Accelerating Transformation: Leading Effective Change Initiatives

Kristine McKinney, Fish & Richardson

Melissa Meyer, Venable

Change Management Task Force

November 13, 2024

nalp

CHANGE IS HARD

70% of change efforts fail

It's time to lead through *change fatigue* and learn to manage the process

Change Requires Leadership *and* Management

The larger the change, the more leadership is required.

MANAGEMENT
- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

LEADERSHIP
- Establishing direction
- Aligning people
- Motivating and inspiring

PRODUCES

PREDICTABILITY AND ORDER

CHANGE

Become a Change Leader

Our organizations need more change leaders

- Leaders exist at every level
- Leadership is a choice
- Change begins one leader at a time
- We must model the change
- Not force change upon others

Kotter's 8 Steps
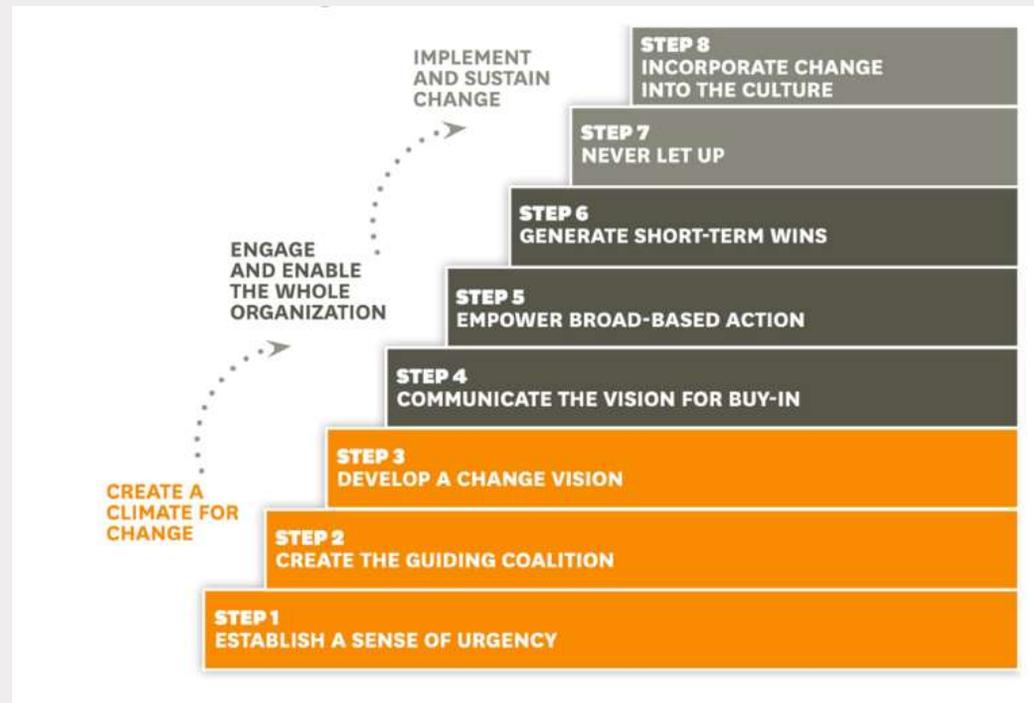
Establish Our Sense of Urgency

Establish Our Sense of Urgency

We must *not*:

- Leap to creating vision or strategy before we've made our urgency undeniable

- Focus exclusively on building a "rational" business case with lengthy analysis

Establish Our Sense of Urgency

Tactics for building *true* urgency:

- Bring outside reality in

- Behave with urgency every day

- Find opportunity in crisis

- Communicate!

Heart *and* Head

See → **Feel** → **Change**

is more effective than

Analyze → **Think** → **Change**

Create Our Guiding Coalition

Create Our Guiding Coalition

A guiding coalition must have three things:

