

The Intersection of Change Management & Lean Six Sigma: For the Black Belt and Change Management Practitioner

Endorsements

“Randy Kesterson recognizes that much of the energy that organizations put into Lean and Six Sigma improvements is wasted, when the results are not applied effectively due to the organization’s resistance to change. In this book, he synthesizes the findings of the last 50 years of change management, and integrates it with the Lean and Six Sigma systems, to give project teams useful, actionable guidance on change management.”

Ellen Domb, Ph.D.
PQR Group

Note: Ellen is included in list of world’s top 50 quality experts at QualityGurus.com



“Finally, a book that recognizes that most organizations are on the left side of the FAT-LEAN continuum. Far too many organizations think they are lean/six sigma mature only to realize that they aren’t even close. If they don’t have a sustained culture of continuous improvement, and if lean or six sigma events are an occasional activity that takes you away from your “day job”, they you’re still on the left. This is an excellent book in that it connects change management to cultural transformation. I strongly endorse this book as a tool for reflection. Where are you “really” in the FAT-LEAN continuum? And how do you migrate yourself to the right?”

Gerhard Plenert, PhD
Gerhard.plenert@usu.edu
www.gerhardplenert.com

Note: Gerhard Plenert also serves as Director of Executive Education, Shingo Institute, *Home of the Shingo Prize*



“I was trained in Lean by Shingijutsu and have been in the Lean Six Sigma and change management field in Aerospace for over 20 years as a Master Black Belt. I have personally led or supported in excess of 350 projects with internal teams or external suppliers, and have trained, coached, and developed scores of Black Belts

over the years. My experience has taught me the journey is only 20% about hard tools and 80% people. Unfortunately I see Corporations shift the focus opposite and wonder why success is not possible or sustained. Thanks to Randy for exploring and developing the human side of the change equation, because at the end of the day – it's about the people!"

Denise Meredith
Master Black Belt
Director of R6s and Continuous Improvement
Raytheon Integrated Supply Chain



"Randy has crafted an invaluable book, no matter where you are in the journey of organizational change management. A must-have guide you will refer to again and again."

Marshall Goldsmith – The author of the #1 *New York Times* bestseller – *Triggers*.



"With practical guidance and expert advice from OCM trailblazers and Lean Six Sigma leaders alike, Randy has created the go-to guide for change management. Filled with gems of knowledge from the worlds of both organizational change management and Lean Six Sigma. An invaluable read for change leaders at any level."

Marshall Goldsmith – The international best-selling author or editor of 35 books including *What Got You Here Won't Get You There* and *Triggers*.



"It is a practical introduction to the importance of Change Management. By providing a variety of examples, the book helps readers understand that Change Management is not a new concept, nor is it one that they are unfamiliar with – Change Management is around us all the time in different shapes and forms. This book helps to recognize that and teaches us how to live through it."

Siobhan Pandya
Director Lean/Continuous Improvement

Mary Kay Inc. Manufacturing



“Randy has identified a critical element in change management—that individual differences in personality require the change manager to approach those affected by change in ways that are sensitive to differences in traits. Some people are put at ease by words, others by data, and so forth. A must read for the responsible change manager!”

Pierce J. Howard, Ph.D.
Co-Founder and Chief Innovation Officer
Paradigm Personality Labs
Charlotte, NC (formerly CENTACS)



“While a lot has been written about change management, rarely do we talk about it in the context of real, demonstrable outcomes that amount to measurement of change. Randy’s book brings along his knowledge of Lean Six Sigma and project management as guideposts to combine measurement, scheduling, and transformation into a common set of guidelines to help managers on this journey.”

Robert Handfield, Ph.D.
Bank of America University Distinguished
Professor of Supply Chain Management
Poole College of Management
North Carolina State University



“Kesterson has nailed it !! Are you a Lean / Six Sigma Practitioner who’s not having the success despite being qualified? If so, read this book. Kesterson masterfully describes change management techniques that appeal to the heart as well as the head. After reading this book enjoy the success if you put Kesterson’s knowledge into action.”

Matthew Wilson
Senior Global LEAN Business Partner
Arla Foods amba
United Kingdom



“As business leaders, we all want to be successful. Identifying and solving tactical or strategic challenges fuel our energy and focus. The changes that accomplish our defined solutions are most of the time painful to realize and can torpedo our success. Randy provides us with proven best practices, insights from those that walked the road before, and guidelines that will significantly increase our odds to be successful. This book is a must read for those who initiate and drive change.”

Albert Vermeulen
CEO Arrowhead Management Consulting
Phoenix AZ



“Randy is the ultimate intersection of being the external expert and the internal practitioner of Change and LSS. His perspective is unique and without bias. This is a must read book for anyone desiring to improve the adoption and sustainability of their LSS Projects.”

