Change Management Practices McKinsey: Overview and Learning Objectives

Build a working understanding of McKinsey-style change management

Transformation changes mindsets, behaviors, and the operating system—not just projects or communications

Journey: evidence base, influence model, mindsets, change story, leader-led change, transformation office, reinforcement, measurement, 90-day playbook

Outcomes: diagnose readiness, design integrated influence interventions, sustain change through leaders and frontline teams

Core vocabulary: transformation, influence model, change story, transformation office, role modeling, reinforcement mechanisms



Why Change Efforts Fail: The Evidence Base

PEOPLE
INSIGHT
PROGRESS

Failure is the default

roughly 70% of transformations fall short

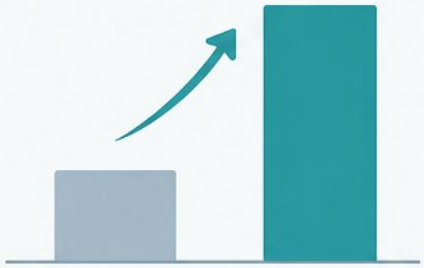




Employee resistance and unsupportive management behavior drive over 70% of failures

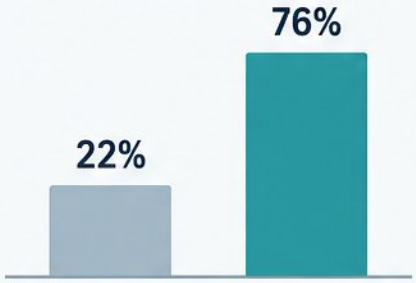
Using all four influence-model actions

nearly 8x more likely to succeed



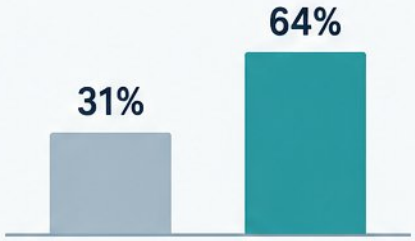
Comprehensiveness, complementarity, and context

76% success vs. 22%



Familiar initiatives succeed 31%

genuinely new ones reach 64%



Cost

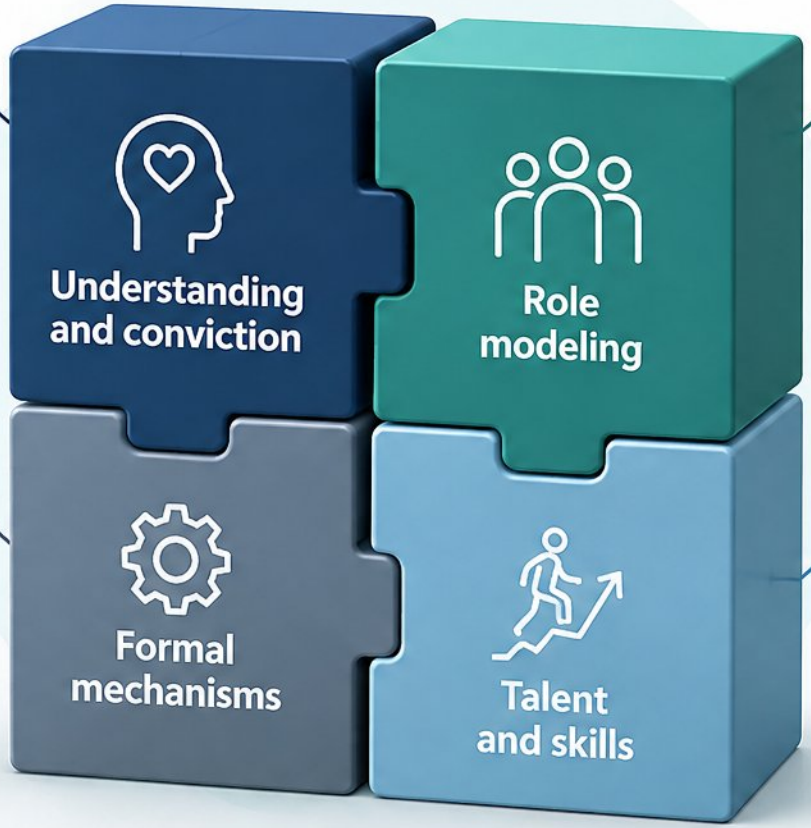
wasted investment,
change fatigue,
eroded trust, lost momentum



