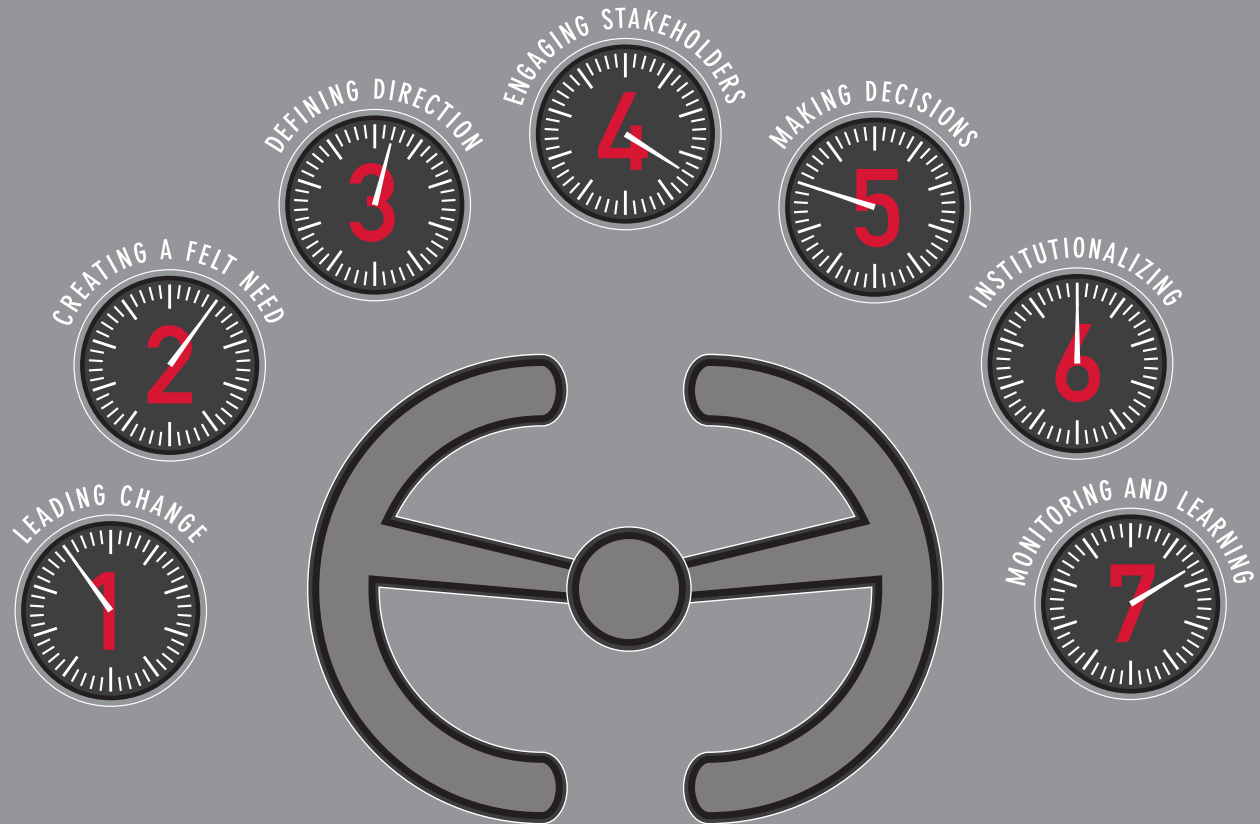


PILOTS CHECKLIST



Change Management
for Business Professionals



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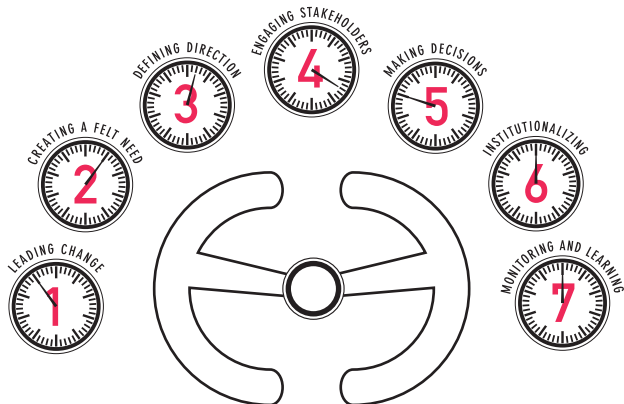
Change Management for Business Professionals

OUR BACKGROUND

Pilots Checklist for Change

In the early 1980s, one of RBL's co-founders, Dave Ulrich and a colleague Steve Kerr were asked by Jack Welch at GE to identify successful change principles.

Together they identified and implemented seven disciplines for change and received international attention for the results they achieved. Those seven disciplines became the foundation of GE's Change Acceleration Process. We call them the Pilots Checklist for Change.



