

Change Agent Summit and Training Session

Change Management Center Capabilities and Accomplishments

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Rumsfeld on Change

“Anytime anyone proposes a change, there will be opposition and concern. Change is hard. It is not easy for people. However, the fact that there is opposition and concern does not mean the change is undesirable.”

Said Another Way...

Change Fast or Die!

Change Management Center

- ◆ *Established in November 1999 in response to the Defense Authorization Act Language for Fiscal Year 1998*
- ◆ *Mission: Accelerate the integration of commercial best practices across the Department by bringing proven "world class" strategies and tools for change to DoD leaders*
- ◆ *The overall goal is to accelerate achievement of documented results on key change initiative in 60 to 90 day "sprint" campaigns that leverage the know-how creativity and motivation of people within the organization*



Change Management Center

Focus: Drive change implementation, measure performance outcomes, and maintain complete visibility into all ongoing rapid improvement activities.

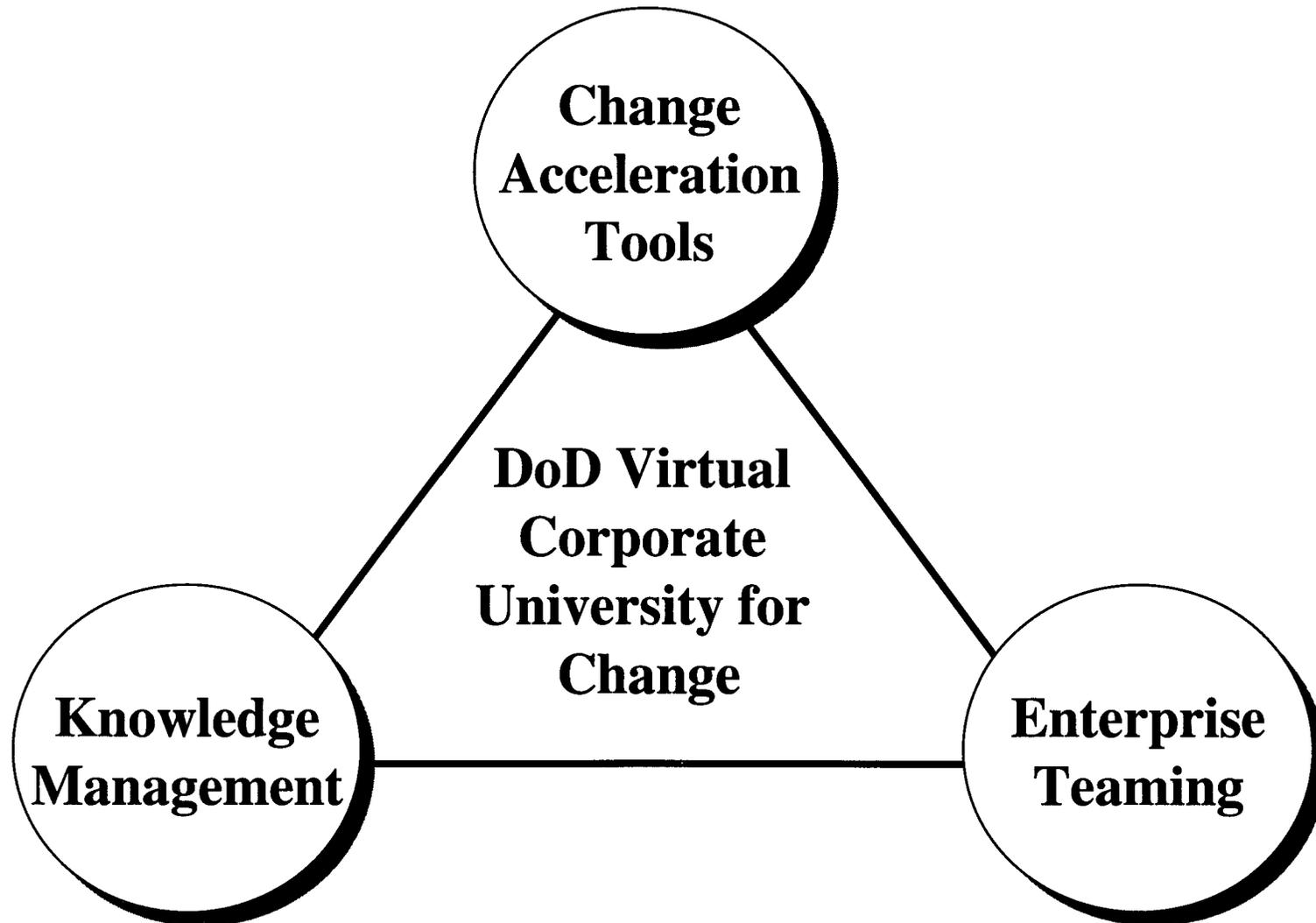
- ◆ ***Strategic and tactical support for deploying rapid improvement activities***
- ◆ ***Seamless implementation and coordination of participating team members***
- ◆ ***Development, execution, and capture of information to develop and track Performance Scorecards***
- ◆ ***Data collection, management, and storage/retrieval systems to collect and centrally store information for rapid retrieval and oversight of goal implementation***
- ◆ ***Data analyses of progress and suggested improvements to Action Plans***



