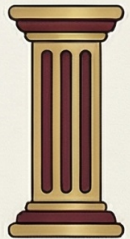


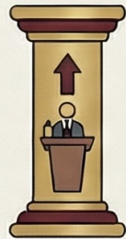
The C.H.A.N.G.E.R.S. Framework: Leading Transformation in an Uncertain Future

The Foundation: Three Integrated Pillars



Architecture: John Kotter's 8 Stages

Provides the structural path to move an organization from initial urgency to deeply embedded cultural change.



Role Clarity: Elsbeth Johnson's Step-Up/Back

Defines when leaders must "Step Up" to set direction and when they must "Step Back" to allow teams to deliver.



Learning Discipline: Rita McGrath's DDP

Discovery-Driven Planning (DDP) offers a method for testing assumptions and reducing risk in volatile environments.

C - Clarify the Case for Change



Leaders "Step Up" to explain why the status quo is unsafe and articulate a compelling purpose to prevent a sense of meaninglessness.



H - Harness a Guiding Coalition



Assemble a cross-functional team with the authority and influence to model new behaviors and establish governance cadences.

N - Narrow Assumptions & Define Learning Zones



Use Discovery-Driven Planning to identify unknowns, create learning milestones, and run small tests to validate assumptions.

A - Articulate the Ambition & Aims



Define "what good looks like" using vivid language and success criteria rather than a rigid, inflexible plan.

G - Generate Momentum Through Early Wins



Use short-term wins as "psychological flywheels" to build confidence; leaders should "Step Back" here to let teams own the experiments.

E - Empower Execution & Step Back



Leaders must get out of the way, clearing obstacles and shielding teams from noise rather than micromanaging execution.

R - Review, Relearn, and Reset Plans



Conduct regular learning loops to determine whether to pivot, persevere, or stop based on validated data.



S - Sustain, Scale, and Socialize

Anchor change in the culture by embedding expectations into performance systems and telling the story of the transformation.



Why Change Fails



Failure 1: Lack of Direction



Transformation stalls when leaders fail to clarify the strategic aspiration or the "why" behind the move.



Failure 2: Failure to Delegate



Efforts fail when leaders never "Step Back," preventing expert teams from taking ownership of delivery.



Failure 3: Rigid Planning



Clinging to a fixed plan instead of "learning your way forward" through uncertainty leads to stagnation.