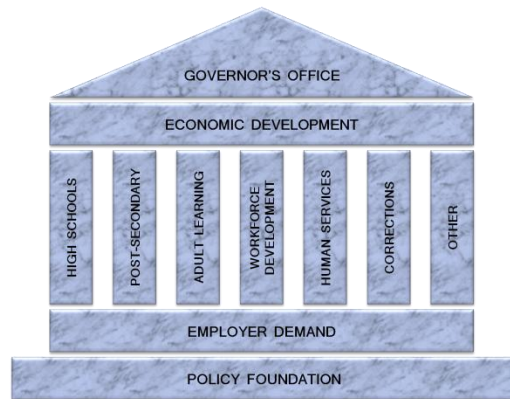


The Eight-Step Alignment Process



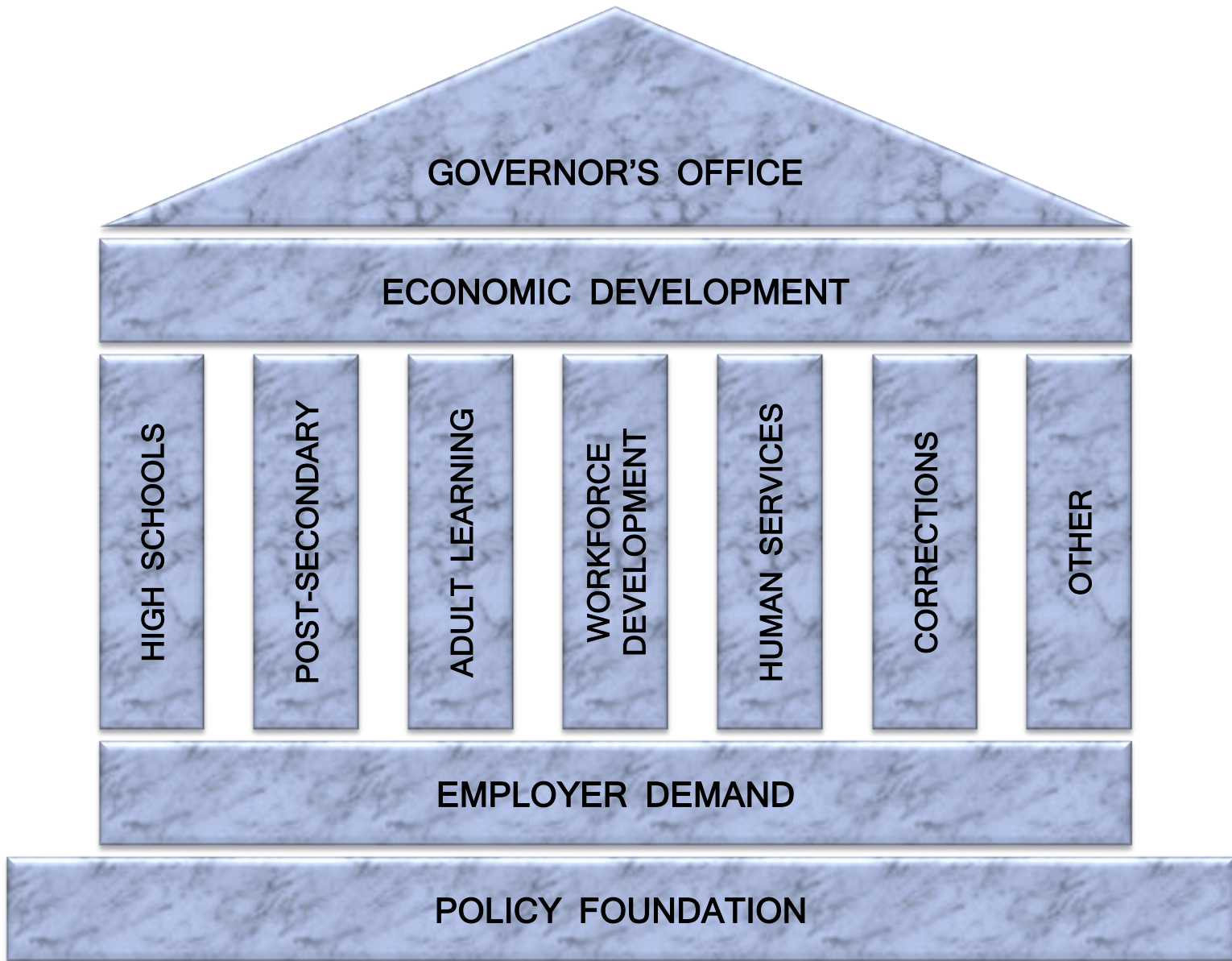
National CRC Advocates

April 2010

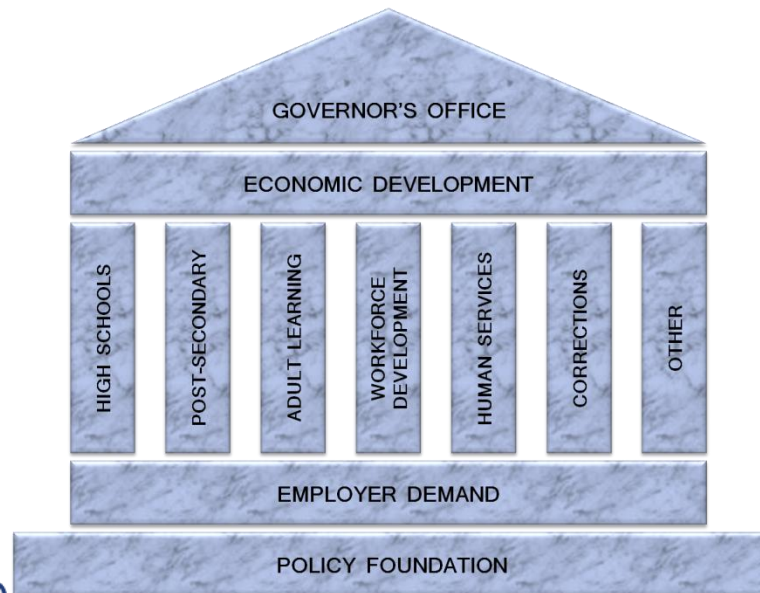
Change

John Kotter:

- *Leading Change: Why Transformation Efforts Fail*, HBR, March 1995
- *Leading Change*, Harvard Business School Press, 1996
- *The Heart of Change: Real-life stories of how people change their organizations*, Harvard Business School Press, 2002
- *Our Iceberg is Melting*, Harvard Business Press, 2005
- *A Sense of Urgency*, Harvard Business Press, 2008