The Influence Model: Four Building Blocks That Must Work Together

Understanding and conviction: people believe in the why (I see it)

Formal mechanisms: structures, metrics, incentives make the new way easier (I'm encouraged to do it)



Role modeling: leaders and influential peers visibly walk the talk (I see others doing it)

Talent and skills: practice, coaching, real-work application build confidence (I can do it)

Tell me, show me, guide me, teach me — a system, not isolated initiatives

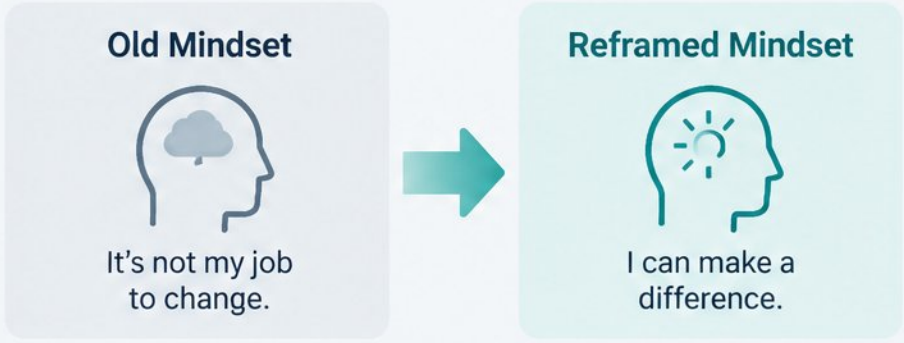
Mindsets and Behaviors:
The Heart of Transformation

PEOPLE
BEHAVIORS
BRIGHTER
TOMORROWS

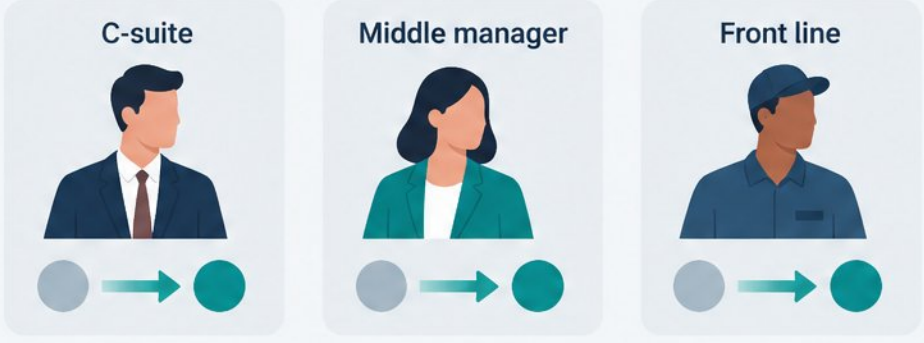
- Organizations don't change—people do: identify limiting mindsets, reframe, prevent reversion
- Translate values into observable, role-level from–to behaviors, C-suite to front line
- Design beyond training: social norms, nudges, habit loops, coaching, feedback, rituals
- Top themes: collaboration (58%), commitment (53%), continuous improvement (50%)
- Balance cultural enablers with performance drivers like accountability and competitiveness
- Address mindsets: companies that do are 4x more likely to rate change successful

From Mindset to Behavior

Same principle. Different perspectives. Real change.



From – To Behaviors at Every Level



People change behaviors.
And behaviors change organizations.

