



The Women's Leadership Series: Leading Organizational Change

Presented By:

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Fox School
of Business

Center for
Executive Education

Learning Objectives



- Recognize the fundamental elements of successful change initiatives
- Explore the role of team dynamics and motivators
- Add to your bank of motivational assets
- Acquire and apply tactics to advance successful organizational change

Today's Agenda

- 9:00- 9:05 AM Introduction & Workplan
- 9:05- 9:10 AM First Challenge
- 9:10- 9:20 AM Research & Context: Phase 1 & 2
- 9:20- 9:25 AM Reflection Poll
- 9:25- 9:45 AM Research & Context: Phase 3
- 9:45- 10:00 AM Break
- 10:00- 10:05 AM Tuckman's Model
- 10:05- 10:15 AM The "Progress Principle"
- 10:15- 10:20 AM Second Challenge
- 10:20- 11:20 AM Team Challenge
- 11:20- 11:50 AM Report Out
- 11:50- 12:00 PM Final Thoughts, Resources & Course Close Out

One thing that makes me reluctant to embrace change is...



I am more likely to support a change initiative if...

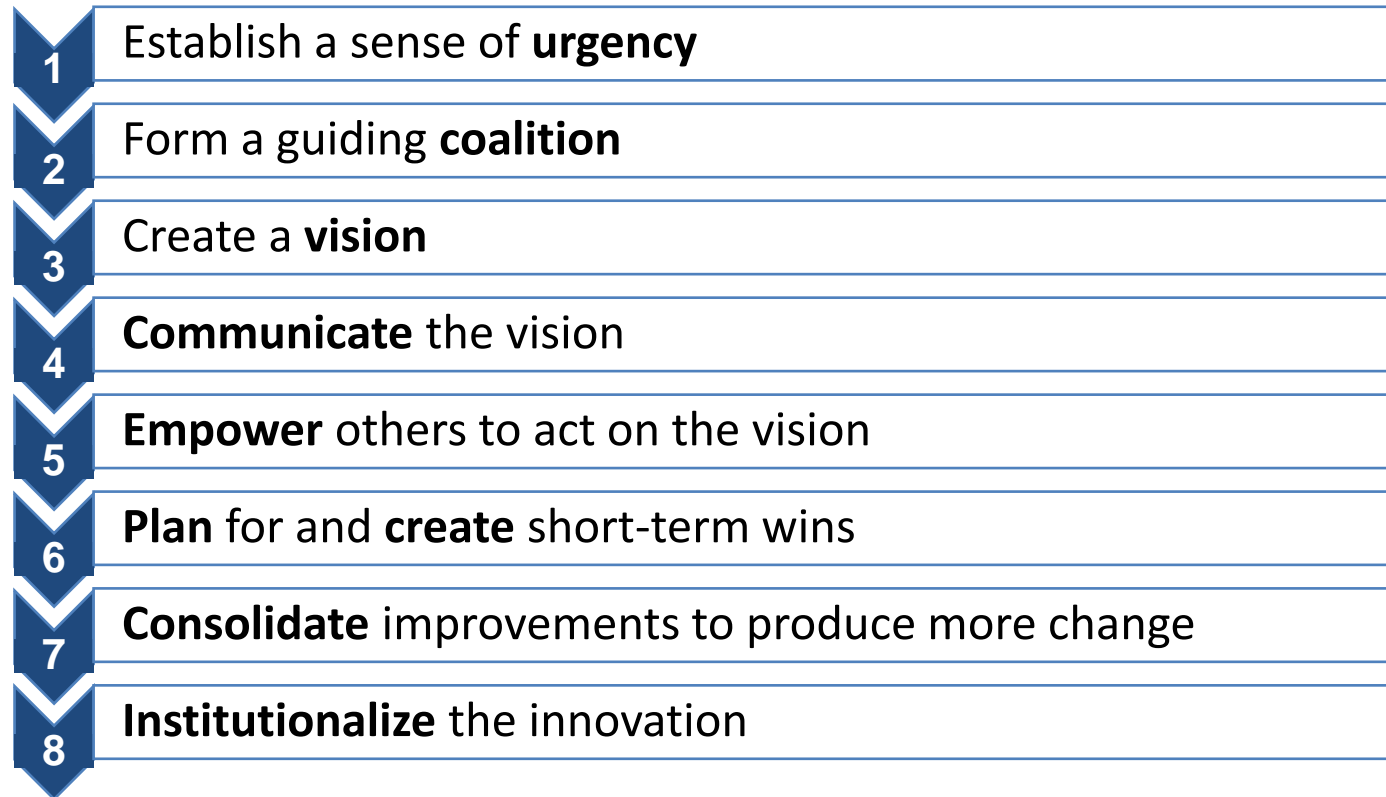


One successful approach to leading change I have experienced and would like to emulate is...



Kotter's 8 Steps to Transforming Your Organization

—for Good!



John L. Kotter, 1995
“Leading Change: Why Transformation Efforts Fail.”

1. Establish a Sense of Urgency



- Identify the problem
- Enlist aggressive cooperation of many individuals

1. Establish a Sense of Urgency



- Shooting the messenger: recruiting a 3rd party (consultant, customers, Wall St., etc. is helpful)
- Ideal timing can be with a change in leadership

1. Establish a Sense of Urgency



- Facing the risks is key
- Doing nothing is more dangerous than taking action

1. Establish a Sense of Urgency



- 50% of failed change initiatives occur at this stage
- Aim for 75% management buy-in

2. Form a Guiding Coalition



- Think, “title, information & expertise, reputations, & relationships”
- Individuals who have the power to change & to work as a team

2. Form a Guiding Coalition



- Needs strong leadership to convene it and form it into a team

2. Form a Guiding Coalition



- Operates outside traditional hierarchies in the organization
- Outside retreats are often the vehicle

Key Takeaways from Practitioners

To Do: Phase One - Planning

Start from a place of deep understanding

Humanize the experience; these are people, not processes

Explain, explain, explain—accept the Need to Know and anticipate questions—what does this mean for me?