1. A shared objective

2. Trust as the cornerstone

3. The right people—power, expertise, credibility

Create Our Guiding Coalition

No egos, no snakes

Create Our Guiding Coalition

A diverse many, not a limited few

Create Our Guiding Coalition

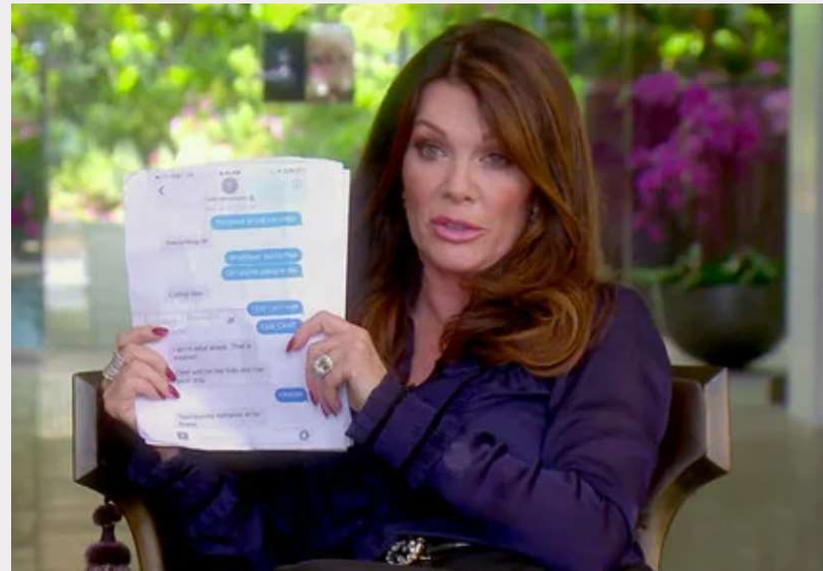**The power of volunteerism**

Key Principles at the Heart of Change Success

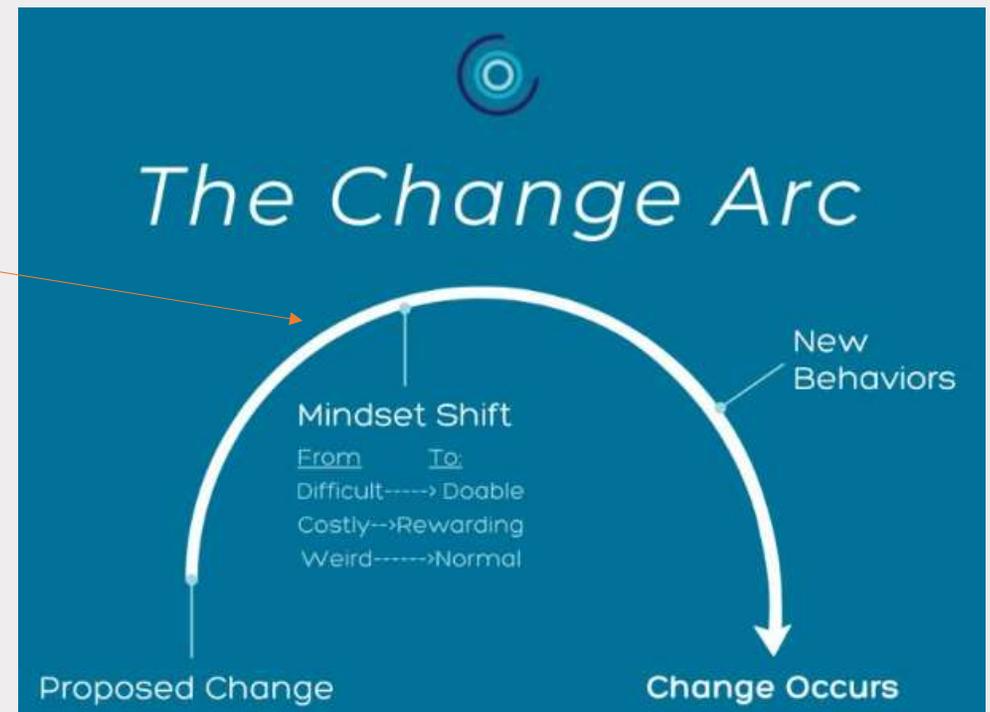| THIS	NOT THIS
Many change agents	The usual few appointees
"Want to" and "get to" mindset	"Have to" mindset
Head and heart	Just head
Much more leadership	More management

Generate Short-Term Wins

Generate Short-Term Wins

Compelling evidence…

immediately!

Generate Short-Term Wins

Short-term wins should be:

- Visible
- Unambiguous
- Relevant
- Celebrated

Source: HBR, *Change From the Inside Out: Making You, Your Team, and your Organization Change-Capable* by Erika Anderson

Incorporating Change Into Our Culture

Tactics for anchoring change:

- Linking Change to Values

- Leadership Role Modeling

- Positive Reinforcement

- Shifting Hiring and Training Practices

- Continuous Communication

Incorporating Change Into Our Culture

To Embed Change Into Culture:

- It's OK if resisters leave

- It's imperative that we promote the right people.

# Incorporating Change Into Our Culture

The change becomes "the way we do things around here."

15-Minute Breakout Discussions

- What strategies have you seen or can you suggest to **effectively build urgency** for change within an organization?

- Discuss what characteristics make a team effective as a **'guiding coalition'** in spearheading change. How can these characteristics be fostered in a team?

- What types of **short-term wins** would be most effective for building momentum in a change initiative?

- What practices can ensure that changes become **ingrained in an organization's culture** so that new behaviors are sustained?

