

# CHALLENGE SUMMARY 7

Leadership Team  
Support Materials

## LEADERSHIP OF CHANGE

*"Eternal vigilance is the price of liberty"  
Wendell Phillips - January 28, 1852.*

**All organisations** are facing major change because of the globalisation of markets, impact of competition and the massive enabling power of the internet.

**And it is highly unlikely to ever change**, so all enterprises will need to adapt and develop on a continuous basis if they are to remain competitive – they will need to reduce costs, improve quality and innovate all of the time, without let-up.

Although many organisations have driven effective change initiatives and have improved their competitive position or their response to market shifts as a result, the research overwhelmingly shows that **successful change programmes are not the norm** and many have led to catastrophic regression and disaster.

*"I was to learn later in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization." Gaius Petronius AD 54; Charlton Ogburn 1957*

According to the Harvard University academic **Professor John Kotter**, the reason behind these regressions and disasters lies in a failure to recognise that all human beings associate change in some way with pain and that leads to resistance to change initiatives on such a scale that they inevitably fail.

**The answer** for Kotter lies in **the approach the leadership team takes** to Leading Change in their organisations.

Copyright 2020 MorenOE™ Ltd