Represent “the” idea, different than “*my*” idea

“I come in peace” —share a sense of purpose

Frame the need for change as “not personal”—you didn’t screw up. How can we fix this together?

Get executive buy-in—attach more than one voice to the message

Clarify the power structure, but expect and foster collaboration

3. Creating a Vision



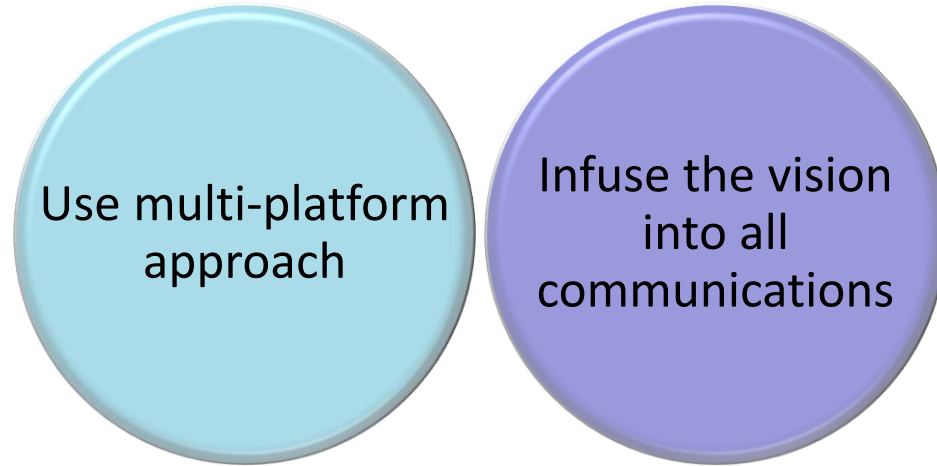
- Able to be communicated easily to various stakeholders
- Aim for elevator pitch (under 5-min)

3. Creating a Vision

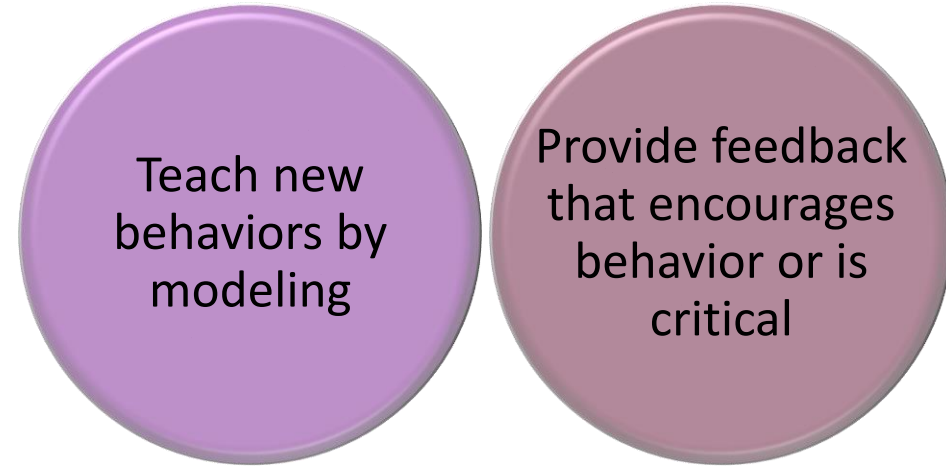


- Not about plans and processes but about outcomes
- Develop strategies to realize the vision

