

On June 17, 2013 the Institute of Industrial Engineers Chapter 38 hosted the **“Change Management – The ‘soft stuff’ is the hard stuff”** workshop presented by Susan Campion at the Hopkins Center for the Arts.

Susan Campion, founder of Camponovo Consulting and Giant Steps is currently an adjunct faculty member at the University of St. Thomas where she teaches in the MBA and executive education programs. She has experience in multiple industries including pharmaceuticals, healthcare, oil/ gas, manufacturing, education, medical device, insurance, financial services, non-profits and media/ arts. Susan holds an M.S. in Industrial and Management Engineering from Rensselaer Polytechnic Institute (NY), a B.S. in Mathematics from the College of William and Mary (VA) and is a Six Sigma Black Belt.

The workshop included the following topics:

- Aligning improvement efforts with business objectives
- Creating a culture
- Engaging your organization
- Communicating for change

Susan’s style of using creative examples to demonstrate key success factors kept the day interesting. It was refreshing to break away from standard manufacturing cases. The group discussed and shared experience and best practices in:

- Elements of lean culture (continuous improvement/ PDCA, bottom-up problem solving/ improvement ideas, teamwork, visual communication, standard work, relentlessly reducing waste, challenging assumptions, monitoring/ measuring and listening and valuing opinions from all)
- Leading a culture change: what leaders can do
- The change cycle
- Tools: communication planning and stakeholder analysis

The marshmallow challenge spurred some friendly competition as well as demonstrating concepts like the power of iteration, testing assumptions and teamwork. It was a fun day laced with several nuggets of knowledge.