

Leadership 2025

A focus on Culture and Change Management

“Every organization must be prepared to abandon everything it does to survive in the future.”

Peter Drucker

Lou Gerstner on Culture

I came to see, in my time at IBM, that culture isn't just one aspect of the game— **it is the game.**

I have a theory about how culture emerges and evolves in large institutions:

- Successful institutions almost always develop strong cultures that reinforce those elements that make the institution great and
 - Reflect the environment from which they emerged.
 - **When that environment shifts, it is very hard for the culture to change. In fact, it becomes an enormous impediment to the institution's ability to adapt.**
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- What is the current culture in your organization?
 - Is it the culture you believe will take you into the future?

Why all the talk about change?

More than one-third of the Fortune 500 firms from 1970 don't exist as independent entities anymore.

- "The talk you hear...about adapting to change is not only stupid, it's...dangerous. The only way you can manage change is to create it. By the time you catch up to change, the competition is ahead of you."
Peter Drucker
- "The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades."

John P. Kotter

How adept is your organization at change?

Why all the talk about change?

During the last decade, one-third of the CEOs in the Fortune 500 lasted fewer than three years.

- Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business."

Mark Sanborn

How adept are you are leading change?