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Philanthropic Consulting, LLC

Women as Change Masters

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Your Session Leader & Subject Matter Expert:



Lin is a collaborative, results driven consensus builder, innovator and thought leader in complex, high stakes situations.

She has years of experience in the Forbes 100 C-Suite managing mergers, acquisitions and implementing change.

Lin also serves as the Treasurer of the C-200, an elite organization of professional women whose mission is to “inspire, educate, support and advance current and future women entrepreneurs and corporate, profit-center leaders.

Linda C. Coughlin, Chief Consultant,
Change Management, Strategy & Organizational Development

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Getting Started / Getting to Know you:

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Have you initiated or completed, a strategic plan that included significant change in the organization?

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Personal Experience: slido



Have you participated in a merger, restructuring, or downsizing?

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Are you a member of a Senior Leadership Team?

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Business Landscape:

- Women represent **58.4%** of the US workforce as of September 2022 but only held **35%** of senior leadership positions
- Companies with women executives are **30%** more likely to outperform other companies
- **10.4%** of Fortune 500 CEOs are women

Source: <https://www.zippia.com/advice/women-in-leadership-statistics/>

Change Management Statistics

- 80% of organizations anticipate significant change to occur in the next 3 years.

Source: McKinsey & Company

- The average organization has undergone five enterprise-wide changes in the last three years.
- 73% of leaders in a Survey that was conducted by Gartner Research in 2022 said they expect change to accelerate.

Change Management Research

- Transformation is even harder than we thought.
- Only **22%** of companies in our analysis successfully transformed themselves.
- A **78% failure rate**, compared with Kotter's asserted 70%, quantifiably affirms how tough it is to transform an organization.

Source: Harvard Business Review

Of the 22% that were successful

- 6 Attributes set them apart, and 2 related to Women
 - ✓ Employee Pay: These employees were compensated more highly compared to those at companies of a similar size.
 - ✓ Employee Stock Options: Employees at these companies receive more stock options compared to those at companies of a similar size.
 - ✓ Employee Satisfaction: Employees at these companies report higher satisfaction at work.
 - ✓ Diversity and Inclusivity: These companies employ hiring practices with an eye toward equity.
 - ✓ **Women Managers**: These companies employ more women in managerial positions
 - ✓ **Women Employees**: Women make up a higher share of employees at these companies.

Source: *Harvard Business Review*

[The Secret Behind Successful Corporate Transformations \(hbr.org\)](https://hbr.org)

Aptitude for Change

- In 2019 Harvard Business Review published research where women outscored their male counterparts in 17 of 19 leadership competencies to include being champions of change.”

Source: Harvard Business Review

Collaborators

1. The collaborators that women are, they forge a shared purpose and vision in support of the need for change. They do so with passion, with authenticity, and with their own voice. And they proactively enlist dialogue around that purpose and vision as a way to inclusively effect the articulation of supporting goals and strategies.



Holistic Thinkers

2. The holistic thinkers that women are, they align values, operating principles and core competencies with strategy. The enactment of large-scale change may include the need to change an organization's values and operating principles (the ways in which decisions are made, conflicts are resolved, etc.). New and different core competencies may also be required when, for example, an organization is experiencing rapid growth or deploying downsizing strategies. *Change Masters* understand the bottom-line results of their strategic investments into the development of their human and social capital in good times—and in bad.



Relationship Builders

3. The relationship builders that women are, ascribing significant importance to communication, affiliation and cooperation, **they create and communicate strategy to emphasize stakeholder benefits.** In doing so, *Change Masters* address the fear of the unknown. And they do so while imparting a sense of possibility and achievability to all stakeholder groups including customers, employees, shareholders, suppliers, and the larger “community” in which the organization is operating.



Community Builders

4. The community builders that women are, they enlist the involvement and support of “passionate champions.” These are the people up, down and across the organization who want the change as much as or more than the leader. Unlike the leader, “passionate champions” often possess the technical skills to execute.