Potential CMC RIT Outcomes

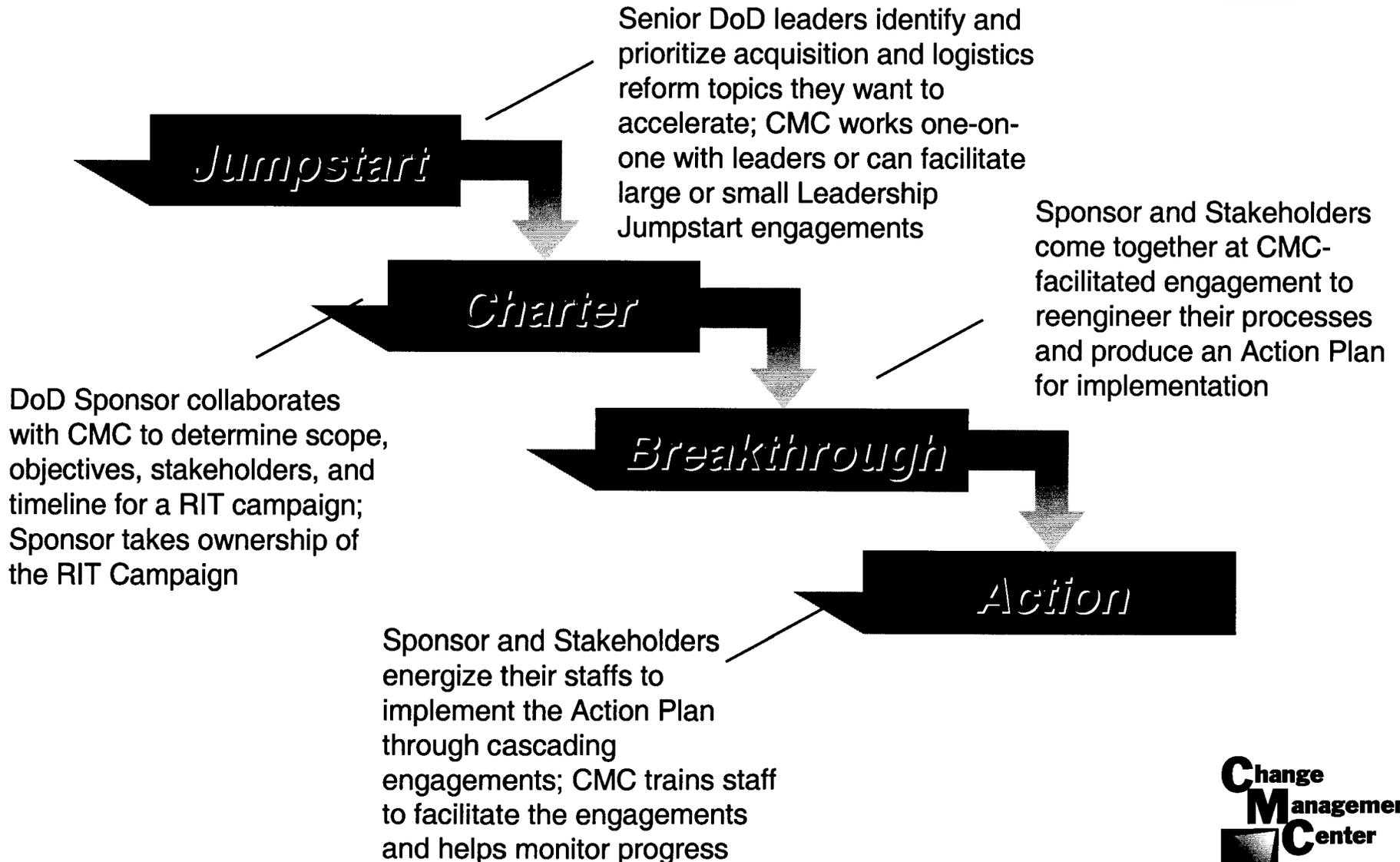
- ◆ *Improve* goal setting efforts
- ◆ *Establish* organization priorities
- ◆ *Eliminate* unneeded activities
- ◆ *Reduce* operation costs
- ◆ *Speed* decision making
- ◆ *Establish* ownership for new processes
- ◆ *Overcome* change resistance