Bob Dodge
Senior Vice President
The Alternate Board – Denver West



“Randy has built a book and practice that brings a proven method to show results from organization change programs. Quantifiable Results in transformation and change programs is the holy grail - and Randy brings it to you in this book. “

Louis Carter
Founder and CEO
Best Practice Institute



"Change happens at the boundaries. An enterprise needs to change at its external boundaries with customers, suppliers and other stakeholders. Within the enterprise, change must also take place at the boundaries. One such boundary is the Lean Six

Sigma community and the Organizational Design effort. Merging these competencies and understanding the relative strengths of each is the essence of "The Intersection of Change Management and Lean Six Sigma". Expanding the domain of each competency as they integrate is the source of power for organizational transformation. This book can guide you to understand this power."

Don Linsenmann
CEO, Executive Transformation Mentoring
(formerly VP Business Process Excellence and
Corporate Six Sigma Champion for DuPont)



"Lean Six Sigma Black Belts expend considerable energy and brain power learning Lean Six Sigma. Yet too often they have been frustrated because their efforts have not yielded the changes in operations, improved efficiency and increased productivity that should have resulted.

Randy Kesterson knows what is missing. Lean Six Sigma focuses on improving processes. Change management, the methodology to identify the potential or existing resistance of those being faced with change, is that missing element.

Randy is an extremely skilled practitioner of both these methodologies and, in this book, integrates them to create a comprehensive, robust approach to introduce lean six sigma changes and improve the ability of the Black Belt and Master Black Belt to help those impacted by the Lean Six Sigma changes to embrace them."

Jeanenne LaMarsh
Founder of LaMarsh & Associates
Pioneer in the field of Change Management



"Change is never easy in any organization. Many start off by saying, 'we just do not have the right tools to implement change.' With Randy's latest book 'The Intersection of Change Management and Lean Six Sigma' you have the tools right at your fingertips. I strongly recommend that any leader looking for some of the best tips for change management should read this book."

Rear Admiral Terry McKnight, USN (Retired)
Author of Pirate Alley: Commanding Task Force
151 Off Somalia



“The Intersection is spot-on and essential for all aspiring leaders! While enormously difficult to describe, this book proves that the phrase, *continuous improvement* is not sustainable without courage, humility and the deliberate intersection of change management and LEAN principles. Great tools, insights and lessons from real-life practitioners!”

Catherine Wolpert
Principal
The Conserve Group



“Kesterson has successfully removed the mystery and perceived complexity from these two important business disciplines by defining the intersection. The writing appropriately minimizes the focus on change and lean tools and reinforces the need for leaders to focus equally on defining and efficiently implementing the best solution AND ensuring impacted employees adopt and accept the solution. This book is a Field Guide to successful business transformation.”

Rick Rothermel
CEO & Director of Consulting Services
LaMarsh Global



“This book is not just for Black Belts! Randy Kesterson has created a comprehensive, yet very accessible, overview of change management that will benefit project executives, team members, and sponsors. As a practicing change manager, I would like to get this book into the hands of anyone who isn’t sure about why the discipline of change management exists or of the value it can provide. Recommended for everyone!”

Currin Cooper
Organizational Change Mgt. Consultant



“*Intersection of Change Management and Lean Six Sigma* provides a clear call to action. If you lead people, manage projects, or have any role in process/solution adoption – prepare to drive change. Randy highlights the delicate balance required for leaders to overcome resistance at the individual level so that they can deliver sustainable change at the organizational level.”

Jeremy A. Sparks
Senior Org Change Manager, Tyson Foods
Best Selling Author, *Go West*



"It's a fact that 90% of change efforts within the business world fail. To guarantee being in the 10% of success, you must master organizational change management. Randy has mastered organizational change management. He provides a very humble and conversational read on pulling together many practical examples of that change. This book is not just for the Lean Six Sigma professional. It is a valuable "tool box" for anyone influencing change within an organization and strives for a 100% success rate. Highly recommended!"

Owen Hewitt
Advanced TPM Practitioner
Performance Solutions by Milliken



"I approach organizational change with the premise that nobody likes change except a wet baby... and I teach new practitioners that they will find that "the *hard stuff* (math) is the easy stuff and the *soft stuff* (the people side of change) is the hard stuff". Randy Kesterson's new book, focused on bringing Organizational Change Management to Lean Six Sigma practitioners is both timely and does a great job bridging the gap for the quantitatively focused Lean Six Sigma community."

