

Change Leaders Conference

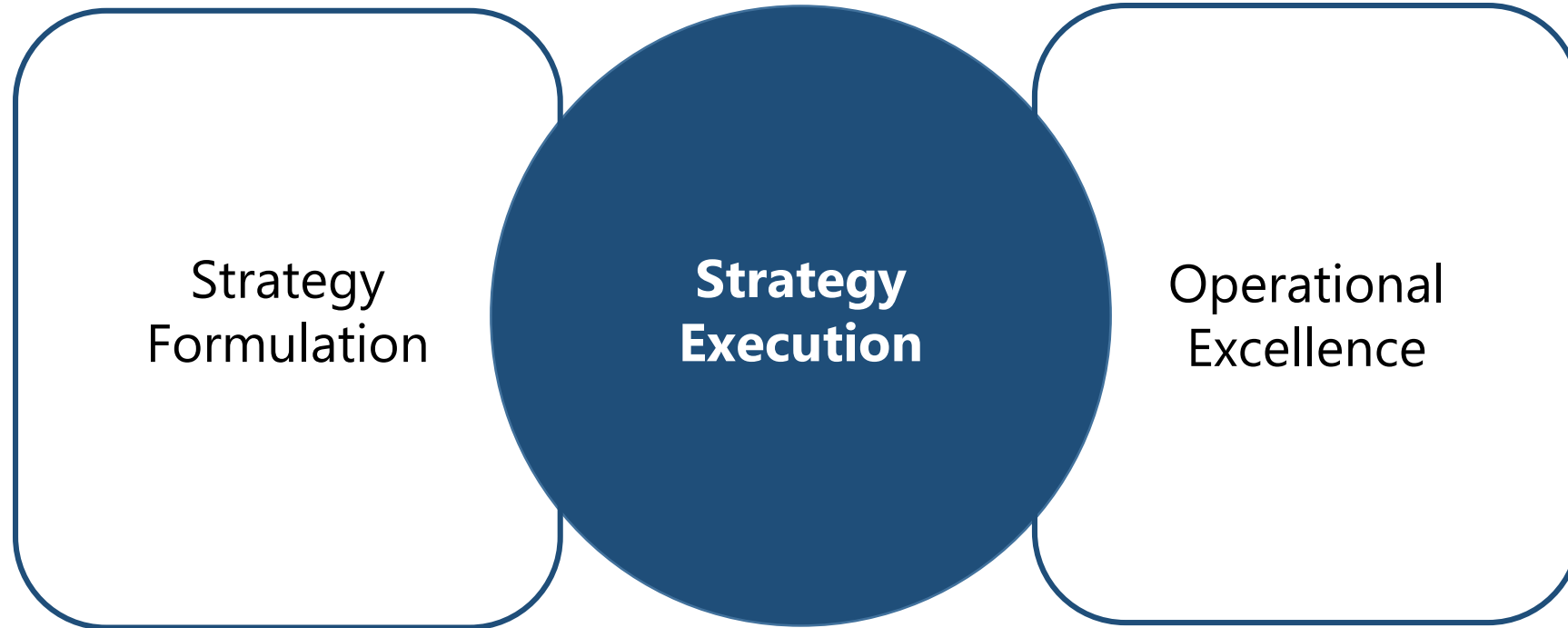
Leading Successful Change in Disruptive Environments