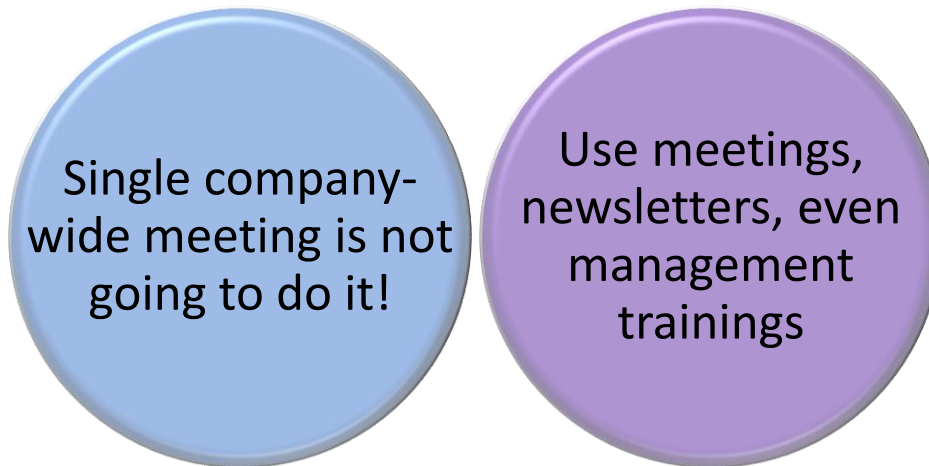
4. Communicate the Vision



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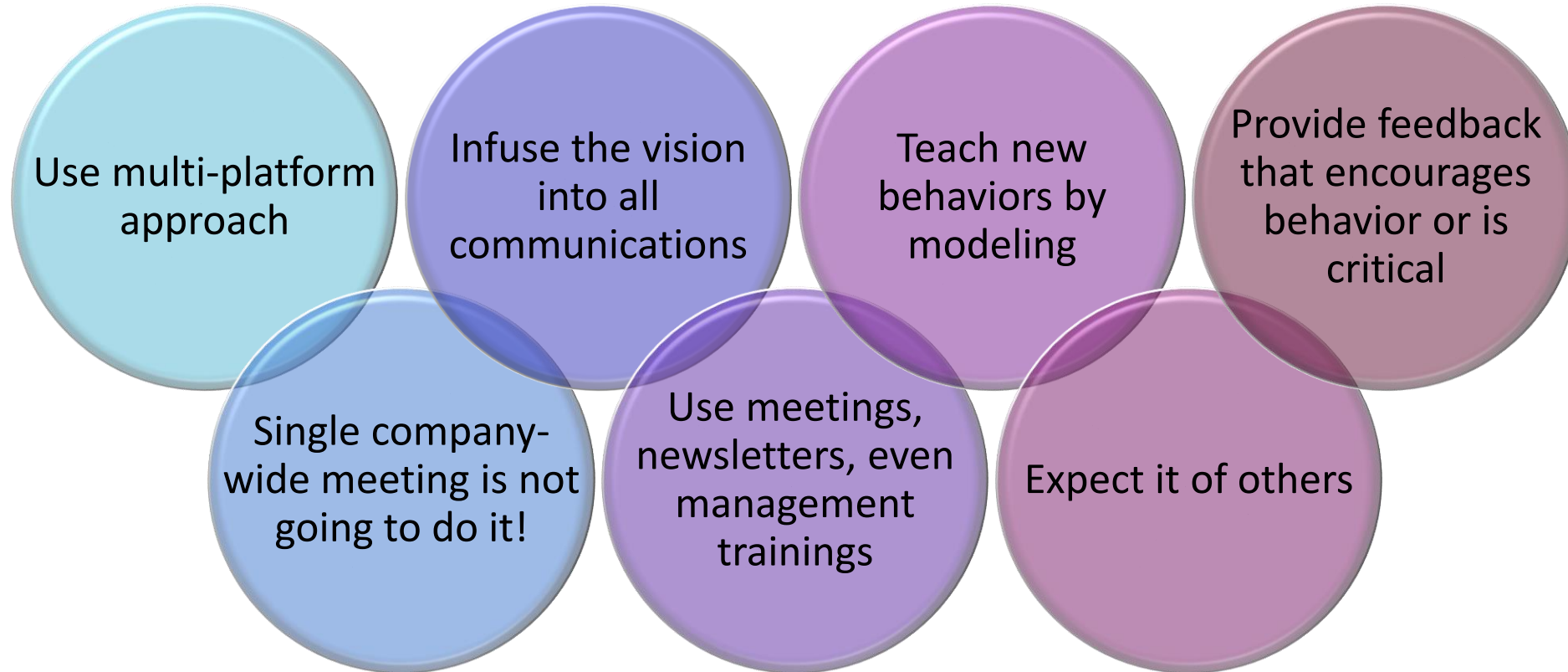