Brent Grazman, Ph.D.
SVP Business Excellence
nThrive



"In many organizations, a critical component to ensure success in improvement projects and organizational transformation is skipped, discounted, missed and ignored. That critical component is change management. In the ""Intersection of Change Management and Lean Six Sigma", Randy Kesterson highlights the importance of this critical component in overcoming resistance to change initiatives, process improvements, and organizational transformations. Randy shares his vast experiences in making the case for the value of a focus on the intersection of change management and major change initiatives such as those triggered by Lean Six Sigma. His writing is engaging and his insights are invaluable for change agents, lean six sigma practitioners, and leaders of organizations. This is recommended reading."

Steven Hodlin
Senior Director, Leadership Development
and Operational Excellence
Blackbaud, Inc.



“Randy Kesterson’s ability to take a complex topic and explain it in practical terms shines through in this book. The keen insight of a true practitioner is evident throughout his writings. The most important aspect of this writing is Randy’s ability to make the connection that in this day of high technology and constant change, an organizations people are still their greatest asset. Therefore, helping people to adapt to the ever changing world we live in isn’t just a good thing to do, it is the right thing to do! Randy does a great job of showing the way based on real world knowledge and experience that he is generous enough to share with all who seek to grow and develop a dynamic change culture that meets the global competitive challenge.”

Robert Jones
Managing Partner
Solomon-EOS Consulting



“Change is hard. Really hard. Whether changing business processes themselves or the behaviors that bring them to life, as a manager at any level, it's critical to know the strategies proven to make change happen. Through his practical guide, Randy Kesterson provides an essential understanding of the intersection between process improvement and the people side of change. If you're technical, read it. If you're on the people side, read it. Either way it gives you the best glimpse of how to drive change across both vectors.”

Zack Johnson
Former Co-founder & CEO
Syndio Social



“Effective change management in my view has always been the most challenging and elusive aspect of organizational transformation. In this work Randy addresses the vagaries and complexity of this challenge and through his many years of specific experience has assembled a practical approach with examples and expert discourse to illuminate a path to success.”

Dave Parkerson
Partner, North America
Project7 Consultancy



"You can have Change Management without Lean Six Sigma but not the opposite. Let's paraphrase Deming, " It is not necessary to manage change. Success is not mandatory. " Randy introduces the lost part of the puzzle creating a remarkable bridge from Project Management to Lean Six Sigma. Very practical and a must read for people leading any change.

Koray Karakas
Lean Six Sigma Black Belt and
Change Management Expert,
Turkish Aerospace Industry



"Randy has developed processes and tools that address the Emotional Intelligence aspect of Organizational Change management designed for the traditionally more analytical and process driven Six Sigma Belt Leaders. With these steps and tools Business Change Leaders can follow a process to incorporate this often missed aspect of Change Management resulting in a much more successful project."

Sandra West
Aftermarket Technical Services Mgr.
Doosan



"A great organizational change management primer with a focus on Lean Six Sigma application. Randy gives us practical examples, often in story form, and delivers them in easily digestible language that holds the reader's attention. His explanation of the "WHY" was especially well done, reminding even us old-timer change practitioners of the importance of mitigating change resistance through effective communications."

Joyce Carroll, CCMP™
Change Management Practice Lead
Total Health & Network
Cigna



"The Intersection of Change Management and Lean Six Sigma" book simplify the language of quality and makes it so interesting. You can easily link what is needed to be done and how it is done. The books tells helps you to digest quality, management, lean and six sigma and build it within your organization. I strongly recommend this awesome book."

Jorge J. Roman
Director of Business Excellence Chile
Professor at University of Chile
ASQ Country Counselor



“Change is arguably the toughest aspect of accomplishing meaningful results for any business. Whether executing strategic initiatives or implementing process improvements, change is necessary. As both a practitioner of Lean and Six Sigma and as a business leader, effectively employing the ‘soft’ skills of change leadership is so important and having a resource, such as this book that Randy has pulled together, is key. In this book, Randy has done a great job of not only reinforcing the importance of change management but has also done a marvelous job of stitching together a number of different tools, tips, and pointers to serve any leader well.”

Jon Atwood
Former VP Business Operations
Meggitt



“I first met Randy Kesterson 20 years ago when he became the Site leader at the Manufacturing plant I worked at. Randy came in the door speaking what seemed to be a different language. He tossed around terms that were obviously second nature to him but foreign to most of us on the shop floor. None the less, he sure seemed excited when he preached our potential and the changes that were soon to come. He used terms like Six Sigma, Lean Manufacturing, SMED, and Cellular Manufacturing. As a young production supervisor, I was intrigued and interested in these new-to-me concepts. Over the next few years and under Randy’s guidance, coaching and support; we embarked on a LEAN journey that included moving most of our machining equipment into machining cells that improved both the quality of our products and skills of our machinists. Our machinist were trained and empowered to run not just a milling machine or a lathe or grinder or gear hob, but to run all of them. They were molded into more than just machinists. As cell operators, they checked their own parts on a CMM and made any necessary machine adjustments; taking proud ownership of the entire process required to monitor, improve, control, and ensure the quality of the part. This was a huge culture change for us. Going from traditional batch manufacturing to Cellular manufacturing also revealed some huge opportunities in our processes. We found that our traditional changeovers averaged 3-4 hrs. This would not allow us to glean the benefits of our new cellular lay-out. We trained and empowered our engineering team to implement SMED (Single Minute Exchange of Dies). Randy led us by instructing

