



NAW Large Company CEO Roundtable
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The Leadership Gears of Lasting Strategic Change

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Dictionary

change management



change man·age·ment

noun

1. the management of change and development within a business or similar organization.
2. the controlled identification and implementation of required changes within a computer system.



Translations, word origin, and more definitions

Feedback

What Is Change Management? | Prosci

<https://www.prosci.com/change-management/what-is-change-management>

Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.

[Change Management Process](#) · [The Why & Importance of ...](#)

Change management - Wikipedia

https://en.wikipedia.org/wiki/Change_management

Change management (sometimes abbreviated as CM) is a collective term for all approaches to preparing and supporting individuals, teams, and organizations in making organizational change.

[Approach](#) · [Reasons for change](#) · [Change models](#) · [Factors of successful ...](#)

Change management - HBR - Harvard Business Review

<https://hbr.org/topic/change-management>

Change management Digital Article. Michael L. Tushman; Andy Binns; Anna Kahn; Mary Elizabeth





STRATEGIC TRANSFORMATION AT CARDINAL HEALTH

The Environment:

- Seismic transformation in health care
- Rapid consolidation of pharmaceutical wholesalers
- Aggressive price competition/margin deterioration
- High and rising cost of sales
- Disappointing ROI from major acquisitions
- Disintermediation from manufacturers

