

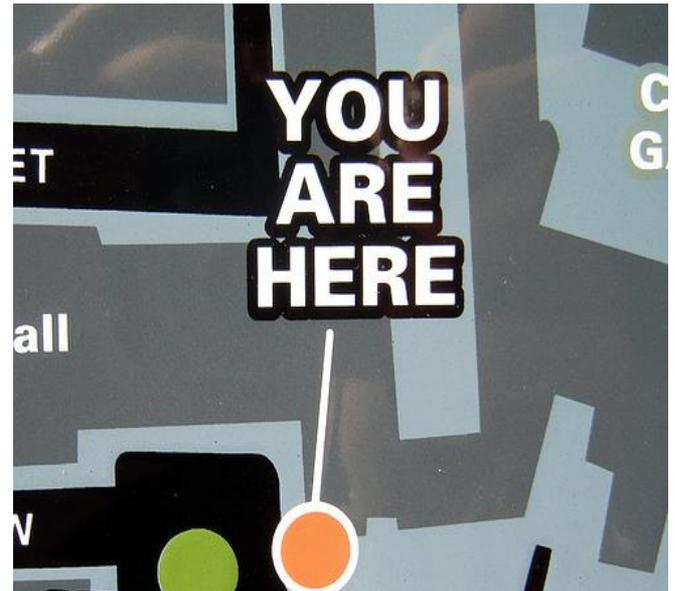
Building Change Leadership: There's a Gap for That

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Our Focus Today

- Your role as a strategic change agent
- Building change leadership across the organization
- Assessing your team's change agent capabilities



