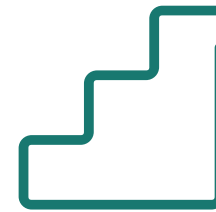


Leading People, Embracing Change



LEADERSHIP
DEVELOPMENT
PROGRAM

CLARB

October 15, 2025
3:00 – 4:30 p.m. EDT

Website Tech Tips and Reminders



Please mute your microphone unless presenting.



Chat function on bottom of screen is available – and presenters will see questions posted.



This event is being recorded. Recordings will be emailed out within a week of the event.



Closed captioning is available. To enable this feature on a computer, click “Live Transcript” and “Show Subtitle.” For users on a phone or tablet, captioning will be enabled automatically.

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Reactions



Presenter

Marlee Carlos

Founder, JourneyUp Solutions, LLC

Quick Question:

What is one word to describe
how you are feeling today?

(Use the chat to share your response.)



Overview

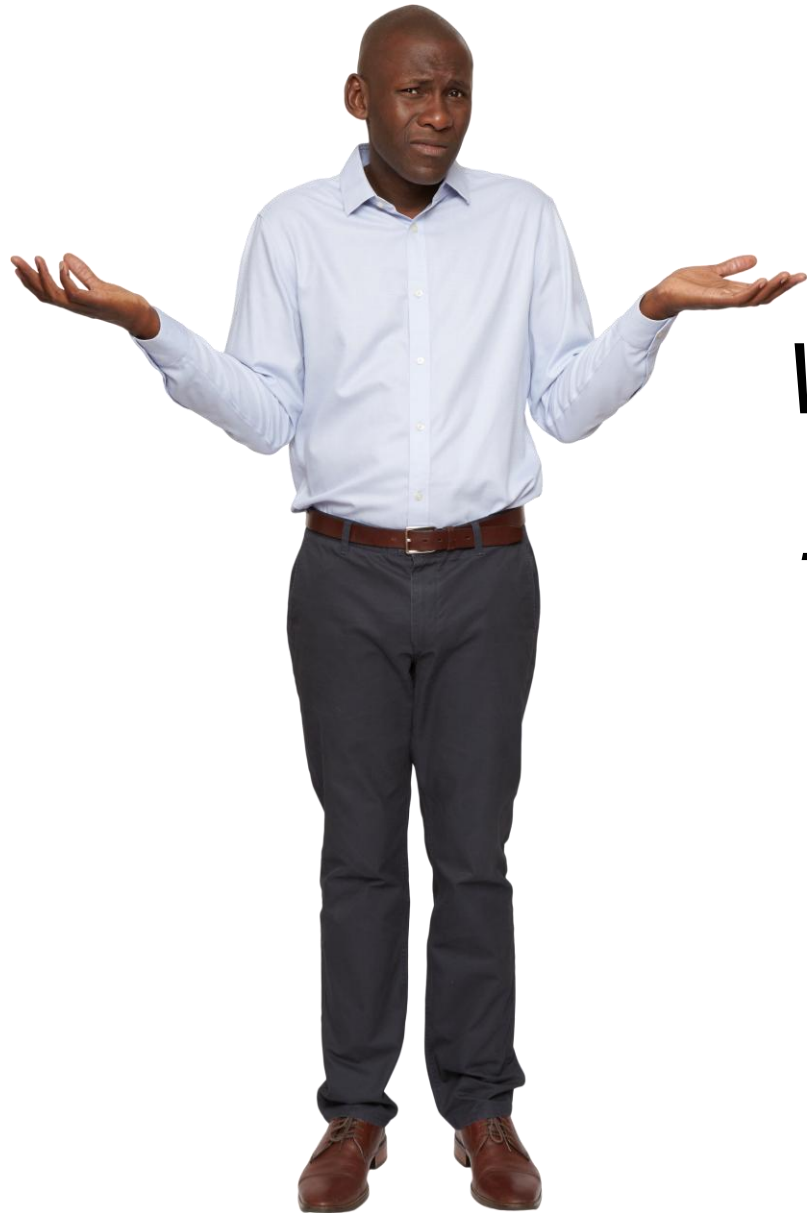
The Problem

Change is inevitable and essential, yet 70% of change initiatives fail



Our Goal Today

- Know: Understand key barriers to change
- Feel: Feel more confident in leading people through change
- Do: Identify 1-2 actions to increase the likelihood of success for a change initiative within your organization



What fears or anxieties do your employees (or other stakeholders) feel when going through a change?



Four key fears that cause inertia



Pro Tip: Helping people address these fears begins well before the change initiative.