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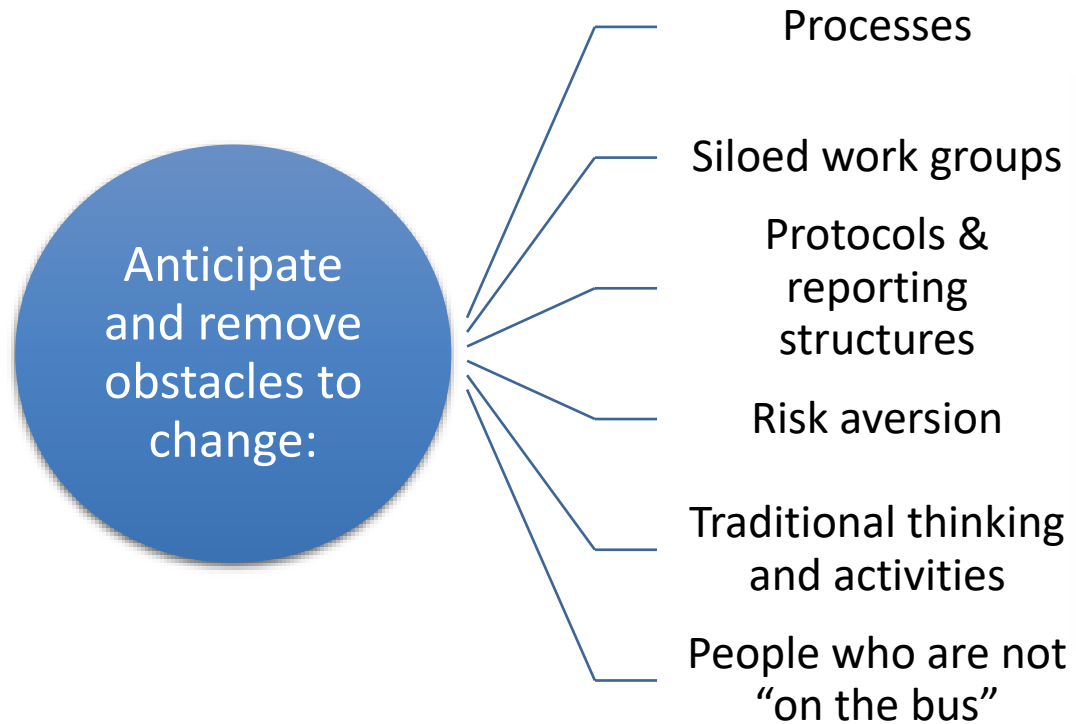
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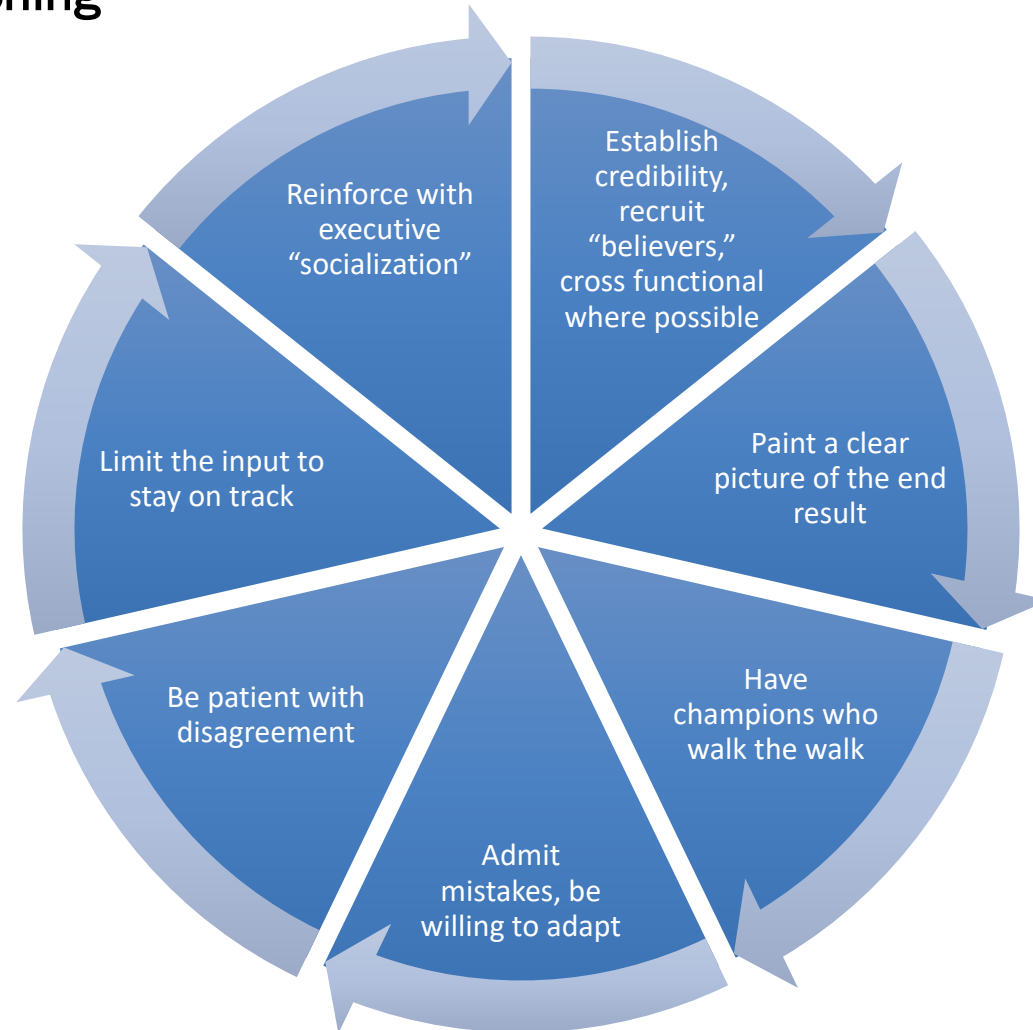