Twitter #ChangeLeadership



*It's a **VUCA** World*

VOLATILE **U**NCERTAIN **C**OMPLEX **A**MBIGUOUS

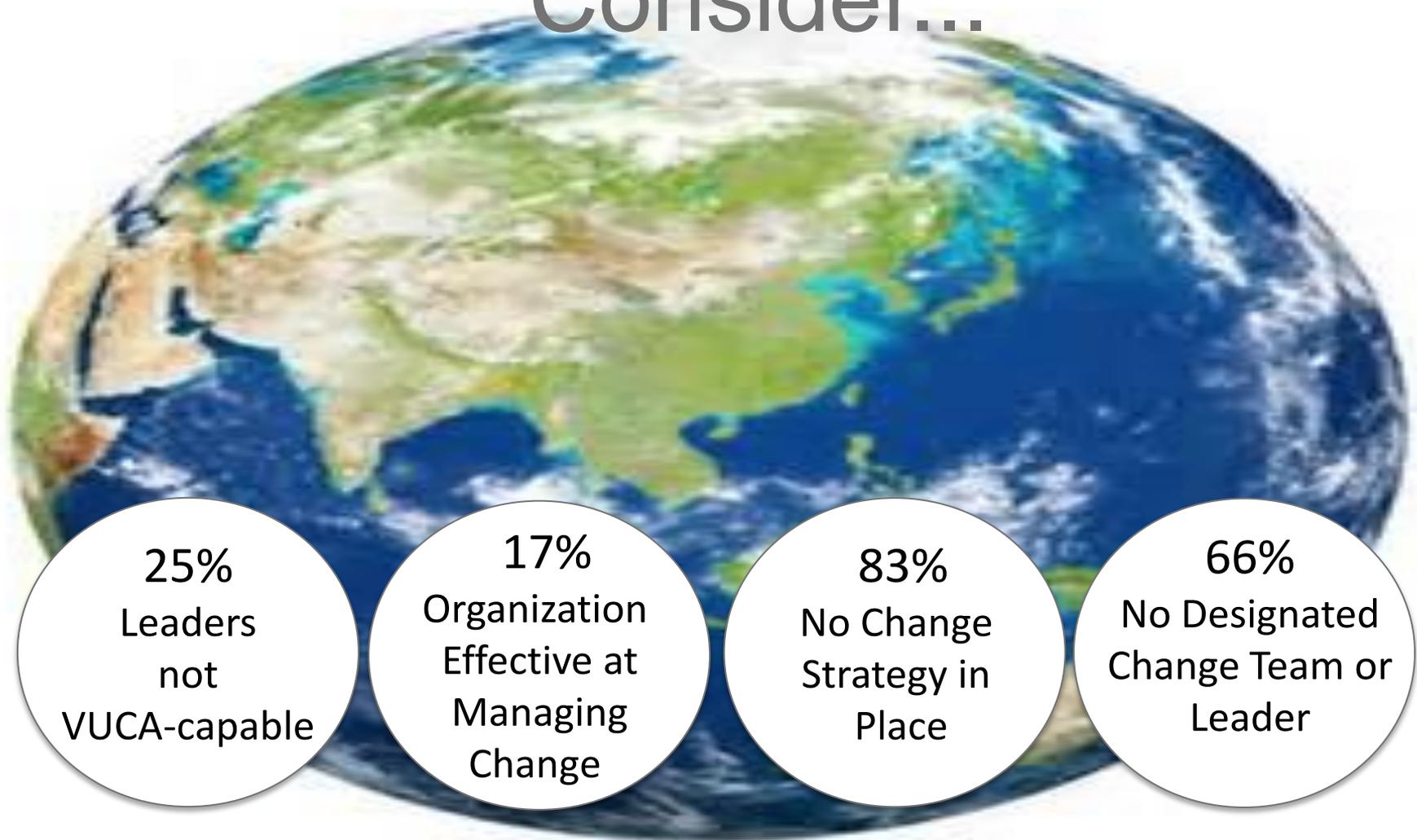
Chat

On a Scale of *High, Medium, or Low*, how change capable is your organization?



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Consider...

