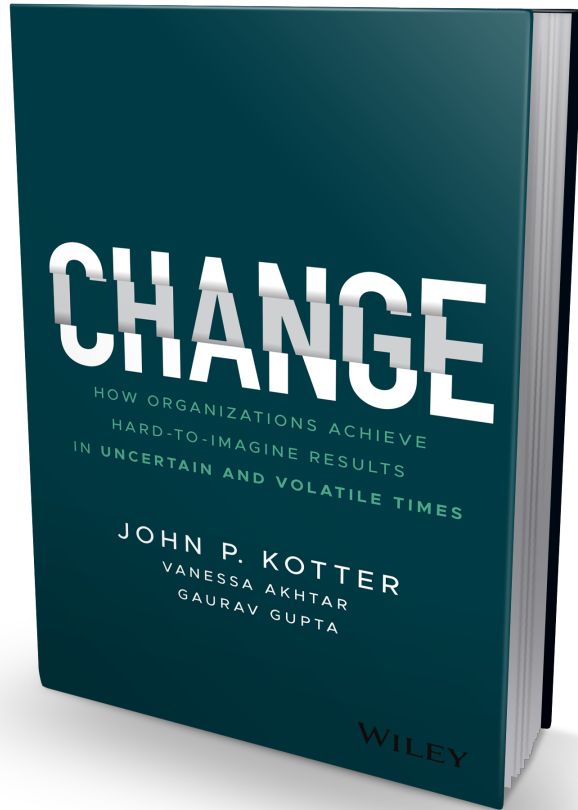


THE SCIENCE OF *change*

THE WORLD HAS
BEEN MOVING *faster*
FOR SOME TIME

**WHAT HAS CHANGED RECENTLY IS THE
MARKED INCREASE IN COMPLEXITY AND THE
RISING RATE OF UNCERTAINTY**

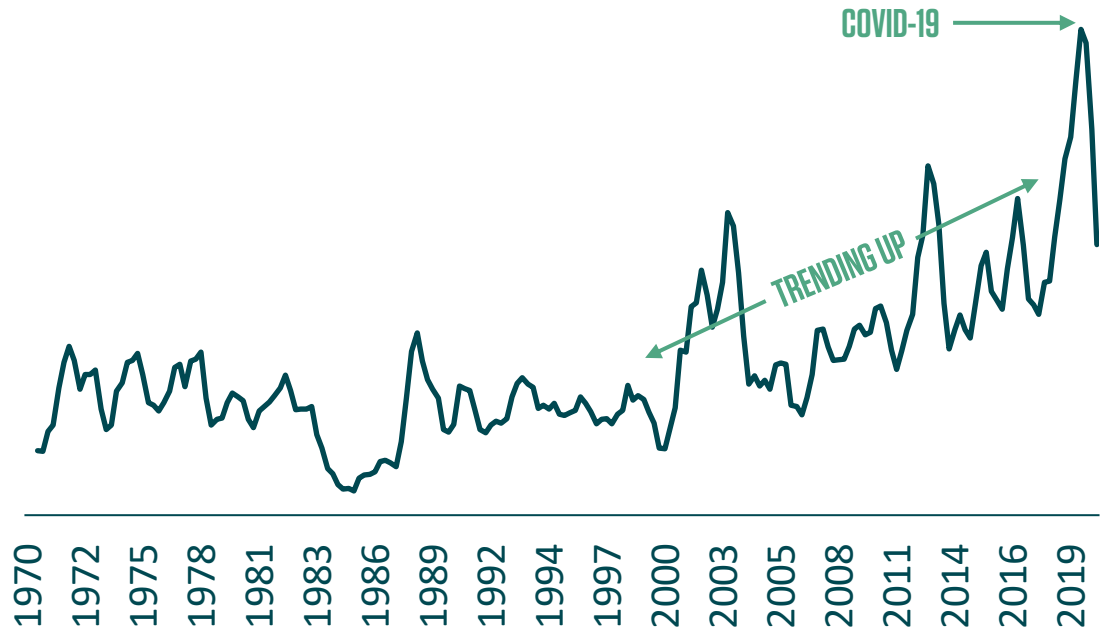


Over the past few decades, we have learned a lot about what it takes to successfully navigate these conditions. In the forthcoming book, *Change*, authors John Kotter, Vanessa Akhtar, and Gaurav Gupta share stories and actionable approaches to deal with some of the biggest transformation efforts organizations are navigating, including digital transformation, restructuring, culture change, and more.