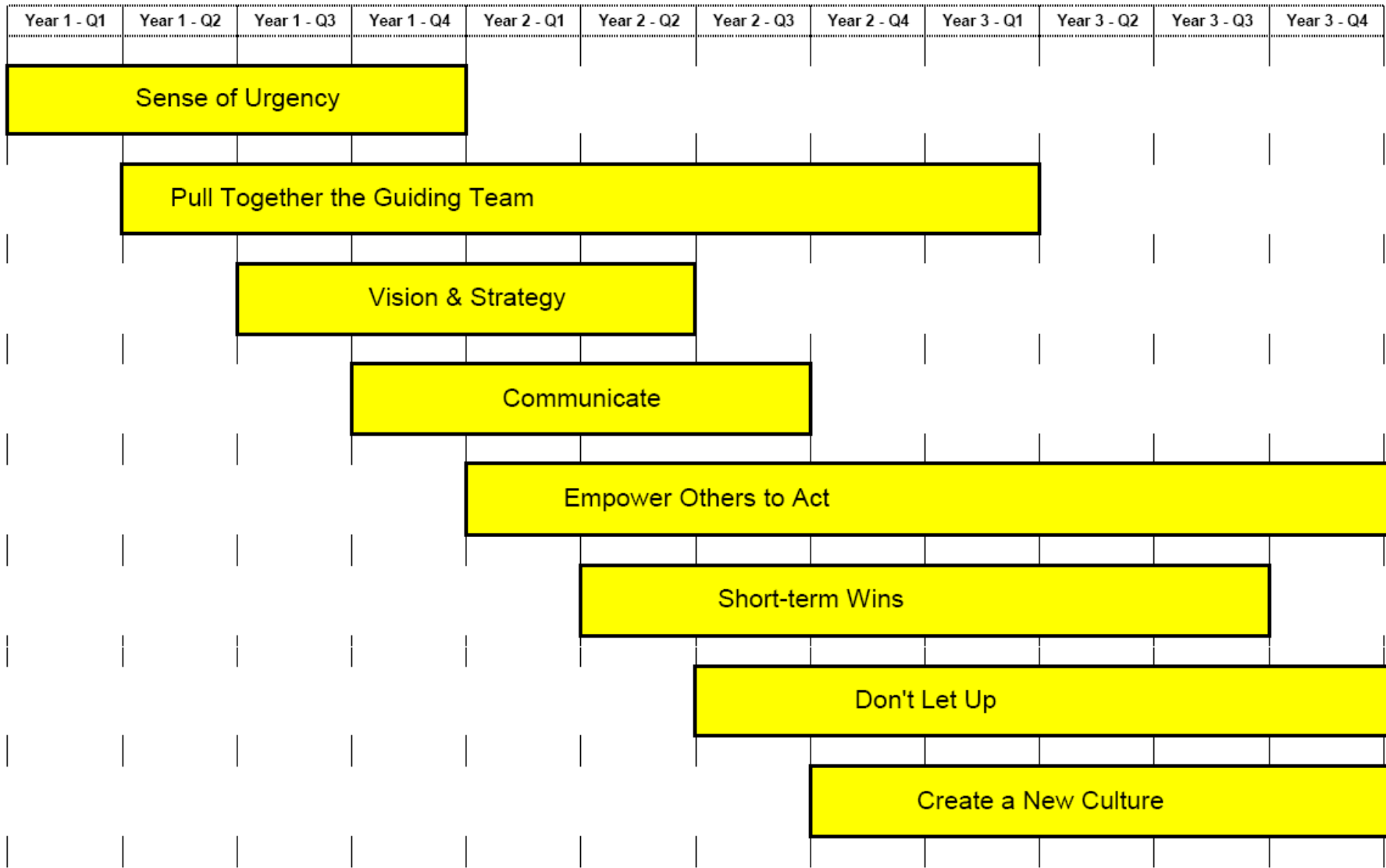


Action



- Establish a **Sense of Urgency**
- **Pull Together the Guiding Team**
- Establish an Employer Council
- Set the **Vision and Strategy**
- Provide leadership and resources
- Track monthly progress on the number of: (1) employers engaged, (2) NCRCs issued, and (3) certificate level increases (skill building)

NCRC Consulting Group ... Eight-Step Change Process Timeline



The Eight-Step Process of Successful Change:

SET THE STAGE

- 1. Create a sense of urgency.** – Help others see the need for change and the importance of acting immediately.
- 2. Pull together the guiding team.** – Make sure there is a powerful group guiding the change – one with leadership skills, credibility, communications ability, authority, analytical skills, and a sense of urgency.

DECIDE WHAT TO DO

- 3. Develop the change vision and strategy.** – Clarify how the future will be different from the past and how you can make that future a reality.

MAKE IT HAPPEN

- 4. Communicate for understanding and buy-in.** – Make sure as many others as possible understand and accept the vision and the strategy.
- 5. Empower others to act.** – Remove as many barriers as possible so that those who want to make the vision a reality can do so.
- 6. Produce short-term wins.** – Create some visible unambiguous successes as soon as possible.
- 7. Don't let up.** – Press harder and faster after the first successes. Be relentless with initiating change after change until the vision is a reality.

MAKE IT STICK

- 8. Create a new culture.** – Hold on to the new ways of behaving, and make sure they succeed until they have become strong enough to replace old traditions.

1 – Sense of Urgency

Create a sense of urgency. – Help others see the need for change and the importance of acting immediately.

