SCREEN TITLE	CAP Model

FILENAME INFORMATION		

QUALITY TOOL SECTION		HTML	Tools_cap .html
☐	Welcome	SWF	Click here to enter SWF filename .swf
☐	Guided	VIDEO 1	Click here to enter video 1 filename .flv
☐	Expert	VIDEO 2	Click here to enter video 2 filename .flv
		ATTACHMENTS	Click here to enter other attachment filenames

TEXT ON SCREEN	
TEXT	The Change Acceleration Process (CAP) is a simple model that describes a quick way to secure buy-in for your project and make it successful.

The Change Acceleration Process (CAP) is a simple model that describes a quick way to secure buy-in for your project and make it successful.

A few years ago, General Electric revisited old, unsuccessful projects to learn why those projects failed. They did a little research and found that 100% of successful projects had a good solution but 98% of unsuccessful projects ALSO had a good solution. They were a little stumped. If both had good solutions, why did those 98% fail? -The key was lack of sponsorship or acceptance.

QxA=E *or* Quality x Acceptance = Effectiveness

You can have a quality solution, but without acceptance you still won't be effective.

[CAP Model flash]
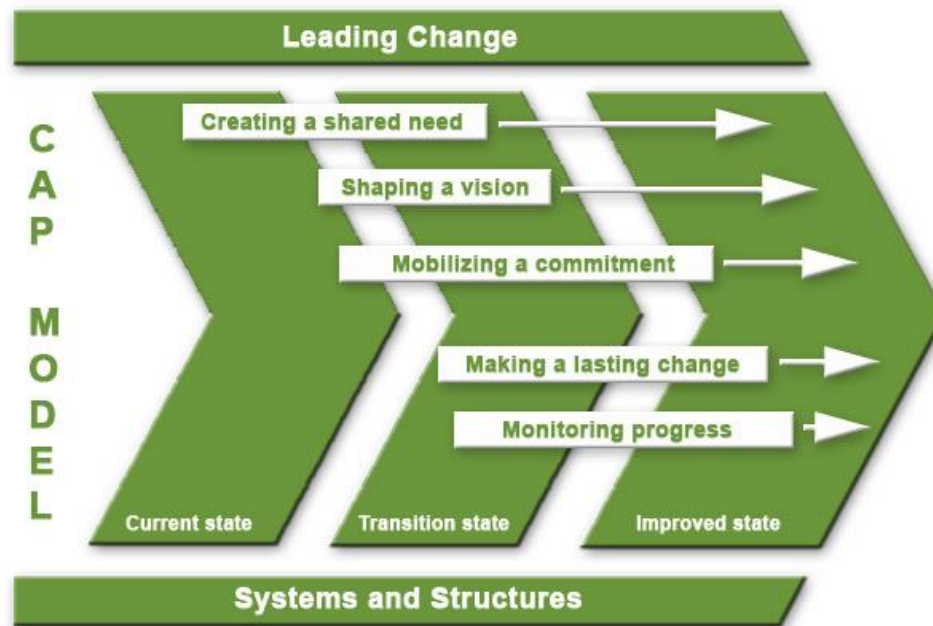
- *Leading Change rollover:*
  - The key to a successful project is having committed leadership throughout the entire project. This support should be visible and active. A sponsor should be fully engaged in supporting the project by being aware of the need and providing the necessary resources.
  - A significant change in sponsorship support can be a serious risk of failure to the project.
    - If the sponsor is not fully supportive (changes direction, withdraws resources, isn't fully engaged, etc.), then stop the project and meet with the sponsor to assess their support.
    - If the sponsor changes roles, the stop the project to acquire the support of the new sponsor. Include the former sponsor in a meeting with the new sponsor.

- *Creating a shared need:*
  - The need for change must exceed any resistance or inertia. The reasons for change must be compelling, not just for your leadership, but for any stakeholder affected by the change.
    - Change can be driven by threat or opportunity.
  - The need can be identified and aligned with the corporate CTQ drilldown.
  - You can communicate the need by using the three Ds:

- Data — The degree that internal/external sources of data show the need for change (benchmarking).
- Demonstration — The degree that best practice sites or piloted projects show the need for change.
- Demand — The degree to which executive leadership simply demands that the change occur.

