



ENLIGHTENED  
LEADERSHIP  
SOLUTIONS

*Breakthroughs in Organizational Performance*

# Change Management

Simple Solutions to Complex Problems

ORGANIZATIONAL  
EFFECTIVENESS

CHANGE  
MANAGEMENT  
SKILLS

COMMUNICATION  
PLANS

CHANGE  
ROLLOUTS

PROJECT  
TURNAROUNDS



## How we partner with organizations:

### Organizational Effectiveness

Our approach aligns all the factors that impact a successful transition.

### Change Management Skills

Our workshops and processes transfer the knowledge of fundamental concepts and skills needed for change.

### Communication Plans

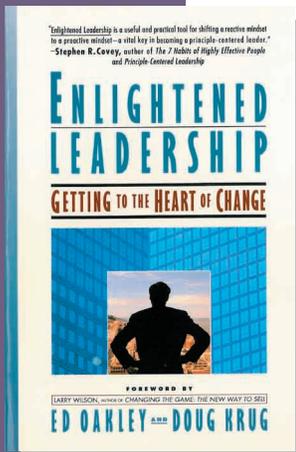
We work with the people leading change to ensure that the right message is communicated and modeled.

### Change Rollouts

We have a proven track record in the rollout of numerous change initiatives.

### Project Turnarounds

Using best practices and techniques from over 17 years of experience, we can help you bring projects back on-line and within budget.



We wrote the book on change. In its 30th printing "Enlightened Leadership: Getting to the Heart of Change" has become a must read for those who want to become great leaders of change.

# Challenges of Change

Future success for any organization hinges on its ability to change, rapidly and effectively. As a leader or manager, mastering change and continuous improvement is your main job.

Challenges include:

- Restructures, acquisitions or downsizing
- Encouraging "out-of-the-box" thinking
- Following a clear change process
- Lack of clear goal objectives
- Low morale or apathy
- Internal conflict
- Getting buy-in
- Overcoming inertia

It has been estimated that the amount of information in the world doubles every twenty months. So, it comes as little surprise that organizational performance has a growing dependence on managing change successfully.

People drive performance, but what drives people? A survey of 500 companies showed nine out of the top ten obstacles to corporate change were linked to the capabilities, attitudes or behaviors of people. Our approaches are designed to make the attitudes and behaviors of people accelerators of change.

# The Breakthrough Solution

Change is often complex. Aligning resources, communicating the change, overcoming resistance and managing expectations are just some of the challenges. Successfully facilitating people through these and other components of a transition is a vital skill set for today's leaders and managers.

The biggest variable in successfully navigating through the onslaught of change is the employee's capacity to adapt to a new way of work and the organization's ability to create a change culture.

Both are made easier when organizations adopt a change model and process that integrates change into everyday business practice.

Enlightened Leadership Solution's change model starts with the principles, practices and values that create the right conditions for change. Our change process has developed out of the living laboratories of change management projects in organizations all over the world. Combined, our model and process create a powerful approach that sustains change in organizations.



# Results



**DST:** As a company that provides software systems for the cable TV industry, DST had a pivotal software project that was seriously fractured and falling behind. Using a combination of classroom training, facilitated interventions and planning meetings, DST experienced a major turnaround in the project.



**Department of Labor:** To help ensure a successful national conference, this federal agency engaged Enlightened Leadership Solutions change management and leadership development services. Our expertise was sought to create buy-in and excitement for impending change and help their leaders rise to the next level.



**Department of Veterans Affairs:** This Department's driving mission is to provide the highest quality healthcare possible for United States Veterans. With the increased demand for their services, coupled with drastic reductions in resources, they found it more difficult to achieve their mission. By introducing the proven tools and approaches of Enlightened Leadership Solutions, they uncovered and modified processes that were hampering their productivity, found new ways to reward their highest performing employees, and implemented new approaches to provide better service to their customers in a more efficient manner.



**County of Orange, California:** While implementing a pay for performance system in a strongly unionized environment, Orange County realized that for such a huge change to be successful, they needed to give people confidence and new skills. Every supervisor and manager was trained in using an Enlightened Leadership Solutions combination of Train-the-Trainer classroom training, and small group online courses. When our tools were applied to their health and safety practices, work related medical claims reduced by \$1.6 million.