Cardinal Health Companies



Cardinal Distribution



Allegiance Healthcare



Pyxis Corporation



RP Scherer



PCI Services



Automated Liquid Packaging



National Specialty Services



National PharmPak Services



Pharmacists PRN



Medicine Shoppe



Owen Healthcare



Comprehensive Reimbursement



ScriptLINE



Cardinal Information Corp



Renlar Systems



Healthtouch



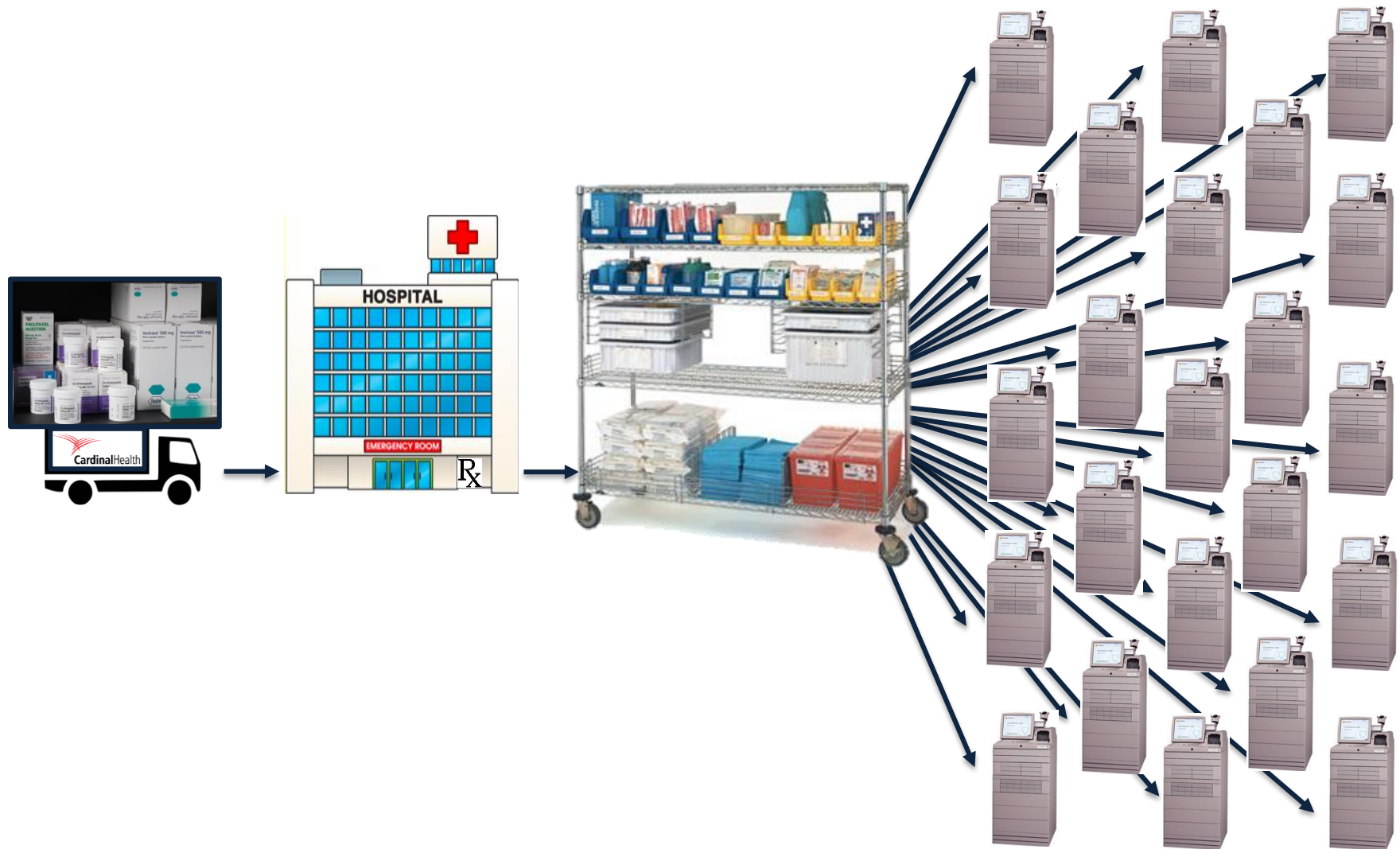
MediQual



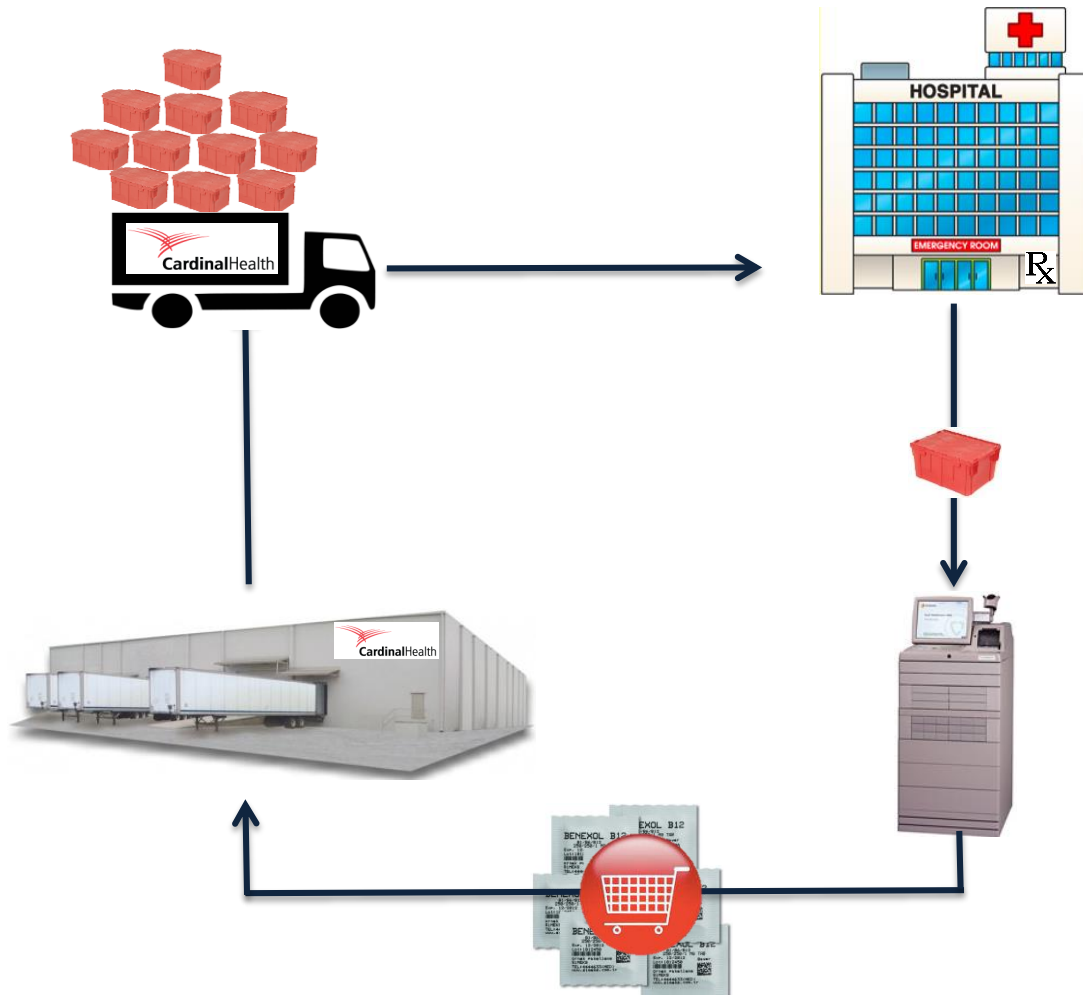
CORD Logistics



Before...



After...



Cardinal Health Companies



Cardinal Distribution



Allegiance Healthcare



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Automated Liquid Packaging



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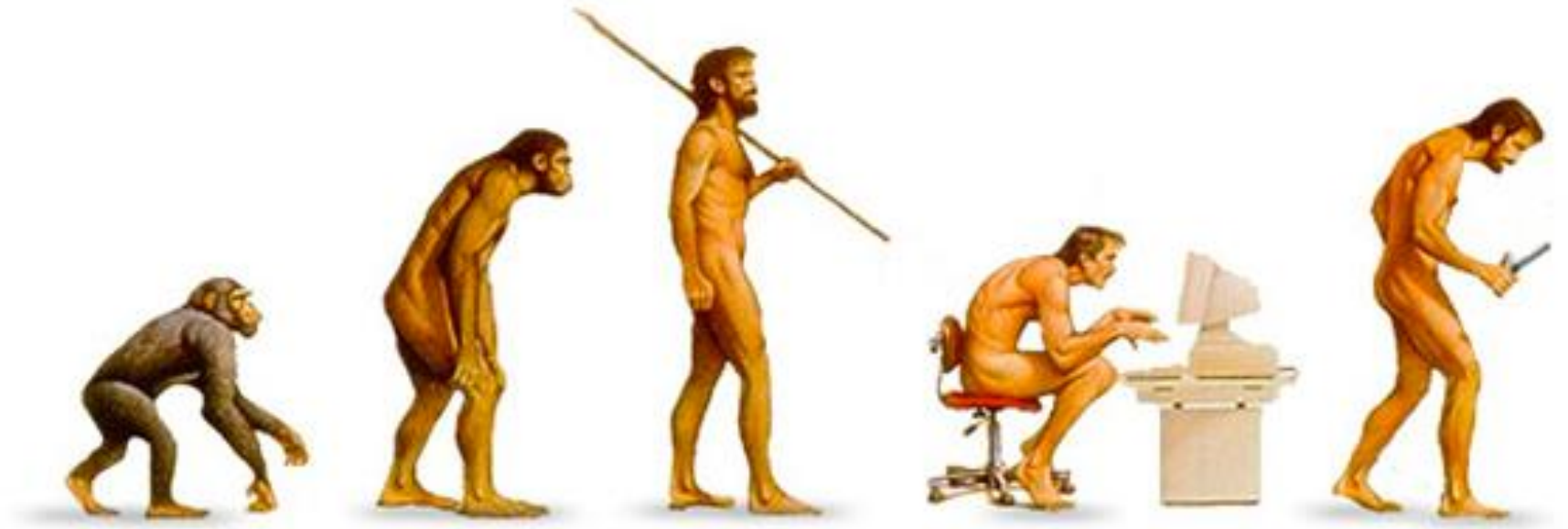
CardinalHealth