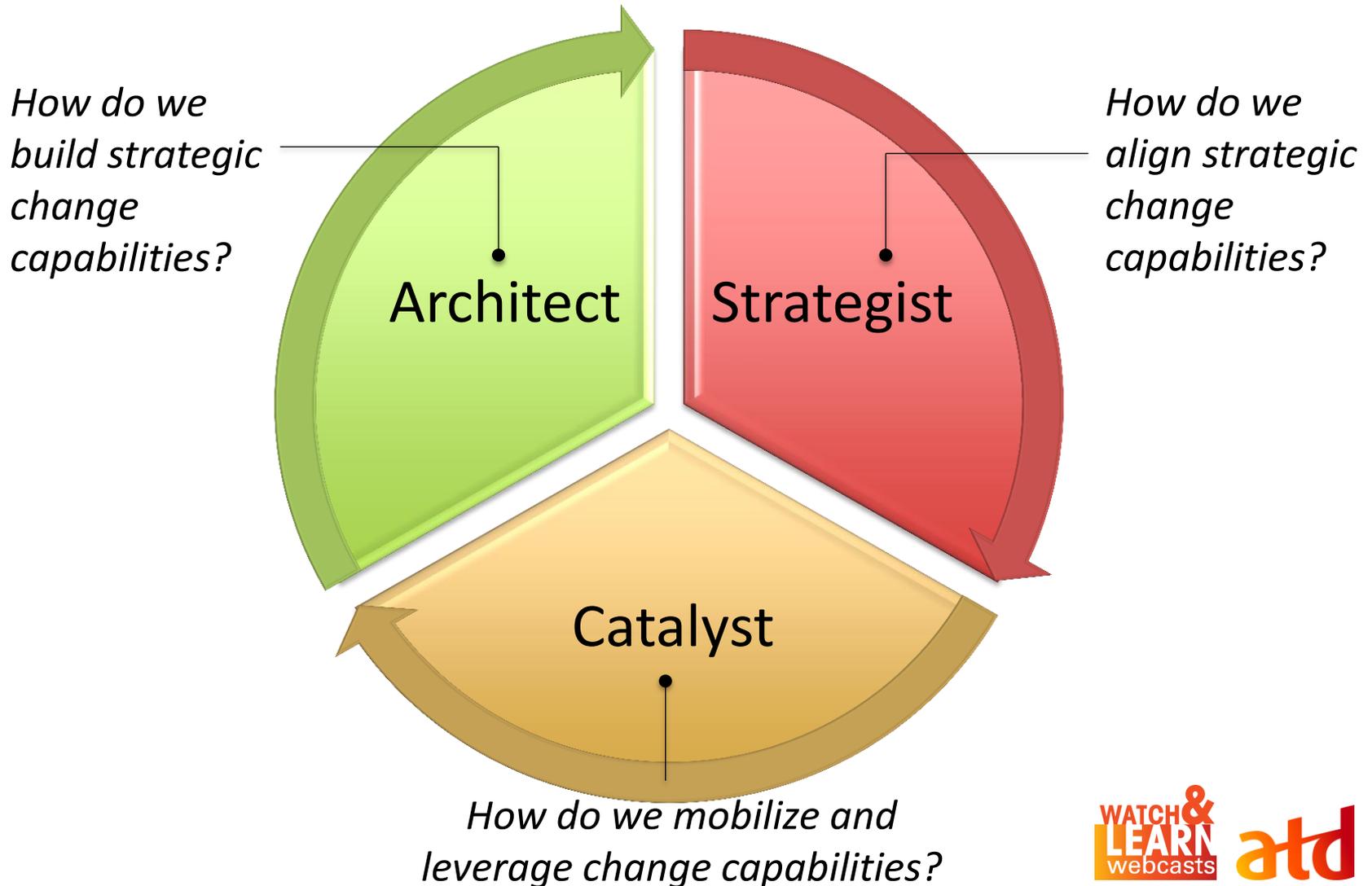


Sources:
Global Leadership Forecast 2014/2015
ATD/i4cp 2014

Growing Change Leaders is a Priority for Most Organizations



Change Agent Roles



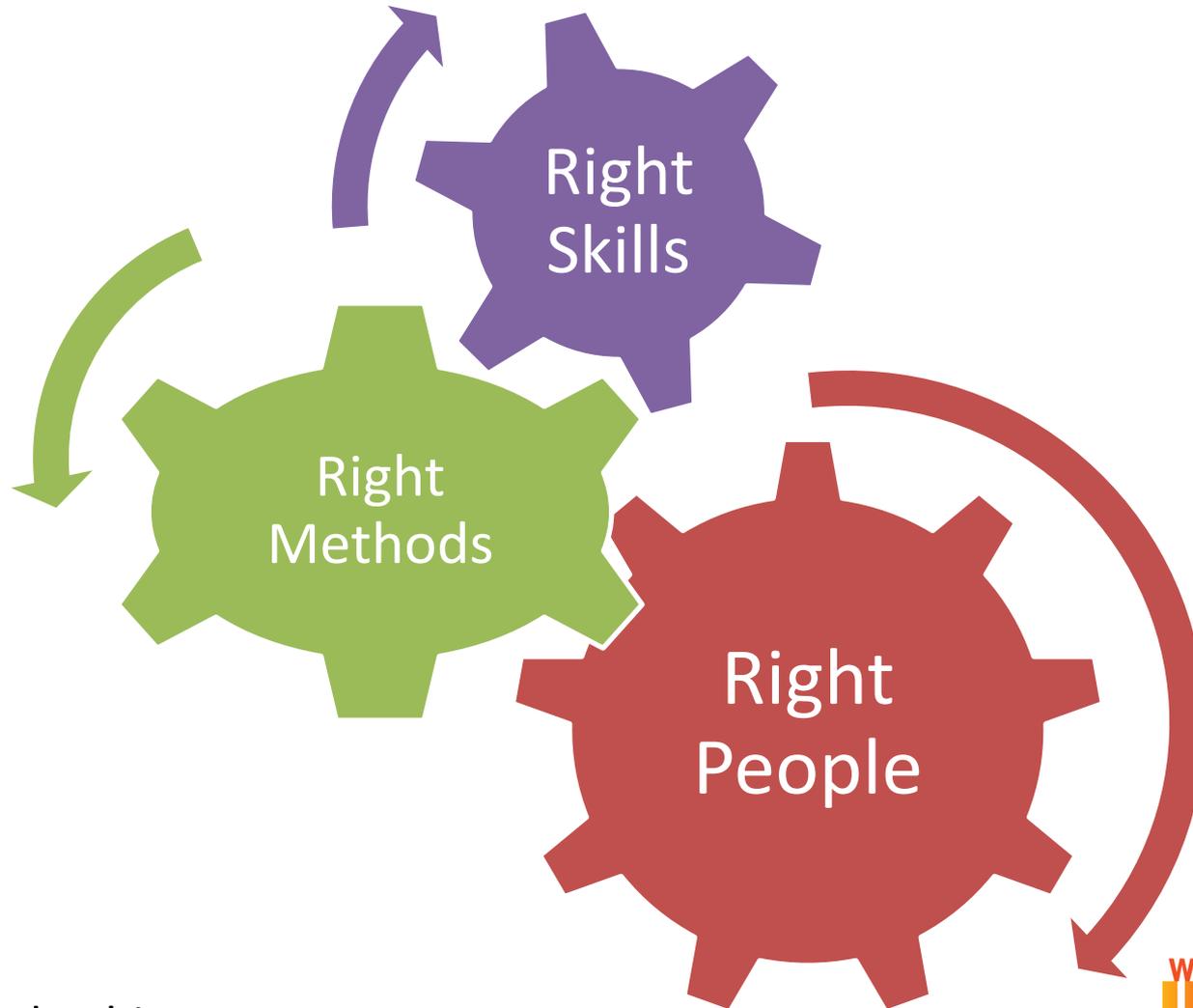


The Change Architect

- Defines the “blueprint” for a change leader
- Builds change capabilities

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Levers for Effective Development



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Characteristics of a Change Leader



Poll

Which Leadership Development Methods Do You Use?