**Cisco Systems:** This technology company insists on rapid-fire change in order to stay ahead of the curve and grow their market share. Enlightened Leadership Solutions works with Cisco's Sales and Sales Support management to establish a replicable process that works more effectively within their ever changing environment.

A Federal Law Enforcement Agency asked us to intercede in one of their largest offices. A change announcement was scheduled to be made in less than two weeks and the resentment level within the office was so high that the executive team was concerned about the outcome. Using the proven tools and processes of Enlightened Leadership Solutions to prepare the top team for the introduction of the change, executives received applause instead of resentment and resistance.



Enlightened Leadership Solutions is a contracted vendor authorized to operate under the Federal Government's Management, Organization and Business Improvement Services (MOBIS). Specific expertise within SIN's 874-1, 874-4 and 874-5. For 17 years we have successfully worked within many departments of the Federal Government. Some of the organizations include the CIA, Department of Veterans Affairs, HUD, USDA, FBI, EPA, Department of Labor, Secret Service and NASA. Additional information is available at [www.gsalibrary.gsa.gov](http://www.gsalibrary.gsa.gov).

Three different times today I have said to myself, "We hired the right company."

-Brian Callaghan  
CEO, Apex Systems

"Enlightened Leadership is about changing one important person at a time. Enlightened Leadership is evidence that there is a solution that makes good business sense and feels good.

The power of this work is how easily it's internalized. With the commitment to Enlightened Leadership we have the power to help shape the culture of our company at all levels."

-John P. O'Donnell  
Director, Logistics & Customer Service  
Georgia-Pacific Corp.

"The first two Enlightened Leadership programs we did in-house were so valuable that we took the entire company through the sessions. Group interactions with peers who have a common objective was invaluable in terms of immediate results. The multiple half-day format gave us a chance to practice new skills in a learning environment."

-Richard Ghysels, President  
First Financial Federal Credit Union

# The ELS Change Management Model

## Key Components

### Compelling Communication

Create a climate for successful change by continuously communicating a meaningful call to action that engages and energizes people.

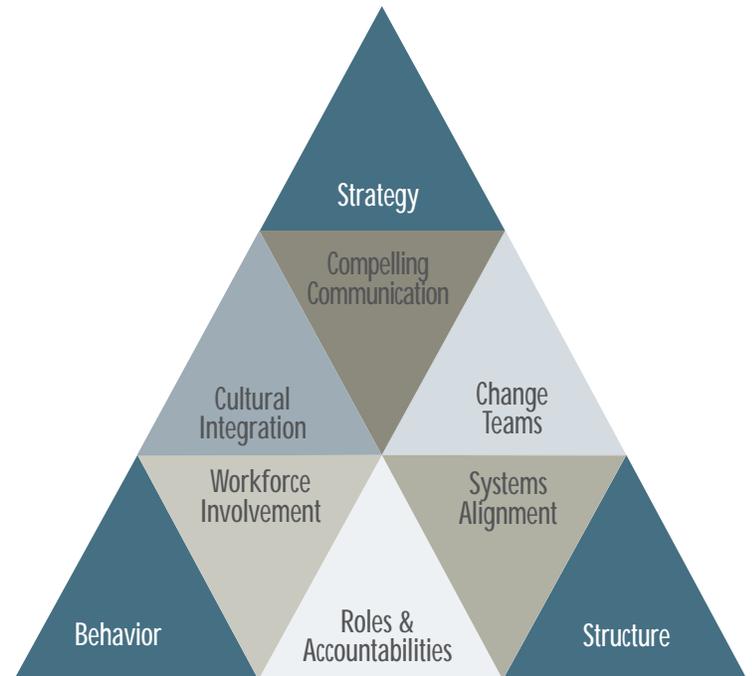
### Systems Alignment

Expedite the effectiveness and results of any change by aligning organizational systems.

### Cultural Integration

Ensure greater sustainability and workforce commitment by recognizing and working within current cultural norms and practices.

When it comes to change in an organization, the biggest variable in this journey is the employee's capacity to adapt. The success or failure of a change initiative depends as much on how the change is made as on the project itself. With a model that incorporates all aspects important to change, companies can be successful in continually **transforming themselves into what will be needed to achieve success.**



## ▲ Change Systems

### Strategy

Strategy sets a clear direction and focus for the organization and defines how it will achieve its vision and goals. An organization with a strong strategy has people at all levels who can articulate the purpose, mission and business model.

