



**A Different Kind of Leadership:
*How Dynamic Leaders Inspire
Successful Organizational Change***

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New Perspectives on Executive Leadership Accountability

Although failure is unthinkable when you're accountable for investing your organization's resources to implement large-scale change initiatives, media reports and industry and academic research findings continue to demonstrate that hundreds of organizations report that their change initiatives are less than financially successful. In fact, too often the bottom line shows that the initiative's costs outweigh the actual benefits.

Beyond the negative financial impact, failure can have other significant strategic implications, such as the loss of a competitive advantage. Increasingly, failure to drive value may not only affect executives at a company level, but also may entail serious personal implications for CEOs. Given recent scandals regarding executive compensation, the Securities and Exchange Commission (SEC) is now requiring extensive documentation for pay-for-performance when reporting to their shareholders. In the most sweeping move on executive accountability in 14 years, the SEC is requiring companies to disclose and provide explanations for their CEO pay packages. Never before has compensation been so linked to corporate business cases with explicit articulation of executive accountability.

Leadership: the #1 Reason Change Initiatives Fail

While there are many reasons strategic initiatives fail, leadership commitment is consistently at the forefront. Interestingly enough, many leaders fail to recognize the direct correlation between leadership engagement and the success of a change initiative. The research noted in Table 1, The Effect of Leadership Commitment on Corporate Initiatives, is only a small segment of data showing that corporate initiatives under-deliver when leaders are not *actively engaged* in the process. And yes, being "actively engaged" is different from "being involved." "Transformational change," which we define as change that results in the intended business objectives, requires very different leadership skills from those required during times of status quo. And the ability to be adaptive in your leadership style means looking at the organization through a different pair of lenses and demonstrating different and new leadership skills and capabilities.

In this paper we will look at what it means to lead an organizational transformation initiative using Adaptive Leadership Principles. We will explore the role of a broader Change Leadership Team in the change process. Ultimately, our intent is provide you and your team with information and learning's that will better prepare you to lead change in your organization, with a result that meets or exceeds your planned return on investment.

"Transformational change, change that results in the intended business objectives, requires very different leadership skills than leading during times of status quo."

Source	Year	Article	Key Reasons Change Initiatives Fail
Information Week	1994	"Primary Obstacles To Successful Change"	Obstacle #3: Lack of Executive Commitment
Darwin Magazine	2001	"Six Ways I.T. Projects Fail-And How You Can Avoid Them"	#1 Reason: Lack of Executive Sponsorship
McKinsey Quarterly	2002	"Helping Employees Embrace Change"	Lack of Executives' Commitment or Follow-through
Prosci	2003	"Best Practices Study in Change Management"	#2 Reason: Middle Management Resistance #3 Reason: Poor Executive Sponsorship
Prosci	2005	"Best Practices Study in Change Management"	#1 Reason: Executive Sponsorship
Harvard Business Review	2005	"Hard Side of Change Management"	#1 Reason: Leadership Commitment
Gartner	2005	"Organizational Change Management Techniques for CRM Success"	Common Failure Point: Ineffective Executive Sponsorship
McKinsey Quarterly	2006	"Organizing for Successful Change Management"	#1 Reason: Poor Executive Mobilization And Communication
Strategy+ Business	2007	"The Era of the Inclusive CEO"	#1 Reason: Lack of Leadership Skills and Capabilities

Table 1. The Effect of Leadership Commitment on Corporate Initiatives

Adaptive Leadership Principles: Seven Proven Practices for Solidifying Leadership’s Role in Transformational Change

If you are an executive facing a significant change initiative, we believe you need to make a choice. Which statistic are you going to be—a recognized enabler to a successful change initiative, or a contributor to the continuing evidence of poor executive leadership as a top reason for why the change efforts fail to meet expectations? If you’re ready to make the investment of your time and energy to support the initiative’s success, then we hope to help you by sharing some of our proven practices regarding leadership’s role in transformational change. Below in Table 2 we’ve listed seven proven practices to become a successful leader of change. In the following sections, we discuss the details of each proven practice to support your development as a leader.