5. Empower Others to Act on the Vision



Key Takeaways from Practitioners

To Do: Phase Two - Launching



Let's Get Your Thoughts...Poll Questions



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6. Plan For and Create Short-Term Wins



Create **visible** improvements



Not more than **12-24 months**;
shorter is much better



Must be realistic and
meaningful



Be deliberate about specific
attainable goals



Milestones consistent with
long-term goals



Recognize & reward those
responsible



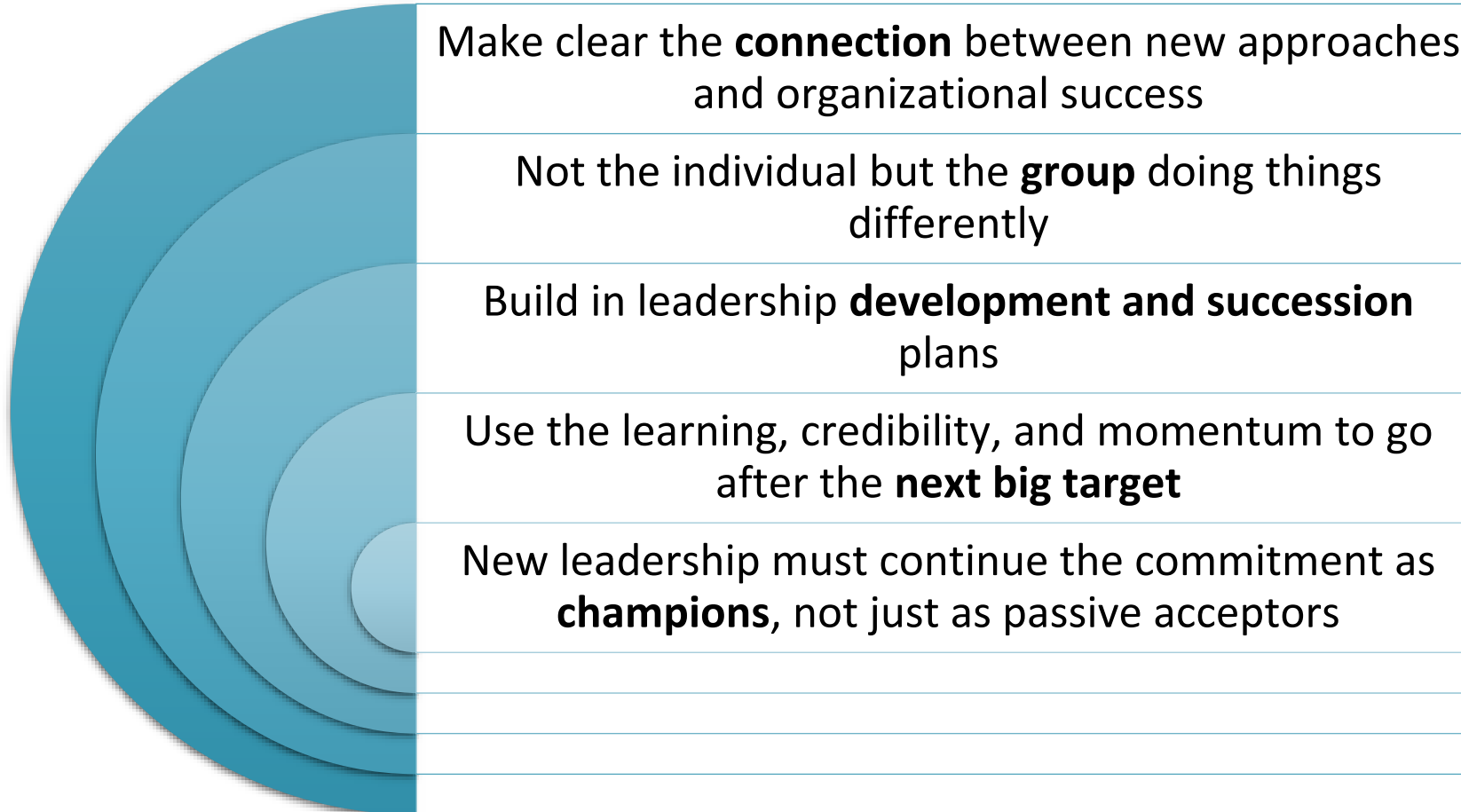
Essential to keep up the
pressure to change

7. Consolidate Improvements to Produce *more change*



- Use **credibility** to change other obstacles to the vision
- **Hire, promote and develop** employees who can implement the vision
- **Refresh and reinvigorate** the plan with new projects
- Create **themes** and introduce **new agents** of change
- Embedding change in an organization can take 5-10 years
- Watch out for the **pitfall of declaring early victory**

8. Institutionalize the Innovation



Key Takeaways from Practitioners

To Do: Phase Three - Sustaining

Start small, pilot ideas,
build trust

Be honest

Pay attention to changes
all around: market,
management, customers

Repetition of the goal;
benchmark progress

Be patient

Use success to attract
more new, willing
adopters

Minimize risk of change
vs. risk of “business as
usual”

Provide line support in
rollout



*“Jonathan Haidt said in another context,
“The emotional tail wags the rational
dog.”*

