

Leaders' Insights

Chapter 4

FAST-TRACKING STRATEGIC CHANGE... Dramatic, sea-change shifts to pursue new goals and meet major challenges – is very difficult.

We encourage you to read or re-read the following articles and book. They do an excellent job of detailing the steps essential for sound and sustainable strategic transformation:

- McKinsey's article - Organization Practice – *Finding the right place to start the change*,
- Kotter's Harvard Business Review - *Leading Change - Why Transformation Efforts Fail*, and
- Lou Gerstner's book - *Who Says Elephants Can't Dance?*

From our perspective, reinforced by our experience with several ongoing engagements, strategic change is more complex than ever.

ESSENTIALS FOR STRATEGIC CHANGE... in-time, on-time, and on-budget

- The Leader...the CEO or Government Agency Director, must be engaged every day until the *vision is a reality*... at least in the minds, messages and budgets of a critical mass of the senior leaders.
- That critical mass of the senior leaders need to understand, and be able to communicate, *what* must change, *why* it is necessary, *when* the changes will take effect and, most importantly, *how* the changes will impact the leaders, customers and all employees, partners and vendors.
- Leaders need to lead and manage the change – weekly or daily, in the context of a weekly plan, with milestones and progress reviews.
- Communication and commitment must be optimized – leaders must ensure that the members of the organization understand the *what*, *why* and *when* of their particular roles and responsibilities during the journey to the desired future state.
- Strategy and Goals must be clear. To get where we're going, folks need to understand where they are now, the change timeline, and what end-game success will look like.
- **Importantly**...“Outsiders” - customers, board members, partners and, in government – legislators, must be engaged...early and persistently!

Too often, leaders of change explain that they have informed their stakeholders about the plans by pointing to speeches by their CEOs, or government agency directors, and hundreds of pages of documents or web images.

Speeches, documents and web-sites are vital but, they do not mean that the content has been understood and embraced by those critical to success.



John McCreight

We publish *Leaders' Insights* periodically to encourage a dialog among senior leaders - including C-suite executives and their senior leadership teams, board members, and government agency leaders.

Our Focus... We are determined to be leaders and visionaries, anticipating and pragmatically addressing the needs of our clients.

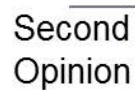
Our Engagements... typically involve partnering with our clients' leaders, worldwide...to ensure their competitive superiority - identifying and addressing management issues and resources that energize or constrain strategic, large-scale change.



Our Alliance Partners... Our firms nurture relationships with more than 150 partner-level professionals worldwide. Our Alliance Partners, bring to engagements a depth of experience dealing with difficult operational, governance, information and technological challenges.

Our Research & Operations Center Professionals... focus daily on understanding lessons learned and emerging best practices to ensure our firms' professionals are informed, competent, proactive and responsive.

Our Competencies



STRATEGY IMPLEMENTATION CONSULTANTS

When the pace of change seems too slow, consider “The 3 x 5 Card Test”

At your next regularly scheduled leaders-meeting, test your team’s perspective. Experiment with the following 10-minute exercise...without advance warning:

First - *On one side of a 3x5 card...* have each leader describe THE strategy and why transformational change is necessary – NOW!

Second - *On the back of the same 3x5 card...* have the same leaders describe their personal role in delivering THE strategy – in-time, on-time, and on-budget.

Third - Have your leadership team, or an outside advisor, analyze the responses and objectively map the gaps.

In most instances, the variety of responses highlights the need for the leaders to better understand the transformation and their role.

Transformation stall – until a critical mass of leaders understand and enthusiastically support it.

The next steps become clear:

- quantify strategic goals and implementation plans,
- close talent and effectiveness gaps,
- establish and fund a change roadmap and timeline – with weekly milestones for change, and
- monitor and expedite implementation progress – tirelessly, perhaps weekly.

Telling a Story About the Future...In Graphic Terms

Create a word-picture, or graphic, that captures the imagination and passion of your senior leaders.

Major change is becoming more difficult. To achieve it, change leaders need renewed determination, patience, trust and tenacity. They need to be skilled listeners.

Everyone critical to strategic change must understand, and be committed to, their personal role and goals - in ensuring the change is implemented...on-time and in-time.

We urge change leaders to be more engaged than ever as we move forward.

Visit our website (www.implementstrategy.com) for other suggestions, and our lessons learned, focused on strategy implementation.

OUR FIRMS:

McCreight & Company, and our three sister firms, **Board Effectiveness Partners (BEP)**, **CIO Group** and **Second Opinion**, partner with our clients worldwide to ensure the successful design and implementation of strategic, large-scale change.

- **BEP** serves as a guide and catalyst, enhancing board and director effectiveness and governance quality – enabling industry directors and CEOs, and government agency directors, to improve their organizations’ performance.
- **CIO Group** serves as information and technology consultants, focused on ensuring our global clients’ competitive superiority. We partner with government agency directors, and in corporations - CEOs, CIOs, CTOs, and their senior leadership teams - to create sound and secure technology and information strategies that are defined, implemented and managed to support key business and mission goals.
- **Second Opinion**, industry focused management consultants, serve our clients, on-call, as urgent-response advisors. We are able to offer experience-based guidance, a second-opinion when senior leaders, investors, elected officials or board members, are uncomfortable and are seeking a second opinion about their options and decisions related to strategic change, including mergers and acquisitions, competitive and sustainable economics, governance, performance outcomes and measures, strategy, talent, technology and information.

For over 40 years, we have served exemplary clients in the United States, Canada, Western Europe, Japan, India, the Middle East, and Southeast Asia.

The following is a partial list of our clients:

Criminal Justice & Public Safety:

Boston, Mayor’s Office	Montreal, Police
Detroit Mayor’s Office	New Haven, Police
FBI	New York, Mayor’s Office
Indiana, Governor’s Office	New York, Police
Michigan, Governor’s Office	San Francisco, Police

Healthcare:

Connecticut, Emergency Medicine	Johnson & Johnson Metropolitan Washington
Graduate Hospital	Regional Medical Association, Emergency Medicine
Greenwich, Connecticut, Emergency Medicine	US, National Institutes of Health
Henry Ford Hospital	Yale-New Haven Health Systems

Information and Education:

American Express	Kauffman
Applied Minds	Foundation
Bank of America	LexisNexis
Citigroup	New York Public Schools
Connecticut Council for Education Reform	Reed Elsevier Stamford Public Schools
Covisint	Schools
Credit Suisse	The New York Times
Detroit Public Schools	TheStreet.com
Deutsche Bank	The Washington Times
Greenwood Publishing	University of Pennsylvania
JP Morgan Chase	

National Security:

CIA	NSA
Deputy Secretary of Defense	ODNI
FBI	Presidential Commission
NGA	TASC

Technology and Energy:

Alcatel-Lucent	Kodak
Amtrak	Lenovo
AT&T	Lockheed Martin
Avaya	National Grid
Bell Laboratories	Northrop Grumman
Boeing	Telcordia
Chrysler	UIL Holdings
Ciena	United Illuminating
Corning	United Technologies
EF Johnson Technologies	Varian
Getronics	Semiconductor
IBM	Verizon
Kellstrom	Xerox
Aerospace	

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