A3: Leading a firm through change management
Julie Harrison, Consultant

- Key Areas
  - Change management model
    - Kotter theory
      - 1. Establish a sense of urgency
        - Must find their pain
        - Or else the change will not stick
        - People will not take action without pain
      - 2. Create a coalition
      - 3. Develop a clear vision
        - 3.1 People want to see a vision of the future
        - 3.2 Else the vision will not stick
      - 4. Share the vision
      - 5. Empower people to clear obstacles
        - 5.1 People need to continue with the change
        - 5.2 Even when you are not standing next to them
      - 6. Secure short-term wins
      - 7. Consolidate & keep moving
      - 8. Anchor (bed in) the change
    - Effective change leaders
      - Know their SWOT & manage their impact
      - Resilient with uncertainty
      - Lead by example
      - Accept responsibility for performance & feelings of others
      - Set out a clear vision for change
      - Prioritise change & think about what we could be doing differently?
      - Change is a must. Cannot stay where you are.
      - Coaching & development
      - Culture change too!
      - Only they can "change" their behaviour
- Question?
  - What have you found challenging when leading change?
  - What have you found helps you achieve that change?
- Remember the fundamentals
  - Diagnose the present
    - Strengths
    - Weaknesses
    - Opportunities
    - Threats
  - Clear vision of the future
    - What clients do we want to work for?
    - What geographies?
    - Where do we need offices?
    - What level of profit are we looking for?