Key actions:

- Collect, review, and summarize relevant research, such as:
 - *Skills Now – A Case for Urgent Action.*
 - *America’s Forgotten Middle-Skill Jobs.*
 - *Reach Higher, America – Overcoming Crisis in the U.S. Workforce.*
- Identify and gather input from employers and employer groups.
- Listen to key employers to understand their most urgent needs.
- Develop and share a compelling presentation that articulates the urgency for the state to develop and inventory the skills of its workforce.
- Document personal examples of people caught in the skills gap trap.

2 – Pull Together the Guiding Team

Pull together the guiding team. – Make sure there is a powerful group guiding the change – one with leadership skills, credibility, communications ability, authority, analytical skills, and a sense of urgency.

Key actions:

- Establish a governor’s taskforce on skill building.
- Connect with employer councils to drive employer engagement.
- Establish a leadership council to deal with policy.
- Establish an implementation team to plan and drive action.
- Establish a NCRC Advocates organization.
- Dialog around methods to engage employers.
- Survey all organizations for NCRC activity and resources.

3 – Vision & Strategy

Develop the change vision and strategy. – Clarify how the future will be different from the past and how you can make that future a reality.

Key actions:

- Articulate the state’s workforce needs with employer involvement.
- Review the NCRC Alignment Model.*
- Adapt the model to fit the state’s needs.*
- Start activities with “lead users” and “early adopters”.
- Define how to measure success and set overall goals.
- Confirm that achievement of goals will result in higher prosperity.

* NOTE: This can be done in a NCRC planning retreat.

4 – Communicate

Communicate for understanding and buy-in. – Make sure as many others as possible understand and accept the vision and the strategy.

Key actions:

- Engage key staff throughout affected departments.
- Define 3-year plans to accomplish objectives.
- Clarify employer engagement methods and tools.
- Provide legislative briefings to create buy-in.
- Launch public awareness campaign. *
- Finalize and confirm acceptance of the alignment model and goals.

* NOTE: ACT offers support for states' desiring to align with the Take A Stand, Stand Up, Stand Out national campaign.

5 – Empower Others to Act

Empower others to act. – Remove as many barriers as possible so that those who want to make the vision a reality can do so.

Key actions:

- Governor’s task force, state workforce board, etc. pass resolutions.
- Expand employer engagement by creating regional employer groups. *
- Articulate available funding streams and provide additional funding.
- Provide technical assistance.
- Establish clear performance targets.
- Authorize action and staff for achievement of targets.

* NOTE: Employer Engagement Training is available.

6 – Short-term Wins

Produce short-term wins. – Create some visible unambiguous successes as soon as possible.

Key actions:

- Report results from “lead users” and “early adopters”.
- Publish video success stories of employers and workers.
- Present at conferences to share and gain best practices.
- Communicate appropriately to all key audiences.
- Launch “Phase II” of public awareness program.
- Evaluate results relative to others with benchmarking.

7 – Don't Let Up

Don't let up. – Press harder and faster after the first successes. Be relentless with initiating change after change until the vision is a reality.

Key actions:

- Confirm or increase top level goals.
- Perform a detailed review of performance metrics and progress.
- Assign teams to solve problems.
- Assign teams to share best practices.
- Drive awareness of the varied effectiveness of different approaches.
- Host a state-wide conference to share best practices.

