



**CEO SUMMIT**

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# Rightsizing Leading The Way

# Organizational Change

Organizational change is a **systemic response in reaction to, or anticipation of, a new set of internal and/or external factors.**

Harvard Business Review researchers found that **70% of change efforts fail**, even when the solution being implemented seems like the correct one.

# Small Group Discussion

- How easily do you adapt to change?
- How easily does your organization adapt to change?

# Common Human Responses to Change

- Lack of **awareness** there is a problem
- Lack of **concern** there is an issue that warrants action
- Lack of **buy-in** on proposed solutions
- **Resistance** to change
- **Confusion**
- **Fear**

# Small Group Discussion

Consider a recent change effort you led

- What most contributed to success?
- What was the largest barrier to success?

# The Role of Culture in Change Management



# The Right Solution


Intentional strategy development can lead to the “right” solution.





# Good Execution

- Closely link decisions with organizational priorities
- Connect execution goals to individual performance expectations



**Clear goals** for everyone responsible for or affected by the change

A way to **measure progress** toward those goals on a regular basis

**Clear accountability** for that progress

# Types of Change Responses

- **Technical Responses:** The solution can be provided by an authority figure, by an outside expert, or by implementing a new tool or process
- **Adaptive Responses:** Actions in which people must change the way they think about their roles and their approach to work

# Adaptive Culture

- In any adaptive organizational culture, **change is both a habit and a motivator**
  - People expect and welcome change
  - Change efforts include all perspectives, with equity at the forefront
  - Change leaders understand, surface, and redirect natural human tendencies that hinder change
  - Change leaders mobilize staff to surface, examine, and perhaps abandon deeply held beliefs and practices

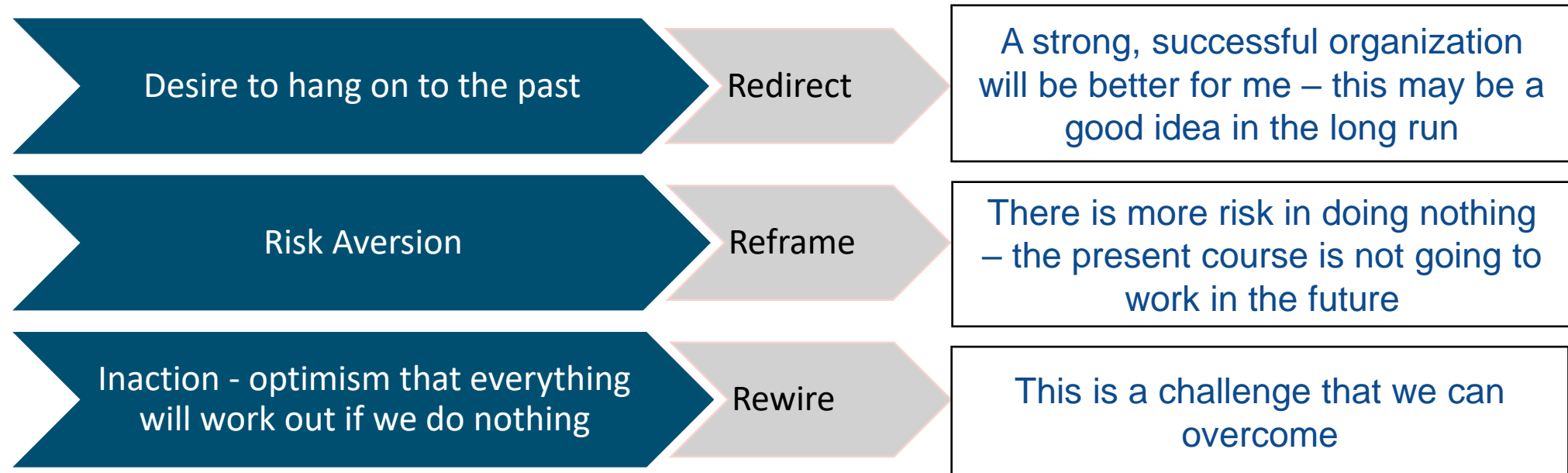
# Addressing Resistance – Redirect / Reframe / Rewire

Desire to hang on to the past

Risk Aversion

Inaction - optimism that everything  
will work out if we do nothing

# Addressing Resistance – Redirect / Reframe / Rewire



# Addressing Resistance – 20-60-20 Rule

For any major opportunity or challenge, people tend to fall roughly into three categories:

- Twenty percent are **early adopters**. They already knew this change was needed.
- Sixty percent are **cautious accepters**. They will move forward if it feels safe and are convinced leadership is serious about it.
- Twenty percent may be **active resisters**. They are against the proposed change and will try to impede implementation efforts.

## Small Group Discussion

Share successful examples of applying either the Redirect / Reframe / Rewire or the 20-60-20 concepts to a change effort

# Panel Discussion

- Angela Bovill, President & CEO, Ascentria Care Alliance;
- Kristen E. M. Gay, President & CEO, Gemma Services;
- Keith Jones, President & CEO, AbleLight



# Change Management Framework – Kurt Lewin & John Kotter

Unfreeze	Change	Refreeze
1. Create a sense of urgency	5. Remove obstacles	8. Anchor the change
2. Form a powerful coalition	6. Create short-term wins	
3. Create a vision for change	7. Build on the change	
4. Communicate the vision		

# Strategies for Leading Change – John Kotter

Be a visible and public supporter of the change initiative

Connect the planned change to the mission and business case

Communicate clearly, frequently, and consistently

Acknowledge what was lost, and by whom

Plan a ceremonial goodbye to the old way of doing things

Encourage staff to keep a memento to represent the best of what was as we co-create what will be

# Purpose-Driven Leadership

- Purpose Before Organization
- Respect for Ecosystem
- Equity Mindset
- Authorized Voice and Power

# Purpose Before Organization

Prioritize the organization's purpose instead of the organization itself

- A traditional leader asks: *What is best for our organization?*
- A purpose-driven leader asks: *What is best for the desired outcome we seek?*

# Respect for Ecosystem

Acknowledge that the organization's actions can positively or negatively impact its surrounding ecosystem, and commit to being a respectful and responsible ecosystem player

- A traditional leader asks: *How would this impact our organization?*
- A purpose-driven leader asks: *How would this impact all of the players and dynamics within our ecosystem? Will it help us — as an ecosystem — do the most good?*

# Equity Mindset

Commit to advancing equitable outcomes, and interrogating and avoiding the ways in which the organization's strategies and work may reinforce systemic inequities.

- A traditional leader asks: *How will this advance our mission?*
- A purpose-driven leader asks: *How will this create more equitable outcomes? Are there ways that it would reinforce systemic inequities, and — if so — what are we willing to do to avoid that?*

# Authorized Voice and Power

Recognize that organizational power and voice must be authorized by those impacted by the organization's work.

- A traditional leader asks: *What do we think is best? (Often without intentional reflection on how who “we” are informs our perspective)*
- A purpose-driven leader asks: *Is our leadership populated in a way that ensures that our power is authorized by and inclusive of the community impacted by the work that we do? Are we doing all we can to listen to what our constituents tell us is most important?*

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Questions?