Kotter's 8 Steps
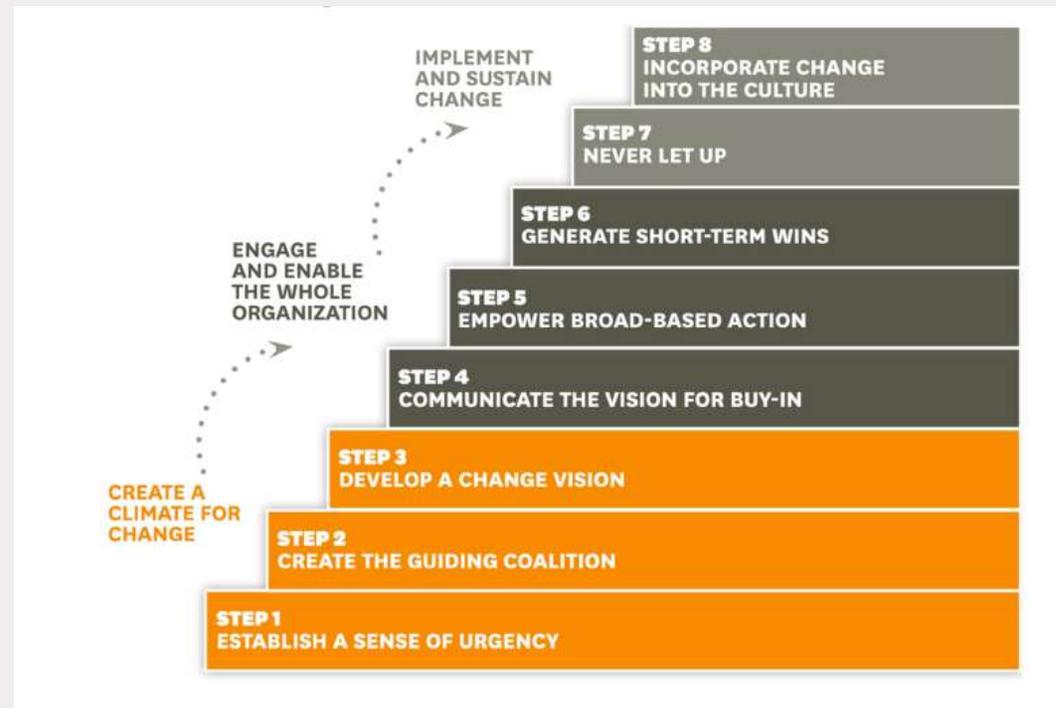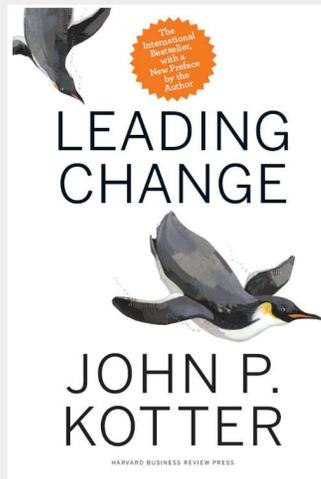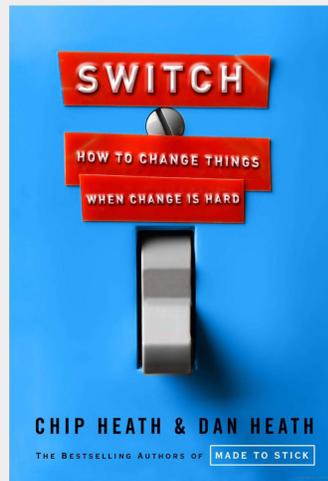
Resources

Research & Statistics	Education & Conferences	Diversity & Equity	Resources & Initiatives	Principles	News & Journals	Community

Resources & Initiatives › Change Management

Change Management

October 2024

The 2024 Change Management Task Force provides the following list of resources that can provide a foundation for your exploration of the topic.

Books:

- *Managing Transitions: Making the Most of Change* by William Bridges
  Discusses the human side of change and how to navigate transitions effectively.
- *Transitions: Making Sense of Life's Changes* by William Bridges
  Written to support people in coping with constant change in their lives, this book provides a roadmap of the transition process.
- *Switch: How to Change Things When Change Is Hard* by Chip Heath and Dan Heath
  Focuses on the psychological aspects of change and provides actionable strategies.
- *Leading Change* by John P. Kotter
  A book on change management with practical steps and insights.
- *The Heart of Change: Real-Life Stories of How People Change Their Organizations* by John Kotter
- *The Remix: How to Lead and Succeed in the Multigenerational Workplace* by Lindsey Pollak
  Leading and succeeding in today's environment necessitates adjusting so that each of the generations present in the workplace have their needs met and this book offers strategies to help adapt to this reality.
- *Good Shift! How To Deal With Change Before It Deals With You* by Jennifer Powers
  An indispensable guide for managing change effectively. Shedding light on the critical importance of embracing change, the book empowers readers to navigate transitions with confidence and resilience.
- *HBR's 10 Must Reads on Change Management, VOL. 2* by Harvard Business Review
  Offering a compilation of 10 key HBR articles by leading experts, these selections offer insights to help you transform your organization.

TED Talks and YouTube Videos

- *What Leaders Need to Know About Change* by Taylor Harrell
- *The Heart of Change* by John P. Kotter

Change Management Task Force

Alison Ashe-Card

Julie Alvarez

James Boyle

Diane Cardona Downs

Christina Fox

Mina Jones Jefferson

Beth Moeller

Kristine McKinney
McKinney@FR.com

Melissa Meyer
MNMeyer@Venable.com