METHOD	CHECK ALL THAT APPLY
Developmental Assignments	
Formal Workshops Courses	
Coaching from Current Manager	
Coaching from External Coaches	
Coaching from Internal Coaches/Mentors (other than your manager)	

Most Effective Leadership Development Methods

METHOD	PERCENTAGE
Developmental Assignments	70%
Formal Workshops Courses	60%
Coaching from Current Manager	52%
Coaching from External Coaches	43%
Coaching from Internal Coaches/Mentors (other than your manager)	40%

Source: Global Leadership Forecast 2014/2015

Top Three Skills Across All Leadership Levels

1

Building Consensus and
Commitment

2

Communicating and Interacting
with Others

3

Developing Networks and
Partnerships

Source: Global Leadership Forecast 2014/2015

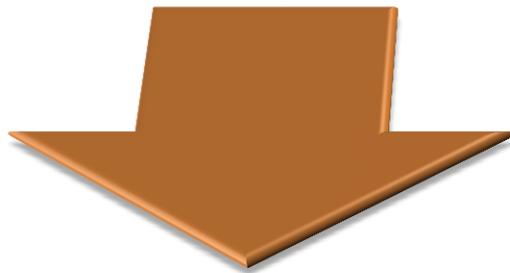


The Change Strategist

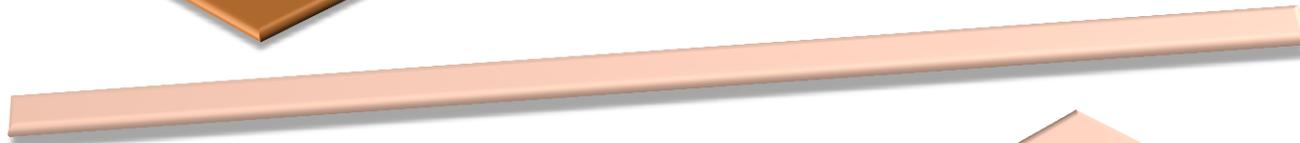
- Aligns capabilities with existing processes, practices
- Defines success measures
- Helps leaders assess change readiness

Align

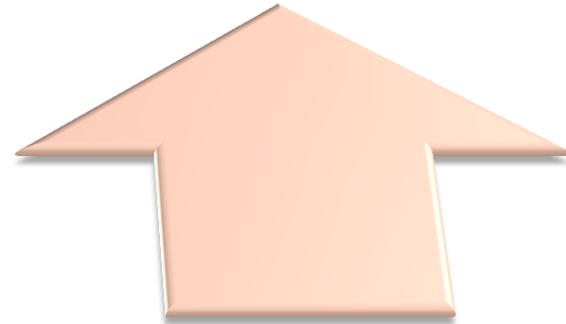
Strengthening Foundations



Workforce Planning
Performance Management
Rewards and Recognition



Learning and Development
Career Development
Succession Planning



Measure

Why Measurement Matters



70%
Change Initiatives Fail

Measure

OPPORTUNITY

48%

Use training to develop change skills

51%

Rarely/Sometimes measure increase in knowledge, skills

62%

Rarely/Sometimes measure business outcomes of training (sales, profits, ROI)

Source: AMA Global Study of Current Trends and Future Possibilities 2006-2016

Source: Human Capital Institute Talent Pulse, 2014

Readiness

65% Cite Change Fatigue as the
Biggest Obstacle to Change
Readiness



Source: Strategy & Global Culture and Change Management Survey 2013

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The Change Catalyst

- Coaches, supports change leaders
- Implements, mobilizes, and sustains change efforts
- Catalyzes a change-ready culture

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Poll

How Do You and Your Team Establish Credibility as a Strategic Change Coach?

