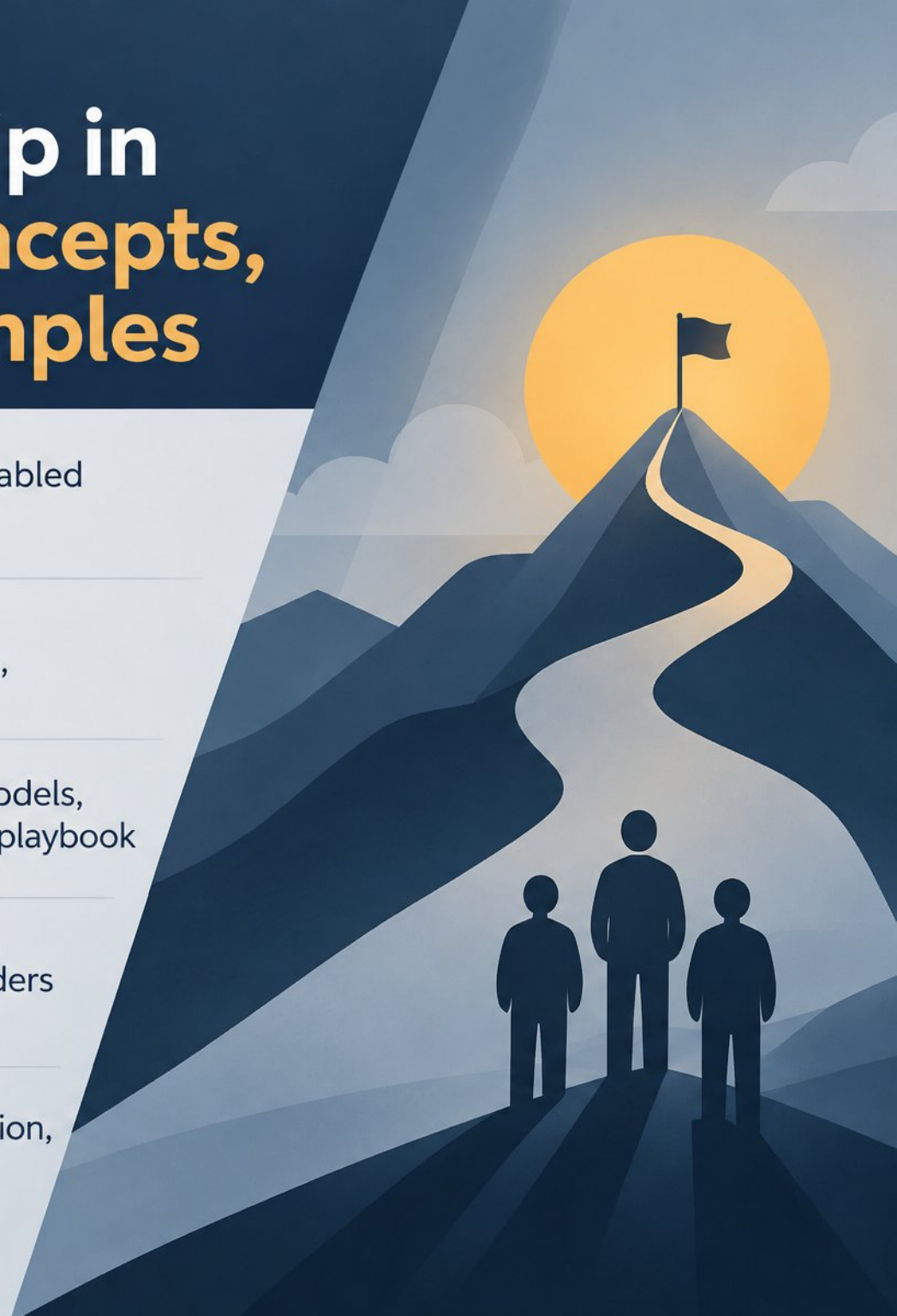
Change Leadership in Management: Concepts, Purpose, and Examples

- **Why now:** continuous volatility, AI-enabled operating shifts, restructuring fatigue
- **Objectives:** separate leadership from management, build a credible purpose, apply proven models
- **Roadmap:** concepts, business case, models, roles, live examples, resistance, 30-day playbook
- **Audience lens:** sponsors set direction, managers translate locally, project leaders integrate delivery
- **Practitioners** design and enable adoption, readiness, and sustainment



Background: Why Change Leadership Is Now a Management Discipline

- Move from one-off change programs to continuous change capability
- Excellent change management: 88% meet objectives vs. 13% for poor
- Extremely effective sponsors: 79% success vs. 27% for ineffective
- 2026 drivers: AI operating models, mergers, workforce expectations, regulation
- Beware folklore: the "70% of change fails" claim lacks a verifiable source



Core Concepts: Change Leadership vs. Change Management

People
Alignment
Progress

Change Leadership

- Leadership answers why, what future, and who must commit
- Leadership: vision, coalition, narrative, role modeling, barrier removal

Successful Change

Change Management

- Management answers who is affected, what changes, and how adoption is supported
- Management: impact and readiness assessment, communications, training, tracking, reinforcement



Interdependent, not alternatives: leadership creates the mandate, management enables adoption

Each discipline has a characteristic failure mode

Purpose: Building the Business Case for Leading Change Well

PEOPLE
CHANGE
PROGRESS

- Reframe the question: how much project benefit depends on adoption and usage?
- People-dependent value often represents 50–80% of total expected return
- Worked example: $1.3M project, only $350K achievable at zero adoption — 73% people-dependent
- Three ways to present the case: risk mitigation, accelerated benefits, resource optimization
- Purpose as a leadership tool: articulate the why and create line of sight to strategy

Worked Example

$1.3M project



Measuring What Matters:
Readiness, Adoption, Sustainment, and Benefits



- ADKAR progression by group is the leading indicator of adoption
- Three human factors define outcomes: speed, utilization, and proficiency
- Pulse surveys and impact assessments catch issues before go-live
- Sustainment asks if the change stuck; benefits realization asks if it delivered value
- A change can stick without delivering all its intended benefits

People move change forward. Measurement keeps it on track.

