

The Change Leaders Forum

Transforming your organisation's performance and health

What?

The Change Leaders Forum is an interactive, two-day working session where we tackle the question, “How can I transform my organisation?” The emphasis will be on clearly identifying the root causes of barriers that get in the way and sharing with one another practical approaches and tools related to a senior executive's role in driving change—both what works as well as traps to avoid. You will gain insight into key questions such as:

- How do I set transformation aspirations for my organisation?
- How do I assess the capabilities and mindsets that need to change to support our transformation?
- How do I structure a robust portfolio of performance and health initiatives to drive and support the change?
- How do I scale up initiatives, put in place the right governance, infuse the needed energy into the organisation, and measure progress along the way?
- How do I use the transformation to create a culture of continuous improvement and embed the required leadership capabilities across my organisation?

Why?

Successful senior leaders know that having a great strategy is not enough if their organisation is unable to execute it. They also know that in a world with global and often instantaneous information flow, competitors can quickly mimic a successful strategy. And with the increasing pace of change in virtually all markets, the half-life of any given strategy is only getting shorter.

The inevitable conclusion is that superior management of change is increasingly the key to competitive advantage in business. What does it take to make change happen? While a popular topic in the literature as well as in MBA classrooms, there is little evidence indicating that a practical and proven approach exists. A recent McKinsey Quarterly survey of senior executives reveals that their top strategic concern is their inability to achieve company alignment and execution. Further, these executives reported that only one in three of their change initiatives is successfully executed—a number that is no different than what John Kotter reported in his landmark book, *Leading Change*, over two decades ago.

McKinsey & Company invested significant research over the last 10 years to “crack the code” of what it takes to make change happen in large organisations, and how to sustain that change over time. This work has involved extensive research into the social sciences to understand the causes of resistance to change. We have also surveyed over 8,000 CEOs and senior executives, and over 50 CEOs in-depth throughout the course of their transformations, as background research for our book *Beyond Performance*. Since publication, we have further tested and refined this approach in more than 100 large-scale client engagements and over 100 Change Leaders Forums globally.

During our time together we will bring the key insights from this research to life, and—equally importantly—we will also learn from other participants' experiences and wisdom.



Who?

You will be joined in the session by senior executives from other large companies facing similar challenges. The forum will provide an opportunity for networking, experience sharing, and learning amongst other senior executives leading large-scale transformations. In order to ensure the time together is discussion-oriented and focused on topics of direct relevance to participants, the number of spaces will be limited to 15 executives. You will be joined by a McKinsey & Company partner with whom you have a close relationship. In attending this session with your partner and with similar pairs from other leading organisations, you will have access to advice and experience from a broad range of consulting and industry experience. Together with your trusted advisor, you will create a unified vision for “what we can apply on Monday,” accelerating your ability to achieve impact.

How, where, and when?

We have designed this forum for experiential learning. It will be a true working session, offering thought-provoking exercises and discussions that enable you to learn from your peers in the room, as well as from the collective experience and research of McKinsey & Company colleagues. We have constructed the format to ensure the learning you gain is directly relevant to the challenges and opportunities you face in your business today and into the future.

Costs

McKinsey & Company covers accommodation and conference expenses. Participants are responsible for their own travel, transfers, and incidentals. If your ethics provisions require you to remit payment, we are happy to provide a breakdown of the costs or work with your ethics officer.

Dates

For the latest list of program dates and locations, please visit <http://mld.mckinsey.com/programs/change-leaders-forum>

How to sign up

Attendance at a Change Leaders Forum is by invitation only. Please contact any McKinsey Partner for more details.



“In one word? Fantastic. It was like a light bulb going off for me.”

“My leadership team was already bought into the Performance side—the strategy piece. This highlighted for me that we are missing so much on the Health side. We need to go back and rethink how we are transforming ourselves.”

“Excellent job! Loved it! One of the most useful and inspiring workshops I’ve been to.”

“The whole event was superbly run, thought-provoking, and extremely worthwhile.”