7 Proven Practices	Leadership Goal
Proven Practice #1	Understand the Business Case for Change
Proven Practice #2	Start with Your Executive Team: Make the Commitment and Move from <i>Involved</i> to <i>Engaged</i>
Proven Practice #3	Engage <i>All</i> of Your Organization’s Leaders and Prepare Them for the Journey
Proven Practice #4	Build a Broad Understanding of the Change Process
Proven Practice #5	Evaluate and Tailor the Change Effort
Proven Practice #6	Develop Adaptive Leadership Skills and Capabilities
Proven Practice #7	Create Change Leadership Plans

Table 2. Adaptive Leadership Principles for Leading Transformational Change

Proven Practice #1: Understand the Business Case for Change

The most successful transformational initiatives require a Business Case for Change that is *meaningful* to the stakeholders, where meaningful not only implies that there is a strong financial case to support the change, but also that the defined outcomes of the change provide value to the individuals involved and impact them on an emotional level. If people are expected to change their thinking, to do something new, to alter their behaviors or processes, then leaders need to create a compelling reason for them to personally recognize the need for the change. It is vital to not only inspire them to buy into the change, but also to instill in them a sense of urgency.

Our intent is not to tell you how to build a business case for change, but to inform you that without it you will struggle with the other six proven practices for leading. If you cannot articulate why the change is important to everyone in the organization, you cannot effectively engage your leaders at the executive level or your broader set of Change Leaders or employees. Therefore, before launching any significant change, invest in the time to build a Business Case for Change. And, to ensure that it speaks to all of your stakeholders, holistically consider people, process, and technology. Once your team has created it, socialize the Business Case for Change as much as possible and establish a baseline for the quantitative metrics so the project is measured against the Business Case for Change.

Proven Practice #2: Start with Your Executive Team—Make the Commitment to Move from *Involved* to *Engaged* Leadership

Clearly, it is the executive team that approves the strategic decisions and the financial support of any significant business improvement initiative, the purchase of a software package, or the undertaking of a merger or acquisition. So, if your executive team is involved in approving the project and the budget at the very beginning, doesn't this mean they are engaged and sponsoring the project? No. Just providing leadership budget and project approval is a true red flag and common pitfall that steers projects off course. Too often executives take an approach in which:

- Financial funding and resource allocation is assumed to equal active engagement
- Accountability and responsibility are passively allocated to the project team
- Executives provide the kick-off communications and leave the balance of the communication to the project team
- The company leadership communicates only good news, avoiding any negative impacts of the change
- A decree from the executive suite is thought sufficient enough to motivate people, and/or
- Old paradigms of communication are used to drive change: *“The train is leaving the station. Either get on or get left behind.”* or *“The bus is ready to roll. If you don't get on it, we will run you over.”*

These common assumptions are indicative of leaders who are active but who are not truly engaged in the change effort. So, if the best practice is to move toward *engaged leadership* at the executive levels, how is that different from *involved leadership*? Table 3 illustrates some of these differences.

Leadership Involvement: Executives are <i>Active</i> at the <i>Beginning</i> of the Project and <i>Become Passive Over Time</i>	Leadership Engagement: Executives are <i>Actively Engaged</i> Throughout the Entire Project
<ul style="list-style-type: none"> ▪ Participate in meetings leading to project launch (business case meetings, planning meetings) ▪ Approve project funding ▪ Approve/assign resources ▪ Buy-off on high-level effort time frames ▪ Initial communications to support project kick-off ▪ Participation in monthly or quarterly steering committee meetings 	<p>In addition to those items listed under involvement, actively engaged leaders:</p> <ul style="list-style-type: none"> ▪ Build planned benefits/results into performance plans for themselves and the leadership team ▪ Initiate project-relevant communications in direct report meetings on a regular basis ▪ Visibly hold the organization's leaders accountable for the change... asking frequently for their direct participation ▪ Engage in communication events at all levels of the organization (open forums, white paper fairs, company meetings) ▪ Swiftly resolve resource issues or constraints ▪ Regularly seek status from resources directly engaged in the project ▪ Understand change implications across the company's business and demographic groups ▪ Challenge the status quo/take on sacred cows ▪ Monitor, identify, and address resistance ▪ Did we mention: Communicate, Communicate, and Communicate?

Table 3. Executive Involvement vs. Engagement

When leaders are truly engaged in the change process, the common attributes or behaviors you will see across your executive team will include:

- Accountability/Ownership
- Communication – frequent, two-way, and at all levels, and
- Frequent and consistent engagement during the change process

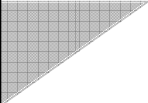
As the sponsor of your organization’s transformational effort, you need to work with your executive team to set the expectations for their engagement. We recommend building the project goals into your team’s performance plans and then holding each other accountable to those established goals. Most importantly, you as the sponsor need to actively demonstrate the behaviors you are seeking. You may want to seek a coach to help you monitor your own performance against your own goals. Lastly, be sure that the executive team is engaged in the recommendations in the following sections and are working side-by-side with your organization’s Change Leaders.

