Driving Organizational Change
October 26 – November 5, 2020

Info Session
September 29, 2020

Northwestern | Kellogg
EXECUTIVE EDUCATION
Your Kellogg Team

Jill Fenstermaker
Program Manager

Gretchen Baker
Associate Director of Advising
In five words or less, why do so many organizational change efforts fail to achieve their stated goals?
As Chief Human Resources Officer (CHRO), Chief Learning Officer (CLO), Global Talent Management Leader and most recently leader of University based executive education, Steve King has a record of designing and executing learning strategies that enhance performance and profitability. A skilled leader in many business settings, Steve has a knack for building simple and practical solutions to achieve significant business results. He has proven success in financial, professional services, health care industries, and higher education.

Steve serves on the Board of Advisors for Morehouse College in Atlanta, on the Board of Advisors for OE Learning Inc. in Detroit, Michigan, and the board of the Goodman Community Center in Madison. Steve has also served on a number of non-profit boards including the board of the Chicago Sinfonietta and eleven years as school board member with Public School District #25’s Board of Education in West Chicago, IL.

Steve earned his MA Economics from the University of Wisconsin and his BA Economics from the University of Iowa. As a life-long learner, he is actively involved in his community and in advancing human and organizational knowledge.
Program Overview
Our Differentiators

A program focused on the key success factors of organizational change [rather than change methodology].

World class academic faculty and change practitioners.

The opportunity to advance your own change project with advice for the faculty and practitioners.
### Week 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday October 26</th>
<th>Tuesday October 27</th>
<th>Wednesday October 28</th>
<th>Thursday October 29</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 am</td>
<td>Intro to day</td>
<td>Intro to day</td>
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<tr>
<td>8:46 am – 10:16 am</td>
<td>Program Introduction and Change Project Methodology</td>
<td>The Business Landscape and Business Strategy as a Guiding Force for Change Agendas</td>
<td>The Psychosocial Dynamics of Change</td>
<td>Advocacy and Influence in Change Management</td>
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<tr>
<td>Break</td>
<td>King</td>
<td>Smith</td>
<td>Pearce</td>
<td>Nordgren</td>
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<tr>
<td>10:30 am – 12:00 pm</td>
<td>Managing Change Systemically</td>
<td>Defining the Current, Delta, and Desired States *Lehman Brothers (A)</td>
<td>The Psychosocial Dynamics of Change</td>
<td>Advocacy and Influence in Change Management</td>
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<tr>
<td>King</td>
<td>Smith</td>
<td>Pearce</td>
<td>Nordgren</td>
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<tr>
<td>12:00 pm – 12:15 pm</td>
<td>Application and Reflection</td>
<td>Application and Reflection</td>
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### Week 2

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<tr>
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<th>Wednesday November 4</th>
<th>Thursday November 5</th>
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<tbody>
<tr>
<td>8:30 am</td>
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<tr>
<td>8:45 am – 10:16 am</td>
<td>The Role Culture Plays in Change Management</td>
<td>Choosing Metrics to Motivate Change</td>
<td>Managing Change Communications *How to Beat the Transformation Odds</td>
<td>The Practitioner’s Forum</td>
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<tr>
<td>King</td>
<td>Smith</td>
<td>Carroll</td>
<td>Zimmerman, Chan</td>
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<tr>
<td>Break</td>
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<tr>
<td>10:30 am – 12:00 pm</td>
<td>HarTech Case Study – Anticipating Pain Points</td>
<td>Data Analysis Workshop</td>
<td>Managing Change Communications (Cont’d)</td>
<td>Sustaining Change for the Long Run</td>
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<tr>
<td>King</td>
<td>Smith</td>
<td>Carroll</td>
<td>King</td>
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<tr>
<td>12:00 pm – 12:15 pm</td>
<td>Application and Reflection</td>
<td>Application and Reflection</td>
<td>Application and Reflection</td>
<td>Program Close</td>
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Program Faculty

Stephen King
Edward “Ned” Smith
Nicholas Pearce
Loran Nordgren
Shana Carroll
Guest Practitioners

Jill Zimmerman
Partner, Global Chief Talent & Inclusion Officer
Mercer

Jeff Chan
President
Chan Management Consulting
Participant Profile
Who is this program for?

This program is ideal for:

- Senior-level executive leaders who want to create value through reframing and driving organizational change
- Cross-functional executive teams who are tasked with reframing and driving organizational change
- Groups or teams charged with delivering a change initiative
The Learning Experience

Two Simple Frameworks
Org Change and Personal Transitions

**Change**

COMES FROM ‘OUTSIDE’

situational
external forces / decision

**Transition**

HAPPENS INSIDE

psychological
an individual’s reaction to change
Players on the Change Stage

- Sponsors of the Change
- Change Agents
- Advocates for Change
- Targets of the Change
Poll Prompt

Think of a change you are currently involved with in your organization.

Which of these roles is your primary role in this change?
Resources & Opportunities to Connect

Network with your peers during small group lunches and events

Dig deeper during faculty office hours

Explore resources on a robust course site
Q & A
For more information:

• Go to kell.gg/kxorgchange

• Contact your program Advisor – Gretchen Baker
  – gretchen-baker@kellogg.northwestern.edu
THANK YOU