

Lessons Learned

What we have learned so far...



NERC

NORTH AMERICAN ELECTRIC
RELIABILITY CORPORATION

6th Annual Human Performance Conference
2017



KnowledgeVine

Why is it so hard to...



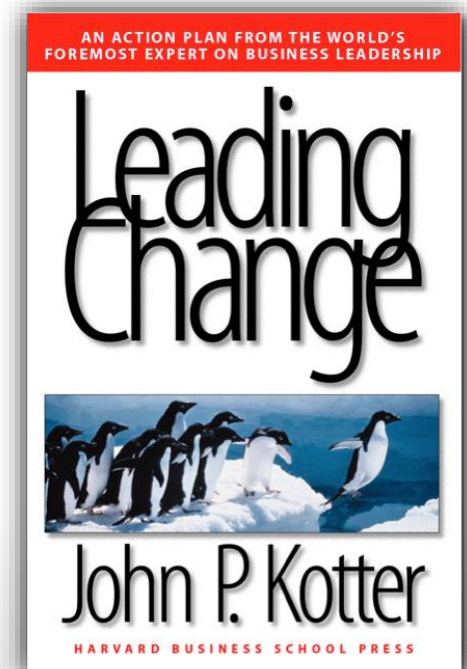
Leadership is about setting a direction. It's about creating a vision, empowering and inspiring people to want to achieve the vision, and enabling them to do so with energy and speed through an effective strategy. In its most basic sense, leadership is about mobilizing a group of people to jump into a better future.

— *John P. Kotter* —

Transformation

Why Transformation Efforts Fail...

- Not establishing a great enough sense of urgency
- Not creating a powerful enough guiding coalition
- Lacking a vision
- Under-communicating the vision by a factor of 10
- Not removing obstacles to the new vision
- Not systematically planning for and creating short-term wins
- Declaring victory too soon
- Not anchoring changes in the corporation's culture



Establish Urgency



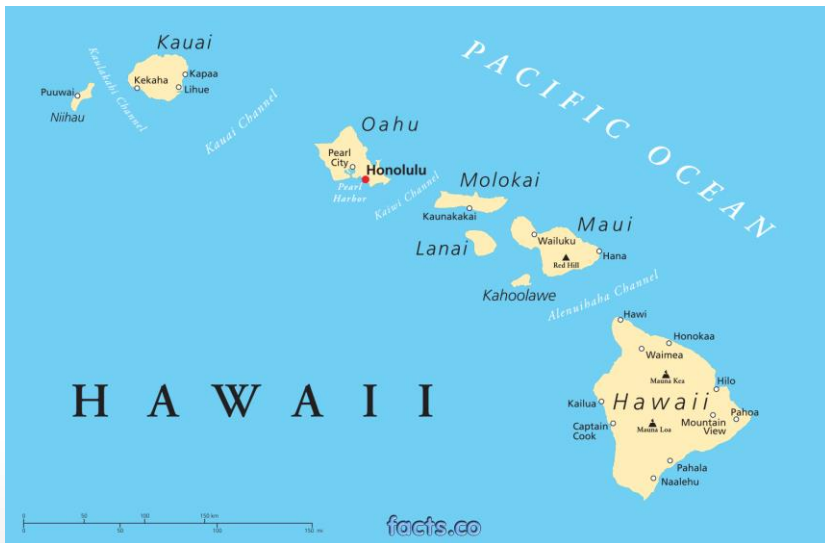
COURTESY: WEL

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Powerful Coalitions



Vision



← CHOOSE →

Communicate Vision X 10



Remove Obstacles



**“I’m naming you VP of Revolution, Action and Edgy Thinking ...
on one condition ...
that you promise not to change anything.”**

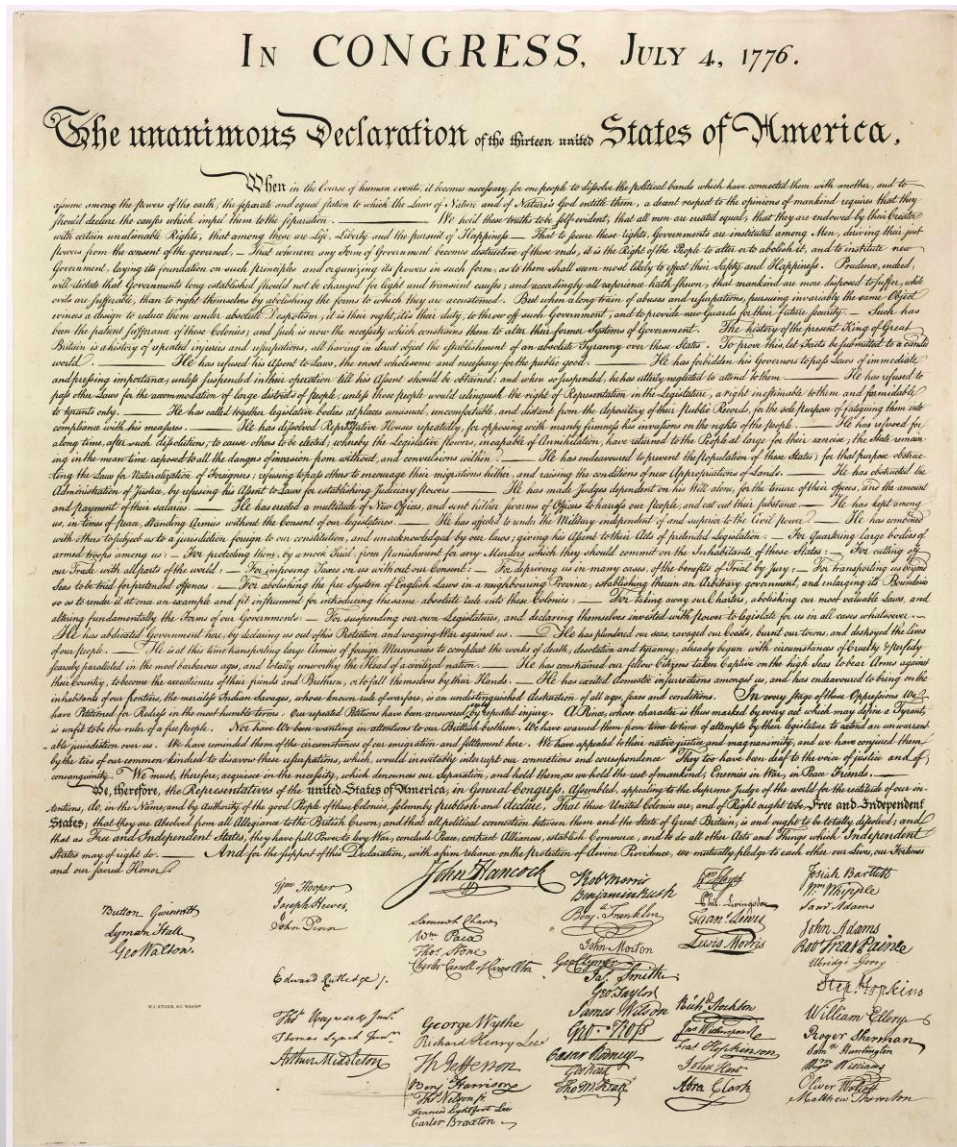
Short Term Wins



Victory, or not



Anchor the Change



Summary

- Burning platform
- Golden rule
- Where we are going / what it will look like
- Communicate, communicate, communicate
- Remove obstacles
- Positively reinforce the good
- Don't think you won the war too soon
- Embed the change into your organizational culture
- Attend workshop