chartered improvement teams consisting of engineers and operators to find innovate, common sense ways to drive waste out of our changeovers and develop consistent methods to achieve the goal of slashing our changeover times. Most improvement teams were able to implement changes that resulted far greater reductions.

Another opportunity that became quickly apparent was that a lot of our equipment was not reliable. We had always suffered from poor equipment reliability but were able to accommodate it by moving work from one machine to another. Because of the cellular workflow, equipment un-reliability no longer had a place to hide. Randy led us in implementing TPM (Total Productive Maintenance). Through TPM we conducted Basic Equipment Care workshops where operators, engineers, and maintenance professionals restored and improved our equipment to like new conditions. We implemented Operator inspection routes to identify and repair defects before they became problems. We added reliability KPI's such as OEE to our measures to ensure that we kept moving forward.

All of these efforts not only contributed to our bottom line savings but won us some much appreciated recognition from our largest customer. The LEAN and TPM journey that Randy Kesterson initiated all those years ago, influenced me to become both a LEAN practitioner and maintenance and reliability professional myself. Randy Kesterson not only talks the talk, he walks the walk. Enjoy his newest book. “

Mark Jolley
Director of Manufacturing Services
Marshall Institute Inc.



“Change is the foundation for Lean/Six Sigma. Randy sets a strong foundation to support that hypothesis in his new book. If you are a seasoned “belt” or a new change agent, you will enjoy his fresh perspective. Of particular note are his “humble inquiry” interview dialogues at the end of the book that add personality and perspective.”

Christopher Biggs
MBB, PMP
VP iWorks Corporation



“Randy articulates clearly the problem and solution to bridge the gap between a developing a systematic and critical quantitative approach to organizing change versus the all-important qualitative soft-side of involving, engaging and facilitating people embracing the new expectations. 70% of change initiatives fail. Projected ROI is rarely realized. Focusing on process and people are equally critical for a

sustained outcome. Randy delivers a simple, but high-impact and pragmatic approach to combining the planning and execution strengths of a Six Sigma approach while interweaving the vital nuances of Organizational and Personal Change management to deliver results.”

Jason T. Collett
CEO ARCpoint Labs
Senior HR Director – Talent
Management, Domtar



“Ability to change fast is one of the key factors of being successful in today’s business world. However, organizational change is hard. Sustaining the change is even harder. In this book, Randy Kesterson provides us not only innovative tools for change management, but also insights and real life experiences to shed light on how to overcome resistance on the way to business excellence.”

Erdem Dursun
Lean & OpEx Consultant
Founder, Leannovative Consulting
France



“Problem Defined. Measurements taken. Analysis Complete. Improvements identified.... People? Most Black Belts and Program Managers follow a strict discipline when executing their projects. This is true whether it is process improvement, product development, or virtually any project, with a technical-oriented focus fixed firmly on implementing actions. With the strong drive for results, what can possibly derail a team from achieving success? Resistance to change by the organization! The countermeasure is Change Management. In this book, Randy Kesterson provides a wonderful introduction to the discipline of change management that leaves you wanting more. This is a must read for Black Belts, Project Managers, Program Managers, Engineers, Functional Managers....virtually everyone!”

Frank Uhelsky
Former LSS Leader
General Dynamics



“Randy's candid primer regarding how to significantly increase the odds of influencing meaningful change in any size organization is spot-on! Change typically does not come easy; this is definitely some "secret sauce" that moves the needle.”

John Vaughn
Enterprise Excellence Leader
Team Nutrilite



“Randy Kesterson gets it! In my 40 years of Operational Excellence I am convinced of one thing – the tools work. My personal challenge has been to effectively use the tools to create and sustain organization change. People have to want and own the change. It is the only path to successful implementation. Thanks to Randy for tapping into the larger opportunity to make improvements on a broader and deeper scale.”

Craig Long
Vice President Quality (retired)
Founder & Executive Director
Performance Solutions by Milliken
Milliken & Company



“As much as the project, process and change management disciplines advocate an integrated approach, it is much easier said than done. Randy helps practitioners on the process side incorporate the principles and practices of effective change management with an impressive collection of change experts with diverse backgrounds and experience sharing their perspectives. Anyone in the space of helping organizations make change would do well to pick up this book.”

