Eric Ries, 2011)
- Policing
- Counterinsurgency
 - Vietnam war: success = bodies
 - Now: “... in a counterinsurgency campaign, the top priority is not to kill the enemy but to protect the population from enemy intimidation.” (Nagl, 2014)
- Education
 - Montessori schools
 - Sudbury Schools
 - “Active learning,” “inclusive learning”
- Software development
 - Personal computer (1970’s)
 - Voice of the Customer, “use case” (1990’s)
 - Agile development (2000’s)



What We Do Naturally

- Partnering takes time, effort, and faith.
- We lack humility.
 - People are good ... sometimes.
 - Never say I know ... but I AM the expert.
- Expert Paradigm
 1. Learn
 2. Solve
 3. Persuade



The Partnership Attitude

- Constantly cycle through Agree, Align, Advance
- Think about “we,” not “I”
 - Does the light bulb want to change?
- Find shared goals
- Communicate
- Never say “I know”
 - Remain open
 - Be willing to change



AAA: Individual Examples

- Effective meetings
- Taking a new job
- Projects
- Implementation planning
- Personal change



What Could Go Wrong?

- TOC Tools
 - The three questions (what, to what, how)
 - Layers of Resistance
 - Thinking processes
- Power
 - Anyone can set goals, partners do it together.
 - Leadership: the art of selling a vision ... and building partnerships to achieve it.
 - Leader: someone with the passion and integrity to sell a vision.
 - Partners usually aren't equal.
 - What makes a leader worth following?
 - Don't sell conflicting visions.
- Culture of transactions
- Time
- Chronic mistrust
- Conflicts of interest and subordination



Discussion

- What do you think?
- Does it make sense?
- What ideas or questions do you have?
- What obstacles do you see?