Proven Practice #3: Engage *All* of your Organization’s Leaders and Prepare them for the Journey

As you take your first steps toward ensuring there is active engagement in your organization’s transformational process, an early and critical step is to define the Change Leaders in your organization. Most of the time companies think the organization’s executives are the only leaders of a change initiative. Yes, all the executives must be engaged in your transformation effort. However, leaders in a change effort take on many forms and exist on many levels within an organization. Consider who your leaders are based on this definition:

Change Leaders:

Individuals with the ability to influence and ultimately change behaviors of a team, department, business unit, division, and/or organization; individuals who influence the commitment of any key group within your organization.



It is important that you as the sponsor, along with your executive team, understand the “waterfall effect” of leadership. The leadership waterfall effect describes the chain of influence in the organization. Who are your “relationship influencers” and how do you identify them? They are your formal or informal influencers of change. When you choose your leadership team, include people from all levels and positions in the organization. This can include supervisors, team leaders, managers, directors, vice-presidents, partners, union leaders, presidents, and C-level executives. Once you identify the Change Leadership team, you’ll want to prepare them for their role in the transformation.

Preparing leaders for their role in transformation means ensuring they learn how to work *with* the change, not against the change. While that sounds like common sense, our research shows that more often than not leaders are not aware of what their role should be with regard to transformational change. To work with something, the leader really needs to understand it and his or her role in it. Our research shows that while key individuals, like your executive team, may believe they are providing enough attention for a project’s success by being involved; it is really leadership engagement (Table 3) that drives bottom-line success.

Another important aspect of the leadership of change is an understanding of the level of effort required for success. When you are bringing your Change Leaders onboard, you need to set their expectations appropriately. You and the executive team must stress that:

- This is an active role,
- It is not an easy role, and
- All of you need to plan on your level of engagement increasing over time.

The best way to illustrate this can be with the diagram shown in Figure 1, which shows how a change leader's role and importance continues to increase over the lifetime of the project. And at some point, this role in the change effort will actually be more critical than the roles of the project team. This most likely means that while leading the change the change leaders will have to let go of some of their normal functional responsibilities and tasks.

Leadership Engagement Philosophy

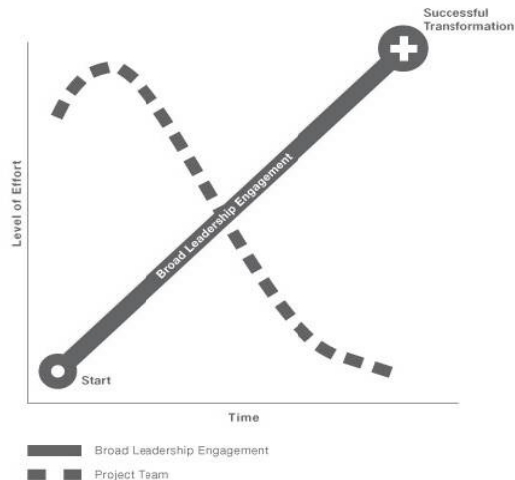


Figure 1. A change leader's role and importance continues to increase over the life of the effort and will ultimately be more critical than the role of the project team in the change effort's success.

Proven Practice #4: Build a Broad Understanding of the Change Process

What We Know to Be True

While most leaders will go through one or two large-scale business transformations during their careers, consultants have the opportunity to observe hundreds of companies going through significant change. This vantage point—observing and collecting empirical data from a variety of companies, in different industries and countries, with different customer bases, products and/or services, and unique cultures all going through many different types of change—gives consultancies a unique advantage. These experiences have provided us with a significant base of information, facts from which to develop a frame of reference that embodies three key pervasive truths about change that apply to all companies, no matter what the change is.

The Three Truths about Corporate Change

1. **Change Is Inevitable:** Clearly, to remain competitive in today's environment, organizations must continually change and adapt. However, what is frequently overlooked is that, if a process or a technology is changed, those changes will drive other changes, anticipated or not.
2. **The Stages of Change Are the Same:** Whether you are personally making a change in your life or your organization is making a change, there are three stages of transition that you or your organization must complete for the change to be successful. The timing and the experiences may be different, but the stages in the transition process are identical for all change.
3. **Change Fails for Consistent Reasons:** Since corporations began taking on large change initiatives, research has shown that the reasons they fail are invariably the same. The good news is, because the reasons for failure are consistent, there are proven ways to prevent failure.

“Management is doing things right; leadership is doing the right things.”