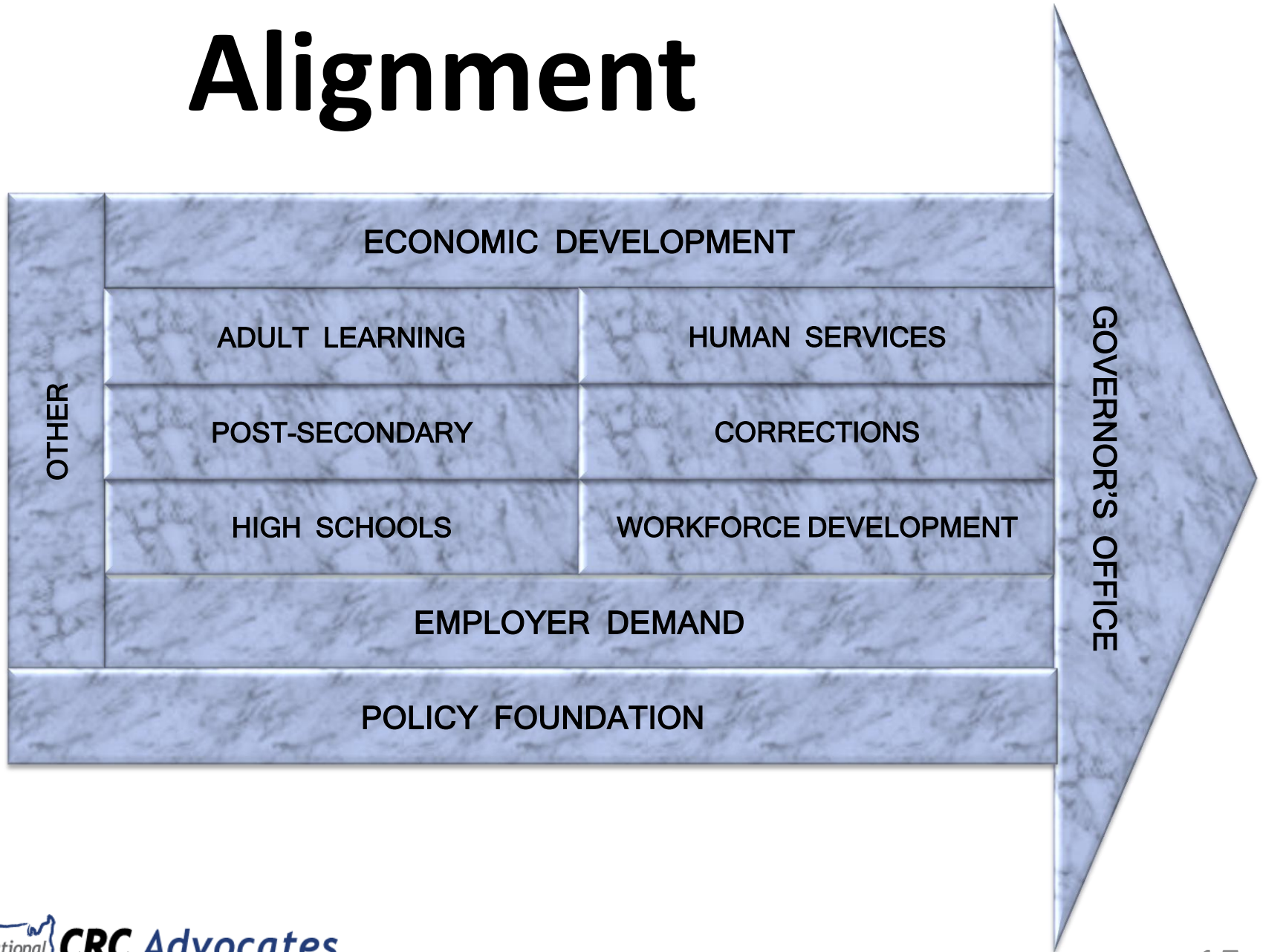
8 – Create a New Culture

Create a new culture. – Hold on to the new ways of behaving, and make sure they succeed until they have become strong enough to replace old traditions.

Key attributes of the new culture:

- It is common practice to build and certify foundational skills prior to building and certifying occupational skills (learners are prepared).
- Broad use of NCRC + PSA + Career Coaching for individual success.
- Thousands of employers require the NCRC.
- Colleges use the NCRC and provide NCRCs upon graduation.

Alignment



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The eight-step alignment process is provided as a guide and support to state leaders that are intent on aligning essential resources around the goal of skill building. Workforce skills have become an economic development imperative. Leaders that lead their states to build, inventory, and report skills better and faster than competing regions of the world will earn higher prosperity for their constituents. The certificate is a tool to accomplish that goal. This alignment model was prepared for the leaders that are serious about winning this race.

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