

A CHANGE LEADERSHIP PROGRAM FOR EXECUTIVE AND MANAGEMENT TEAMS

Leading Through Change

Mindset Shifts for Adaptability

INFO@MINDSETGO.COM 978.216.3991 36 POWDER HILL WAY, WESTBOROUGH, MA 01581

> *I don't know anyone who changes in two hours."*
>
> MARK ALTMAN

Why Change Leadership Matters

Change is part of everyday work: new technology, new processes, new leadership, growth plans, and reorganizations. The cost of mismanaging it shows up not only financially but in productivity, lost opportunity, wasted resources, and morale.

Strategy answers what to change. Leadership answers whether people will adopt it. Leaders who outperform reframe pressure as information, resistance as data, and uncertainty as opportunity, and they explain and coach every change the same way, from a software update to a major reorganization. When that happens consistently, changes tend to reach adoption sooner, with less time lost to confusion and fewer people drifting back to the old way.

This overview covers the growth opportunities leadership teams tend to face, the five core competencies of change maturity, why consistency calls for a program rather than a single session, and a sample program that shows how the work unfolds.

Change Leadership Growth Opportunities

Leadership teams often come to MindsetGo when they recognize several of these:

- Changes are announced, but adoption is assumed rather than measured
- The why and the how get explained on large changes and skipped on small ones
- Executives agree on a change, then managers cascade it differently across teams and locations
- Leaders repeat the announcement instead of reading where each person stands
- The stated objection gets answered while the real concern stays hidden
- New initiatives launch before the last one has taken hold, and change fatigue sets in
- Managers deliver changes they did not choose without the tools to own the message
- Lessons from one change rarely shape how the next one is led

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).

> *This program is ideal for any organization that wants every change, large or small, explained and coached the same way, so it reaches adoption sooner and fewer people drift back to the old way.*

Five Core Competencies of Change Maturity

Each competency maps to a dimension of MindsetGo's Change Maturity Assessment, so you can see where your organization starts and measure how it moves.

COMPETENCY	WHAT YOUR LEADERS DO	ASSESSMENT DIMENSION
Making the case for change	Explain the why, the how, what stays the same, and what it means for each role, on small changes as well as large ones	Common Approach and Language
Reading readiness	Use Stages of Change and SCARF to see where each person stands, and adjust the conversation instead of repeating the announcement	Manager Capability
Coaching through resistance	Use Courageous Conversations, default to curiosity, separate the stated objection from the real one, and ask "What's in the way?"	Manager Capability
Sponsoring and cascading	Agree at the executive level on one message before it moves, then translate it the same way across teams and locations	Sponsorship
Reinforcing adoption	Check whether the new way is in use after the announcement, measure it, and review each change so the next one moves faster	Measurement and Learning Loop

The Change Maturity Assessment

A brief survey in which executives, managers, and staff each rate how consistently your organization turns announced changes into adopted ways of working, across six dimensions: Sponsorship, Common Approach and Language, Manager Capability, Measurement, Learning Loop, and Cultural Norms. Comparing the three groups shows where their views of the same process differ.

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).

A Session or a Program?

Changes, large and small, happen every week. Are these skills you want leaders to hear about once, or behaviors you want them to demonstrate consistently, cascading through your culture?

A half-day session creates awareness. A continuous learning program creates capability. A single session can introduce a framework, but habits typically form through practice on real changes, reinforcement over time, and measurement of what leaders do afterward. The sample program that follows is designed around that pattern, with continuous and experiential learning at its core.

Sample Program

This sample program runs about six months. It opens with a baseline assessment, introduces the core skills in two half-day kickoffs, and turns them into a standard through four reinforcement sessions and peer coaching between sessions.

Program at a Glance

COMPONENT	TIMING	FORMAT
Baseline: Change Maturity Assessment and executive session	Month 1	Brief survey of executives, managers, and staff; one-hour executive session
Kickoff 1: Leading the Message	Month 2	Half day
Kickoff 2: Leading the People	Month 2, two to three weeks after Kickoff 1	Half day
Four reinforcement sessions	Months 3 to 6, about monthly	90 minutes each
Peer coaching groups	Between sessions	Small groups that mix teams or locations
Follow-up assessment	6 to 12 months after baseline	Survey re-run with the same groups

Every topic opens with participants benchmarking what is and isn't working in their current process and how they know. Strategies and best practices follow, then practice on a live change from your organization.

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).

Baseline: Where You Start (Month 1)

The Change Maturity Assessment shows how consistently your organization turns announced changes into adopted ways of working. In a one-hour session, your executive team reviews the results, chooses two or three priorities, and agrees on the change communication standard leaders will practice throughout the program.

Kickoff 1: Leading the Message (Half Day)

Outcome: Leaders leave with a complete message for a real change and a map of how it will move across teams.