Daryl Conner, Conner Advisory

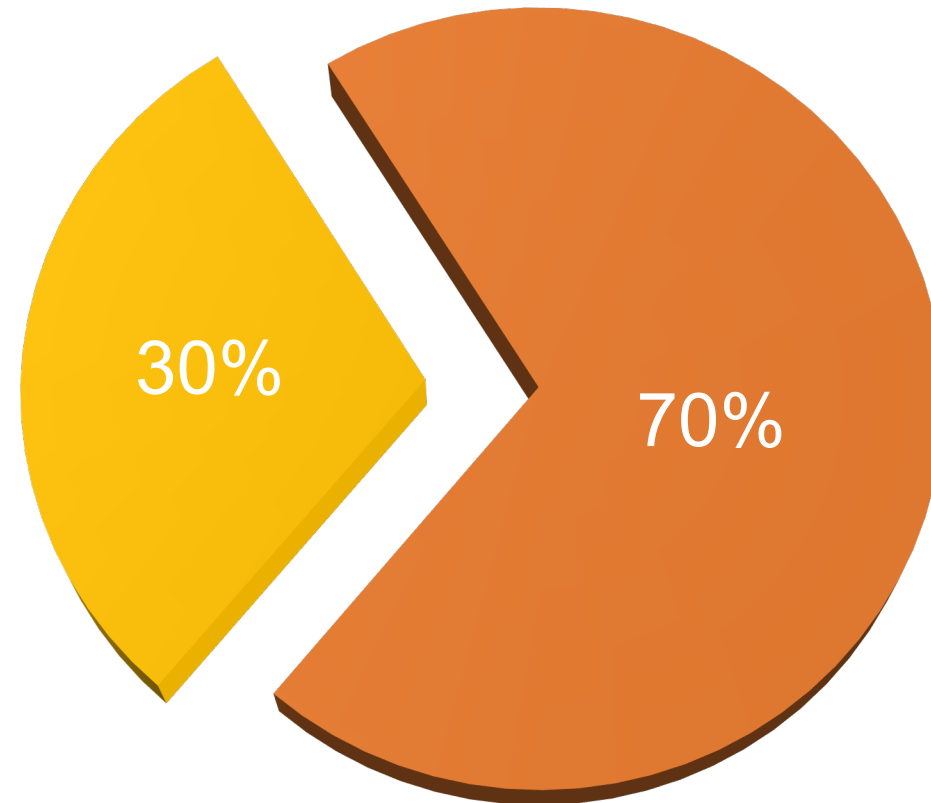
September 29, 2020



Context for Strategy Execution



Execution Failure is More Common than Success



Replicating Patterns of Success

Practitioners

- High Impact
- Character/Presence

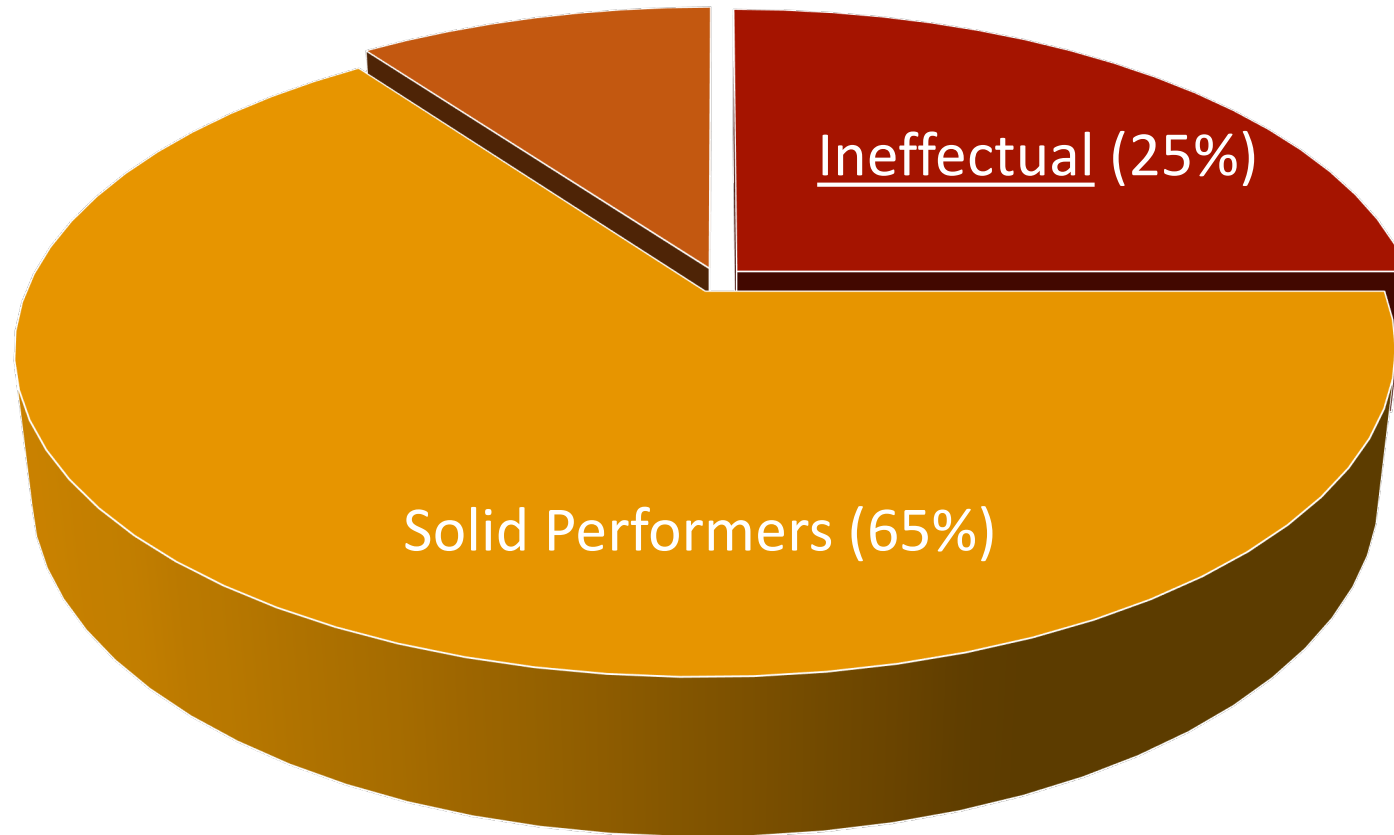
Leaders

- When To Be Involved
- Your Role

Practitioners

Categories of Change Practitioners