Three Pronged Strategy

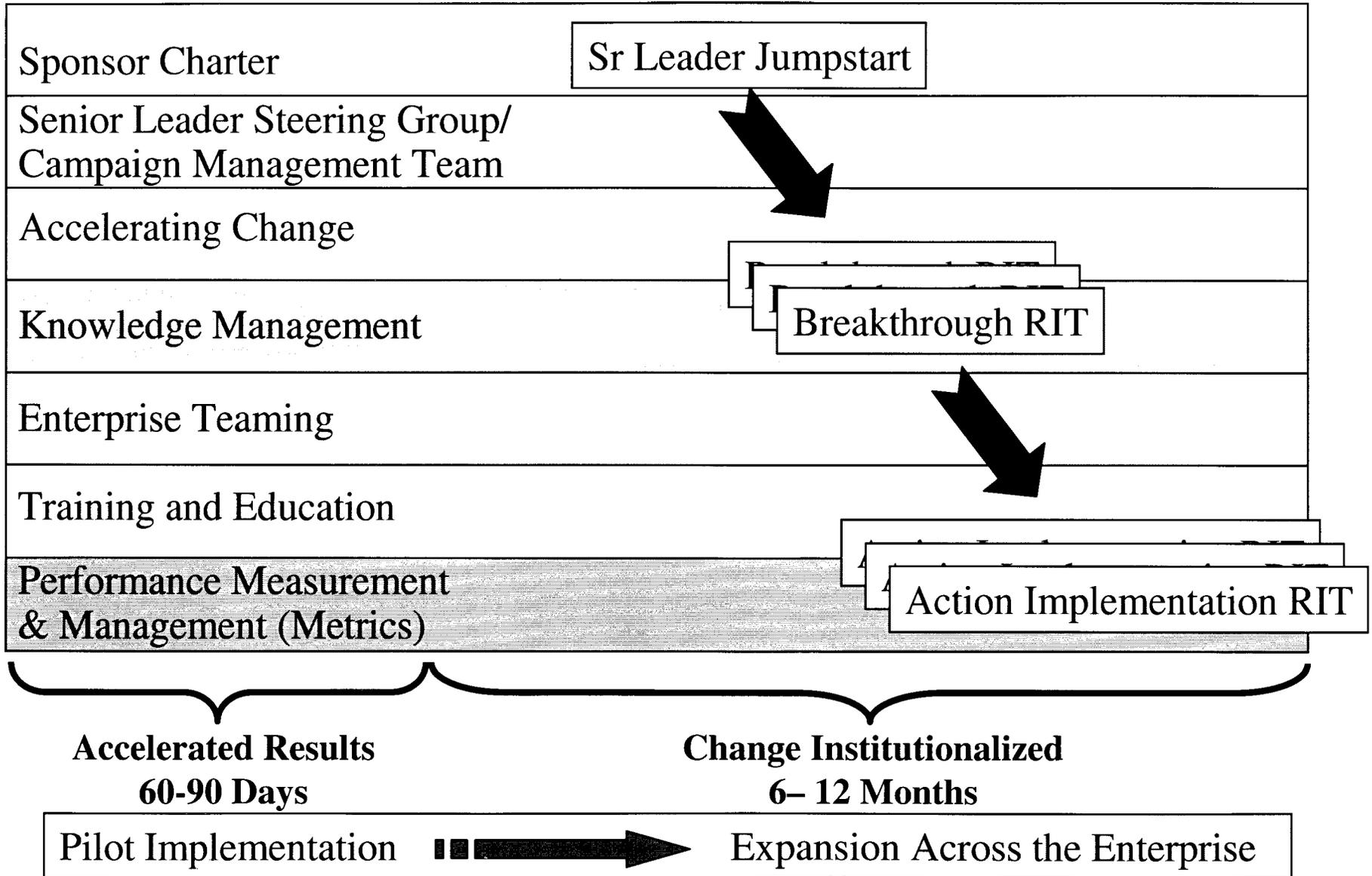


Four Steps to Rapid Improvement

Ownership by the Sponsor is Key



Methodology



CMC First Year Milestones

- ▶ Strategic partnerships created with numerous DoD organizations, commercial service and product industries, professional associations, and academia.
- ▶ Over 25 major change acceleration campaigns launched with over 100 separate RIT engagements and over 1500 individuals engaged as change champions.
- ▶ CMC Website/Knowledge Management platform established to support on-line collaboration and learning.



Examples of Results Achieved

- ▶ Created CBE web site access to over 825 on-line courses.
- ▶ Deployed operational knowledge management systems for DLA, Army and Marine Corps.
- ▶ Forged a Strategic Supplier Alliance between DLA and Honeywell with savings of \$45M projected over thenext 12 years.
- ▶ Reengineered Permanent Change of Station Travel process documenting estimated cost savings in excess of \$1 Billion.



CMC Business Partners

- ◆ *Litton TASC - Campaign Managers & Business Expertise*
- ◆ *Motorola University - Expert Facilitators, Corporate University, & Knowledge Management Expertise*
- ◆ *SAIC - Knowledge Management Expertise*
- ◆ *Meridian KSI - Website Management & Knowledge Management Infrastructure*
- ◆ *LMI - Business and Knowledge Expertise*
- ◆ *Ashby & Associates - Public Affairs & Media Expertise*

Change Management Center RIT Campaign Results

The RIT process can be used to address problems/issues:

- ***Within a single DoD organization***

- **DSS-W:** Streamlined re-organization to improve efficiency and customer satisfaction.
- **USMC Systems Command:** Improved procedures and processes to identify and accelerate incorporation of emerging technology.