Essential to care™

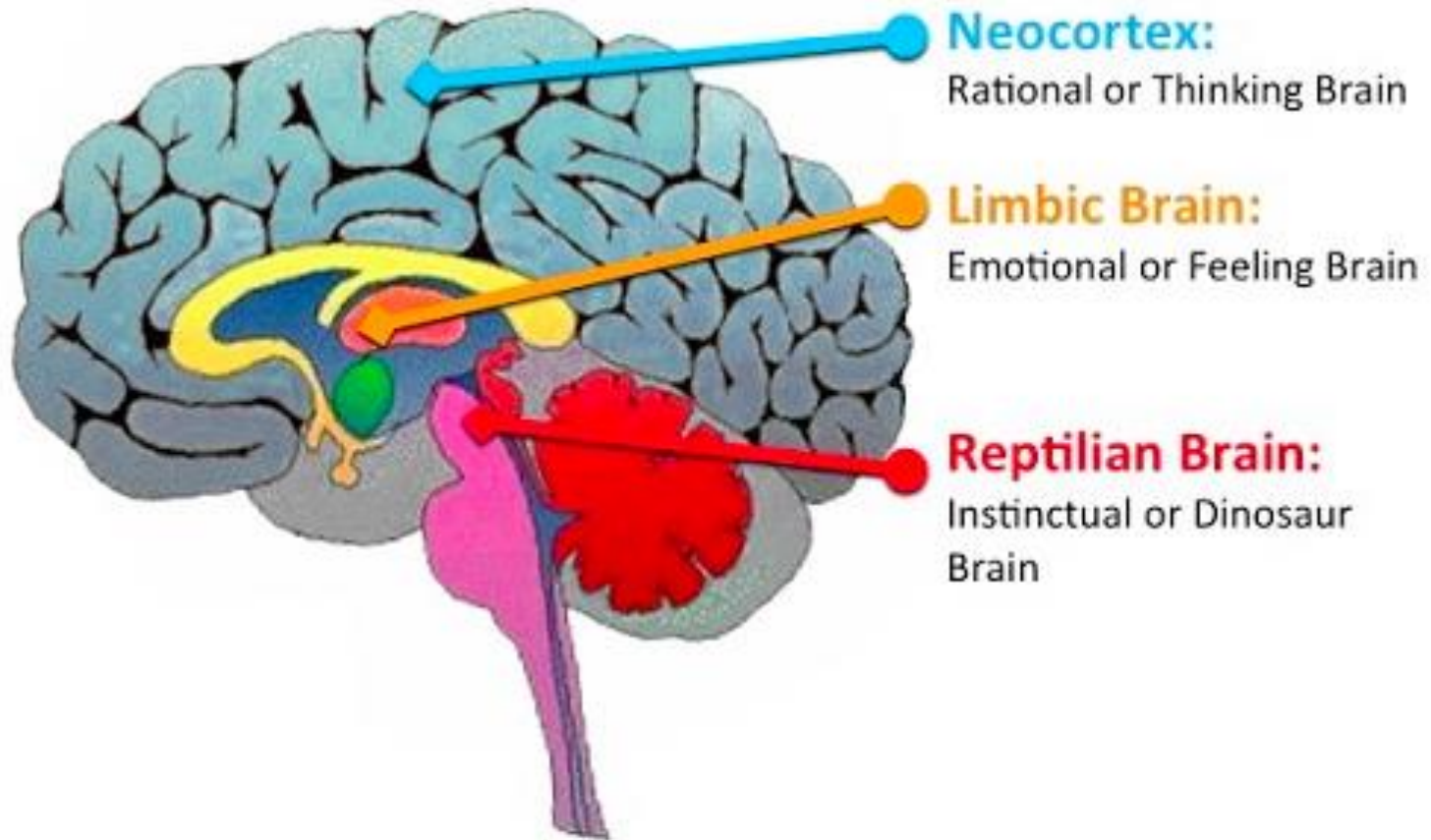
WHY IS CHANGE SO HARD?