—Peter F. Drucker
The Effective Executive in Action

When preparing your Change Leaders for their responsibilities in leading your transformation, you can start by educating them about change. Understanding the three truths above is a key first step in creating a baseline understanding of what change management is and the change process. However, a more in-depth study of the stages and science of change are critical to their success. Because change management is not taught in many business schools or in leadership programs, we recommend that Change Leaders be provided with baseline training that builds their understanding of the change process as well as their own change leadership skills. Once they have the foundation, they will be able to recognize the signs and stages of resistance that all organizations go through when dealing with change. And while we can't go through all of the required information about change in this paper, we recommend reading some of the seminal books and articles on change in our reference section.

The Change Basics

The three basic theories on change that are fundamental to bottom-line success include:

- Organizational and Personal Transitions
- The Stages of Change and
- The ROI of Change

Organizational and Personal Transitions

One of the old paradigms in change management was that the “organization” was going through the change, de-emphasizing the personal aspect of the change process. This approach is commonly taken because corporate leaders are less than comfortable dealing with—or even speaking about—issues at the personal level. However, an organization is a triad of people, process, and technology. Further, there is only one component of that triad that will resist change—the people, and at a personal level. As a result, an organizational change strategy must focus not only on the organizational transitions that occur at the collective level, but also on the personal transitions that are required. As shown in Figure 2, to achieve successful change, both the individuals and the collective organization need to move through a transition process.

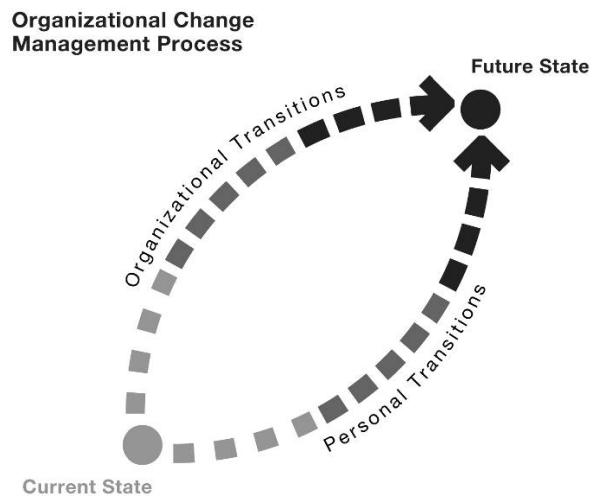


Figure 2. For a successful future state to be reached, both organizational and personal transitions must be considered.

“In its most basic function, going through a transition helps you to come to terms with change.”

—William Bridges
Managing Organizational Change

The Stages of Change

Understanding the **transition process** is a must for change leaders. Why? What our research tells us is that to lead people through the **process of change**, the leaders must take accountability to move their teams through the three **transitions** before the **change** can produce the result that was intended. The trouble is that most leaders imagine that **transition** is automatic—that it occurs simply because the **change** is happening. But it doesn't. Change and transition are two separate and distinct aspects of what happens on a project. Yet, they are treated the same. Why is that? When most people consider **change** they are thinking of the external things that we can see, like a different policy, practice, or system that is being implemented. On the other hand, a **transition** is the internal, psychological reorientation that people go through before the change can produce the result that was intended. It is also important for your Change Leaders to understand that **transitions** typically happen more slowly than **change**, a reality that must be considered when developing your initiative's schedule, timeline, scope, and budget.

Figure 3 breaks down the personal transitions in Figure 2 into three distinct phases. Those three phases must be traversed by each individual on the project team:

1. **Endings:** People have to “let go” of the way things used to be. It's been said that “you can't steal second base with your foot on first.”
2. **Valley of Despair/Transitions:** Even after people have let go of their old ways, they may find themselves unable to start anew. This occurs when they enter the transitional state, which is riddled with uncertainty and confusion. Although the Valley of Despair is uncomfortable, this is the place where the real transformation takes place. Change Leaders must play a key role in helping their team recognize when they are in this phase, assist them in coping with their stress or concerns, and ultimately guide them to the final stage.
3. **New Beginnings:** Individuals will reach this stage only after working their way through the earlier phases. It is at this point that an individual will accept the “new world” and their role in it, and real behavioral change will occur. And without that behavior change, bottom-line results simply can't take place.