High Impact (10%)



What Does It Take To Be a 10%er?

**Advanced
knowledge and
exceptional skills**

**Boldly bringing
viewpoints &
recommendations
forward**

Creating Value

- **What they do, and**
- **Who they are.**



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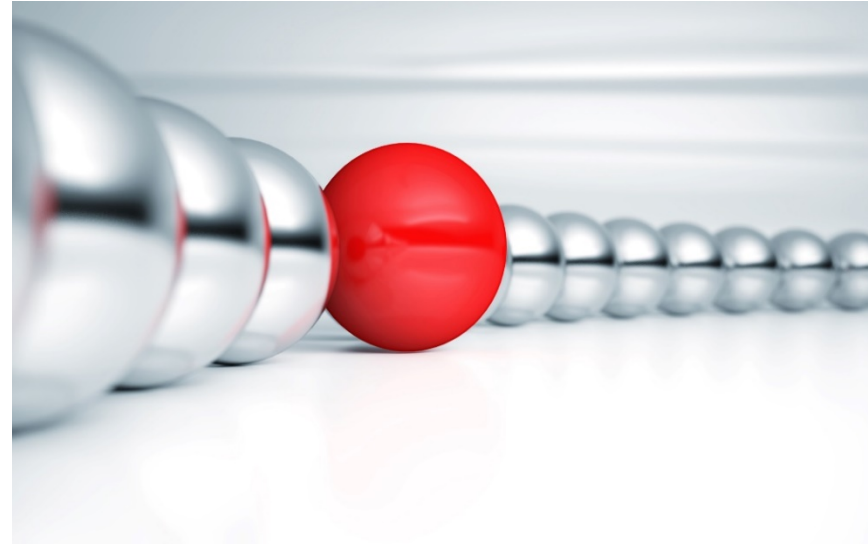


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The Core of Who You Are Is Found In:

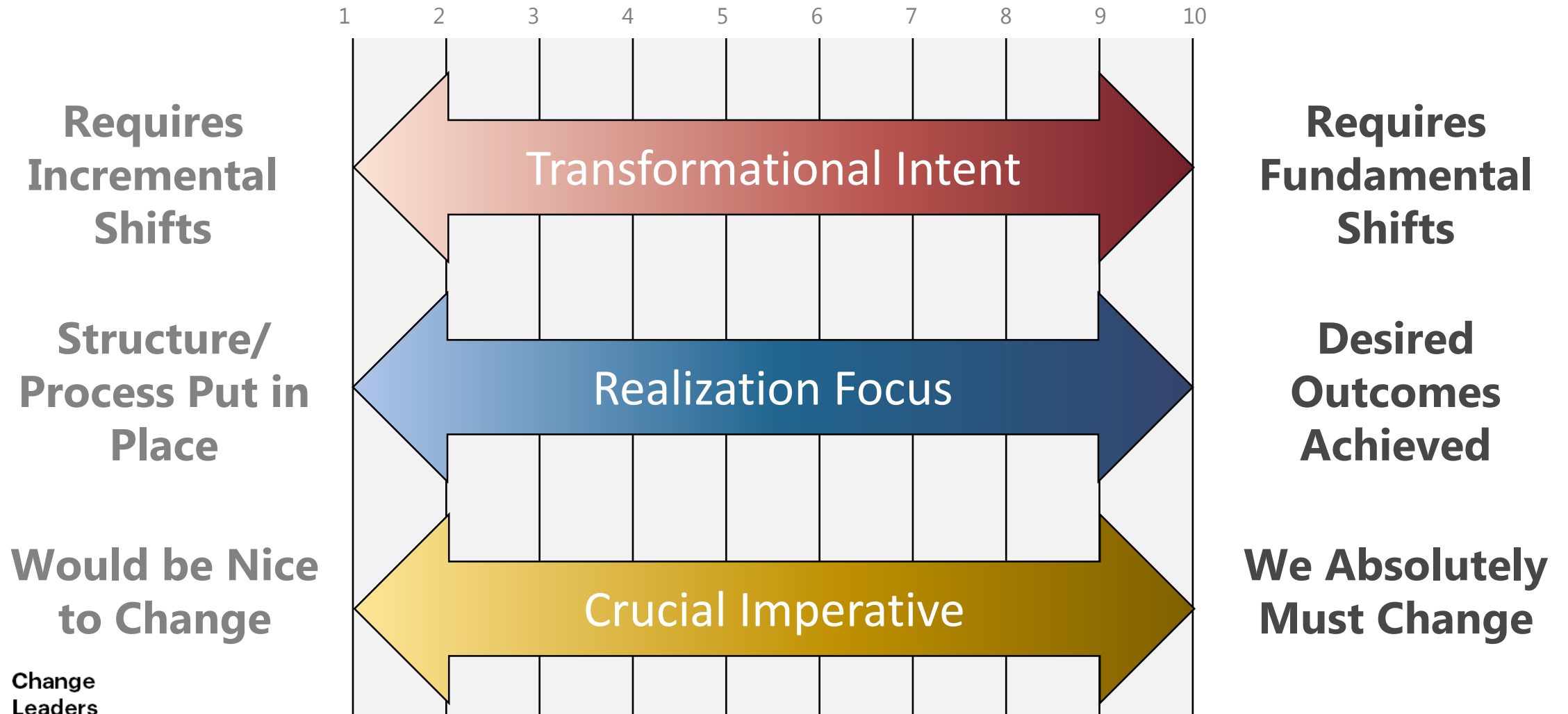
- **Character**—What is left after all the illusions and elaborations are stripped away
- **Presence**—The “voice” of character . . . it either authentically represents your truth or it doesn't

10%ers aren't extremely influential despite being transparent about their individuality . . . they are considered rare resources because their uniqueness is part of their value proposition.



