



In today's newsletter:

- [How to Maintain Momentum All Summer](#)
- [How to Succeed at Change](#)
- [Exceptional Leadership Tip # 26](#)

Join the conversation



Quick Links

[About Liz](#)

[Testimonials](#)

[Bywater Consulting Group](#)

How to Maintain Momentum All Summer

As I send you this newsletter, July 4th weekend is already in the rearview mirror. And Memorial Day? Just a fading memory.

Summer has arrived.

If you're like many of my clients, summer can pose a real productivity challenge. It can be difficult to maintain momentum and drive toward top business results.

There are holidays to contend with, employee vacations, Summer Fridays and a host of other disruptions.

In the midst of all this, you are working on budget challenges and setting the stage for success in future months and the year ahead.

And chances are, you could really use a bit of downtime to

What Clients Are Saying



"Liz has been a tremendous coach to me on the heels of a big promotion and ongoing organizational changes.

Liz's understanding of corporate culture and organizational dynamics have provided fantastic

decompress with family and friends.

If this sounds familiar, you'll want to read my latest advice on how to keep up the energy, focus and productivity right through Labor Day. You'll find suggestions here for helping your team maintain progress while taking advantage of the relative slowdown of the summer months.

Check it out [here](#):

Five Ways to Keep Your Team Humming All Summer Long.

In case you missed our most recent newsletter, here it is!

How to Succeed at Change

Leading change. It's one of the biggest challenges faced by today's top executives. If you are now, or ever have been, at the helm of a change initiative, I would imagine this is uncomfortably familiar.

Large scale organizational change is a process rife with larger-than-expected challenges, obstacles around every corner, and the occasional solid brick wall. Resistance emerges, confusion reigns, misalignment and miscommunication are par for the course. And they can absolutely stop your change efforts in their tracks.

It doesn't have to be this way. So let's dig deep and ask, why does change so often falter and fail?

insights on peer-to-peer situations, leadership changes, team conflicts and more.

I would say that the most profound impact Liz has had on me is by helping lead me to an answer or decision without telling me what to do. She has had a great impact on my ability to make decisions and feel confident in my decision making by leading me through a process of rational analysis, self-reflection, and weighing pros and cons.

Liz is a great advocate, calls me out when I need it, talks me off the ledge, and has been an exceptional confidant and coach."

***Christine Lane,
Vice President,
Merchandising &
Promotions,
Amerisourcebergen***

Forward to a Friend

Let's start on positive footing. We will assume that yes, change truly makes sense for your organization. That it's the right kind of change, introduced at the right time. Even so, your initiative may falter. Here are three problems to look out for. Change fails when:

There is no clear Why. Do you remember what it was like when you were a child, and your mother or father told you what to do and you asked, *But why?* And your mom or dad told you, *Because I said so, that's why!*

It's not all that different for us as adults. The fact is, no one likes to be given a mandate without a reason. What's the rationale? What's the context? Without these, you are simply insisting on a new strategy or process and saying, *"Do it because I said so."* And you are setting yourself up for resistance.

Tell people WHY things need to change. Give them context and share your vision.

*Is change needed to adapt to changing market conditions?
To take advantage of a merger? To bring profitable new products to market? To create shifts in the marketplace that ensure future growth?*

There was nothing beyond Why. Ok, so let's assume the organization gets the 'Why'. For sure, that's important and a good start. But it may not be enough.

Change efforts can fail when leaders don't demonstrate what will happen if *nothing changes*. Make it abundantly clear and compelling that something must change. Answer the following

questions:

What's wrong with the status quo? What's the cost of doing nothing? Will the company miss an important window of opportunity? Will you lose marketshare? Will the business fail to meet changing customer needs and preferences? Are you at risk of losing your most talented workers to the competition?

Identify and communicate the very real risks in continuing to do business as usual. It will help the organization understand and embrace the need for change.

Objections were not anticipated. Successful leaders know that part of their job is to be a great salesperson. They must authentically sell their vision and strategy to the people who will be at the forefront of implementation.

Change can fail when leaders don't pause long enough to thoughtfully consider the objections that will arise across the organization. They get blindsided and, as a result, they are unprepared to deal with the resistance that hits them from those they'd always considered most loyal and dedicated.

So put yourself in their shoes. But don't try to have all the answers yourself. Talk with your key stakeholders. Go to those influential people in your organization who will ultimately roll out change across their departments.

Test your ideas with them and ask the questions,
"What can go wrong here? What am I missing? Who is going to have the greatest difficulty embracing this new direction?"

How can we address their concerns and create champions instead of resistors?"

It is said that an ounce of prevention is worth a pound of cure. So be proactive in your change efforts. Start by building the case for change. Develop support before you dive in. Then go ahead and lead your organization to a better, brighter, more extraordinary future.

Exceptional Leadership Tip #26

Teams thrive when roles and accountabilities are clear and sensible.

About Liz Bywater

For over a decade, top global organizations have requested Liz's help in resolving issues such as creating extraordinary client relationships, increasing market persuasion, and driving productive collaborations in an increasingly complex world.

Liz advises senior leaders at some of the world's most successful companies, such as Johnson & Johnson, Thomson Reuters, Bristol-Myers Squibb and AmerisourceBergen Corporation, among others. She uses her expertise in human behavior to drive commercial success. She helps her clients drive innovation, exert influence and lead their organizations through change.

A thought leader in organizational excellence, Liz provides expert commentary for such publications as the Wall Street Journal, NY Times, Fast Company, and USA Today. She

earned her PhD in Psychology at the Derner Institute for Advanced Psychological Studies. Her undergraduate degree is from Cornell University. Liz graduated Cornell Phi Beta Kappa and Cum Laude.

She is a member of the American Psychological Association and the Society for the Advancement of Consulting. She is a constant and author of the eagerly awaited forthcoming book, ***Slow Down to Speed Up: How to Make Better Decisions and Get the Right Things Done!***



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