Daniel Kahneman

TheFamousPeople.com

Tuckman on Group Dynamics

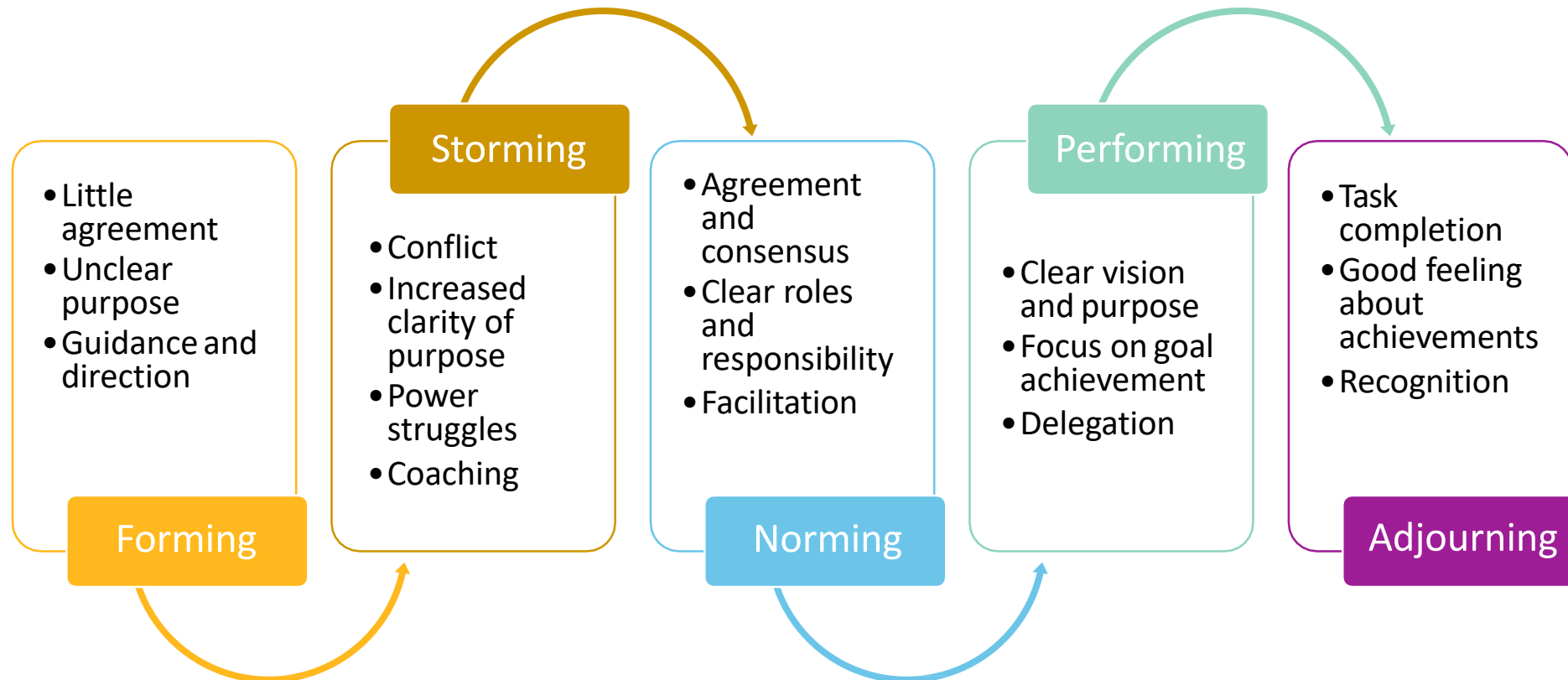


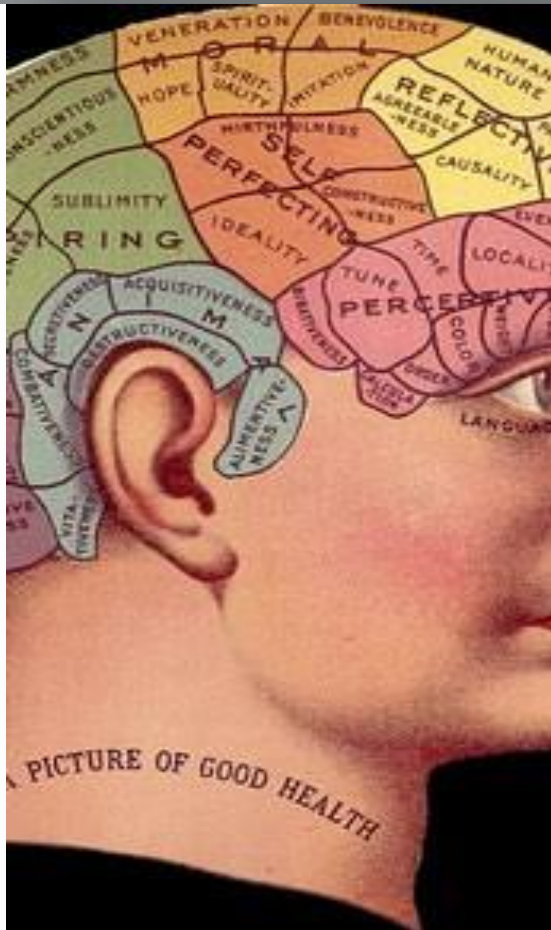
Fig 2: Team Development Stages

Adding in Motivation

"Come up with a vision that not only reflects the direction of a company, but moves people, inspires people to make it a reality."

Indra Nooyi - CEO, PepsiCo





Individual motivation is *essential to leading change*

Engage the whole worker:

- Heart- service to people
- Head- clear value proposition
- Ears- solicit & listen
- Feet- MBWA (management by walking around)

Managing and Motivating Change Day-to-Day

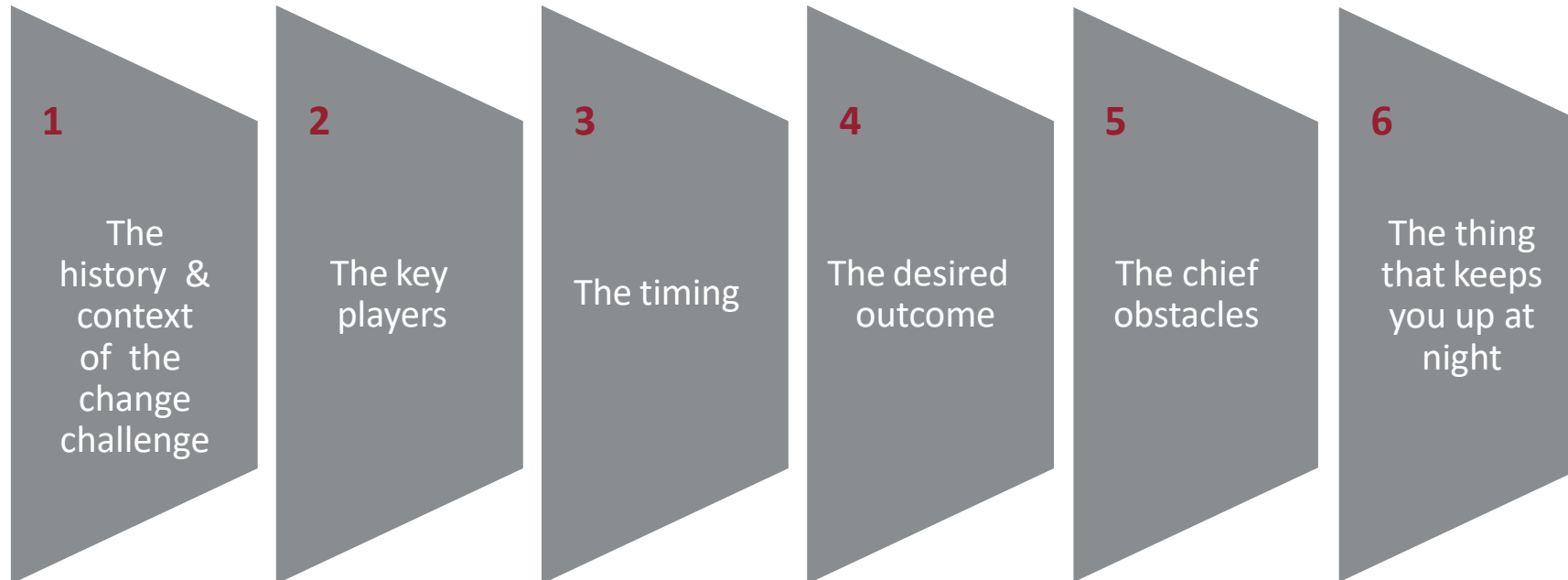
Video Link: [“The Power of Small Wins”](#) by
Teresa M. Amabile and Steven J. Kramer
for *Harvard Business Review*, May 2011