### Structure

Processes, procedures and policies are the structural systems that propel organizations and allow them to consistently replicate successful results. For any change effort the impact and dependencies on the current structure must be carefully considered.

### Behavior

Behavioral systems include mindset, attitude and motivation – the intangibles of change. Because resistance is a significant cause of failure in change, engaging the hearts and minds of the people is critical to the process. This is where the change becomes real. Change is driven in the behavioral system through the commitment and focus of your people. Structural systems typically get most of the focus during change efforts, therefore it is important that behavior systems align, reinforce and integrate with the strategy and structure or the change will not ultimately succeed.

## ▲ Change Method

### Change Teams

It has been our experience that the probability for success increases when change is implemented through a team-based approach. Change teams involve larger aspects of the organization and engage the knowledge, wisdom and experience of the workforce to accomplish the desired outcome. This approach creates more ownership of the change initiative, and when challenges are encountered, there is a greater resolve and rapid response effort to overcome them.

### Roles & Accountabilities

The work environment has become increasingly dependent on the collaboration amongst functions and departments. A natural outcome can be ambiguity around roles and accountabilities. With clarity around roles and accountabilities, change initiatives can stay within scope, be on schedule and succeed. Ultimately one person or group must be accountable for the change effort to make sure it succeeds.

### Cultural Integration

Cultural integration is the final piece of our model. Culture change is a long and gradual process and is not likely to be a catalyst in the change process. Values, beliefs and ways of doing business, once entrenched in an organization, take a long time to shift. Effective change agents look for ways to integrate best practices, norms and methods to reduce the impact of the change felt by the workforce. This sends a powerful message to the workforce that, regardless of the change taking place, they are already successful.

## ▲ Commitment to Change

### Compelling Communication

Each organizational system is linked to a key process that drives successful change initiatives. For strategy that key process is compelling communication. Nothing is more important to a foundation for change and ongoing success than a consistent and compelling message. In the absence of information, people will assume the worst case scenario. Communicating and modeling change is a process leaders must master for change to be successful.

### Systems Alignment

Systems alignment is a key process that aligns individual efforts with the organizational structure. When systems or structures do not support the change, you risk resistance from individuals and from the organization. When systems are aligned, the change process will be significantly shorter, easier and the results will be more sustainable.

### Workforce Involvement

The lack of workforce involvement impedes the progress of change initiatives more than any other single factor. Enlightened Leadership Solutions approach to change management is a process to engage a significant portion of the workforce.

## Key Components

### Roles & Accountabilities

Every level of the organization has a vital but different role in effectively implementing the change.

### Change Teams

Use teams that represent key stakeholders, functions, information and departments to oversee and manage the change.

### Workforce Involvement

People own what they create. Gain commitment from others by including them in the change.

# The ELS Change Management Process

▲ The following Change Management Process shows the macro steps we take to assure that critical changes are successful.

**1** Defining a clear and compelling purpose is the foundation for change. People aligned and focused on a common objective will be committed to seeing the change effort succeed despite any obstacles they encounter.

**3** Rapid response planning improves organizational capability to adapt to new conditions and unexpected events. We have pioneered a process that equips change agents with tools to proactively solve problems and avoid crisis.

**5** Change is most effective when led from within. Our model develops internal change agents and teams that will manage the change process.



**2** Developing the right strategy and approach that fits the unique requirements of each change initiative increases the probability for success.

**4** How change is communicated accelerates or impedes performance. Timing, context and content, when tailored to the audience, reduces resistance and other obstacles to change while improving commitment to a common vision.

## ▲ Our Services

Not all organizations need a total solution. Our services allow organizations to choose what they need most in a partner.

