Complex Change Management

The People Side of Change

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Con-Air Industries

We manufacture and distribute the Aerostar brand air/furnace filters that are critical to protecting our homes and community spaces. As a premier eCommerce supplier, we have provided millions of families with the gift of clean air. The Con-Air team is united in the core mission of helping families to be safer, healthier and more productive.
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Digital Transformation

Enablers are foundational areas that can be applied across all Use Case areas to create value.

Transformative Technologies
- Automation & Robotics
- Blockchain
- Artificial Intelligence
- Manufacturing Execution Systems

Digital Culture, Talent, & Workforce
- Complex Change
- Capabilities & Skills
- Virtual & Hybrid Work
- Diversity & Inclusion

Use Case Areas

Plan
- Integrated Dynamic Planning
- Cost of Complexity Modeling

Source
- Contract Lifecycle Management
- 3rd Party Risk Management

Make
- Digital Lean
- Factory / Line Automation

Deliver
- Agile Fulfillment
- DC Viability & Automation

Use Case areas are the Supply Chain focus areas in which we apply Enablers to create business value.

Power BI

BROOM STREET SOFTWARE

QAD

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Lean Manufacturing

Core Principles

Leadership Commitment & Support
Superior Safety
Resilient Supply Networks
Agility & Flexibility
Data-driven decisions

Customer Obsession
Process Excellence
Lean Thinking
Standardization

FLO

8 Forms of Waste

- **DEFECTS**: Reprocessing, inspections, or correcting work
- **OVER PRODUCTION**: Manufacturing product before it's required
- **WAITING**: Processing delays, downtime, bottlenecks, no parts
- **NON-UTILIZED TALENT**: Underutilizing talents, skills, or knowledge
- **TRANSPORTATION**: Excessive moving of raw material or inventory
- **INVENTORY**: Building or storing excess raw material, WIP, or finished goods
- **MOTION**: Human motions that are unnecessary or ergonomically incorrect
- **EXTRA PROCESSING**: Adding extra value when it is not required to satisfy the customer

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What is it?

Process, tools and techniques to manage the people side of change to achieve its required business outcomes.

It does little good to create a new organization, design new work processes or implement new technologies if you leave the people behind.

Change management is both a process and a competency.
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Key Roles of Managers and Supervisors

Communicator: Communicate with direct reports about the change

Advocate: Demonstrate support for the change

Coach: Coach employees through the change process

Liaison: Engage with and provide support to the project team

Resistance manager: Identify and manage resistance
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Knoster Model

- Vision + Skills + Incentives + Resources + Action Plan = Change
- Vision + Skills + Incentives + Resources + Action Plan = Confusion
- Vision + Skills + Incentives + Resources + Action Plan = Anxiety
- Vision + Skills + Incentives + Resources + Action Plan = Resistance
- Vision + Skills + Incentives + Resources + Action Plan = Frustration
- Vision + Skills + Incentives + Resources + Action Plan = False Starts
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Con-Air’s Success

- Increased Gross Revenue >20% YoY
- Doubled annual engagement survey score YoY (#1 in FG)
- Automation scrap improved 60.5% YoY
- Manual Assembly scrap improved 84% YoY
- Amazon On-Time Shipping improved from 70.1% to 97.5%
- Direct to Consumer On-Time Shipping improved from 76% to 98.4%
- Machine downtime improved from 8% to 3.2% YoY
- Automation UPLH improved 96% YoY
- Manual Assembly Efficiency improved 81% YoY
- Direct Labor improved 2.5 points YoY
Thank You