

# Leadership Excellence – Impacting the Future

## **Change Management: Dealing in Organizational Change**

**October 30, 2019**



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Seek interaction throughout –  
comments/questions most welcome

Objective is to have you leave with  
an improved understanding of  
change management matters that  
are your decisions to  
make/actions to take





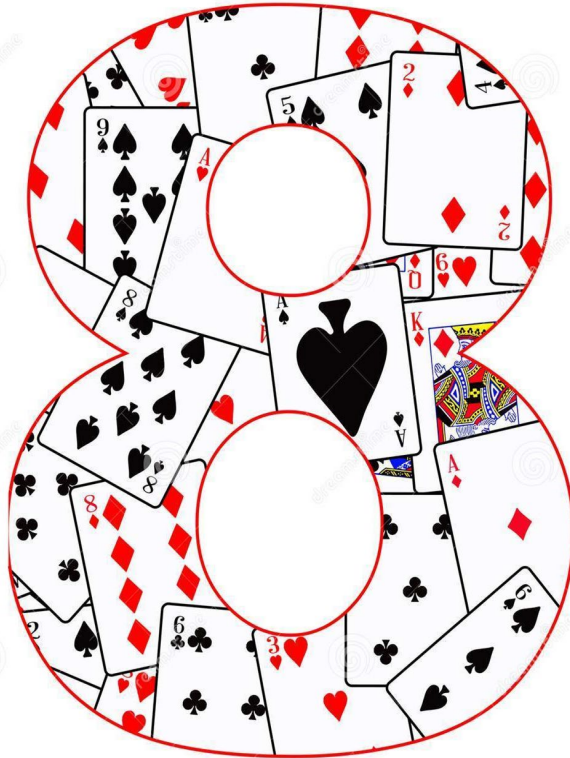
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Causal issues and change categories  
(markets, clients, board, employees, society, etc.)

- Evolutionary
  - Pressured
  - High Negatives
- financials, clients, partners, recruitment, turnover, employee surveys
  - Turnaround
  - Transformation
  - Post-Acquisition
  - Something else!

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## The 8 Cards in Your Deck:



- Leadership/ELD team
- Leadership readiness/learning
- Gender advancement
- Emphasis on execution
- Culture
- Diversity
- Strategy
- Structure



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Change management cards in your deck!

Leadership/ELD team – who you have/keep/change?



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Leadership  
readiness/learning –  
receptivity?

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Gender advancement  
orientation, preparation  
and support?

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Relative emphasis on execution; what do you demand?

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Culture (most significant), including talent management and rewards/bonus incentives?

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Diversity broadly – people, approaches, processes, etc.,  
including intellectual property?

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## Strategy

how you are different; the extent you are/believe you are discernably special?

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Structure, degree of matrix; centralized vs. decentralized;  
complexity vs. simplicity

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  Change management cards in your deck!

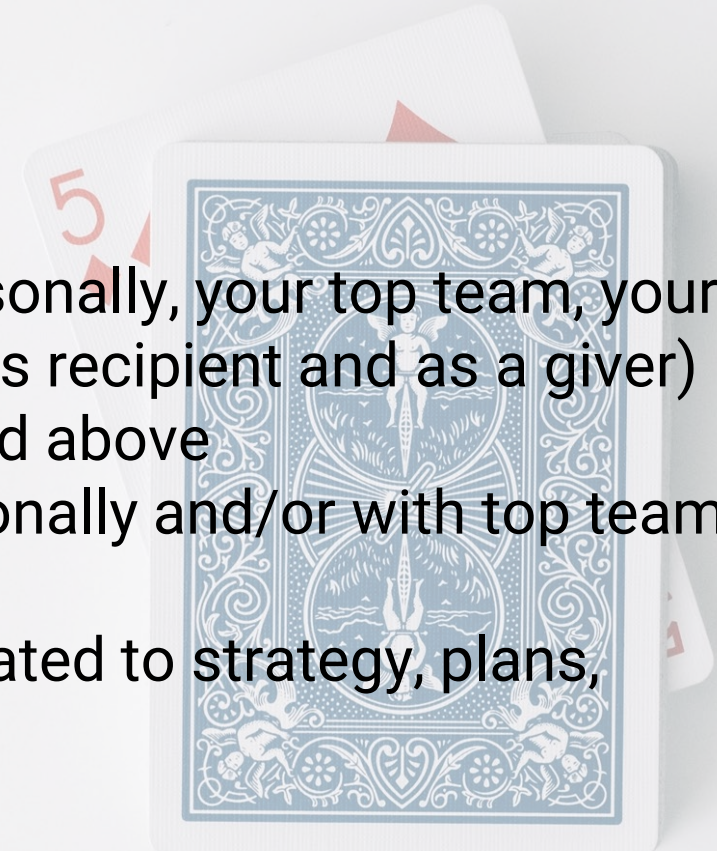
- Your “cards” may be played in varied order
- Consider and utilize these “cards” having made conscious choices
- Difficult to fully isolate, but taking many/all of the cards on at once is very risky
- Easy to find yourself with unintended consequences
- Communications always are necessary – what, when and most importantly, why – repeated