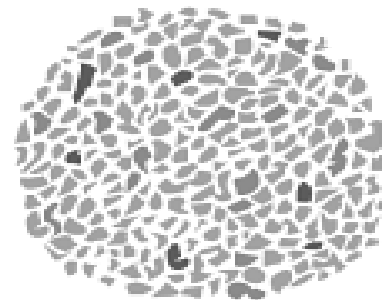
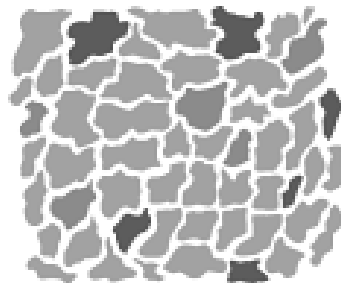
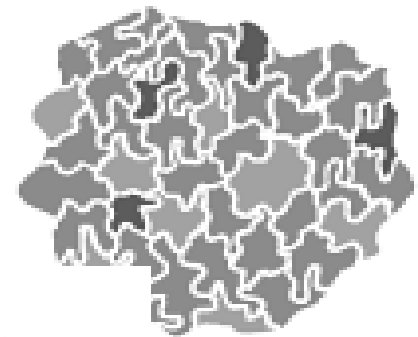
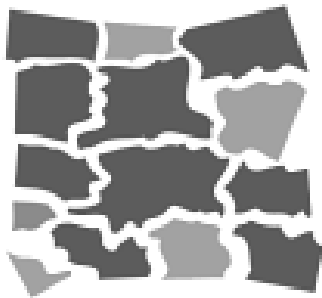
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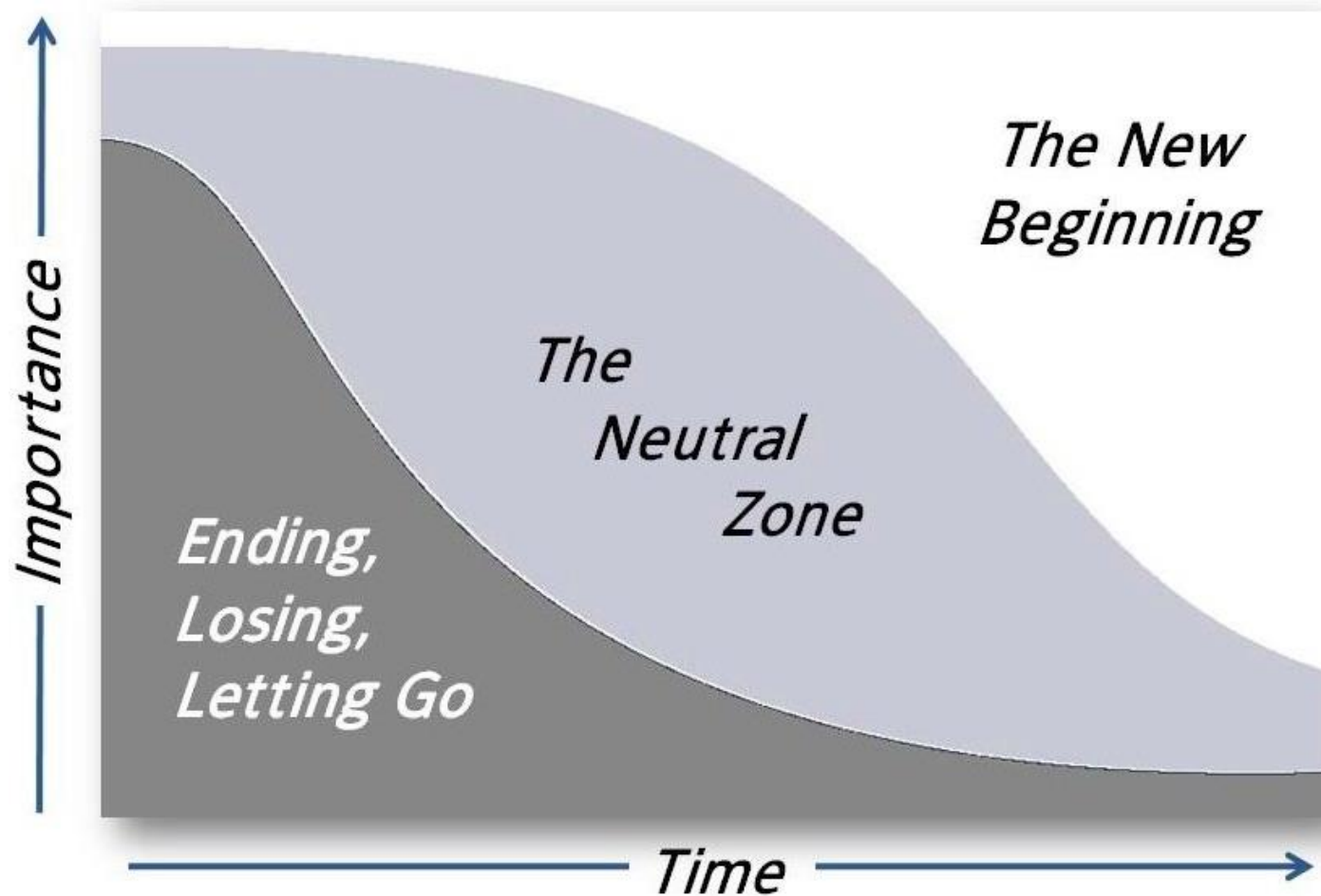
WHY IS CHANGE SO HARD?