Jessica Bronzert,
Founder & CEO, The Sparks Group



"The Intersection of Change Management and Lean Six Sigma is spot on! The book is a great read with clear explanations and I highly recommend it. One of the best aspects are the real life situations which I think many Change Managers will relate to in regard to Lean Six Sigma. Get your copy because what you will learn and the information therein will prove of tremendous value to enhance your career path."

Zane R Nobbs
Organizational Change Management
Nobbs Consulting, Inc.



“Implementing Lean Six Sigma tools is not difficult. Sustaining improvement results

over time is the hard part. Change Management is essential to sustain continuous improvement. Randy understands this and has brought the two methodologies together brilliantly.”

Patrick O’Hearn
Certified LSS MBB
Quality & Operational Excellence Team
High Point Regional UNC Health Care



“Organizational change for the Lean Six Sigma professional is not just about the strategy, project, or process re-engineering using the tools and systems. That is the easy bit. It’s about being able to re-engineer the people in terms of thinking in a different way and to get them to be part of the journey with you. This book will help you understand that approach.”

Paul Sample
Msc. Eng, BA (Hons)
Continuous Improvement Leader



“Randy has put together a no nonsense exploration of the best approaches to link Six Sigma implementations success directly to the careful application of organizational change tools and techniques. The straight forward blending of Randy’s experience in both areas with the actual experience of many of the best minds and practitioners in both fields yields a great read.”

Herman Zwirn
Change Management Expert (retired)
Formerly with LaMarsh & Company



“The imagery of the cross to illustrate the complimentary nature between Change Management and Lean Six Sigma can be likened to the need for organizations to change in order to survive and be successful. Randy Kesterson has captured this synergy as one compliments the other. Change is always difficult as there is always resistance at the best of times. People make change. We are asking people to move out of their comfort zone, “their threshold of knowledge”. Lean Six Sigma provides the toolbox as he points out. These must be combined with Change Management (those soft skills that many consultants miss), combined with a bit of Project Management and finally people utilizing Lean Six Sigma tools to make projects successful. Randy Kesterson has drawn from a pool of experts in a variety of

business sectors and academia to discuss Change Management. While there is some alignment throughout their comments, there are a number of options or different approaches. As we all know, “one size doesn’t fit all” which Randy Kesterson expands on throughout “The Intersection of Change Management and Lean Six Sigma” is a must read for all practitioners as a variety of perspectives offered.”

James Bond

International Lean Management Consultant (30+yrs.) Member
Toyota Management Team (20 yrs.)

Chair of Program Advisory Committee, Sessional educator for
“The Principles of Operations Management” in the advanced
Engineering program, Conestoga College Institute of
Technology and Advanced Learning

Co-founding member of the International Performance Alliance
Group (IPAG) Consortium

Former Coach/Advisor, Liker Leadership Institute (LLI)
Certified Master Trainer in Job Instruction by Mr. Isao Kato of
Japan



"Randy's 'The Intersection of Change Management and Lean Six Sigma' provides a concise and easy to read summary of the importance of Change Management and tools that every Black Belt should adopt into their Lean Six Sigma Toolbox."

Kevin Briede
Operations
Doosan Bobcat Inc.



“Randy has successfully captured the frustration of many Lean Six Sigma practitioners. There are copious amounts of literature recognizing the continued failure of many Lean Six Sigma projects in terms of implementation, completion, and effectiveness. For many Lean Six Sigma projects, the complexity and academics of Lean Six Sigma (e.g., statistical analysis, data collection, hypothesis testing, process mapping, etc.) are easy, but the people skills and soft side of Lean Six Sigma are difficult. Randy’s book is a great resource that explains the relationship between change management and Lean Six Sigma success. I would highly recommend Randy’s book to all Lean Six Sigma practitioners and senior leadership.”

Jamie “Jay” Guttenberg, PhD (ABD)
Lean Six Sigma Master Black Belt
Director of Operational Excellence
Blue Cross Blue Shield of Minnesota



“Every Lean Six Sigma Master Black Belt, Black Belt and Green Belt needs to read Randy Kesterson's book, no matter how much experience they have with Lean Six Sigma and Change Management. Randy provides practical advice on change management using examples and illustrations that are easily understood. The book is written in a manner that speaks to both data-oriented and people-oriented Lean Six Sigma Belts. The tools described in the book are 'must haves' for everyone's toolbox.”

Lori F, Rothenberg, Ph.D.
Lean Six Sigma Master Black Belt
Associate Professor College of Textiles
North Carolina State University



“Now that I, too, have grey hairs on my head, I understand more viscerally that process improvement cannot successfully occur in the absence of change management. Change is hard for organizations, and this book makes the case that we must avoid the “11E” approach to change management.