If you have opposition or disagreement about the need, use the ABC model to answer the below questions for persuading the opposition:
  ◦ What are the opposing arguments? How do the weights of their arguments compare to yours?
  ◦ What other strong arguments (for example "rewards of acceptance" or "risks of rejection") can be explored?
  ◦ How can your existing arguments be reinforced to give them more evidential weight?

- *Shaping a vision:*
  - Your leadership (especially the Sponsor) must paint a compelling picture of what the future will be like after the change.
  - The vision must be clear, attainable, and widely understood.
  - Specifically:
    - The end-state should not be described using business results, but behavioral terms.
    - Define the vision in 1 to 3 sentences; keep it simple and direct (like an elevator speech).
    - The vision should be clearly understood by **every** person (avoid having lots of individual visions).
    - Ensure that the vision isn't too general or too complex; either can cause confusion.
- *Mobilizing commitment:*
  - Mobilizing commitment is building a strategy to win support from key stakeholders.
  - Springboard off the existing strong sponsorship, the identified need, and the defined vision to rally stakeholder support.
  - The objective is to build momentum so these stakeholders can be the advocate for change that affects their area.
  - If the change hasn't been piloted yet, then identify stakeholders who can be "early adopters" to test the change so you can identify and fix unexpected errors or risks.
    How to build the strategy to win stakeholder support:

1. Identify your key stakeholders.
2. Build a plan for communicating the change.
3. Validate the strategy with the Sponsor.

- *Making change last:*
  - Integrating the change to the rest of the organization:
    - The prior steps in the CAP model lead up to the change.
    - The remaining steps focus on making the change permanent.
    - This requires transferring knowledge and best practices from the change to other key (and even competing) initiatives.
    - It includes building momentum by celebrating early successes.
  - The change should be "baked in":
    - The change should not be something that's quickly dropped once the organization gets in a pinch.
    - The change should become part of the natural behavior of the organization, not just a desired behavior.
- *Monitoring progress:*
  - Measuring the results of the change:
    - "You can't improve what you can't measure."
    - How do you know if the change is successful? There should be clearly defined measurements that reflect the before/after state.
    - The measurements should be real (objective) to ensure that the progress is real.
    - Benchmarks and goals should be defined to ensure that there's accountability in measuring the progress.
  - Ensure that the measurements have "teeth":
    - When the measurements reveal that the progress is successful, it's time for a celebration. However, if the progress lags or declines, then there should be accountability to help turn it around.
- *Changing systems and structures:*
  - Embedding the change into the organizational structure:
    - The current systems and structure of an organization were designed for the "as-is" state prior to the change.
    - If these systems and structures aren't included in the change, then the change will look like the "flavor of the month."
    - The systems and structures of the organization may include:
      - Human resource issues (hiring, staffing, training, etc.).
      - Management issues (performance management, rewards/incentives, etc.).
      - Communication and documentation.

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	- Organizational design. - Information technology architecture (security, access, system design, integration, etc.). · Identify how these systems and structures influence the changed behavior: - Use a systematic approach to evaluate each system and structure that may directly or indirectly influence the change. - Modify all systems and structures to complement and reinforce the change
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SCREEN TITLE	CTQ Drilldown

FILENAME INFORMATION		

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☐	Expert	VIDEO 2	Click here to enter video 2 filename .flv
		ATTACHMENTS	Level_3.pdf