Foundational Models for Leading Change

Different models. Different purposes. A stronger change journey.

PEOPLE
PURPOSE
PROGRESS

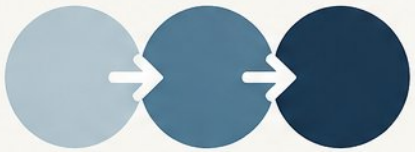
Kotter's 8 steps



Sequenced enterprise-scale campaign — urgency, coalition, vision, wins, anchoring

Best for: **programme**

Lewin's unfreeze–change–refreeze



and ADKAR for group-by-group individual diagnosis

ADKAR



Best for: **diagnosis**

Bridges' endings–neutral zone–new beginnings



Best when change involves real loss

Best for: **empathy**

Match model to altitude — Kotter (programme), ADKAR (diagnosis), Bridges (empathy)

Avoid running all frameworks at full strength: ceremony fatigue confuses learners

Role Expectations: How Sponsors, Managers, Project Leaders, and Practitioners Contribute



Sponsor (ABCs)

- active and visible throughout
- build coalitions
- communicate directly



People manager (CLARC)

- communicator
- liaison
- advocate
- resistance manager
- coach



Project leader

- design for adoption
- integrate change into delivery
- stay engaged post-go-live



Practitioner

- assess impact and readiness
- build plans
- coach sponsors and managers
- enable the change agent network; watch for handoff and role conflicts

Example A: Leading an AI-Enabled Operating Model Change

KOHLER: C-suite sponsorship, leadership toolkit, and champions network drove 98% Copilot adoption in six weeks for 5,000 employees

Microsoft's Copilot rollout: early excitement alone did not translate into adoption — leadership attention must continue post-launch

Workday: 300 directors used strategic change goals as the curriculum; 86% completed or made significant progress; 98% of managers saw direct business contribution

What strong leaders did: made purpose explicit, modeled personal use, resourced skilling, and celebrated early wins



Examples B and C: Post-Merger Integration and Frontline Transformation

PEOPLE
ALIGNMENT
PROGRESS



Asklepios

- unified fragmented hospital operations; named endings, faced physician resistance and policy uncertainty



Grupo Coppel

- balanced digital urgency with a consensus-driven family culture; chose what to preserve



Jubilant Ingrevia

- diagnostics and operator interviews paired with on-the-job capability building

Strong leaders

- visible sponsorship,
- manager engagement at every level,
- clear decision rights

Weak leaders

- invisible sponsors,
- unclear decision rights,
- no reinforcement

Resistance and Change Fatigue: Reading the Signals

LISTEN UNDERSTAND ENGAGE MOVE FORWARD



Resistance is data, not defiance: separate information, emotion, and history issues

More than half of employees feel overwhelmed by simultaneous change

Prevent fatigue: spot resistance early, engage stakeholders, build trust via change agents

Coach rather than coerce; use participation and facilitation before escalation

Working with Resistant Stakeholders: Conversation Techniques

- Kotter–Schlesinger: match method to cause — education, participation, facilitation, negotiation
- Manipulation and coercion stay last-resort options only
- Dialogic listening: suspend judgment, acknowledge the view, find common ground first
- Recruit vocal proponents and critics as design partners or champions
- Manager relationship is the strongest resistance intervention — coach, don't coerce



LISTEN | EXPLORE | FIND COMMON GROUND | MOVE FORWARD

Practical Playbook:
Leading Change in Your Role

PEOPLE
PROGRESS
POSSIBLE

Sponsor

Sponsor: ask the adoption question, prioritize visibly, build a coalition

People manager

People manager: open the conversation, listen, coach the team

Project leader

Project leader: integrate adoption into the existing delivery plan

Practitioner

Practitioner: map stakeholders, set one cadence, measure adoption speed

All

All: commit to one observable behavior change and a way to measure it

A clear purpose aligns our efforts and keeps change people-centered.



Map stakeholders to involve the right people.



Fold a weekly manager check-in cadence into existing cycles.

SMALL ACTIONS → A STRONGER TOMORROW

Key Takeaways and Next Steps

Turn insight into action and keep the momentum going.

Three leader actions

- make purpose concrete
- sponsor visibly
- equip managers

Ask three questions

- benefit adoption dependency
- active sponsor
- blocking ADKAR element

Use these resources

- role checklists
- communication templates
- sponsor expectation tool
- communities of practice

Measure and share

- Measure progress at 30 and 60 days, then share results with your cohort



Closing: Building Change Leadership as a Management Capability

People
Conversations
Progress

A stronger tomorrow, together.

- Treat change capability as infrastructure, not a per-project cost
- Monitor sponsor effectiveness, methodology use, and adoption speed, utilization, proficiency
- Influence governance, portfolio reviews, and performance routines for system change
- Commit to one behavior this week and share progress with your cohort



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