### Business Solutions

Organizational Surveys – ground-breaking online instruments provide valuable organizational insight  
Organizational Needs Analysis – identifying the root cause of human performance issues  
Process Mapping – linking and optimizing the steps required to complete a task or function  
Benchmarking – identifying and modeling areas of excellence to teach organization-wide  
Rapid Response Teams – team planning to adapt to new conditions and unexpected events  
Facilitation – open agenda sessions where participants guide the direction to best fit their objectives  
Consulting – performance solutions integrated with internal expertise to create sustained results

### Learning and Development

Individual Assessments – profiles to evaluate personal skills, behaviors and motivators  
Content Needs Analysis – clarify development objectives and needs with a quick assessment  
Blended Learning – using the right combination of learning experiences to produce optimal outcomes

- Workshops – off-the-shelf, integrated and designed options
- e Learning – blended approach

Learner Analysis – tailoring the solution based on the learning style common in your organization  
Peer Groups – applying and teaching internal knowledge and best practices through co-worker interaction  
Action Learning – methods to ensure participants apply learning concepts on the job  
Coaching – improving performance through individual and core group focus

# Where to Start

With the key elements of the process defined and various performance solutions available, the natural question is “where to start.” Typically, a client solution starts with one or a combination of the paths shown below.

## Discovery

We help you assess the individual and organizational needs by taking a systems view of your performance needs. We then identify the levers that will have the greatest impact on your business results.

The first few steps in the process are...

- Meeting with key stakeholders regarding objectives, scope and desired outcomes
- Choosing the appropriate discovery approach which may include focus groups, surveys, learner analysis and interviews
- Performing the discovery
- Reviewing and analyzing the findings
- Recommending ‘How to’ solutions and action plans to improve identified performance issues

## Learning & Development

Our approach is flexible which allows you to choose from a large array of our proven modules of material that we integrate with your organization’s culture. This gives you the impact of ‘custom’ learning at the speed and cost of ‘off-the-shelf’.

Your choices range from a single workshop to an entire learning program. Our full line of design services includes:

**Modular Content**  
**Facilitated Working Groups**  
**Blended Learning**  
**Custom Designed Workshops**

### Training Series

Some examples of core workshops in the Change Management series are:

- Leadership in Times of Change
- Leading Change Without Resistance
- Identifying Change Champions to Drive Results

## Project

ELS partners with clients in rolling out major initiatives and projects. Our experience and tools allow us to assess and scope the organizational solutions that will have the greatest impact on your company’s performance.

Having a variety of services and learning opportunities available, a client project or initiative may include some of the following:

- Project review meetings
- Assessing project requirements, including: scope, resources, impact, skill sets and measures of success
- Building the roadmap that uses proven tools and techniques, including learning and consultative components, to get you to a solution
- Developing action plans to guide execution
- Launching execution teams to implement a project plan



Organizations struggle daily to climb the ladder of change; to move in a different direction while still going up. Change management has evolved. The traditional approaches to managing change no longer get the results required. New methods break the standard and combine the hard side of change (models, processes and plans) with the soft side of change (the psychology of change and coping with the complexities and transitions of change) to address all areas that change affects. Enlightened Leadership Solutions’ approach starts with how people are impacted and then equips them with the tools and plans to make the transition to their new environment. This combined approach ensures that people are ready to take the next step and that the step will be ready to support them.

Enlightened Leadership Solutions is a professional services firm driven to help our clients achieve breakthroughs in organizational performance.



## About Enlightened Leadership Solutions

We excel in creating breakthroughs in the performance of your leaders and managers. Enlightened Leadership Solutions is a professional services company with more than 17 years experience providing top organizations the edge in achieving breakthroughs in organizational performance. We execute performance improvement through a blend of the following practices:

- Consulting
- Training and Development
- Assessments & Surveys
- Workforce Involvement/Partnerships

### Areas of Expertise

#### Leadership and Management Development

- Supervisory, management and executive development programs
- Learner profiling and needs assessments
- Models and processes built from the best practices of high performers within your organization
- Design solutions for custom workshops or development programs

#### Integrated Project Teams (IPTs)

- Cross Functional Teams
- Effective matrix structure design
- Process mapping
- Rapid response and implementation teams
- Team development and training

#### Change Management

- Consulting services to successfully roll out change initiatives
- Evaluation of organizational effectiveness and design for change
- Communication flows and processes to enhance change readiness
- Change management skills for leaders and managers

#### Talent Selection and Development

- Job benchmarking and competency development
- Selection and promotion processes
- Employee surveys and research
- Off-the-shelf and custom training

We work behind the scenes as a partner to assess your organizational challenges and provide tailored solutions. Our unique process to shift mindsets, coupled with a balanced and comprehensive approach of action learning, facilitation, training, personalized processes and consulting services reduces the most complex problems into achievable solutions. You get easily transferable "how to" tools with action plans for sustainable results.



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