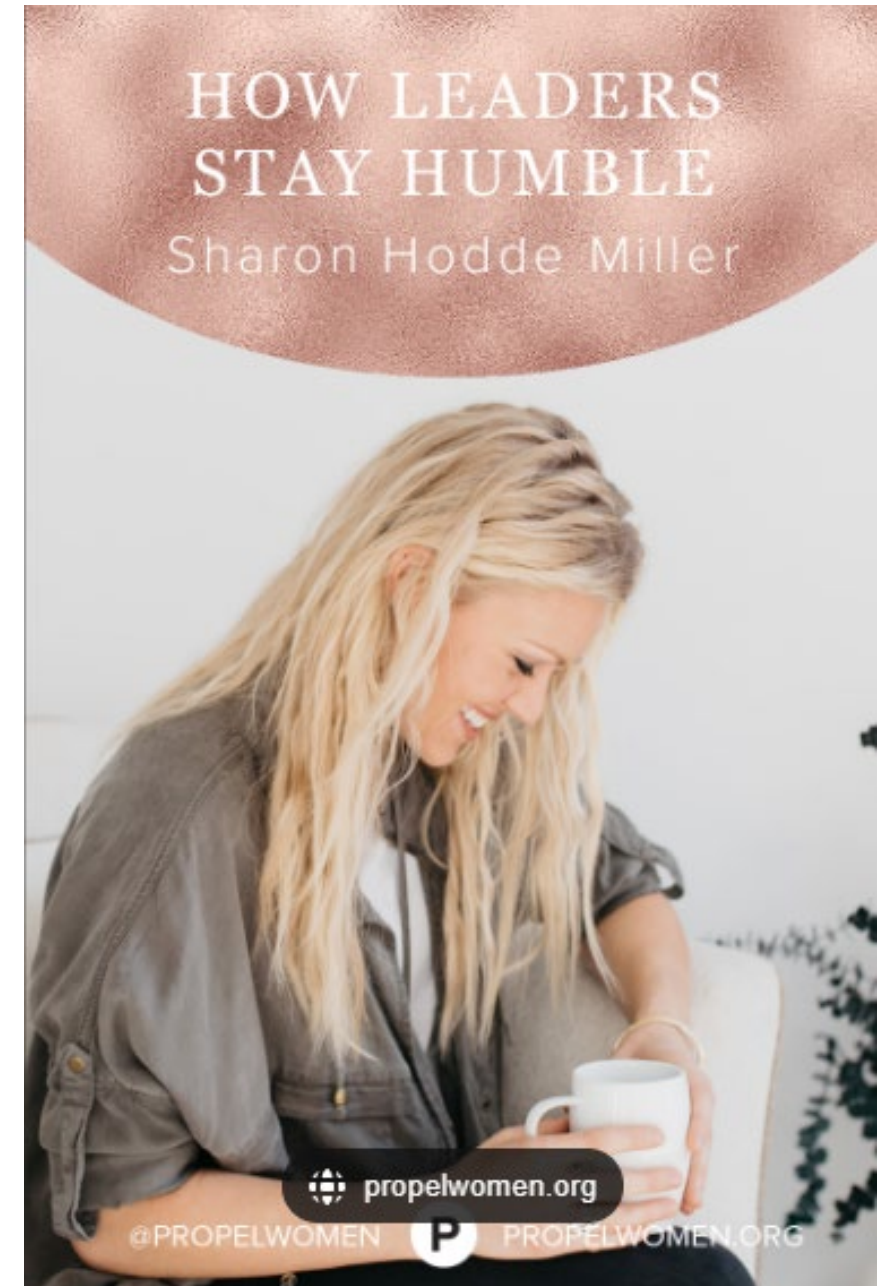
Results-Oriented

5. The results-oriented leaders that women are, they are laser-focused on both success metrics *and* milestones. They keep a close eye on progress, especially in the early stages of execution. They understand that success is measured and evaluated from the standpoint of *all* stakeholders, which includes a variety of executional imperatives and checkpoints. *As Change Masters*, they act decisively and resiliently when the inevitable setbacks occur.



Humility

6. The **professionally humble** individuals that women are, they lead first – and then get out of the way. Change Masters get out in front to plan and launch change initiatives. They also know when to let go and how to play the role of champion on the sidelines (jumping back in only to help with course correction and to keep the path for implementation clear of obstacles). Why? They understand that excellence in execution comes when others feel ownership of it.



Impassioned

7. The impassioned leaders that women are, they model the what, the why and the how that drive change. More than a half-century ago, Gandhi observed, "You must be the change you wish to see in the world." Those who have mastered the art of leading change personify Gandhi's admonition. I can think of no better piece of advice for today's leaders who seek to be Change Masters.



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**When involved in change management,
what has worked best for you?**

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**When involved in change management
what has been the biggest obstacle?**

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Questions & Answers



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Thank you



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