WHY IS CHANGE SO HARD?



THREE PHASES OF TRANSITION





The Leadership Gears of Lasting Strategic Change



VISION

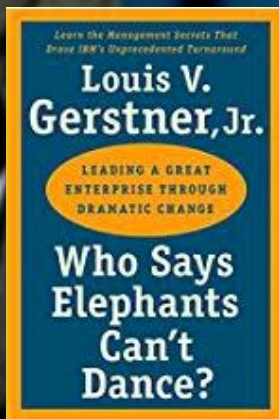


THE
"WHY"





ALIGNMENT

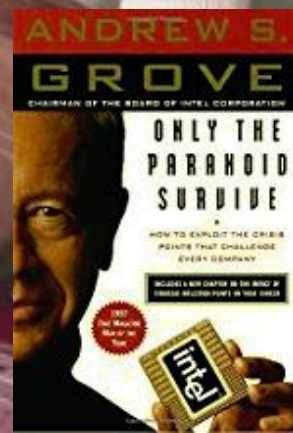




**RESOURCES**



ADAPTABILITY





ADAPTABILITY

Ears - to hear

Eyes - to see

Undivided attention -
to focus

Heart - to feel

Mind - to think

COMMUNICATION



7. I'VE BEEN DOING ...

6. I'VE DONE ...

5. I INTEND TO ...

4. I WOULD LIKE TO ...

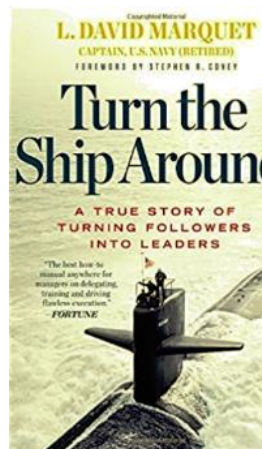
3. I RECOMMEND ...

2. I THINK ...

1. TELL ME WHAT TO DO ...

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DECISION-MAKING







THINGS TO THINK ABOUT

- ❑ Vision. Vision. Vision.
- ❑ Endings, then beginnings.
- ❑ Engage me.
- ❑ Not “can we?,” but “*how* can we?”
- ❑ It’s not *them*. It’s *you*.

The Leadership Gears of Lasting Strategic Change



1. Consider the 7 “gears of change” through the lens of your current organization and ask yourself: Can we do more to:
 - ...clarify the *vision* for the future?
 - ...help people identify their “*why*”
 - ...*align* the organizational structure and people management systems?
 - ...allocate *resources* away from what is not strategically relevant and toward what is?
 - ...identify where we need to adapt in order to be more effective?
 - ...communicate – listen - more effectively – to engage the organization?
 - ...decentralize decision-making so that people are empowered to do what’s right for the customer and the company?
2. Then pick one or two “gears” you are not engaging fully, and ask not “*Can* we do more?” but “*HOW* can we do more?”
3. And identify a few first steps you’ll take in one or more of the 4 quadrants