I found particularly insightful the interviews with experts, and specifically the Do's and Don'ts and the pitfalls to avoid. It's always useful and instructive to learn from the experts, and these lessons learned have offered a valuable means of familiarizing oneself with the various OCM approaches.”

James Michael Reames
Master Black Belt (GE, IBM),
Lean Six Sigma
Co-Founder and Partner, ProcessGPS



“Randy brings a different perspective to Change Management and Lean Six Sigma. If you are looking to move your organization forward while minimizing resistance and red tape, then this is a must read book. I highly recommend this book to anyone involved in leading a team or striving for business excellence.”

Cornelius Moore

Managing Director
Strategy & Business Transformation
Operational Excellence Associates, LLC



“Randy’s book is a strong manual for any organization that implements change on a recurring basis. Since personnel come and go, we need strategies to ensure that they are as receptive to the need for constant improvement that typically comes from a Lean Six Sigma culture. The fabric of our people will change over time, so our ability to use different methods to drive improvements in the business while alleviating the trepidation that change entails, will ensure acceptance going forward. Randy has put together the recognition of the differences of our human capital, and given the recipe to move them all together towards a better future state.”

Andy Bordick ^[1]_{SEP}
Head, Quality Assurance & Certification Program
Schuco USA LLLP



"Most change initiatives fail due to people issues, not the tools, process or leadership support. This book follows a very pragmatic approach to melding the management of change together with tools and processes for change. A great resource and reference guide for those responsible for organizational change".

Doug Wright
President
TARGET25%PLUS



“In his book, Randy has talked about the Importance of organizational change management while applying Lean Six Sigma focusing on the fact that Lean Six Sigma is a journey best travelled with change management. This book is recommended for all Lean Six Sigma project managers (Green Belts & Black Belts) as it will help them with the challenging aspects of change management that are critically important for successful project completion. It addresses how to create a shared need for the change; understand and deal with resistance from key stakeholders; and build an effective influence strategy and communication plan for the change.”

Anoop Jain ^[1]_{SEP}
Lean Sigma Master Black Belt
Business Improvement (Asia Pacific Region)
Safran Identity & Security



“This book is for any Change Advocate! ‘The Intersection of Change Management and Lean Six Sigma’ is an easy read and recommended resource for anyone managing change within their organization. Working in both Fortune 500 companies and small private organizations, I’ve seen good intentioned teams work through the why of a problem, roll out the solution, and not understand why people resist and reject the changes. This book provides a practical tool to navigate the pathways for organizational change.”

Janet Basile, MBA, SPHR, SHRM-SCP
Director of Human Resources
New England Cancer Specialists



“Wow, if only I had this book at hand 25 years ago when I started my Toyota Journey. I could have avoided many a sleepless night and stress filled days! – Great compelling read for anyone who wants to get the best out of their organisation whilst avoiding the all too common pitfalls of ‘Change’ in a controlled, sustainable way.”

Paul Carney
Europe Region Manufacturing Training Manager
Toyota Motor Europe



“During the last three decades, I have had the opportunity to help a number of companies in a variety of industries with strategic change initiatives (such as Lean Six Sigma or Knowledge Management). From this experience, I completely agree with Randy Kesterson when he says that change management or dealing with the “people and behavior” aspect is as important as the hard tools of Lean Six Sigma. In the organizations that I worked with, we usually found that change is best initiated from the top, but it is important to make sure that employees and other stakeholders, who are going to be impacted by the change, and on whom the organization depends to make the change happen successfully, are told why the change is necessary and what’s in it for them. Randy provides a great example of how Pastor Don Davidson managed change by taking people into confidence and explaining the “business case” for change. Our experience often was that if the people and behavior aspect was taken care of, organizations could obtain substantial and sustained results even from the relatively simpler tools of LSS. On the other hand, the use of higher-end tools without paying enough attention to people never failed to produce zero results and cynicism.

Randy had made a great effort to talk about the WHY (need for change management), the HOW, and also get a number of experts to share their experience.”

Arun Hariharan
Founder and CEO, The CPi Coach
(cpicoach.webs.com)
Quality and KM Practitioner and Author



"If you want to know how to apply Change Management to your Lean Six Sigma project - you should read this book. It without a doubt, shows why any Black Belt should and needs to invest the time and effort in learning how to manage change. Lean is about people and to create change together with them - but you need to understand the psychology behind change to do that. This book goes behind it all and even gives you the experience of seasoned change managers and Lean practitioners. I believe that even seasoned Lean Practitioners can find some inspiration and insights in the book - I know I did."