AS STRATEGIC CHANGE AGENTS, WE...	YES	NO	SOMEWHAT
1. Regularly analyze the business environment for current and future change demands			
2. Routinely assess our talent pool for change capability needs or gaps			
3. Use a variety of formal and informal methods to build change capability across the organization			
4. Regularly help senior leaders anticipate risks associated with implementing change efforts			
5. Are consistently sought out by senior leaders for our change management expertise			

Implement



Level Expectations

Provide Performance Support

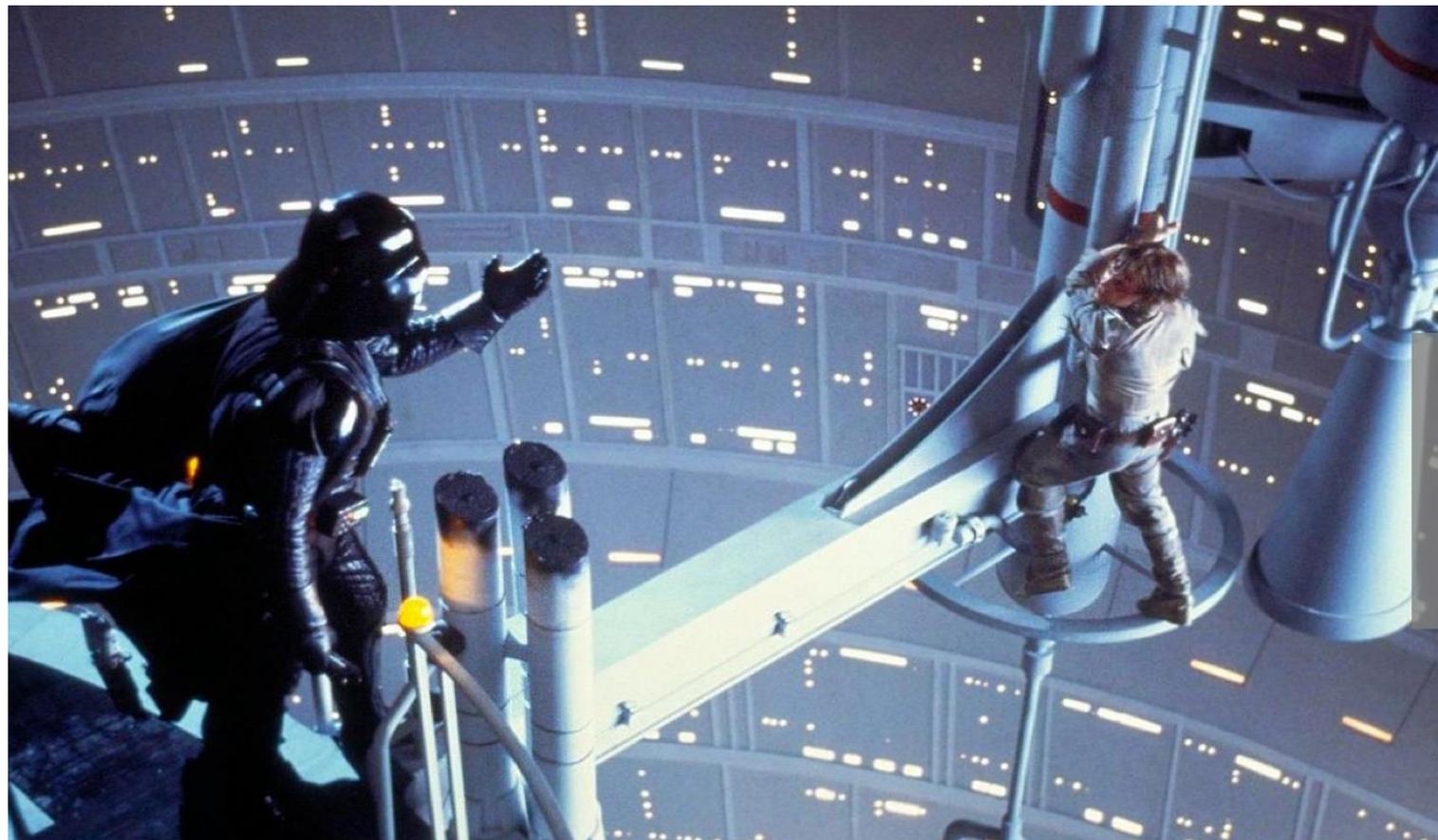
Adjust, Adapt, Manage Risk

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Sustain

Finish What You Start



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Catalyze

Monitor Your Own Change Response



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Let's Recap

- Change is the “new normal”
- The world needs better change leaders
- Change leadership starts with **YOU!**

