The Big Big Question:
Can My Company, University or Organization Change?

Hosted by: the Sanford C. Bernstein & Co. Center for Leadership and Ethics

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There are many stories about missing the need to change...
But in actuality, today’s leaders often anticipate a need to change… (data from Prosci 2012, N=620, 62 countries)

~70% expected an increase in the amount of change from 2012-2014.

Figure 106 – Amount of change expected in the next two years
The Problem: Changing organizations is hard

- Change efforts can unravel at many points:
  - **Should** My Company, University, or Organization Change?
  - **Can** My Company, University, or Organization Change?
  - **Will** My Company, University, or Organization Change?

- Most change efforts fall short.
Some reasons why change efforts fall short

- Ineffective sponsorship from leaders
- Insufficient resourcing
- Poor communication from leaders
- Resistance to change from stakeholders
But changing organizations is hard...

... and yet,

some organizations do successfully change their _______.

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But changing organizations is hard...

... and yet,

some organizations do successfully change their culture.
But changing organizations is hard…

… and yet,

some organizations do successfully change their structure.
But changing organizations is hard...

... and yet,

some organizations do successfully change their capabilities.
But changing organizations is hard…

… and yet,

some organizations do successfully change their innovativeness.
What contributes to this success?

Active and visible leadership

Frequent, open, and transparent communication

A structured, disciplined, approach to change

Dedicated resources

An empowered and engaged employee participation
But that is easier said than done.

Can we get from the **what** of Change Management to the **how**?
Today: An Integration of Perspectives on Change

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Change Leaders (Practitioners)

Consultants

Academics
Today: An Diversity of Experiences on Change

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Morning Keynote: Duane Bray (IDEO)

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