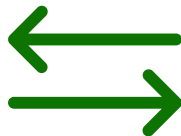
Fear of uncertainty



Fear of rejection



Fear of failure



Fear of trading something for nothing

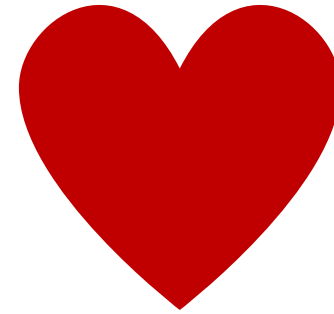
Here's the Underlying Problem



Head & Logic:

What we think
changes behavior

VS



Heart & Gut:

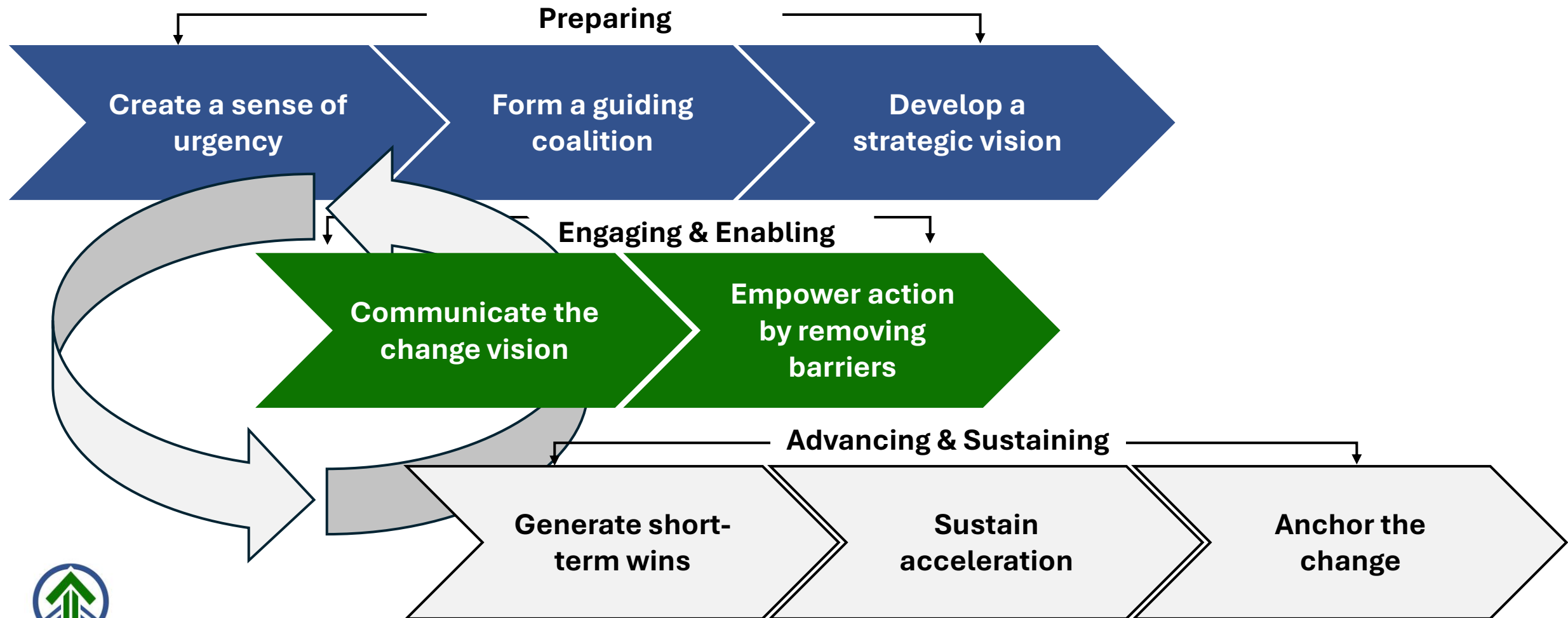
What actually
changes behavior



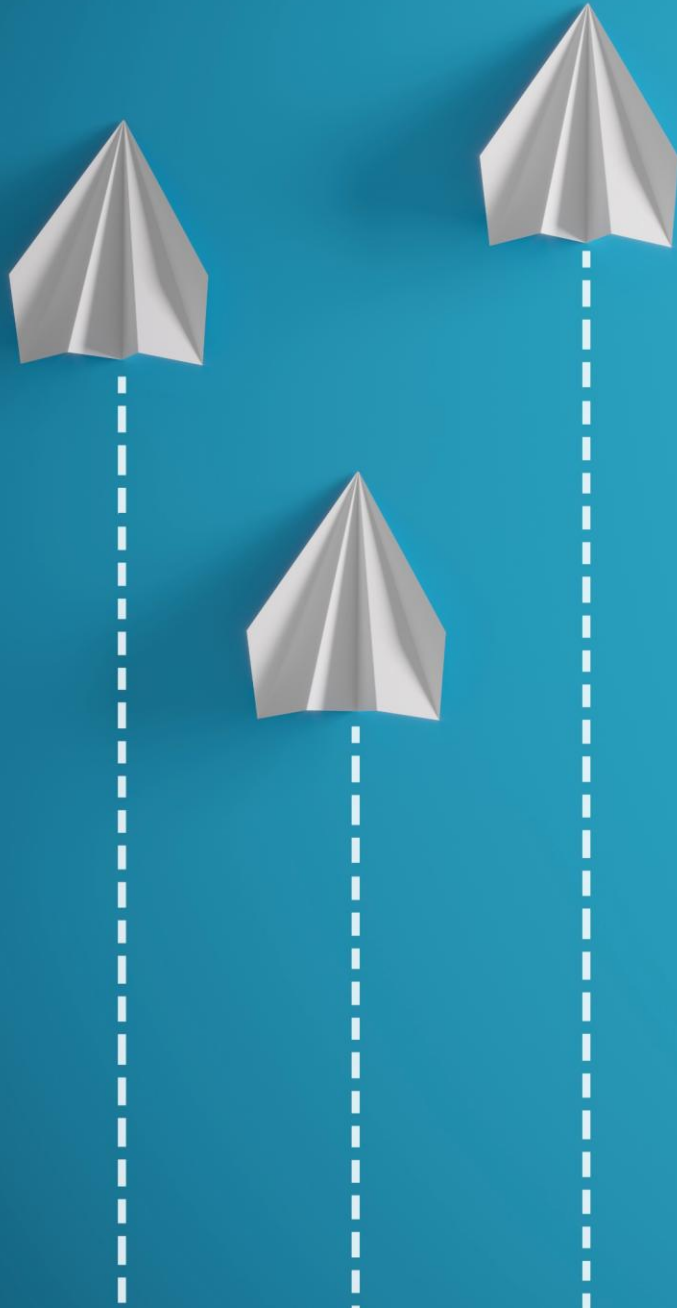
Tip: People change when what they see evokes a feeling that they need to do something.



