TAX TRANSFORMATION
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N O V E M B E R  3 - 5 ,  2 0 1 9

# Overcoming the Concrete Heads

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# Concrete Head

/ kän-krēt hed / *adjective*

- Determined not to change one's attitude or position on something despite sound reasoning to do so

- Resistant to adopt new ideas

# Concrete Head

- Profile:
  - More often the experienced / seasoned professional
  - Likely a **HIPPO** rather than a **Collaborator**

- Actions:
  - Shoots down new ideas or ignores altogether
  - Quick to argue or attack others
  - Avoids information that contradicts their beliefs
  - Take their own path

# Team Impact

- Argumentative
  - Negative, disrupts/derails momentum
- Communication Channels
- Necessary Teammate!
  - Preview concerns, helps develop "Why?" message
  - Early identification of issues
  - Massive advocate if swayed

# Change Management

- Change Management!
  - Patience, willingness to help
  - Identify their resistance trigger(s)
    - Root Cause vs. Causal Factor
  - Clearly explain so they can understand

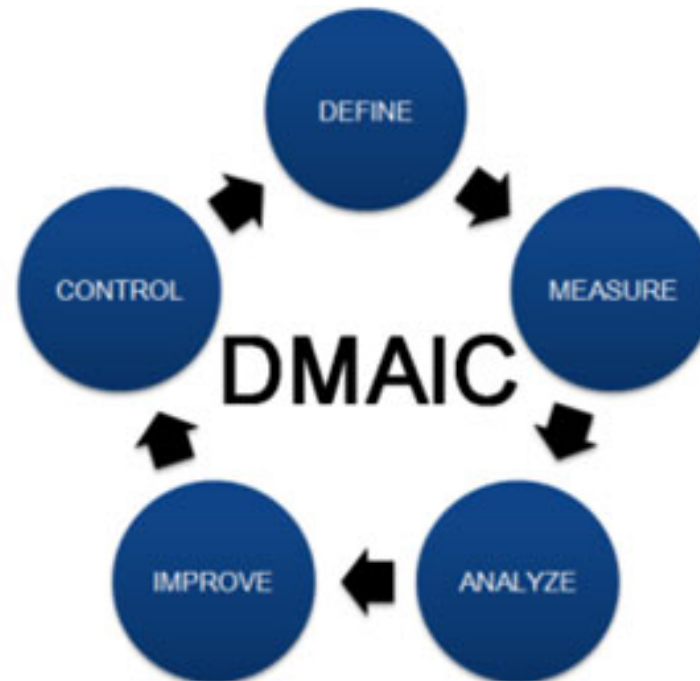- Change Spectrum
  - Know your audience!



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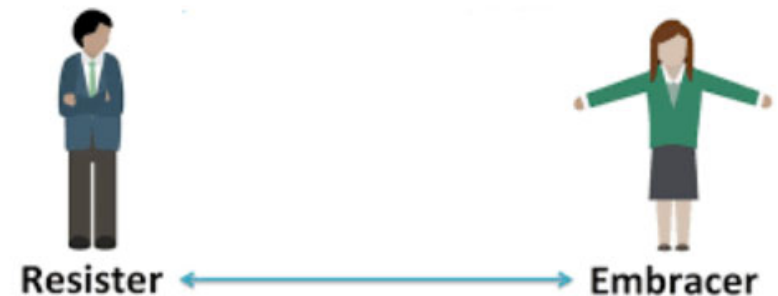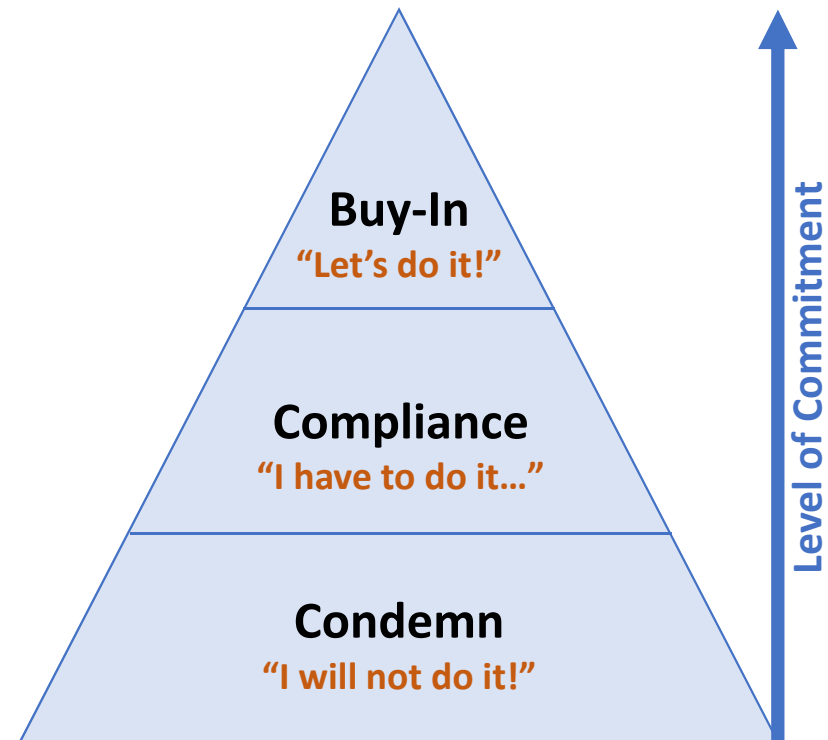
# What are you hearing at your firm?

# Powerful Change Management Methodology

• DMAIC Model

# Buy-In

- Things will inevitably not go as planned…
  - Non-Committed:
    - "I knew it wouldn't work…"
    - "I told you so…"
  - Committed:
    - "We can fix this!"
    - "Let's all help make it better!"

**Buy-In**
*"Let's do it!"*

**Compliance**
*"I have to do it…"*

**Condemn**
*"I will not do it!"*

Level of Commitment

# 3 Types of Concrete Heads to Overcome

- **Exceptionist**
  - They have an exception for every improvement idea.
  - "Yeah, but what about…"
- **Perfectionist**
  - This person doesn't understand continuous improvement. They want the process perfect, and every detail addressed.
- **Individualist**
  - This person currently does everything, so it's hard for them to see how the change would apply to them. They won't let go.

# Obtaining Buy-In

- Must be able to answer:
    - Why do we need to make this change?
    - Why is this change better than what I am currently doing?
- Reinforce these questions throughout the process

# Clarity in Messaging

- Do not confuse Messaging with Training!
  - Training is technical skillset focused, does not address "Why?"s
- More than one round may be needed
  - Separate groups as needed

# Get on the Bus!

- Focus on the individuals who are on board
- Concrete Heads will find their own path
- Key Reminder - you may not get everyone on the bus!

# Culture is Key

- Successful process improvement projects require **all employees** participate!
  - Act – go beyond lip service
  - Lead by example
  - Facilitate a "safe-place" where learning is encouraged and failure is OK!
  - Empower employees
  - Provide candid feedback

# Q & A

## Contact Info

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