



Less than **30%**
of change
efforts
succeed

LEADERSHIP

SUCCESSFUL CHANGE

BUSINESS TRANSFORMATION

GOAL REALIZATION

CHANGE

THE WAY YOU CHANGE

“If you don’t like change, you’re going to like irrelevance even less.”

General Eric Shinseki (Ret.), US Army Chief of Staff

Leading change has become as integral to a leader’s success as managing the balance sheet. Yet research indicates that less than 30% of change efforts succeed. WHY?

- Most leaders lack a complete picture of how change happens and how to yield long-term results.
- Some leaders postpone real change because they are often only in their role for a short time.
- Change initiatives continue to lack the buy-in from employees or support from cross-functional team leaders often resulting in a feeling of “here we go again.”
- Some leaders piecemeal change by working on a system here or a process there, but fail to realize the holistic nature of change



Successful change leaders . . .

- Use a change approach that engages both individuals *and* the organization both inside-out and outside-in.
- Impact business performance by fundamentally working differently from most leaders.
- Elevate what they do as a leader and how they execute the five roles of successful change: Focus, Align, Engage, Lead, Sustain.
- Enable the change of *both* the thoughts and beliefs *and* the structure and systems of the organization.

WHAT CLIENTS ARE SAYING

Lisa Strogal, former Manager of Leadership Development, Cenovus Energy

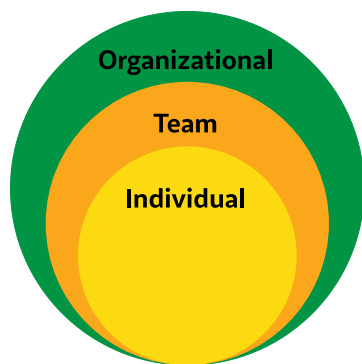
“As a leader accountable for multiple enterprise-wide leadership development programs focused on the c-suite and upper levels of leadership, Kendall and Tony have always been the number one choice for strategic transformation, change, and leadership initiatives. They have an unbelievable talent in being able to systemically diagnose the realities of an organization by synthesizing and focusing on the elements that matter. This quickly translates into a succinct strategy that appropriately matches the unique requirements of the particular landscape.”

from Conference Participants

“Kendall & Tony are entertaining while effectively delivering key messages.”

“This is certainly the best leadership program that I have attended. Very knowledgeable and super facilitation. Excellent, well planned, well thought out, great flow, interesting throughout.”

In any other profession, a 70% failure rate would be unacceptable.



It's time we make it so in the professional ranks of leadership. If you are wrestling with making change real and sustainable, we can assist you in a way that you can guide your organization to accelerate effective change. You know the organization needs to change. We know how to help you make the change by working at all three levels in the organization.

Why Us?

After helping organizations, teams, and leaders change over the last 25 years, we've discovered patterns that lead to successful change. We've developed our methodology by working with line leaders—the real world of change—versus the halls of academia. We know what works and what doesn't when a team or organization is experiencing change. We know how to distill what is relevant from theory into practice. And we know how to leverage the great ideas that come when employees are engaged and leaders lead. This approach is both practical and sustainable—a secret sauce for leaders of change.

What Results Do We Create?

Our seasoned consultants have successfully helped many organizations save millions of dollars. Here are a few of the benefits our clients have realized while working with us:

- Better bottom-line results
- Trusting working relationships with peers, stakeholders, and employees
- Leaders equipped with tools to execute effective change
- Increased capacity to receive and lead change
- Alignment of process, structure, and systems in the organizational architecture
- Engaged employees

Who do we work with?

We work with change practitioners, change leaders, sponsors, and individuals who are trying to accelerate business performance, as well as leaders who are architecting a transformation for their business. In the space between change theory and a road map to make it happen is where we have fine-tuned a specific expertise for years. If you are wrestling with making change real, transparent, and sustainable, we will share our approach with you in a way that you can learn to guide your actions so that you *can change the way you change*.

from Conference Participants

“I have attended many seminars and I can say emphatically this was the best ever. The pace was great, the topics relevant and timely, and the organization superb. Thank you!”


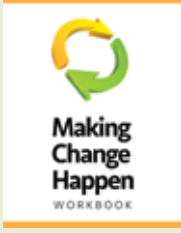
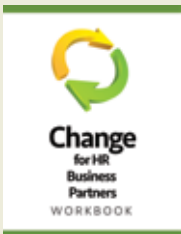

“Awesome session! I loved seeing the ‘light bulbs’ going on around the room.”

Kenneth Zrowka, former Director of Executive Development at Lowe's

“As we launched the largest transformational change efforts in our company's history, we needed experts who could create an effective space for our executive leaders to safely explore, share, and create possibilities that would define a dramatic future. Tony and Kendall's expertise in strategy, organizational behavior and systems, change management, and decision effectiveness made them the perfect solution. They were masterful at guiding us through a powerful journey of converting legacy paradigms and behaviors into a systemically connected ecosystem capable of realizing our strategic intent.”

Services: We work with organizations in four ways.

1. Consult with senior leaders of change about the best change approach, how to manage the transformation, and how to ensure focus, alignment, and engagement of projects.
2. Coach leaders about how to receive change, lead others through change, manage the change process, and create sustainable change.
3. Facilitate change leadership courses that provide tools and resources to those leading and managing change initiatives (see the four change courses below).
4. Train-the-trainer to enable consultants (internal and external) to utilize our methodology to train others about change.