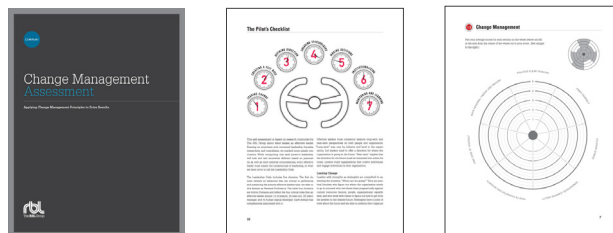
- 1. Leading Change:** Establishing a Leadership Brand throughout the organization consistent with the change
- 2. Creating a Felt Need:** Knowing why vs. what
- 3. Defining Direction:** Having a clear sense of where we are going and seeing small first steps to getting there
- 4. Engaging Stakeholders:** Getting buy-in from everyone—personal ownership
- 5. Making Decisions:** Translating visions into decisions
- 6. Institutionalizing:** Making change a natural act; a pattern not an event; a part of the organization not an individual initiative
- 7. Monitoring and Learning:** Tracking the right stuff and learning from it

OUR APPROACH

In order to help business professionals become more effective in managing change, The RBL Group developed the Pilots Checklist Workshop, which uses the following 3-element approach:

Assess

Our change management assessment tool measures individual and group effectiveness at the change management disciplines.



Develop

Workshop participants will be provided with a framework and tools to more effectively manage change, using some of the following techniques:

- Exhibit strong, committed leadership
- Customize a meaningful need to change
- Set high demands relative to the change
- Identify key people affected by change
- Determine source resistance
- Assign decision accountability
- Invest in systems to sustain change

Apply

Through hands-on practice, case studies, and action learning, participants will apply the techniques of effective change management to real business challenges.

“Successful business professionals facilitate change by developing disciplines to make change happen throughout the organization.”

Dave Ulrich

CORE WORKSHOP

The **Pilots Checklist** is a 1-day change management workshop for business professionals. It is focused on providing the practical tools and resources that business professionals need to better facilitate and sustain individual, initiative, and institutional change.

Pre-work:

- Watch *Change Workout*, Dave Ulrich
- Read *Change, Change, and Change Some More*, Dave Ulrich
- Read *Facilitating Change*, Dave Ulrich and Justin Allen
- Identify an institutional or initiative-based change project to work on during the session

Workshop Overview:

- Overcoming Barriers to Change: Checklists and the Know/Do Gap
- Tools for Making Change Happen: Seven Disciplines (content for each discipline includes theory, tools, and application to participant's individual change project)
- Organizational Change: Identify cultural impediments using the virus detector
- Individual Change Principles
- Creating an action plan for Managing Change



COMPLEMENTARY WORKSHOPS

The following workshops offer options for you to customize the core change management workshop with additional leadership competencies your organization may need. These complimentary workshops can be offered seamlessly at the time of the core change management workshop or integrated as follow-up workshops.



FOR MORE INFORMATION

Email us at leadershipproducts@rbl.net

What We Believe

Leaders must start from the “outside” and deliver value to key stakeholders such as customers, investors, community, and employees to understand what they need to develop “inside”. We believe that this outside-in perspective, linking customer expectations with employees and leader behaviors, is fundamental to high performance. Our ability to integrate research and practice is critical to effective interventions and a cornerstone of our services and products. We conduct and publish ongoing research in the areas of leadership, strategic HR, and strategic alignment.

RESULTS ORIENTED

All of our work focuses first on outcomes and then on activities. The outcomes of our work include capabilities the organization requires to succeed, tangible and intangible value perceived by shareholders, and customer and employee experience. We help organizations deliver direct value in the form of profitability, productivity, quality, and customer delight.

INNOVATIVE

We shape an important global intellectual agenda for HR and Leadership practice. We have authored over two dozen books, hundreds of articles, and have earned recognition for thought leadership from *BusinessWeek*, *The Wall Street Journal*, *Financial Times*, *Forbes*, *Fortune*, *Fast Company*, *HR Magazine*, and others.

ENGAGING

We combine the insights and knowledge of your leaders with our expertise and process skills to deliver a unique experience for each client. Whether delivering consulting, education, or products, we collaborate with our clients to make things interesting, fun, and relevant.

Three Practice Areas

LEADERSHIP

We’ve talked to senior executives all over the world in a variety of industries and heard four themes about how to develop great leaders:

- 1. Focus on your core business strategy.**
- 2. Ensure execution at every level.**
- 3. Strengthen your performance culture.**
- 4. Invest in and engage your workforce.**

These messages align with our work about what effective leaders must do in any market – focus attention, deliver results, build capabilities for the future, and connect employees to customers to deliver the right experience. When leaders get these things done well, organizations will emerge stronger than competitors. The RBL Group has taken an outside-in, value-oriented business approach for over ten years about how leaders can deliver the right results the right way.

STRATEGIC HR

In 1989, we asked the question, “How does HR add value to the businesses they support?” After 20 years of research, developing a global database of over 40,000 professionals, and practical implementation with companies from around the globe, we’ve identified, tried, and tested principles HR leaders should follow to adapt their organizations to deliver value in any economy. Our approach to transforming HR produces the following benefits:

- 1. Increased HR effectiveness AND decreased costs.**
- 2. Improved HR competence AND contribution.**
- 3. Delivery of strategic organizational capabilities AND leveraged talent.**

STRATEGIC ALIGNMENT

For over 20 years, The RBL Group principals have collaborated with leading, global organizations to ensure strategic alignment between corporate and business strategy to cultivate sustainable high performance. At the foundation of our work in this area is the ability to collaborate effectively in order to transfer our knowledge and tools to your people so that they are equipped to implement and deal with similar issues in the future.

We believe that organization does not equal structure. Organization is the unique set of technical and organizational capabilities that allow an organization to deliver its strategic intent.

We can help to get your executives on the same page about your strategy, redesign your business or function, and better align processes. Our approach will help you clarify which technical and organizational capabilities drive your business and what work has the most impact on your customers.