Motivational Capital

- What “hard assets” or “Consequence Capital” do you control?
- What “soft assets” or “Emotional Capital” might you also have?
- How do you determine which is best to use?

Real Work Change Initiative: Pitch Challenge

We're here to help solve your problems. Let's team up and get to work applying Kotter's model.



Real Work Change Initiative: Solutions

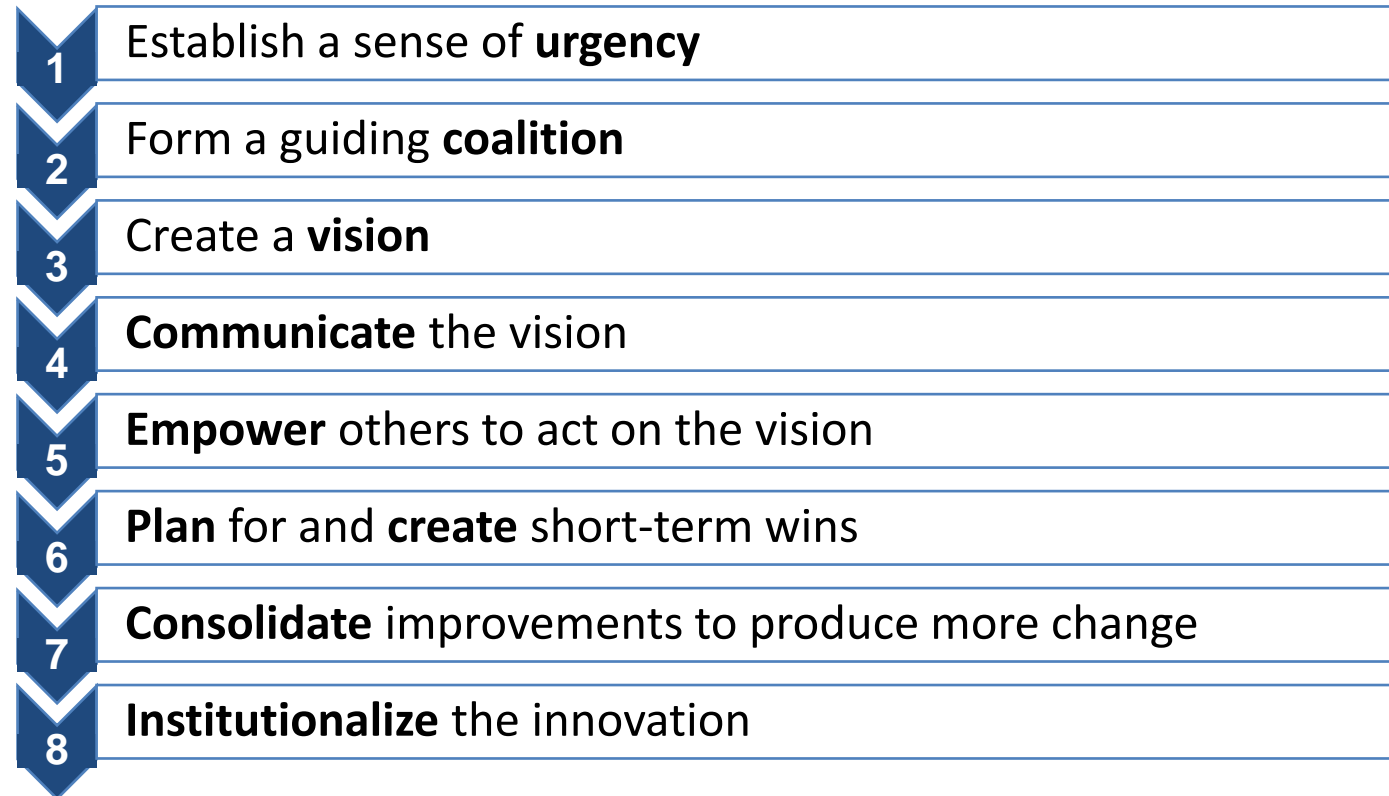
45-Minute Workout- Join the team for the challenge you selected. Each team will create a few slides to share out. There will be some slides in your handout deck for notetaking.