Erik T. Hansen
Lean Consultant and Practitioner



"In Randy Kesterson's, 'The Intersection of Change Management and Lean Six Sigma', he addresses typical organizational waste and project failure modes when existing bodies of knowledge associated with Lean Six Sigma, Change Management and Project Management are not combined into an integrated strategy. Many, if not all, organizations look at these bodies of knowledge as parallel paths or worse, sequential activities, without fully appreciating the opportunities for combining these into a single optimized cohesive strategy. In his book, Kesterson identifies the integration opportunities and strategies for the three, optimizing the change approach by leveraging the best of all three. This book should be a must read for any organization embarking on a significant journey of change."

Terry Newell
Director, Process Improvement
Spectrum Health Systems
Grand Rapids, Michigan



"One of the biggest gaps when implementing a lean transformation initiative has always been missing the people side. We tend to focus on operational excellence tools and fast business results more than anything else. Randy's book brings up the

need to look even further than tools, processes and systems. Changing the mindset and behaviors from the entire organization plays a distinct element to move forward to a real cultural transformation process with sustainable results over time”

Juan Victor Hernandez
GPS Latina Regional Manager
Glaxo Smith Kline (Mexico)



"Randy has taken a practical approach to enlightening the lean practitioner community with a message that is overdue. Successful, supported change requires purposeful use of change management frameworks alongside traditional improvement tactics of improvement and project management methodologies. As our profession grows into one that models respect for every individual and leading with humility (reference Shingo), we can understand the need for Randy's book to reach the lean practitioner community. Along with the need to apply the knowledge enthusiastically and authentically. Thank you Randy for articulating the human side of change that makes this work challenging yet extremely rewarding."

Amy Sequeira
Sr. Continuous Improvement Champion
Haworth Inc.



“The Intersection of Change Management and Lean Six Sigma by Randy Kesterson is a well put together book of concepts and applications. Understanding change management and resistance to change are critical skills to those that wish for Lean to thrive in their organization.”

Mark Evans
Production Manager
GMN Aerospace



"I spent many years at Motorola and Toyota learning my craft, but this is truly a unique book, and I'd have to say a must read. I believe that I now deeply understand why change is so difficult but importantly, how to approach it from a completely different perspective and be more successful!"

Stephen G. Hall
Managing Director
FLEXcon Asia Limited



“In this book, Kesterson provides us a much-needed service by filling a gap for Change Managers and Lean Six Sigma professionals, by clearly and compellingly addressing their intersection, and moreover by delineating how this information is vital to lead successful and sustainable change. If you are struggling to overcome resistance to mission-critical change, Kesterson offers a pathway forged from decades of hard-earned real-world experience for developing Change Intelligent® leaders, teams, and organizations. If that’s your mission, buy this book!”

Barbara A. Trautlein, PhD
Author of Change Intelligence:
Use the Power of CQ to Lead Change that Sticks



"A refreshing CHANGE, to change as a challenge. We must challenge to achieve change, otherwise as a species we will never evolve. This book truly captures the essence of change and highlights why and what steps we should all consider within every sector regardless of the nature of business."

Chris Woodbine
Managing Director and Owner of
Lean Business Systems



“Randy provides wisdom spanning a long and successful career. Through research and collective interviews he has created a truly collaborative compendium between “The Fat-Lean Continuum”. This special emphasis is the challenge of driving “day-to-day process changes” such as those often driven by the continuous improvement leaders of Six Sigma Black Belts. His work is refreshing, concise, easy to apply and is a new approach to continuous improvement.”

Ralph W. "Pete" Peters
Founder & President
The Maintenance Excellence Institute
International Corporation (TMEIIC)



“Randy's book is a much needed resource for those involved in Lean and Six Sigma. Too many very technically competent practitioners fail to appreciate the

importance of organizational change management in implementing their programs, which almost inevitably leads to failure. This book is unique in that it provides valuable information and tools aimed specifically at Lean and Six Sigma practitioners. One of the most useful aspects of the book are the transcripts of interviews with change management experts who add excellent experience-based insights into how to use organizational change management most effectively.

Dean R. Spitzer, Ph.D.
Author of "Transforming Performance Measurement"



"I really like what you did with this book. I think you raise the right issues for six sigma professionals. Too many are going though just checking the box instead of really investigating and root cause problem solving."

"Randy Kesterson's insight into change management is inspiring. His ability to bridge the concepts of lean six sigma with change management provides an actionable approach for all continuous improvement professionals implementing change management. His challenge to simplify the change management process is exactly what the past lean leaders would expect from us today. A must read for all lean six sigma professionals at any level."