John Kotter's 8 Step Change Process...For Leading People in Today's Context



**Poll: Where does your
organization face the
greatest challenge in
leading change?**



Preparing for Change | Create a Sense of Urgency

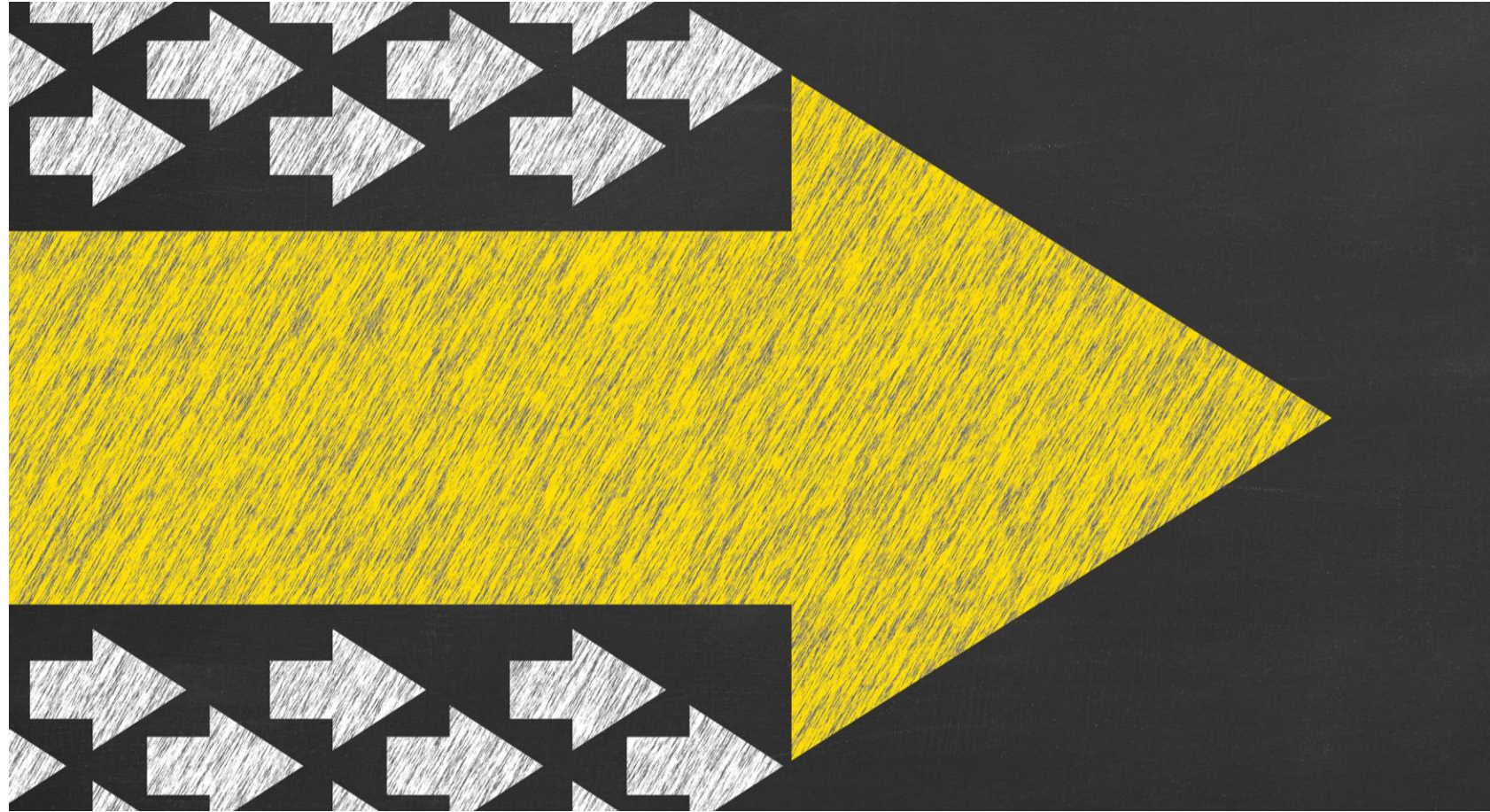


**The pain of staying the
same must be worse
than changing**



Preparing for Change | Form a Guiding Coalition

Your guiding coalition needs to be representative, empowered, influential, and cohesive



Preparing for Change | Develop a Strategic Vision

**Connect the dots...anchor
the change in a deeper
purpose**



Let's Discuss

Think about a change that you are or your organization is leading today...

(pick the question that is most relevant for you today)

- How might you create a sense of urgency and early buy-in for the project / initiative?
- Who might you enlist on your guiding coalition?
- What is the inspirational vision that your change will achieve?

Engaging and Enabling Change | Communicate



"How well we communicate is not determined by how well we say things but how well we are understood." – Andy Grove

How have you communicated in a way that alleviated fear of change in the past?

Engaging and Enabling Change | Empower Action

**Align structures,
systems, skills, and
incentives with the
new vision**



Advancing and Sustaining Change | Generate Short-Term Wins

Prioritize undeniable, impactful, and quick wins and celebrate progress!



How have you celebrated the little wins in your change initiatives?

Advancing and Sustaining Change | Sustain Acceleration



“When we are no longer able to change a situation, we are challenged to change ourselves.” – Viktor E. Frankl

Advancing and Sustaining Change | Anchor the Change

**Embed the change
in your cultural
DNA**





Let's Discuss

Think about a change that you are or your organization is leading today...

(pick the question that is most relevant for you today)

- What might be a quick, meaningful win that builds buy-in for the broader initiative?
- What is the deeper purpose of your change initiative that can help keep your stakeholders resilient in the midst of the change?
- How would you know if the change has been fully adopted? What would people say, do, and feel?

Key Takeaways

See + Feel → Change

People do not change solely because of sound logic. Emotions influence our willingness to change.

To lead change, leaders need to –

1. invest in building their own capacity to change
2. recognize, engage, and influence their stakeholders' emotions
3. strengthen organizational resilience to adapt to frequent changes



Reflection Question

What is one thing that you are taking away from this presentation?

Thank you!

Marlee Carlos

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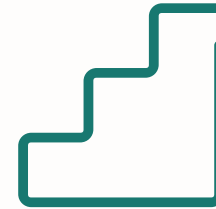
Please share your thoughts!

Responses are requested by October 31.





The Power of Connections



LEADERSHIP
DEVELOPMENT
PROGRAM

CLARB

November 18, 2025
3:00 p.m.

Learn more at
www.clarb.org/leadershipdevelopment