- ***Across organizations within a Service/Agency***

- **Navy FMS Ship Transfer:** Reengineered processes and improved cycle time for sale of excess naval vessels.
- **Army Industrial Base Disposal:** Developed new processes to accelerate disposal of excess properties.

- ***Across DoD Services and Agencies***

- **Export Control Process:** Aligned Military Services, DLA, and OSD on a single reengineered review and approval process.

- ***Between Services/Agencies and Commercial Contractors***

- **Strategic Supplier Alliance (DoD and Honeywell):** Applied innovative contracting provisions for replenishment parts to reduce lead time, administrative effort, and inventories while maintaining flexibility. Developed and implemented improved quality source inspection procedures reducing government oversight while maintaining reliability.

Change Management Center RIT Campaign Results

- ***Across Executive Branch Departments***

- **Federal Procurement Data System:** Revised the processes and structure of existing FPDS. Aligned all agencies on a common goal and procedure. Defined technical and function requirements for an improved system and developed a working prototype of a potential web-enabled system.

**The CMC RIT process brings together an empowered group of cross-functional Team Members to reengineer existing business processes to provide materiel and services to the Defense Customer
*Better-Faster-Cheaper.***



Conclusions

The CMC RIT process:

- **Has proven itself in applications within the DoD.**
- **Can address issues across the full spectrum of defense operations.**
- **Is flexible and scalable to address a broad range and depth of issues.**
- **Is ready to assist your organization accelerate and manage positive change.**