Individual Change

Phases of Transition

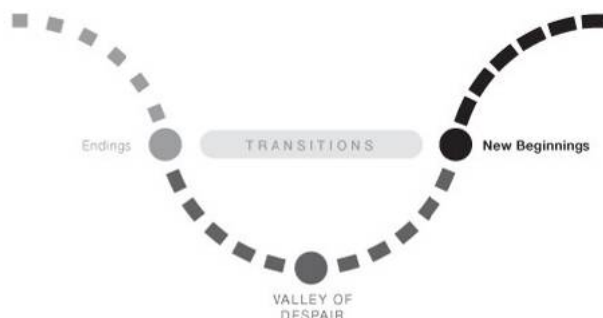


Figure 3. The personal transition phases that individuals go through during a change project.

“Life is change. Growth is optional. Choose wisely.”

—Karen Kaiser Clark
Grow Deep, Not Just Tall

The ROI of Change

While the stages of change are the same for all projects, the timeline of going through the three stages of transition and the organizational impact are not the same from one organization or project to another. It depends on several things; for example, the size of the impact of the change project (i.e., an enterprise-wide ERP implementation is a larger undertaking than updating the software on desktops in a call center). But regardless of the size of the change or other variables, our research shows that the most formidable challenge to change is the reaction of the individuals impacted by it. What most leaders don't understand—but need—is that the ROI of the change initiative depends on how quickly and effectively individuals are able to navigate the *Valley of Despair*.

Figure 4 shows the linkage between financial impact (business performance / productivity), the project timeline, and the stages of change in a project. The depth (loss of productivity) and width (increased timeline) of the transition phases is directly proportional to how well the change is handled by the Change Leaders. If your leaders do a poor job of leading change, the *Valley of Despair* will widen and deepen, which means the project will run over budget and/or schedule. Our research shows that if Change Leaders skillfully lead employees through the transitional phases, they can minimize the negative effects of the process and maximize its benefits.

An effective Organizational Change Strategy...

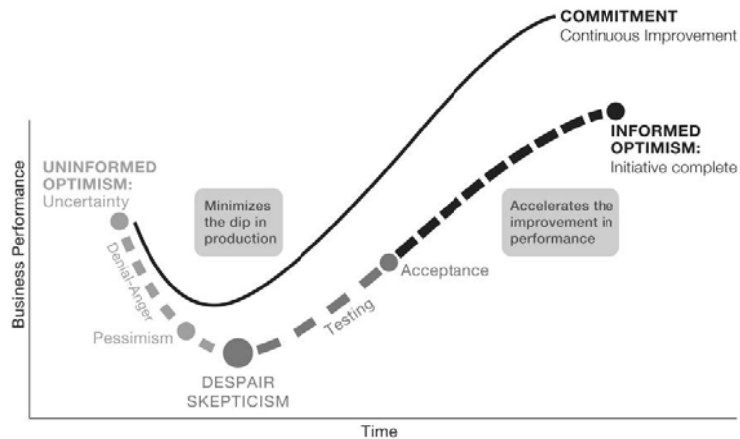


Figure 4. The financial impact of poorly managed change: business performance/productivity vs. timeline and scope.

In summary, engaging your organization's leadership is ultimately about reducing the personal transition dip for your people, thereby increasing organizational productivity and decreasing the length of time it takes to adopt the change (Figure 4). Your Change Leaders should understand that these two key dimensions, performance and time, directly relate to your initiative's return on investment (ROI) and the success or failure of your business case for change.

Proven Practice #5: Evaluate and Tailor the Change Effort

To obtain an ROI on a project, it is important to use a proven diagnostic tool to evaluate the level or risk via the six variables affecting the change initiative. These six variables in our risk diagnostic tool, for example, include the:

- **Level of risk** if the stakeholder group does not adopt the change
- **Impact of the change** to the stakeholder group
- **Skill gaps** of employees between current and future state
- **Size, number, and diversity of locations** of the stakeholder group
- **Level of anticipated resistance** to the change effort, and
- **Number of change initiatives** being implemented to the stakeholder group in a similar timeframe.

With this type of assessment, leaders and teams can better assess how to tailor the plan to ensure reaching the business goals and the project’s intended ROI, Figure 5. In our research, we have also found spending time conducting interviews and developing stakeholder analysis is key to gaining insight and perspectives on evaluating a change effort.

