

# “If Nothing Ever Changed, There’d Be No Butterflies”

## Managing Sustainable Change

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## What You Will Learn Today

- How to use frameworks for change
- Describing the role of a change agent
- How to create useful change in a sustainable environment



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## How We Will Learn It



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## A Framework for Managing Change

	Desired	Undesired
Changes coming at you	Integrate Accept Leverage	Explore Prepare Modify Educate
Changes you create	Drive Connect Prepare	Learn Explain



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## Discover What Needs to Change

- What needs to be done differently?
- Does my operating style need to change?
- How will the performance scorecard change?
- How will my suppliers need to change?
- It is OK to “change your mind”!



## Examples of Discovery

- “We just found out that the meters are not calibrated correctly”
- “I assumed it was in the provider’s SLA, but it was not”
- “Procurement used the old contract terms”
- “I am part of the new balanced scorecard being shown to upper management”



## Plan for Change

- Operating Environment
- Leadership & Management
- Decision Making
- Action Plans
- Priorities & Sequences
- Monitoring Activities

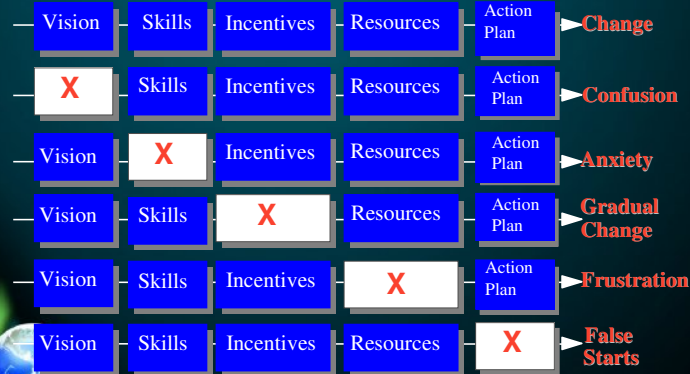


## Examples of Planning

- Assessments of your team’s skills
- Monitoring energy and water usage
- Creating new operating procedures
- Formal & informal status meetings
- Defining metrics for success
- Benchmarking your ideas with others



## Managing Complex Change



## Examples of Change

- “The new supplier is meeting the EPP goals we set with them”
- “The employee training on recycling increased our diversion rate by 20%”
- “Everyone on the team is looking for ideas to reduce energy and water use”
- “We are experiencing fewer repairs after the retro-commissioning project”

## Sustain the Change

- Succession Planning
- Systems and Tools
- Creating a New Culture
- Appropriate and Meaningful Rewards
- Communicating the Results

## “Keep The Change!”

- Create a change action plan
- Talk about the changes you made
- Don’t give up – keep trying something

## Create a **Change Culture**

- Constantly survey your environment: internal and external
- What are others doing and what's working?
- What are your organizational drivers ... this week ... next week
- How can they change and how can you respond?
- What can YOU change ahead of the curve?

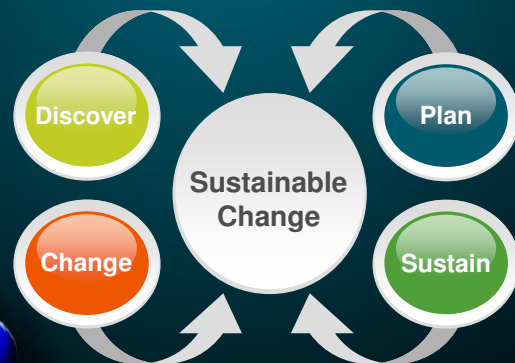


## To be a **Change Agent** you need...

- *Full support* from the top
- Clear and unwavering focus on the end result
- Communication early and often
- Confront issues head on and quickly
- Have thick skin
- Escalate and encourage escalation – that's what management is there for



## Use **ALL** of Your Tools



# Thank You!

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