Crafting a Change Story That Creates Conviction

- Leaders over-invest: the curse of knowledge hides the obvious "why"
- Answer why **now**, why us, what changes, what stays the same
- CEO storytelling lifts success almost 6x; consistent senior messages over 6x
- Segment narratives for **executives**, middle managers, and frontline teams
- Listen more than tell: co-created stories build ~5x stronger commitment



Leader-Led Change: Aligning the Top and the Middle

Senior leaders mobilize:
aligned messages, visible commitment, resource backing, replacing the uncommitted

Middle managers and supervisors
are the real change leaders, translating strategy into team action

Build a change network:
find hidden influencers, run discovery and experiment missions

Coach supervisors in classroom
sessions, coaching, and role plays to lift frontline adoption

Avoid delegated transformation,
leader drift, mixed messages, and change done to people



The Transformation Office: Governance and Execution Rhythm

ALIGN • EXECUTE • ACCELERATE VALUE



Purpose: accountability, transparency, value capture, and faster organizational metabolism

Weekly 60–90 minute action meetings with tight agendas and escalation paths

Single source of truth: one value measure in dollars and centralized initiative tracking

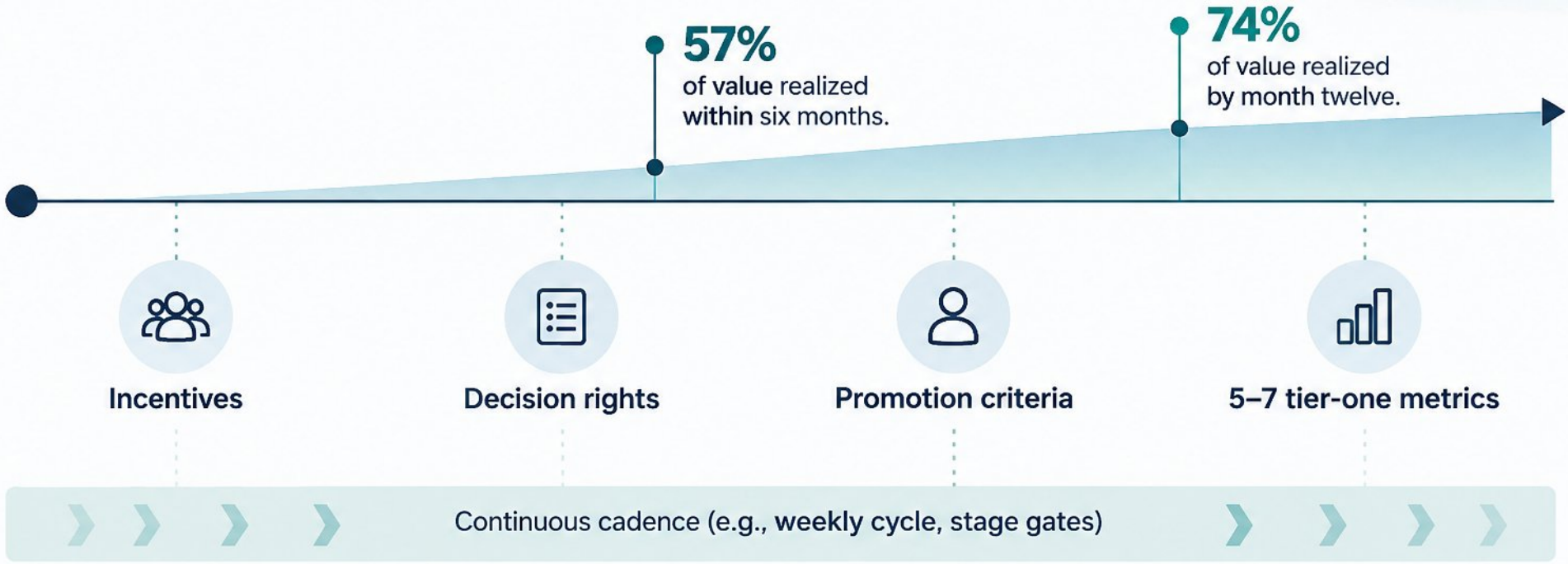
Enabling governance, not slowing bureaunacy; TO members coach leaders as change champions