Phase 1 Project Impacts

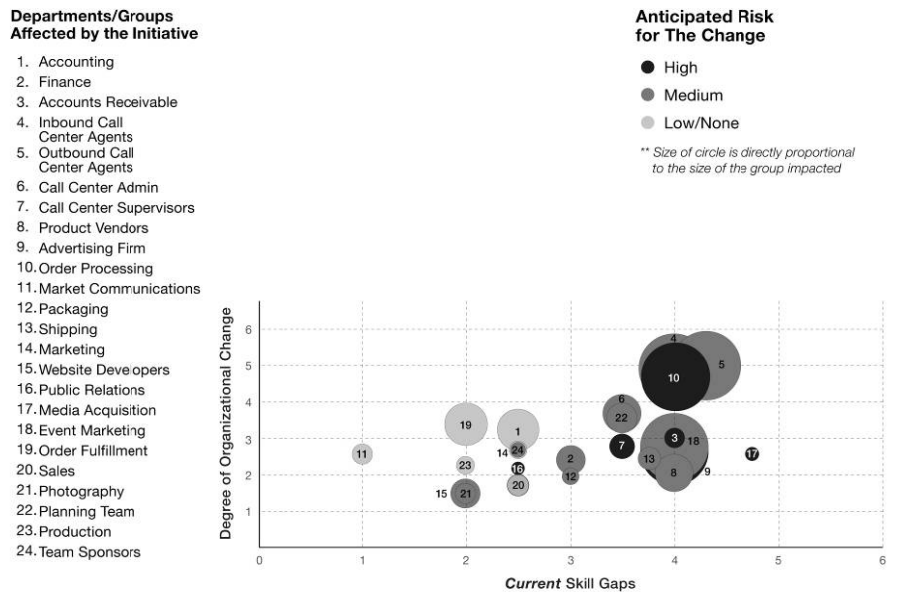


Figure 5. By using a diagnostic tool to evaluate the six variables affecting the change initiative, the team can better assess how to tailor the plan to ensure reaching the business goals and the project’s intended ROI.

“Until all of us have made it, none of us have made it.”

—Rosemary Brown
United Nations
Human Rights Fellow

This analysis will enable you to prioritize which departments are in greatest need of the leadership development and change management training. It will also allow the Change Leaders in each department to adapt their leadership style to better meet the needs of their specific demographic. Additionally, the assessment helps to build trust as it demonstrates an understanding of the current world and what it will take to transform it into the new world.

Another key pivotal point in tailoring change plans around diverse groups is to acknowledge the key differences between the values and behaviors of various functional business units. For example, Marketing teams may require more social networking to focus their attention on the change, whereas the Finance team may require more data and numbers to realize how the change will affect them. Recently we’ve seen extensive research on the generational differences in

the workforce and the new requirements of leaders. When these differences exist within an organization, the way in which change is approached should take them into account. (See our white paper on *Workforce Transformation and Generational Leadership*.)

Finally, this analysis can also direct your Change Leaders to better understand the type of skills required for their teams to truly be successful in the new world. Many times when new tools or processes are implemented, it is assumed that the current roles and skills will successfully support them. In reality, both roles and skill sets need to be closely evaluated for the future state so that leaders can provide the appropriate level of training and skill building for their teams.

Proven Practice #6: Develop Adaptive Leadership Skills and Capabilities

The leadership skills required for leading large-scale change versus day-to-day management are in fact very different. One of the capabilities of leading change is to accept that 80 percent of any group will resist change. The other 20 percent will get behind the change effort and can pull the other 80 percent along if the process is well-managed. In order to motivate those 20 percent and eventually enlist the other 80, a leader needs an adaptive leadership style and skills.

To become an adaptive leader is to adopt a leadership style that is highly people-centric. This may mean stepping away from more authoritative, “telling” styles that many managers are comfortable with for day-to-day management. It also means stepping beyond the management of tasks and getting into the business of leading personal transitions. Table 4 provides a high level summary of adaptive and non-adaptive leadership styles.

Effective or Adaptive Leadership	Ineffective or Non-Adaptive Leadership
People-Oriented, Loyalty-Based Leader	Command and Control Leader
Collaboration, Cooperation	Competition, Divide, Us vs. Them
Feelings, Excitement, Passion	Reason, Indifferent, Impassionate
Flexible, Unconstrained	Stiff, Decisive, Stubborn, Rigid, Austere
Being With	Doing To
Unity, Togetherness	Unique, Every Man Is An Island
Communication, Divulge, Enlighten	Demanding, Concealing, Suppressing
Nurturing, Training, Fostering, Supportive	Fixing, Cast Down, Embarrass, Oppose
Kindness, Caring	Sternness, Unyielding
Contribution, Recognition	Take the Credit, Discounting, Stifle

Table 4. Adaptive and Non-Adaptive Leadership Styles

While there are many components to the approach to adaptive leadership, there are three we spotlight in this whitepaper: create dialogue, actively manage conflict, and understand the strengths and weaknesses of the change leaders.