Gary Kapanowski, Certified Lean Six Sigma Master Black Belt
and ASQ Bronze Lean professional
Moeller Manufacturing LLC



"Kesterson's book provides thoughtful analysis between people and change. While Lean Six Sigma has shown to be an effective process and set of tools, the people that change impacts can alter the course by not understanding the why and change management can hit multiple roadblocks. Kesterson does an amazing job with this work in helping us understand the issues present when change impacts the very people responsible for managing the change. To be an effective LSS practitioner, you need to have the requisite behavioral competencies in addition to the technical. Brilliant read!"

Dr. Steve Griffin, Psychologist
President, ThinkWise



"Randy Kesterson has done a great job of demonstrating the need for effective Change

Management tactics as part of overall Lean Six Sigma projects. All too often Lean Six Sigma practitioners focus on technical and statistical analysis skills, then wonder why their project wasn't successful. Kesterson's evidence-based demonstration of the value of effective change management for Lean Six Sigma projects should open the eyes of practitioners to this key driver of project success!"

Paul Grizzell
Baldrige and EFQM Performance Excellence Coach
Author: "Insights to Performance Excellence: Using
the Baldrige Framework and Other Integrated
Management Systems"



"Randy touches on an important subject for companies looking to make the transformation to a Lean organization. I am very glad to see this topic begin to get some attention in the community and this book is a great start. Randy does a nice job explaining why this topic is important for a Lean transformation and provides a good review of the processes and tools needed to facilitate a organizational change. Randy then goes beyond theory and provides real life feedback from experienced practitioners."

Tom Bornemann



"Randy Kesterson's book 'The Intersection of Change Management and Lean Six Sigma' is an excellent overview of the all of the challenges of a Lean Six Sigma deployment. Anyone who has ever led the implementation of Lean Six Sigma in any organization will quickly identify with the practical examples and recommended tools. I particularly agree with his assessment that the project charter and stakeholder analysis are two of the most important tools in any Lean Six Sigma project. Well 'thought-out' project charters and stakeholder analyses are keys to timely project completions and organizational acceptance of Lean Six Sigma. Also, Randy explains that the most important factors for successful Lean Six Sigma deployments are 'receptive' organizational cultures and an engaged 'supportive' Senior leadership team. I highly recommend this book for any Black Belt, Master Black Belt or leader who is involved in an organizational Lean Six Sigma deployment or change management effort."

Karen D. Riding, Ph. D.
Master Black Belt and former Lean Six Sigma
Deployment Director (consulting and Fortune

500 companies)



“Too many of today’s lean six sigma leaders lack the necessary skills for overcoming the people challenges to their improvement efforts. This book provides valuable insights to help close that knowledge gap.”

Kevin McManus
Chief Excellence Officer, Great Systems



“I am fortunate to have had the opportunity to review your new book, *“Intersection of Change Management and Lean Six Sigma”*. Based on 30 years of practical experience in government and private industry, as well as my credentials as a Certified Lean Practitioner and Trainer, LSS Green Belt, LSS Black Belt and LSS Master Belt, I personally recommend the addition of this book as a permanent fixture to anyone’s reference library. Those interested in improvement efforts requiring “change” at any level will benefit from your extensive research and experience. You have effectively captured the fundamentals, principles, needs, tools, approach, and implementation of “change” relative to the human factor interaction with Lean Six Sigma methodologies. This book provides excellent topic selection, format, information, and guidance essential to both the novice and professional when seeking to achieve successful “change.” I consider this book a **“MUST”** in supporting career development relative to implementing **“CHANGE.”** ”

Neal Ropski
Lean Six Sigma Master Black Belt
Lean Enterprise Practitioner/Trainer
Program Specialist (Project Manager)
Operations, Planning, and Logistics (OPL)
U.S Department of Veterans Affairs



“In the final analysis, I thought the book was a great case for change management. The book is built appropriately for the target audience. The book calls Change Management out as the elephant in the room for the Black Belt projects – and a real x factor to sustainment of changed processes and improved performance. Thank you for writing the book.”

Andrew S. McCune



“Any course of learning you go to will just be an awareness course unless you make the skills learnt become habit. Purposely linking Change Management and Lean Six Sigma, making them go hand-in-hand, is essential for both the 'Belt' to become proficient and the future delivery of successful solutions for all the projects managed.”

Mark Stewart
ProSolver Solutions Ltd



The need of integrating OCM tools into 6 Sigma LEAN cannot be overstated. At Caterpillar, the LEAN Master Black Belts recognized all the gains achieved through a LEAN deployment were short lived. Looking at root cause analysis, they quickly realized the lack of attention to the human element was undermining their work. Integrating OCM methodology and tools into LEAN provided the sustainability required to enable continuous process improvement. Randy's experiences provide the “selling point” for a Black Belt to use while convincing their leader(s) the value of integrating OCM in order to realizing business results!

Christine Kreuser, CCMP
Kreuser Consulting
Caterpillar Inc (retired)