Line owners own targets; the TO facilitates, pressure-tests, and escalates decisions

Moving Fast and Reinforcing: Making Change Stick

- Speed builds conviction: 57% of value realized within six months.
- Align financial and nonfinancial incentives with transformation outcomes.
- Tie incentives to outcomes people control; pay out frequently.
- Update decision rights, processes, promotions, and budgets.
- Build an operating backbone: 5–7 tier-one metrics, clear owners, glide paths, transparency.
- Incentive-aligned organizations are 2.6x more likely to outperform peers.





Measuring Change and Diagnosing Readiness

Leading Indicators

- Adoption
- Behaviors
- Mindsets
- Health



Lagging Business Outcomes





Track leading and lagging indicators: adoption, behaviors, mindsets, health, business outcomes

Use pulse surveys and listening channels to detect resistance and fatigue early

Readiness baseline: holistic performance and reinvention across ten categories

Only 29% of tracked metrics are actively used — avoid statistical noise

Target 80% of initiatives updated weekly; act on intervention triggers, not just report

Diagnosing Readiness and Selecting Critical Behaviors

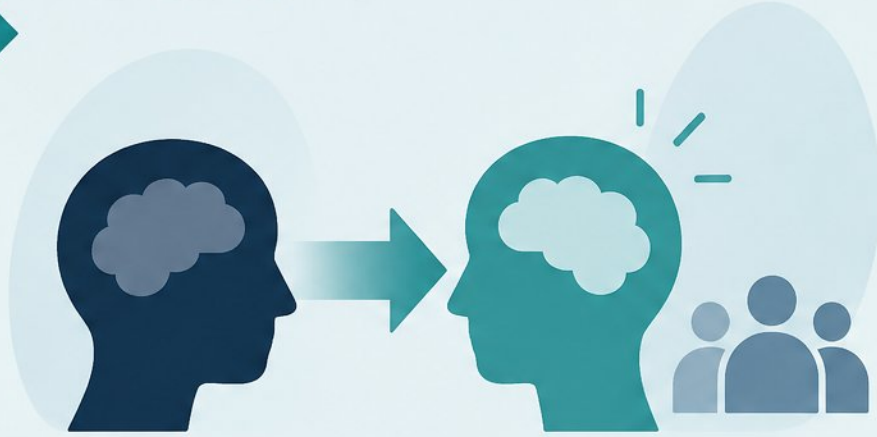
Understand Where You Are

- Baseline current performance and organizational health across the change portfolio
- Map stakeholders, assess impact by role, and segment by job level and function



Focus on What Matters

- Identify a critical few from–to mindset and behavior shifts, not a wish list
- Target pivotal roles and hidden influencers first