TEXT ON SCREEN

| TEXT	If I asked you to tell me who Sprint's ultimate customer is, who would come to your mind first? Maybe a large business or enterprise customer, bringing in a large amount of revenue. Or possibly phone subscribers in general, since they are the primary source of our revenue. Well, in actuality, the ultimate customer is the shareholder. The shareholder is the true owner of the company, as represented by the Board of Directors. The CEO is the primary steward of the company and is ultimately accountable to the shareholder, whose satisfaction can be measured by the company's stock price. Remember, the company's success is not based solely on revenue, but on net worth (i.e., total value, equity, etc.). *[break]* The shareholder has certain CTQ, or Critical to Quality, standards for the company to perform well (which improves the stock price): 1. Corporate performance—measured in earnings per share or EPS. 2. Marketplace performance—measured through various analyst ratings. *[flash animation]* *NOTES: As the user clicks on each box, the boxes below and related to it are revealed.*
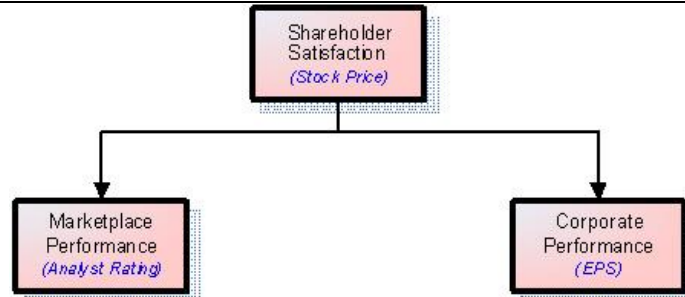
Popup for Marketplace performance: Corporate brand (for example, corporate image, integrity, speculation of performance, etc.):
  ◦ The marketplace represents the public perception of the company; however, this doesn't mean corporate performance is not important.

Popup for Corporate performance:
  ◦ Employee satisfaction (or example, % turnover, # of grievances/lawsuits, employee sat. surveys, etc.).
  ◦ Customer satisfaction (for example, % turnover (a.k.a., churn), customer sat. surveys, etc.)
  ◦ Financial performance (for example, EPS, Economic Value Added or OIBDA, net equity, etc.)
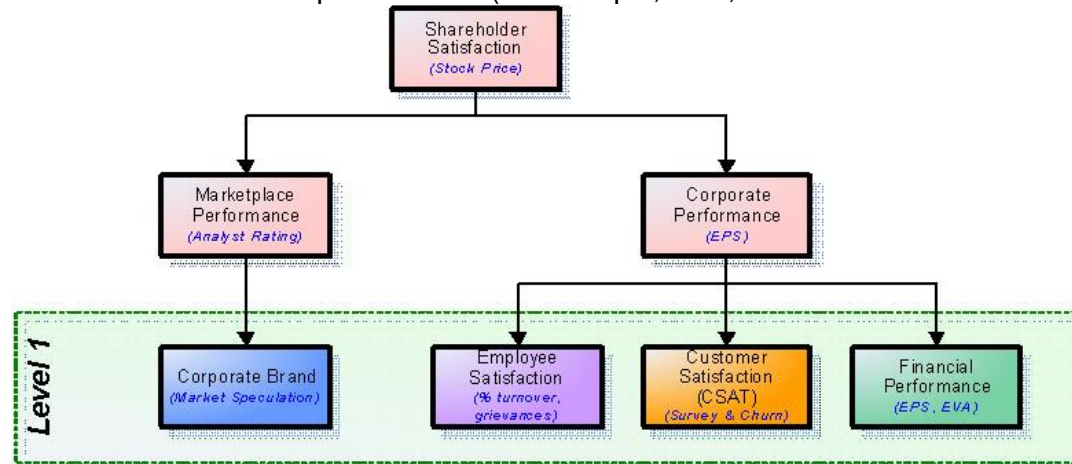
Popup for Uncontrollable: These are areas the company can't control: the economy, government regulations, weather/disasters, etc.

