



MAKING CHANGE HAPPEN

A Structured Approach For Supporting Organizational Transformation

The only certainty in business today is change. Change affects organizations of all sizes, and is happening more quickly now than ever before. But the types of big, breakthrough organizational changes that truly transform an enterprise are hard, risky and prone to failure.

While it is typically incumbent upon a company's senior leadership to drive these initiatives from the top, it is equally important that the rest of the organization know how to support and champion these change efforts. This Learning Sprint, *Making Change Happen*, focuses on how to support or champion a change effort that has already been established in a company.

Consider this Sprint an inside look at how experts in change management think about the process of conceptualizing, planning and implementing bold, transformational change - and how you can apply it to a change initiative that you are facing now, or expect to in the future.

Developed in partnership with:



OUTCOMES

- A better understanding of why change is hard, risky and prone to failure
- Learn how to identify resistance and barriers to change
- The nine-step framework that your leadership team is using to manage breakthrough change

YOU WILL

- Learn why change is hard, risky and prone to failure
- Discuss how to identify resistance and barriers to change
- Explore a nine-step framework that enables successful and scalable change

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, "Executive of the Year" by the San Francisco Business Times.*

SPRINT OUTLINE

DAY
1

STACKING THE DECK

- Stacking the Deck
- Your Change Initiative
- The Cost of Failure
- The Irrational Side of Change Management
- Evaluating Your Change Readiness

DAY
2

THE PEOPLE SIDE OF CHANGE

- The Psychology of Change Management
- The Human Response to Change
- Diamond Case
- Resistance to Change

DAY
3

CONCEPTUALIZING BREAKTHROUGH CHANGE

- Why Change, Why Now?
- Recognize the Fear of Change
- Noble Failure
- The Need and Urgency to Change

DAY
4

PLANNING & IMPLEMENTING BREAKTHROUGH CHANGE

- From Vision to Plan
- Anticipating Barriers
- Making it Real
- Stratacom Case
- Planning and Implementing Change

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