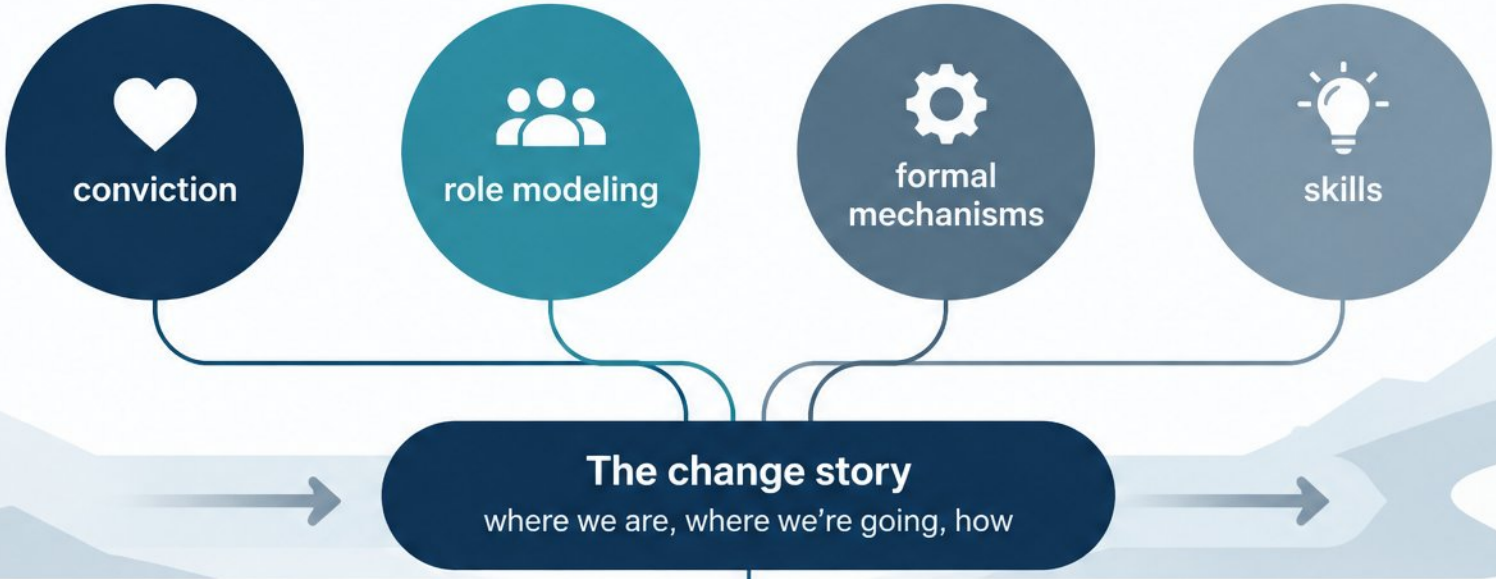


Checklist:

- leadership alignment
- change fatigue
- capability gaps
- misaligned mechanisms

Designing an Integrated Influence Plan

Align people, levers, and actions to turn change into lasting impact.



Personalize actions across all four levers: conviction, role modeling, formal mechanisms, skills