Leaders

When Change Warrants Leadership Attention



There Are Four Key Roles in the Change Process

SPONSOR

Individual (or group) having the power to sanction a change

AGENT

Individual (or group) facilitating the development and/or execution of implementation plans

TARGET

Individual (or group) who must actually change

ADVOCATE

Individual (or group) who wants a change but does not have sufficient power to sanction it

What Does Powerful Sponsorship Look Like?

“On my watch, this change will succeed.”

“Problems and limitations are challenges we will address, not reasons why the intent can’t be fulfilled.”

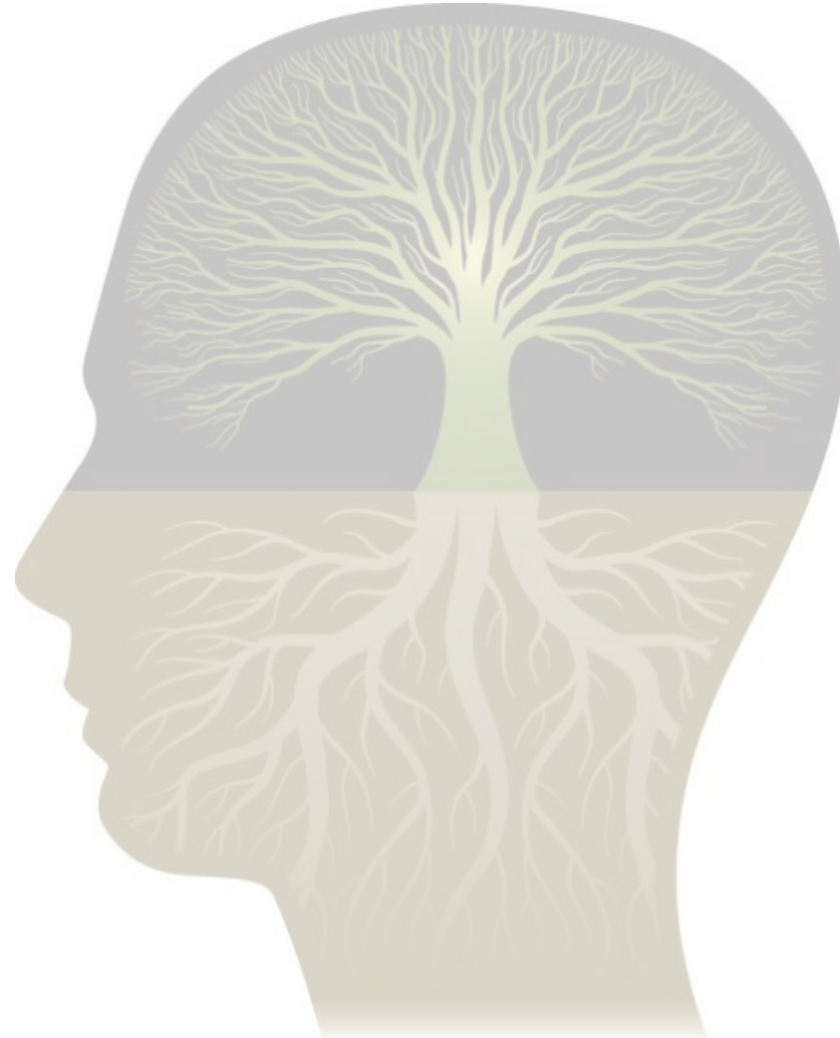
“This is more than an organizational responsibility for me—it’s now a personal imperative.”

“I will do all I can to help you see the need for this change and accommodate its challenges, but make no mistake, this train is leaving . . . the only issue is, will you be on it?”

“I can’t guarantee that the change will succeed, but I do promise to do everything within my power to reach the desired outcome . . . and I expect no less from you.”

Mindset Patterns that Contribute to Sponsorship Success

- Firmness
- Messiness
- Priorities
- Discomfort
- Introspection



Replicating Patterns of Success

Practitioners

- 10%ers have the greatest influence
- Primarily due to Character/Presence

Leaders

- Be discerning about when you get involved
- Be vigilant about ensuring proper sponsorship is applied