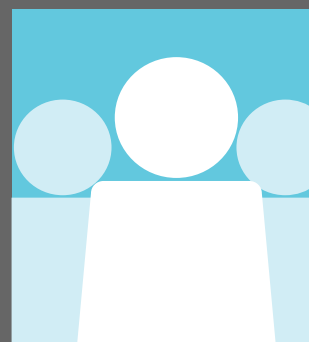


Public Sector Practice

The Public Sector Change Leaders Forum



The Public Sector Change Leaders Forum

Driving transformational change in your organization

What is the “Change Leaders Forum”?

The Change Leaders Forum is a McKinsey-hosted program to help senior government leaders tackle the question, “How can I best make change happen in my organization?”

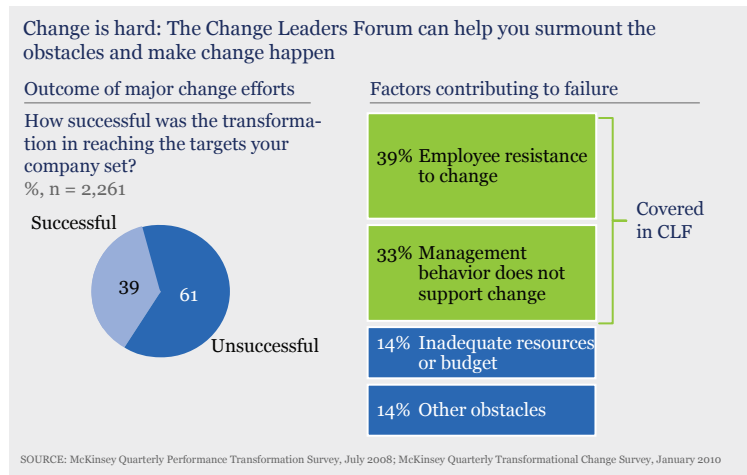
The Forum identifies the most common barriers to change and shares practical approaches and tools that can help senior government leaders drive change

The Change Leaders Forum will provide you with insights for:

- ... mobilizing your organization to execute your strategy
- ... achieving greater impact by your change efforts
- ... defining your leadership role in making change happen
- ... designing and managing a major change program
- ... creating a culture of superior execution.

Why participate in the Change Leaders Forum?

Successful senior leaders know that good ideas – such as new strategic initiatives or productivity improvement opportunities – have limited value if their organizations cannot put them into practice. Executing change is difficult in most organizations, and can be even more so in the public sector. For example, political forces can compress government agencies’ timelines and require frequent shifts in priorities. Poorly defined targets and metrics can make it difficult for senior government leaders to know whether change efforts are taking root and improving performance. Additionally, there are often more stakeholders with more complex motivations than the private sector, where most stakeholders care primarily about the bottom line.



“I wish I had attended this training with my top leadership team when we started our change program; it would have made all the difference.”

Deputy Assistant Secretary,
government agency

“I found the delivery very effective... the individual exercises, group discussions and videos were great!”

Deputy Director,
government agency

What makes the Change Leaders Forum unique?

McKinsey & Company has spent the last 5 years intensively how large organizations successfully achieve major change. This work has involved interviewing more than 1,000 leaders in business, government, academia, and sports. It has included extensive research into the social sciences to understand why and how people change. The research has also drawn insights from more than 500 recent and current client examples across the public, social and private sectors. The Change Leaders Forum exposes participants to the key findings from this research on what it takes to make change happen reliably, and allows participants to exchange their own related experiences and wisdom.

McKinsey has devoted years of study to organizational transformation

- 500,000** Respondents from more than 400 organizations completed our organizational health survey, providing the inputs for McKinsey’s Organizational Health Index (OHI) database
- 6,800** CEOs and senior executives completed surveys regarding their experience with transformational change
- 900** Academic journal articles and books reviewed
- 20** CEOs and chairpersons shared their personal experience with change in face-to-face interviews
- 4** Leading academics reviewed, challenged, and augmented our findings
- 3** Years dedicated to developing and refining our understanding of healthy organizations

How is the Change Leaders Forum structured?

McKinsey & Company has carefully designed a format that ensures CLF participants take away practical and actionable lessons for their change programs. We ensure attendance by the right mix of government officials, who are accompanied by McKinsey colleagues with whom they have close working relationships. The program is conducted to foster experiential learning, rather than rote activities or generic presentations. Thought-provoking exercises and tailored discussions focus directly on your current and anticipated challenges and opportunities. Previous forum participants have told us that this overall approach is very effective, allowing everyone to learn from peers' experience and to work with accompanying McKinsey colleagues to create a plan for their organization that will be of immediate use.

The Change Leaders Forum helps participants lead their organizations through the 5 stages of successful transformations

- 1 Aspire**
Where do we want to go?
- 2 Assess**
How ready are we to go there?
- 3 Architect**
What do we need to do to get there?
- 4 Act**
How do we manage the journey?
- 5 Advance**
How do we keep moving forward?

“The varied faculty with specialized expertise ensured that every topic was covered thoughtfully and well.”

Chief Administrator,
government agency

How can I bring the Change Leaders Forum to my organization?

The insights of the Change Leaders Forum are offered to government leaders in a number of optional forms.

Multi-organization Change Leaders Forums: McKinsey regularly hosts interagency CLFs. These events typically involve 15-20 senior government officials (1 or 2 each from 10+ organizations), each accompanied by a McKinsey partner colleague. This format is for individuals who are driving major change programs and want to focus on refining their overall approach with support from their peers and McKinsey colleagues.

Tailored Change Leaders Forums: McKinsey also works with senior government officials to tailor and deliver CLFs within their organizations. This can be a one-time event with an agency's top leadership team, a kickoff training session for change agents from across the organization, or a series of workshops to mobilize leaders at all levels of the organization including the frontline. Tailored CLFs are designed to incorporate as much organization-specific data and materials as possible, and are focused on launching or kick-starting change programs within an organization.

CLF modules for agency events: McKinsey also works with senior government officials to provide focused CLF modules on specific change management topics at existing agency events, such as strategic planning workshops or leadership offsites. This format can help start an energized conversation about change management within an organization.

Whatever format or formats are right for your organization, McKinsey is prepared to tailor the curriculum and approach to meet your needs.

“The speakers were inspiring.”

Commissioner,
government agency

For more information about joining the next Public Sector Change Leaders Forum or sponsoring a tailored Change Leaders Forum for your organization contact McKinsey's Public Sector Practice at public_sector_practice@mckinsey.com