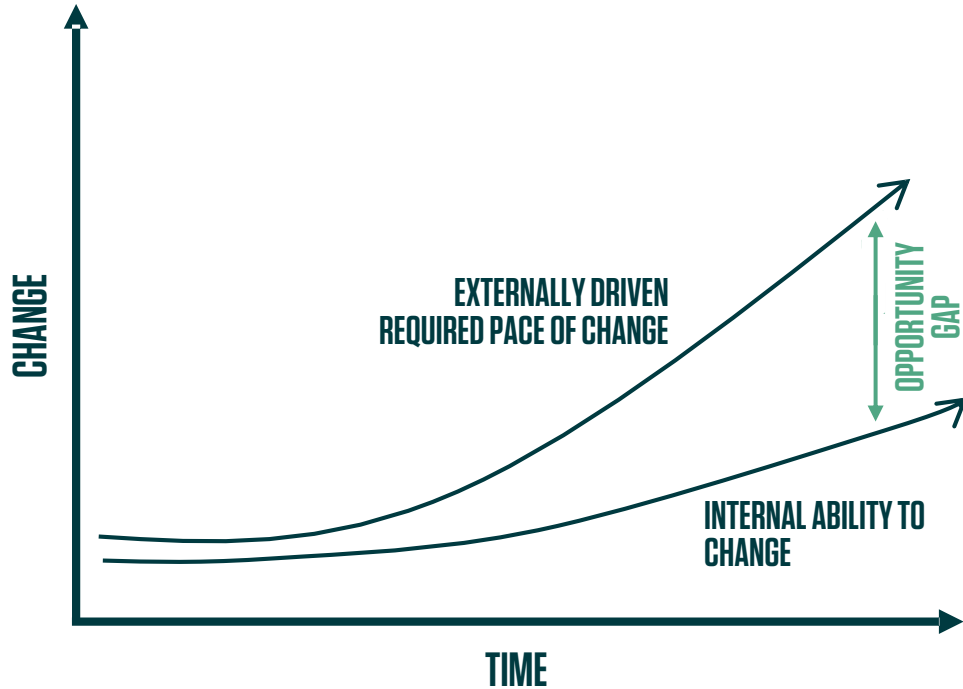
COVID-19 HAS CREATED A SPIKE IN UNCERTAINTY

...but the trend suggests
this is anything but
an anomaly.

WORLD UNCERTAINTY INDEX



Adapted from Ahir, H, N Bloom, and D Furceri (2018), "World Uncertainty Index," Stanford mimeo. The WUI is computed by counting the percent of word "uncertain" (or its variant) in the Economist Intelligence Unit country reports.



THE RESULT IS BOTH A PROBLEM AND AN OPPORTUNITY

External change is outpacing our ability to drive internal change.

What is needed are new and better ways to adapt to change.



**WE KNOW
HOW TO
CLOSE THAT
OPPORTUNITY GAP**

— and better adapt to change

THREE STREAMS OF RESEARCH HAVE DEEPENED OUR UNDERSTANDING OF

1 Human nature and our response to threats + opportunities.

2 The impact of organizational form and design.

3 Effective strategies, principles, and tactics to lead change.

1 HUMAN BIOLOGY



SURVIVE

THREAT-SEEKING
(chemicals release)



BRAIN + BODY + EMOTIONS
fear, anxiety



BEHAVIOR
narrow, focused fast
problem-solving

THRIVE

OPPORTUNITY-SEEKING
(chemicals release)

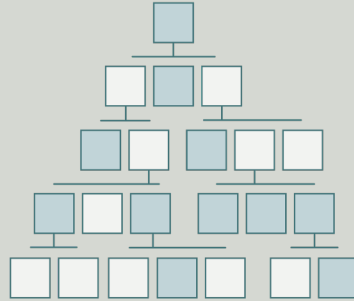


BRAIN + BODY + EMOTIONS
passion, excitement



BEHAVIOR
curiosity, innovation,
collaboration

2 MODERN ORGANIZATIONAL DESIGN



Leans toward:




- Reliable **vs.** agile
- Repeatable **vs.** adaptable
- Control **vs.** autonomy
- Status-quo **vs.** change

3 KOTTER'S LEADING CHANGE RESEARCH

8 Accelerators



4 Change Principles

<p>SELECT FEW + DIVERSE MANY</p> <p>More people need to be able to make change happen – not just carry out someone else's directives. Done right, this uncovers leaders at all levels of an organization, ones you never knew you had.</p> 	<p>HAVE TO + WANT TO</p> <p>Those who feel included in a meaningful opportunity will help create change in addition to their normal responsibilities. Existing team members can provide the energy if you invite them.</p> 
<p>HEAD + HEART</p> <p>Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger cause. If you can give greater meaning and purpose to your effort, extraordinary results are possible.</p> 	<p>MANAGEMENT + LEADERSHIP</p> <p>In order to capitalize on windows of opportunity, leadership must be paramount – and not just from one executive. It's about vision, action, innovation, and celebration, as well as essential managerial processes.</p> 