1. **Create Dialogue:** One of the primary contributors to a leader's failure to enable change is their communication style. Too often, leaders do not recognize the distinction between *asking* and *telling* when choosing a communication style. Change Leaders must spend time engaging their stakeholders in an interactive dialogue which requires an *asking* communication mode. If the communication style is purely a *tell*, the receiver may feel threatened and become resistant to the effort. *Asking* versus *telling* is one of the keys to reducing resistance to change and facilitating employees through the three transitions, thus keeping the project on time, within scope, and on budget.
2. **Actively Manage Conflict:** An effective leader of change understands that change naturally creates conflict. A leader's ability to handle conflict will directly affect their success in leading change. As an agent of change, a Change Leader is responsible for taking the change, which may be thought of as a crisis, and moving their stakeholders to a place where they can see the change as an opportunity. This can only be done if the leadership adopts a collaborative method of conflict resolution, as defined in Figure 6.
3. **Understand The Strengths And Weaknesses Of The Change Leaders:** You have selected the Change Leaders because of their ability to help your organization make the planned transition. Each individual leader, however, comes with unique strengths and weaknesses. To be a strong adaptive leader, these strengths and weaknesses need to be understood. Once understood, weaknesses can be addressed through training and by developing plans that include the involvement of other leaders, while the strengths that are identified can be more effectively leveraged to support the change effort. Specifically, this knowledge is key to building effective Change Leadership Plans that are unique to each Change Leader.

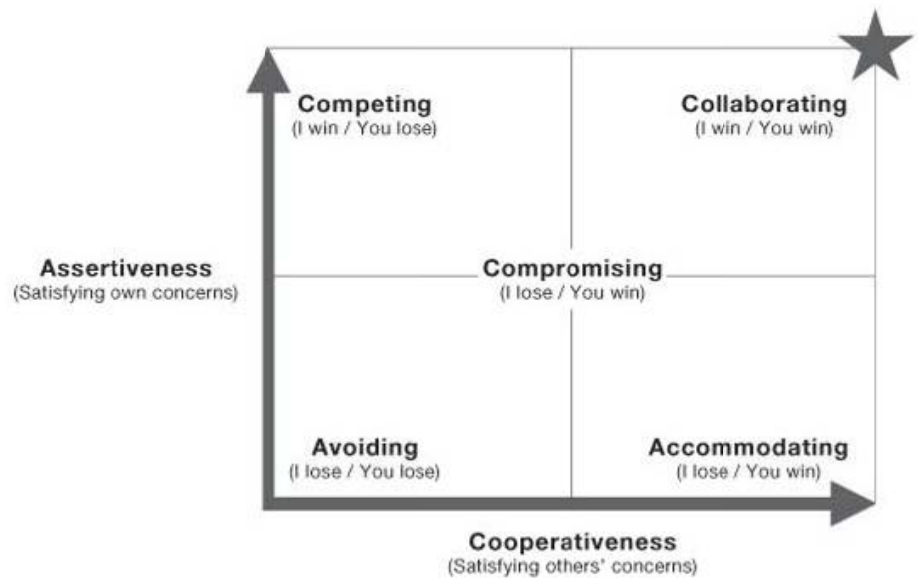


Figure 6. Collaboration is the best method of conflict resolution.

Proven Practice #7: Create Change Leadership Plans

Organizational change strategies often call on leaders to *inform* or *communicate* anticipated impacts and changes. These plans may even hold leaders accountable for successful change. However, it is vital to address *how* a leader can successfully lead their team through the transition. Our approach takes leadership involvement to a new level. Our process proactively engages leaders at key milestones and provides them with the information, tools, and change concepts necessary to successfully lead change. We are explicit about their role and the reactions they can expect their organizations to exhibit during these key milestones.

Table 5 is a guide to effectively engaging your Change Leaders at every major phase of a transformational change effort. First, during each of these project stages, it is critical to communicate project status, risks, and issues, as well as to provide communication points for leaders. However, leadership engagement must go beyond the communication plan. For each stage, the Change Leaders should develop their Change Leader plan, using the proven practices we've discussed. While having a common foundation and activities, each plan will be unique, given that it:

- Creates a personal engagement roadmap for each Change Leader,
- Reflects the diversity of the leader's stakeholder groups based on the assessment discussed in the preceding section, and
- Is aligned to address the transitional stages of impacted stakeholder groups.