- A. The challenge “Author” will give a brief Summary of her change management dilemma (2 min)
- B. The team will Identify the key roadblocks (10 min)
- C. Using the elements of organizational change, Design a workplan to lead this change initiative (25 min)
- D. Create a few slides to share---Be as specific as possible, including reasonable *timeframes* and *resources* required for Implementation (8 min)

*We'll close out class with **5-minute** team reports of your recommended plan and any **AHA moments**.*

Kotter's 8 Steps to Transforming Your Organization

—for Good!



John L. Kotter, 1995
"Leading Change: Why Transformation Efforts Fail."

Real Work Change Initiative: REPORT OUT

5-Minute Summary: *We'll close out class with team slide presentations of your recommended plan for leading change*

- A. Briefly describe the Challenge (1 min)
- B. Identify the key roadblocks (1 min)
- C. Using the elements of organizational change, describe your proposed workplan to lead this initiative. Be as specific as possible, including reasonable *timeframes and resources* required (3 min)
- D. Was there an **AHA moment** for anyone on the team?

“Leave the Crown in the Garage”

These 7 lessons translate into the characteristics of a great leader:

- Vision
- Persistence
- Persuasion
- Listening
- Learning
- Collaborating
- Humility



“Always
remember that
you are absolutely
unique. Just like
everyone else.”

Margaret Mead Quotes. (n.d.). BrainyQuote.com. Retrieved January 22, 2019, from
BrainyQuote.com Web site:
https://www.brainyquote.com/quotes/margaret_mead_141040



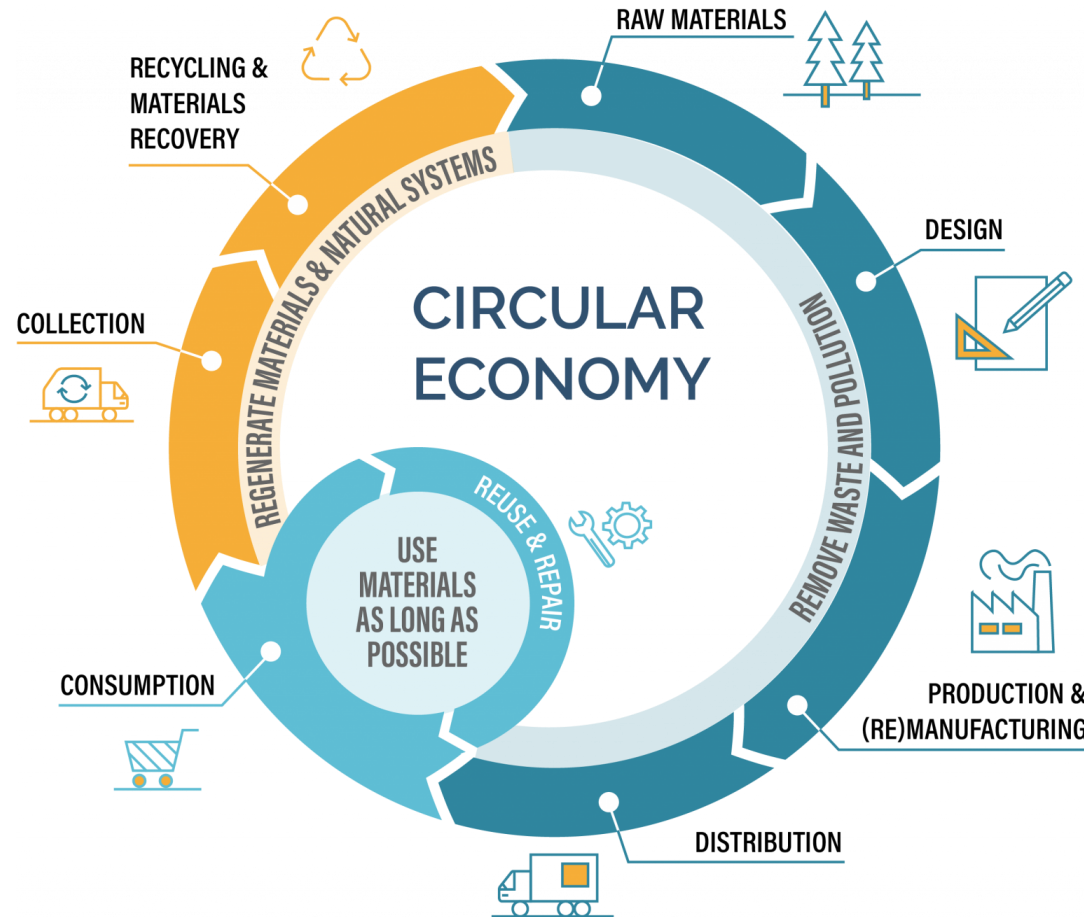
Final Reflection: Personal Change

How will you use your understanding of how change happens to make the personal changes you want and need in your leadership and communication practices?

Additional Readings and Resources

- [“Radical Change, the Quiet Way”](#), Debra E. Meyerson, *HBR* October 2001
- [“Persuading the Unpersuadable”](#), Adam Grant, *HBR* March 2021
- [“The Real Reason People Won’t Change”](#), Robert Kegan and Lisa Laskow Lahey, *HBR* November 2001
- [*Backable: The Surprising Truth Behind What Makes People Take a Chance on You*](#), By Suneel Gupta
- [“Becoming a Better Corporate Citizen”](#), Indra K. Nooyi and Vijay Govindarajan, *HBR* March 2020
- [“The Project Economy Has Arrived”](#), Antonio Nieto-Rodriguez, *HBR* November 2021

You might like to learn more about Circular Philadelphia's work <https://circularphiladelphia.org/>



Leading Organizational Change

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Thank you!