PROGRAM & TARGET AUDIENCE		CONTENT/OBJECTIVES	
 <p>Leading People Through Change WORKBOOK</p>	<p>Leaders with people management responsibilities who are receiving and leading change in their areas.</p>	<ul style="list-style-type: none"> • Understand the business need for change. • Learn effective change methodology and leader tools. • Enable people through change. • Manage self in change. • Understand leadership expectations and learn capabilities needed to champion change. 	<p>1.5 days</p>
 <p>Making Change Happen WORKBOOK</p>	<p>Leaders and project managers who are leading small to medium change projects in their area. This course is particularly appropriate for someone who has just been put in charge (or on the team) of a new project.</p>	<ul style="list-style-type: none"> • Enable leaders to effectively champion and manage a small to medium change projects. • Build capability in change leaders to diagnose change readiness, barriers, and needs. • Enable leaders to clearly define what is changing, why, and the plan to get there. • Gain experience with change tools to make change happen and mitigate risk. 	<p>3 days</p>
 <p>Change for HR Business Partners WORKBOOK</p>	<p>Human Resource Business Partners tasked with coaching the leaders they support through change.</p>	<ul style="list-style-type: none"> • Understand HRBP role to help leaders both lead and manage change. • Understand the cause of resistance and to help leaders understand where they are and where their team is in the stages of change. • Enable the climate to accept and promote the change in behaviors required by the change. • Identify the alignments required to support the change initiative and achieve the desired results. • Develop a sustainment plan to ensure the desired results are achieved. • Help leaders establish clear measures that will track the success of the change initiative. 	<p>3 days</p>
 <p>Leading Change WORKBOOK</p>	<p>Leaders and project managers who are leading medium to large change projects in their area. This course is particularly appropriate for leaders running complex projects that require both management and leadership skills.</p>	<ul style="list-style-type: none"> • Understand the role a leader has to both lead and manage change. • Understand the cause of resistance including where the leader and her people are in the stages of change. • Enable the climate to accept and promote the change in behaviors required by the change. • Identify the alignments required to support the change initiative and achieve the desired results. • Know how to develop a sustainment plan for the change initiative to ensure the desired results are achieved. • Establish clear measures that will track the success of the change initiative. 	<p>4 days</p>

Want help?

kendall@highlandgrp.com; 801-830-3537 | tdaloisio@cocg.com; 860-483-1015
www.changethewayyouchange.com

“It takes a lot of courage, strength, and commitment to change instead of giving up.

After working with Tony and Kendall, we have seen a marked improvement in the atmosphere of the team and company overall. The executive team sessions have provided great benefit to the organization and its collective focus. There’s a feeling of leadership that’s developed as well, and a level of increased support and growing respect.”

Tim Schrader, Director of Sales and Marketing Viance Treated Wood Solutions

Tony and Kendall have been helping organizations, teams, and leaders change over the last 25 years. Here is a partial list of clients:



Let's talk.

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WHAT CLIENTS ARE SAYING

David Leonard, Director of UNC Executive Development

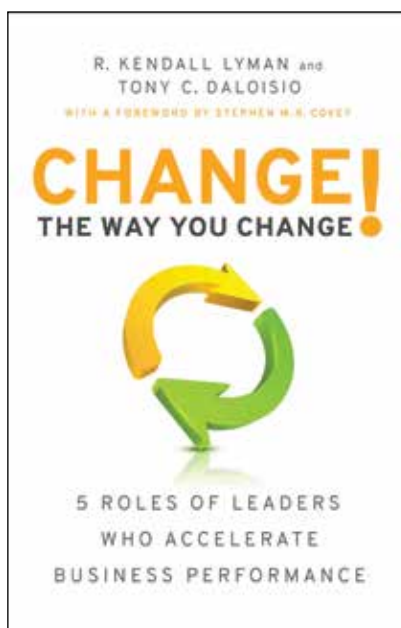
“I have worked with Kendall and Tony for more than a decade. They are highly collaborative, insightful about organizational issues and leadership needs, and valuable thought partners. They have an uncanny ability to become “one of us” while also maintaining an independent professional perspective. Two specific strengths include saying what is hard to hear and constructively challenging leaders to think about their behavior and how to lead in new and innovative ways.

Rick Dowling, CDR, USN (retired) Officer-in-Charge, Fleet and Industrial Support Center Norfolk, DET Washington, DC

“In nine months of working with Tony and Kendall, the Navy Postal Facility went from arguably the worst organization within the Department of Defense to the unquestionable leader. Today, this organization is the standard by which other similar facilities are judged. The most significant result: These changes and improvements have lasted over time with ALL members of the team active in the process of constant improvement.”

“Thank you for the tremendous role you played helping us grow revenue year-over-year during such a hard economic time. You helped us launch an individual donor program that raised an additional \$3.2M for MS research. We also expanded our clinical partnerships and grew our chapter’s territory significantly. Your partnership with our board and finesse in helping us to define key drivers and goals have been referenced time and again as the foundational work that launched our success. We are grateful for your partnership with us.”

Annette Royal-Mitchell, Former Chapter President, National MS Society



The only way to survive as a leader in the twenty-first century is to make change part of your leadership agenda. And that means making it a priority and getting good at it. Whether readers are beginners or experts, this book will help them change the way they change to accelerate their leadership and get results.

In *Change the Way You Change!*, authors R. Kendall Lyman and Tony C. Daloisio pull from years of research and working with individuals, teams, and organizations to convincingly illustrate how changing a team or a business requires changing both inside-out (thoughts and beliefs) and outside-in (structure and system) approaches.

Each chapter provides an in-depth discussion of one of the five roles of great change leaders: focus, align, engage, lead, and sustain. And the main points of discussion in each chapter are bolstered by quotations, examples, exercises, and summaries.

www.changethewayyouchange.com