Popup for Controllable: These are areas the company can control or influence: audits, advertising, government compliance, safety, environment, etc.
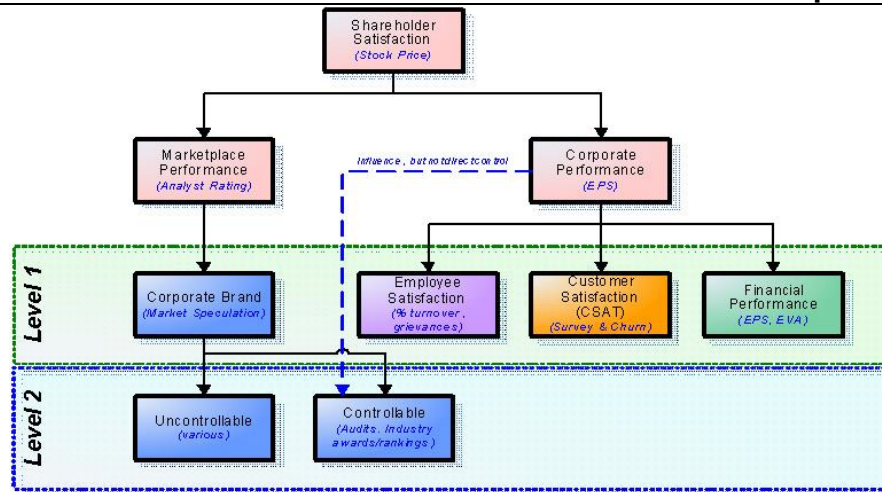
Popup for Opportunities/environment: Examples include advancement potential, improving skillset/retention, working conditions, safety, etc.

Popup for Compensation: Examples include competitive wages, insurance benefits, time off, bonuses, discounted services, etc.
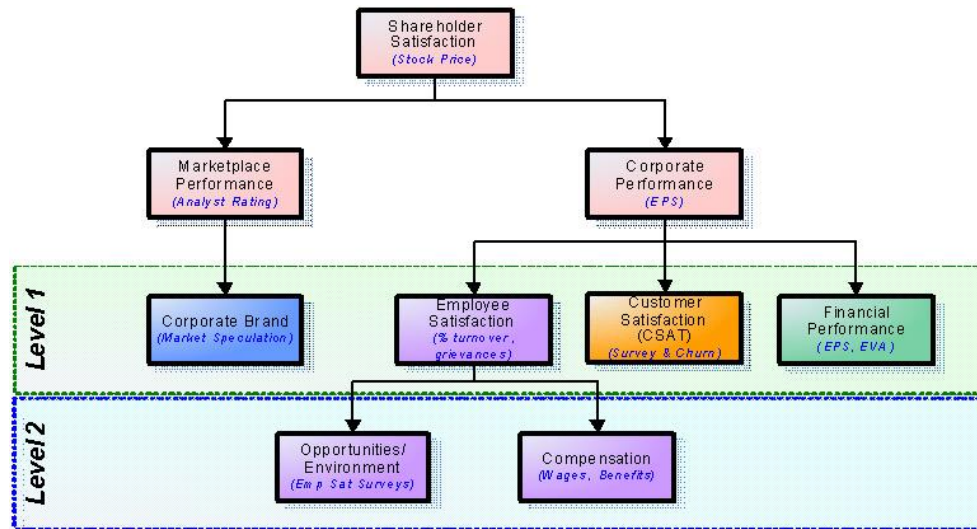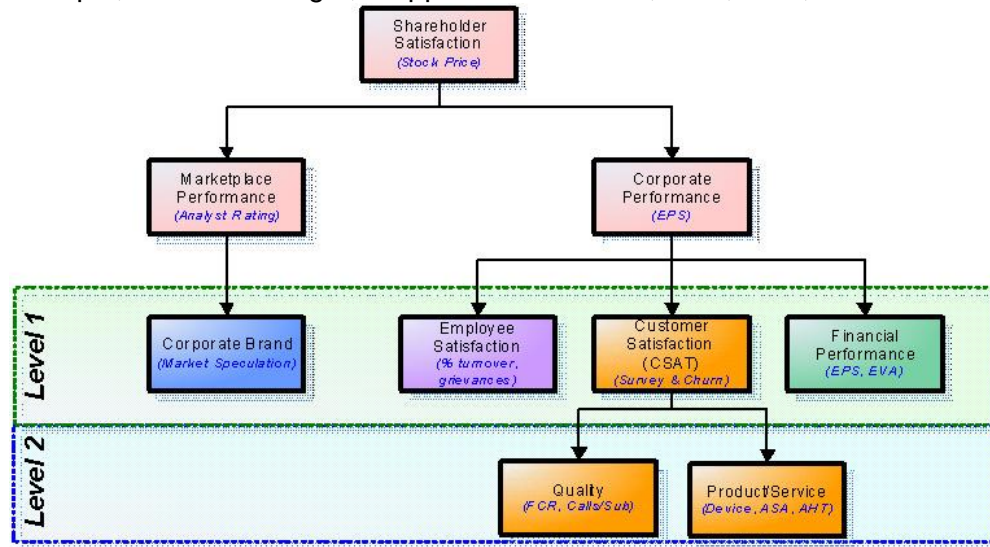

