



COMMUNICATING TO INSPIRE CHANGE

Crafting and Sharing a Compelling Vision

It may come as no surprise to you that the majority of breakthrough change initiatives—70% by some estimates—ultimately fail. Change is hard, risky and prone to failure. Employees have very natural and rational reasons to resist change, and many have become increasingly fatigued by the rapid pace of change that's part of today's business climate.

Business leaders cannot drive breakthrough change by themselves. While they may understand the need and urgency to change, they must be able to convince others that the difficult, time consuming challenge is a worthwhile pursuit. This is no easy task.

The successful change agent must be able to inspire people, and get them excited to embark on the challenging journey ahead. This Learning Sprint — *Communicating to Inspire Change*—will give you the tools to:

- Establish a need and urgency to change.
- Create and communicate a compelling vision for the future.
- Demonstrate authentic leadership communication skills to inspire change.
- “Lead out loud.”

This Sprint is not intended to make you a master at change management—that takes sustained effort and practice over time. Rather, we want to provide you with an opportunity to discuss and reflect on the communication aspect of change, so that you can better “sell” a necessary change to the rest of your organization.

Developed in partnership with:



OUTCOMES

- Establish a need and urgency to change
- Create and communicate a compelling vision for the future
- Demonstrate authentic leadership communication skills to inspire change

YOU WILL

- Be introduced to the principles of effective leadership communication
- Learn how to develop a communication plan to both announce change and communicate effectively throughout the initiative
- Understand how to ‘lead out loud’ to effectively lead change within your organization

ABOUT THE EXPERT



DAVE POTTRUCK

- *Adjunct Faculty Member, Wharton Center for Leadership and Change Management*
- *Chairman of HighTower Advisors, a \$30 billion wealth management firm.*
- *Author of Stacking the Deck and Clicks and Mortar.*
- *Former CEO, Charles Schwab.*
- *Named CEO of the Year” by Information Week, and “Executive of the Year” by the San Francisco Business Times.*

SPRINT OUTLINE

DAY 1

MAKING THE CASE FOR CHANGE

- Set Your Goal
- Your Change Initiative
- Kotter on Communication
- The Impact of Communication on Change

DAY 2

LEADERSHIP COMMUNICATION

- Diamond Case Study
- Stories to Inspire Change
- Leadership Communication
- Leading Out Loud

DAY 3

CREATING & COMMUNICATING A VISION

- Creating a Compelling Vision
- Asda Case
- Archie Norman Speech

DAY 4

INSPIRING CHANGE

- From Motivation to Inspiration
- Stratacom Case
- Revisiting Your Change Initiative
- CIC Checklist

DAY 5

INTERACTIVE CAPSTONE

- Options include Video Response, Online Discussion, or Live Event
- Cohort members and expert(s) exchange ideas about content significance, application, and follow through