Anchor the plan in the **change story**: where we are, where we're going, how

Assign clear accountabilities; build a coalition of supported change champions

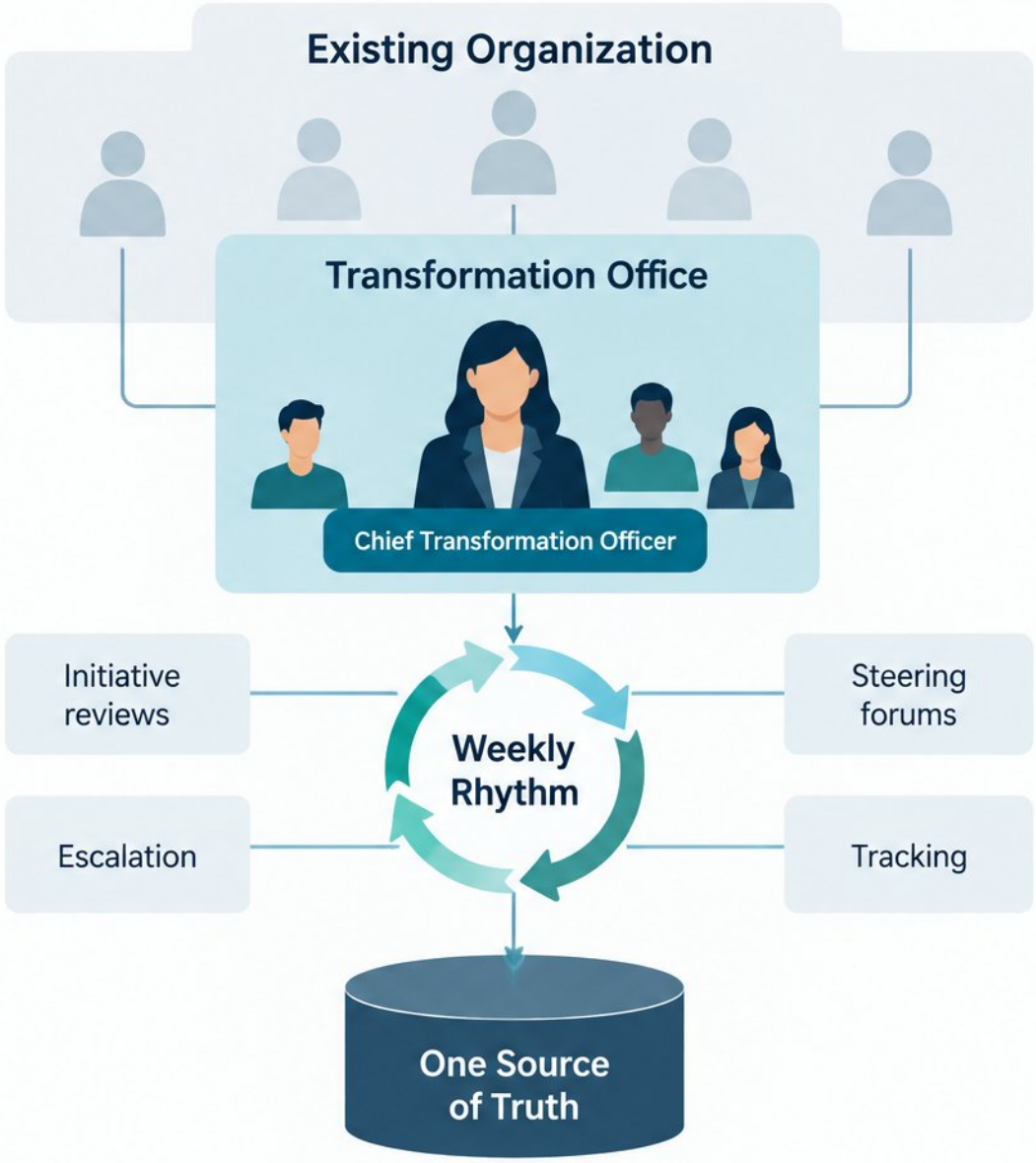
Sequence quick wins in the **first six** months alongside sprints for complex initiatives

Deploy nudge-based and tech-enabled actions at scale; track progress in real time

Standing Up a Lightweight Transformation Office and Cadence

PEOPLE
ALIGNMENT
PROGRESS

- Decide three things up front: mandate, structure, key roles
- Staff with strong people and a capable chief transformation officer
- Embed the office in existing structures — avoid new bureaucracy
- Run a weekly rhythm: initiative reviews, steering forums, escalation, tracking
- Keep one source of truth: initiatives, owners, value, progress
- Focus on removing roadblocks, coaching owners, and driving decisions



Equipping Managers to Lead Team-Level Change

- Supervisors are the first line of defense: engage, empower, and coach, don't solve problems for people
- Build capability through classroom sessions, coaching, directed practice, and role plays
- Manager-driven clarity makes the case for change 5.2 times easier for teams to grasp
- Equip managers with role-level behaviors, performance dashboards, and coaching routines
- Fight fatigue: acknowledge personal impact, connect change to their work, celebrate progress



First 90 Days: A Practical Playbook and Common Pitfalls

Lay the foundation. Build momentum. Create lasting change.



Days 1–30

- baseline performance and health
- map stakeholders
- assess fatigue

Days 31–60

- align the change story
- enroll leaders and champions
- agree metrics

Days 61–90

- stand up a lightweight transformation office
- launch quick wins

Produce four templates

- influence plan
- stakeholder map
- behavior matrix
- roadmap

Pitfalls

- leaders pulling back
- unclear aims
- metric overload
- slow governance
- delegated change

PersonWise.

PersonWise • AI digital-human course platform



Scan the code or click anywhere to watch this course live, with voice Q&A

personwise.ai/t/1c52f1ea/public