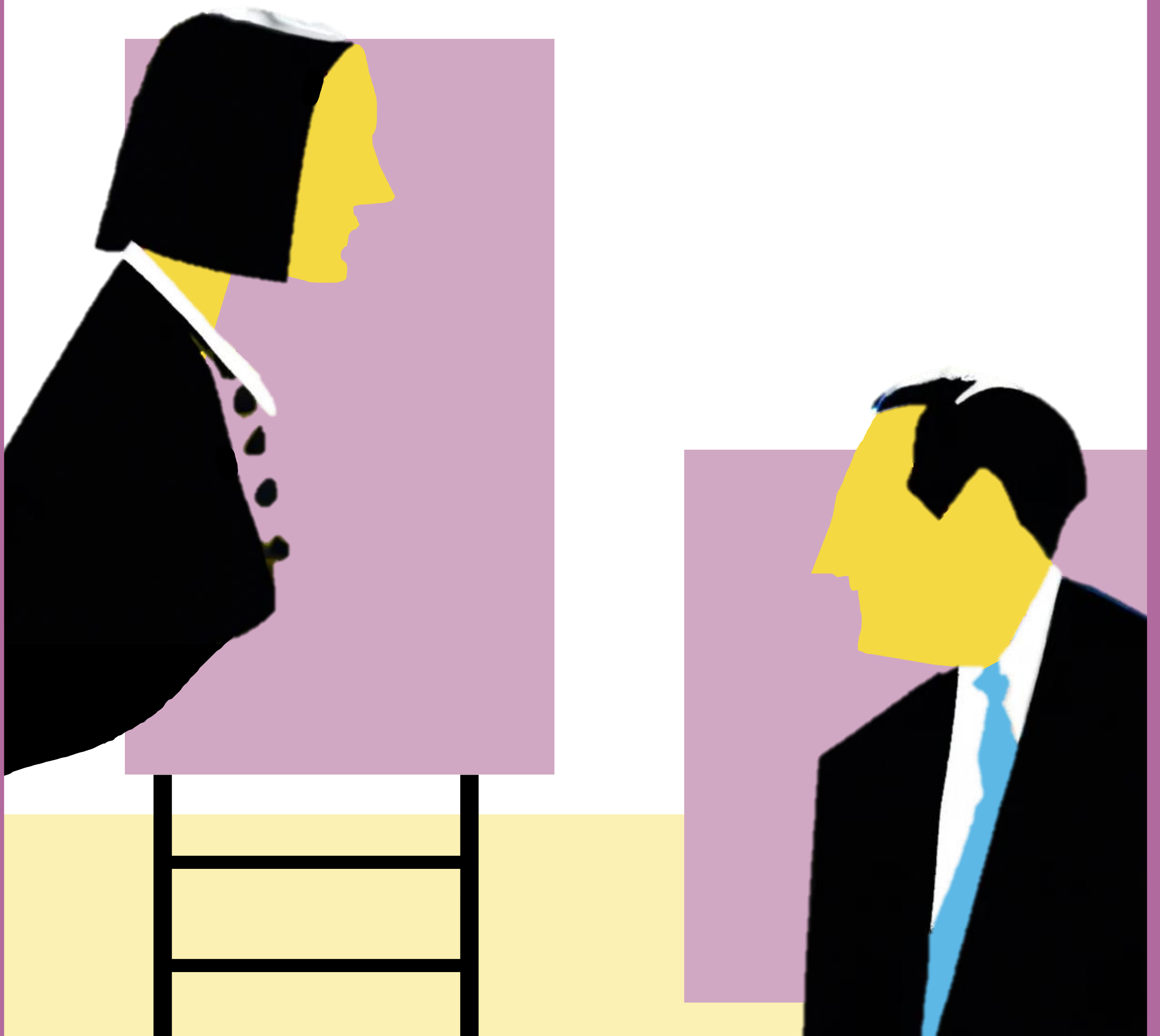




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Leadership Showdown: The Tale of Two CEOs and Their Transformational Journeys



Once upon a time, there were two business leaders, Alex and Riley, appointed as CEOs to their respective companies. Both recognized the need for a significant organizational change, specifically an operation model transformation.

The Collaborative Approach

Riley understood that successful change required overcoming various obstacles. She focused on addressing the Six Change Blockers:

- (1) getting leadership to work as one,
- (2) embracing the fragmentation of the informal organizational networks,
- (3) making sense to key stakeholders such as leaders and the informal employee influencers,
- (4) addressing the overall commitment,
- (5) following through with her commitment,
- (6) empowering and setting up a project team for the operation model transformation.

Riley took a collaborative approach, engaging leaders and peer-identified employees from cliques, groups and tribes across the organization.

Riley held regular meetings, where she explained the need for the transformation and listened to employees' concerns and ideas. With a clear vision and commitment, Riley led by example. She appointed a project team and ensured they had the necessary resources and authority to implement the changes effectively.

As a result of Riley's approach, the operation model transformation was a success. The organization embraced the new ways of working, leveraging improved processes and technologies to enhance efficiency and customer satisfaction. Employees felt supported and engaged, knowing their voices were heard throughout the change journey. The company gained a competitive edge, attracting new business opportunities and achieving sustainable growth.

Top-Down Transformation

On the other hand, Alex, though willing to change, approached the transformation from a top-down perspective and treated change as a check-box exercise, focusing primarily on implementing new processes without fully considering the human aspect.

Alex's intentions were good, but he failed to address the six change blockers effectively.

While Alex made announcements and communicated the need for change, he didn't actively involve key stakeholders or consider the informal organizational networks. Employees felt disconnected and resistant to the new processes, leading to a lack of commitment.

The operation model transformation faced significant challenges. The change implementation lacked the necessary support and empowerment for employees to embrace the transformation fully. As a result, the company experienced delays, decreased productivity, and customer dissatisfaction.

In the end, the contrasting leadership approaches became evident. Riley's comprehensive strategy, which considered the six change blockers and empowered the organization, led to a successful operation model transformation. Meanwhile, Alex's top-down approach did not address the human elements and resulted in a failed change initiative.

Innovisor is the recognized boutique advisory within organizational network analysis. It delivers its organizational diagnostics products and services to clients across the world. It documented and coined the “Three Percent Rule” for identification of influencers inside organizations.

See more from Innovisor about the Six Change Blockers:



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