Popup for Product/service: The products/services we offer—Do we offer the right stuff? For example, device types, plan/service options, 4G capability, coverage areas, etc.
Popup for Quality: How effective are the products/services we offer—Are our products/services effective? For

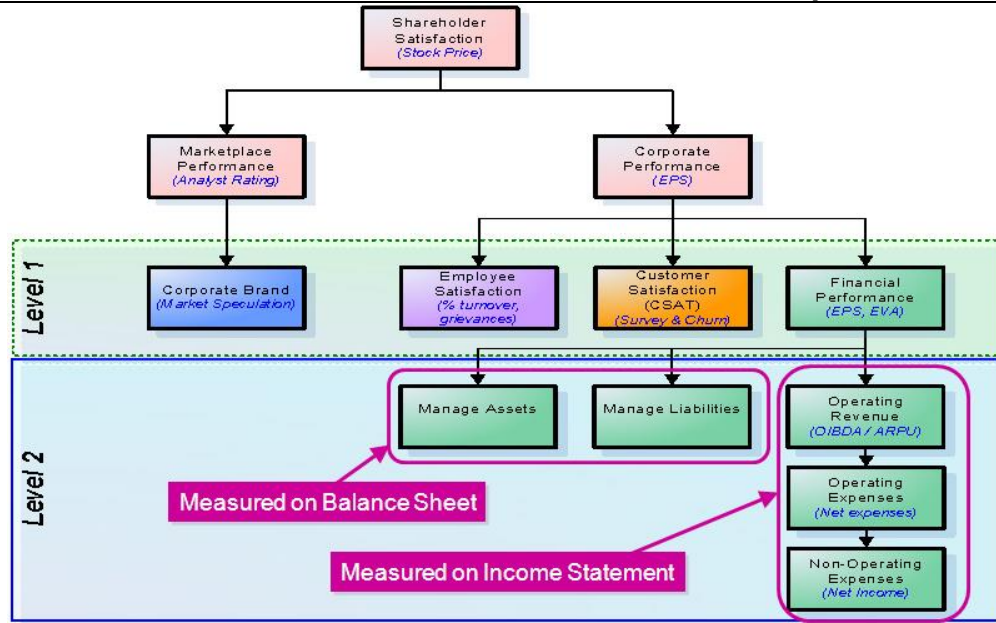example, network strength, dropped/blocked calls, FCR, CPS, etc.

Popup for Manage assets: Assets are part of the corporate balance sheet. Examples include how fast we collect cash (A/R), controlling asset purchases, capital investments, etc.

Popup for Manage liabilities: Liabilities are part of the corporate balance sheet. Examples include how fast we pay off debt, how slow we pay expenses (A/P), reduce adjustments, etc.

Popup for Operating revenue, operating expenses and non-operating expenses: Operating revenue, operating expenses and non-operating expenses are part of income statement. Examples include increasing gross adds, decreasing churn, reducing call volume, efficient operations, etc.

Guided Process Solution Script

Level 1:
- Shareholder Satisfaction (Stock Price)
- Marketplace Performance (Analyst Rating)
- Corporate Performance (EPS)
- Corporate Brand (Market Speculation)
- Employee Satisfaction (% turnover, grievances)
- Customer Satisfaction (CSAT) (Survey & Churn)
- Financial Performance (EPS, EVA)

Level 2:
- Manage Assets
- Manage Liabilities
- Operating Revenue (OIBDA / ARPU)
- Operating Expenses (Net expenses)
- Non-Operating Expenses (Net Income)

Measured on Balance Sheet

Measured on Income Statement

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