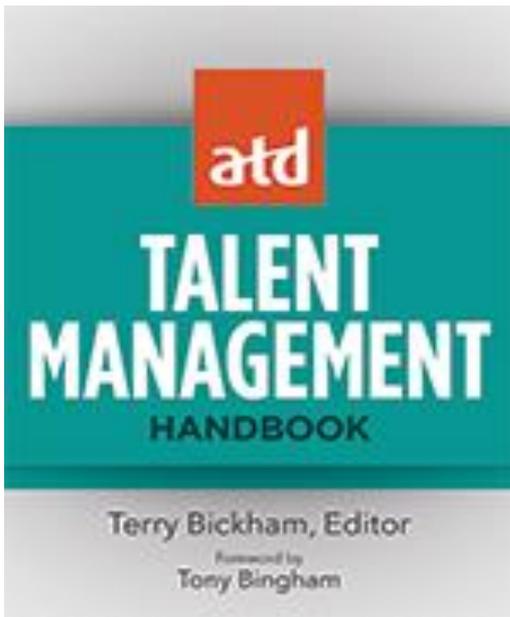
be the change

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Planned Actions, Takeaways

*Name **ONE** thing you plan to **START**,
STOP, or **KEEP DOING** to help you be
more effective in your role as a
strategic Change Agent...*



THANK YOU!

For additional information:

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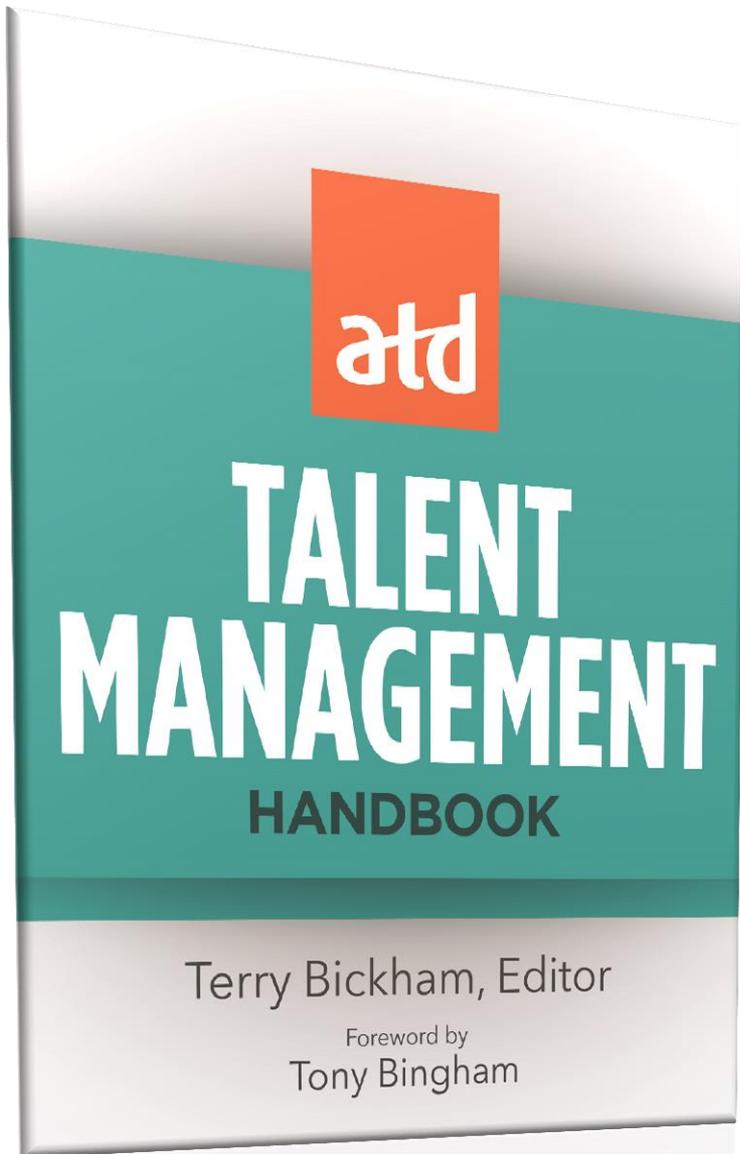


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Holly Burkett





- 21 Chapters
- 36 Contributors
- 300+ pages on how talent development can be aligned and directly affect talent management as a whole

www.td.org/TMHandbook