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Illustrative actions to consider taking:

- Nothing
- Demand more – if reasonable
- Increase the relative learning emphasis – personally, your top team, your internal university, academy, training center (as recipient and as a giver)
- Selection, ordered progression of “cards” listed above
- Focus on behaviors – engage a coach – personally and/or with top team members
- Alter direction – use consultants to advise related to strategy, plans, reward systems, etc. (EFCG!)
- M&A evaluation, EFCG, of course





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## When to take actions matters too!

- Often in life, timing matters as much – if not more – than anything when impacting behaviors and culture
- What more do you want to know before announcing something?
- Who do you want to have advance knowledge?
- Will you benefit from external review in advance?
- You need to have flexibility in some components and a contingency plan in case reaction is not favorable
- You will need to have both a communications and travel plan pre-established
- Of course, not launching any change is itself a leadership decision, whether bad or good

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There is no perfect answer, but change is everywhere, continuous

As the top executive leader, you need to make change decisions advisedly and take corresponding actions

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OTHER COMMENTS/QUESTIONS?  
THANK YOU FOR PARTICIPATING!





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## Appendix I:

### Further details of the CEO-targeted ELD programs

#### CEO Forums

- At firm's HQ city, or otherwise as selected
- Similar topics, tailored as appropriate to each firm's needs
- CEO invites participants (fewer of greater number may be involved)
- Scheduling at the firm's choice

#### CEO Gatherings

- CEO's from six to ten – continuous interactions
- From firms of all sizes, business models, client types, geographies
- Held at a neutral site evening program/day following
- Sessions held at high-end hotel executive boardrooms

#### Commonalities

- Relevant academic concepts are synthesized and incorporated
- State-of-the-art theories and perspectives are introduced and explained
- Focus is global throughout; the markets, clients and characteristics of the e/c industry
- Topics include excellence models, oligopoly implications, cultural impacts, generic strategies and competitive advantage,
- sources of intellectual property, leadership learning processes, impact of IT, executive teaming and other topics relevant



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## Appendix II: Workshops and customized ELD and LD programs

**Change:** Infusing and enhancing executive leadership success

**Effective strategy:** Find a differentiable process, one which shares ownership and spurns innovation

**Governance:** Understanding the key attributes, and the significance of the difference with management

**Organizational culture:** Convert behaviors and process to one which aligns employee and client interests

**Rewarding excellence:** Bonuses, incentives and reward processes convert key metrics into intended behaviors

**Effective teamwork versus group work:** Gain the special benefits of executive global teams rather than groups (including virtual)

**Transformational leadership:** If significant change is mandated, understand the structural, cultural and people impacts required

**Marketing and business development:** Gain awareness of available marketing, teaming, alliances and selling strategies





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## Appendix II: (Continued)

### Workshops and customized ELD and LD programs

**Succession plan action plans:** Understand how to put developmental plans into actions

**Understanding millennials:** Gain appreciation for the motives and behaviors of younger employees, including retention issues

**Mentoring processes:** Making mentoring institutionalized and treasured as a part of your culture

**Intellectual property development:** Gaining and leveraging patents, trademarks, copyrights, brands and proprietary IP

**Business accountability of program and project managers:** Convert “technical” PMs to “business-accountable” PMs

**Learning systems:** Why investment in you matters: the impact and significance of forward-perspectives

**Executive decision styles:** Styles matter; the impact on team effectiveness and business success