Project Stages	Leadership Roles and Tasks
Mobilization	<ul style="list-style-type: none"> ▪ Articulating the Business Case for Change ▪ Defining Change Leader Role ▪ Setting Expectations ▪ Teaching Organizational Change Management Concepts
Define	<ul style="list-style-type: none"> ▪ Re-emphasizing the Business Case for Change ▪ Defining Leadership Commitment Statements
Design	<ul style="list-style-type: none"> ▪ Anticipating Impacts ▪ Effectively Managing Resistance
Development	<ul style="list-style-type: none"> ▪ Preparing Your Team for Change ▪ Mitigating Issues
Deployment	<ul style="list-style-type: none"> ▪ Evaluating Deployment Readiness of Your organization ▪ Dealing with Resistance
Transition	<ul style="list-style-type: none"> ▪ Evaluating Transitions ▪ Measuring Stickiness ▪ Measuring the Business Results

Table 5. Leadership Engagement Plan for Transformational Change

We recommend a workshop setting for creating the Change Leader plans. This proves to be far more effective than email or even conference calls, as it gives the Change Leaders an opportunity to exchange ideas, role-play engagement plans, and voice their own concerns in a productive and safe environment. By developing change plans based on the concepts provided in Table 5, you will be well on your way toward actively engaging your leaders and shifting the needle from mere involvement to full engagement.

Summary

Research tells us the same thing year in and year out: effective leadership is the key to delivering the desired results expected from change initiatives. We hope we've given you some ideas and approaches that you can use to engage your Change Leaders and build a plan that will ensure your organization's success. The good news is it does not take extraordinary efforts to achieve extraordinary results—recognizing the need to personally engage, actively recruiting a diverse group of Change Leaders, and following steps that create a customized plan founded in principles of understanding and two-way dialogue, will carry you a long way. These simple but vital approaches should help you to deliver the results your organization is seeking from your transformational change journeys. Safe travels!

For more information on how to generate active leadership engagement, please email info@hitachiconsulting.com or simply visit www.hitachiconsulting.com.

Author Bios



Beth Montag-Schmaltz is the vice president of Hitachi Consulting's Global Organizational Change Management (OCM) Practice. As a thought leader and industry expert in Organizational Change Management, Beth is an author of leading edge articles and white papers providing companies with the unconventional wisdom to not only reach their business goals, but exceed them through a practical approach to OCM. Beth's years as a researcher, practitioner and an innovator of OCM methodologies and tools allows her to guide companies to produce repeatable results with concrete returns

on the OCM investment. Beth leads the National OCM practice for Hitachi Consulting where Beth and her team built a comprehensive and structured project management approach to implementing change that is critical for project success.



Tamra Chandler is the managing vice president of Global Solutions and People at Hitachi Consulting. She has almost 20 years of experience in helping clients through change programs designed to enhance business performance. She has developed a reputation for managing complex business integration projects that require a blend of strategy, technical and change management skills. As an executive with Hitachi Consulting, Tamra has two strategic roles: first she oversees the employee life cycle at Hitachi Consulting, the processes by which the firm attracts, grows, and retains its most valuable

assets—its people; and secondly she is accountable for defining and executing the company's go-to-market solutions. Tamra's lasting impact on Hitachi Consulting will be its culture and approach to consulting. In 2003, she undertook the internal integration of the six heritage companies into a cohesive and consistent delivery organization. Employing her organizational and change management skills, she has focused her efforts on blending the best of the heritage approaches to people and client management to build a common culture, methodology and tools for Hitachi Consulting. These efforts have resulted in improved employee retention and client satisfaction as well as a dramatic increase in the capture of intellectual capital.

About Hitachi Consulting Corporation

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, with operations in the United States, Europe and Asia, Hitachi Consulting is a recognized leader in delivering proven business and IT strategies and solutions to Global 2000 companies across many industries. With a balanced view of strategy, people, process and technology, we work with companies to understand their unique business needs, and to develop and implement practical business strategies and technology solutions. From business strategy development through application deployment, our consultants are committed to helping clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting's client base includes 25 percent of the Global 100 as well as many leading mid-market companies. We offer a client-focused, collaborative approach and transfer knowledge throughout each engagement.

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About Hitachi

Hitachi, Ltd., (NYSE: HIT / TSE: 6501), headquartered in Tokyo, Japan, is a leading global electronics company with approximately 384,000 employees worldwide. Fiscal 2006 (ended March 31, 2007) consolidated revenues totaled 10,247 billion yen (\$86.8 billion). The company offers a wide range of systems, products and services in market sectors including information systems, electronic devices, power and industrial systems, consumer products, materials and financial services.

For more information on Hitachi, please visit the company's Web site at <http://www.hitachi.com/>.

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