TIME	SEGMENT	WHAT HAPPENS
30 min	Open	An executive opens by making the case for the program, modeling the standard. Review of the assessment results and the priorities the executive team chose.
45 min	Benchmark a recent change	Small groups that mix teams discuss what worked, what stalled, and how they know.
60 min	Making the case for change	The elements of a complete change message, a one-page change message planner, and a short version for small changes. Each leader drafts a message for a live change and delivers it in groups of three for feedback.
15 min	Break	
60 min	Sponsoring and cascading	Benchmark how changes move across teams today. Then the cascade: who hears first, in what order, who translates the message for each team, and how a manager delivers a change they did not choose. Groups map the cascade for one live change.
30 min	Commitments	Each leader commits to delivering one change message with the planner before Kickoff 2. Baseline BCP measurement.

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).

Kickoff 2: Leading the People (Half Day)

Outcome: Leaders leave with a readiness map for their team and practice in the conversations change tends to trigger.

TIME	SEGMENT	WHAT HAPPENS
30 min	Application debrief	What happened when leaders delivered their change message, and what they would adjust.
75 min	Reading readiness	Benchmark how leaders tell today whether someone is on board. Stages of Change, from not yet seeing a reason for a change to sustaining it, and what each stage needs from the leader. SCARF (status, certainty, autonomy, relatedness, and fairness) and the concerns a change may raise, such as status and fairness when one team receives fewer resources. Each leader maps their team's readiness for one live change.
15 min	Break	
90 min	Coaching through resistance	Benchmark how resistance shows up today. How to open a direct conversation about a change someone is resisting, defaulting to curiosity rather than judgment. Separating the stated objection from the real concern, and the three conditions for change to take hold: the person sees the issue, owns it, and can say why they want to change. Practice with role-play scenarios drawn from your own changes.
30 min	Commitments	Each leader commits to one coaching conversation with someone resisting a current change. Peer coaching groups form.

Four Reinforcement Sessions (Months 3 to 6)

SESSION	FOCUS	WHAT LEADERS DO
1	Reinforcing adoption	Learn adoption checkpoints after an announcement, how to tell whether the new way is in use, and a short after-action review for every change. Each leader sets checkpoints for one live change.
2	Live change clinic	Bring a stalled change conversation and work it in peer coaching. Midpoint BCP measurement.
3	Leader as change coach	Practice coaching a manager to deliver and sustain a change, rather than delivering it for them.

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).

SESSION	FOCUS	WHAT LEADERS DO
4	Sustaining the standard	Run an after-action review on a live change, compare closing BCP results to the baseline, and put the change communication standard in writing, along with the cadence leaders will keep after the program.

Between Sessions

Each participant applies the latest skill to a real change, then debriefs it with a small peer coaching group. Groups mix teams or locations, so practices that work in one place tend to spread to others.

Measuring Progress

Behavior Change Percentage (BCP) is the percentage of participants who use a target behavior weekly at the target level on MindsetGo's 1 to 10 competence scale. It is measured at Kickoff 1 (baseline), Session 2 (midpoint), and Session 4 (close), against one target behavior per competency:

COMPETENCY	BEHAVIOR MEASURED
Making the case for change	Covers the why, the how, what stays the same, and what it means for each role on every change, large or small
Reading readiness	Identifies each team member's stage before a change conversation
Coaching through resistance	Holds a coaching conversation with a resistant team member within a week, instead of repeating the announcement
Sponsoring and cascading	Managers deliver the same message across teams within the window the executive team sets, after executives announce a change
Reinforcing adoption	Runs a 30-day adoption check and a short after-action review on each change

The program is measured against five outcomes, each based on core behaviors:

- Leadership confidence and competence in leading change
- Consistency of leadership behaviors across the organization
- Employee understanding, engagement, and adoption
- Reduced resistance and change fatigue

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).

- Improved delivery of strategic change initiatives

Re-running the Change Maturity Assessment 6 to 12 months after baseline shows movement on the priorities your executive team chose.

What Your Organization Keeps

- A written change communication standard for every change, large or small
- The change message planner, the readiness map, and the after-action review format
- Leaders who coach their managers through change, so the capability stays inside your organization
- Peer coaching groups that can continue after the program ends

> *This is a sample program. Each engagement is tailored to your organization's goals, and investment varies based on the number of participants, program length, delivery format, and level of customization. Contact MindsetGo to design a program for your leadership team.*

The work above (as defined below) is provided under the terms of this creative commons public license ("ccpl" or "license"). The work is protected by copyright and any use of the work other than as authorized under this license or copyright law is prohibited. By exercising any rights to the work provided here, you accept and agree to be bound by the terms of this license. The licensor grants you the rights contained here in consideration of your acceptance of such terms and conditions. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to MindsetGo (Mark Altman).