



The Advisor

Organizational Effectiveness News & Trends

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New Habits for Sustainable Change



Do you have a business success story you'd like to share?

Please email me and let me know!

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Do you brush your teeth every day? Why? When you don't do it, what happens? Just as we have our individual habits, so do our organizations. Habits are a powerful influence on organization culture and can enable or hinder business strategy. When was the last time you thought about your organization's habits?

- New Habits for Sustainable Change

The Challenge

A manufacturer engaged ClearPath Alliance to help them improve product quality. Building and sustaining a quality-committed culture was the focus of the work. The organization was dealing with significant regulatory problems. Internal processes had been modified, yet were still not consistently adopted by managers and employees across the business. There was a commitment to product safety; however, ineffective organizational habits had built up over time that did not support regulatory compliance, operational efficiency, or stated business objectives, including:

- Quality had become a box to check versus the way work got done
- Minimal consequences to individuals, teams, or managers for poor Quality
- Paying more attention to shipping product and hitting the numbers than Quality
- Over-relying on people versus documented processes
- Using a short-term task focus rather than Quality planning and risk management

The resulting consequences included: significant product recalls, shutting down a profitable product-line for one year per regulatory decree, and building a very large Customer Support organization. Ultimately, the cost of poor quality resulted in a significant recurring

ClearPath Alliance partners with senior executives in corporations and high-growth companies to improve profitability, execute change, and develop top talent.

We help you get work done and improve the tangibles: Revenue, Margins, Cost, Quality, Speed, and Risk.

annual expense that could have been invested in product development and marketing.

ClearPath Alliance Helped Begin Sustainable Change

New habits were definitely needed. One executive said, "Our success depends on laying the tracks and building a Quality-committed culture that endures over time. Meeting regulatory requirements is sufficient, but not enough to achieve success."

ClearPath Alliance partnered with several Senior Vice Presidents and a cross-functional core team to launch the organization's Quality vision to the broader organization, and focused on:

- Conducting focus groups to identify critical gaps and key improvement opportunities
- Developing a Managed Change Plan outlining critical actions to enable new habits
- Creating a comprehensive Communication Plan to engage people at all levels
- Producing a Training Playbook containing Quality culture messages to sustain new habits
- Partnering with Human Resources to determine necessary changes to key HR Systems

Different Outcomes Start with New Habits

The journey had begun. During the first six months the mindset of managers shifted. There was a clear understanding of the importance of Quality, expectations of them, and the benefit to customers. Executives consistently delivered key messages about Quality, and, several HR initiatives were launched with a focus on Staffing, Performance Management, and Recognition programs.

Old habits began to be replaced with new ones. Senior management began to take a longer-term view of the business, standardize core processes, and share information between levels and functions.

Actions to Take Now!

To recap, ClearPath Alliance helped the client take five key actions, which you, too, can take today to more effectively enable new habits:

1. Visibly engage senior leadership to demonstrate how they too will be making changes
2. Define and describe the future vision and mindset and habits required to sustain it
3. Identify non-negotiables, benefits of compliance, and consequences of non-action

4. Determine how best to drive accountability and ownership at all levels
5. Change key processes, systems, and reward/recognition to affect behavior change

Summary

Organizations, like people, form habits over time. Some habits are helpful while others can undermine the business. "Bad habits are easier to abandon today than tomorrow," says an old proverb. Exceptional companies are deliberate in their actions, reinforce a constructive culture, and ensure their organizational habits are aligned with their goals. Start now!

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• Next Steps

If you are ready to improve your organization's habits in pursuit of improved business results call us at 858-292-5361 for a consultation.

The "Organizational Survey" is another great way to quickly determine the health of your business. Click on the link below to download a free survey and conduct your own confidential self-assessment.

Organizational Survey