

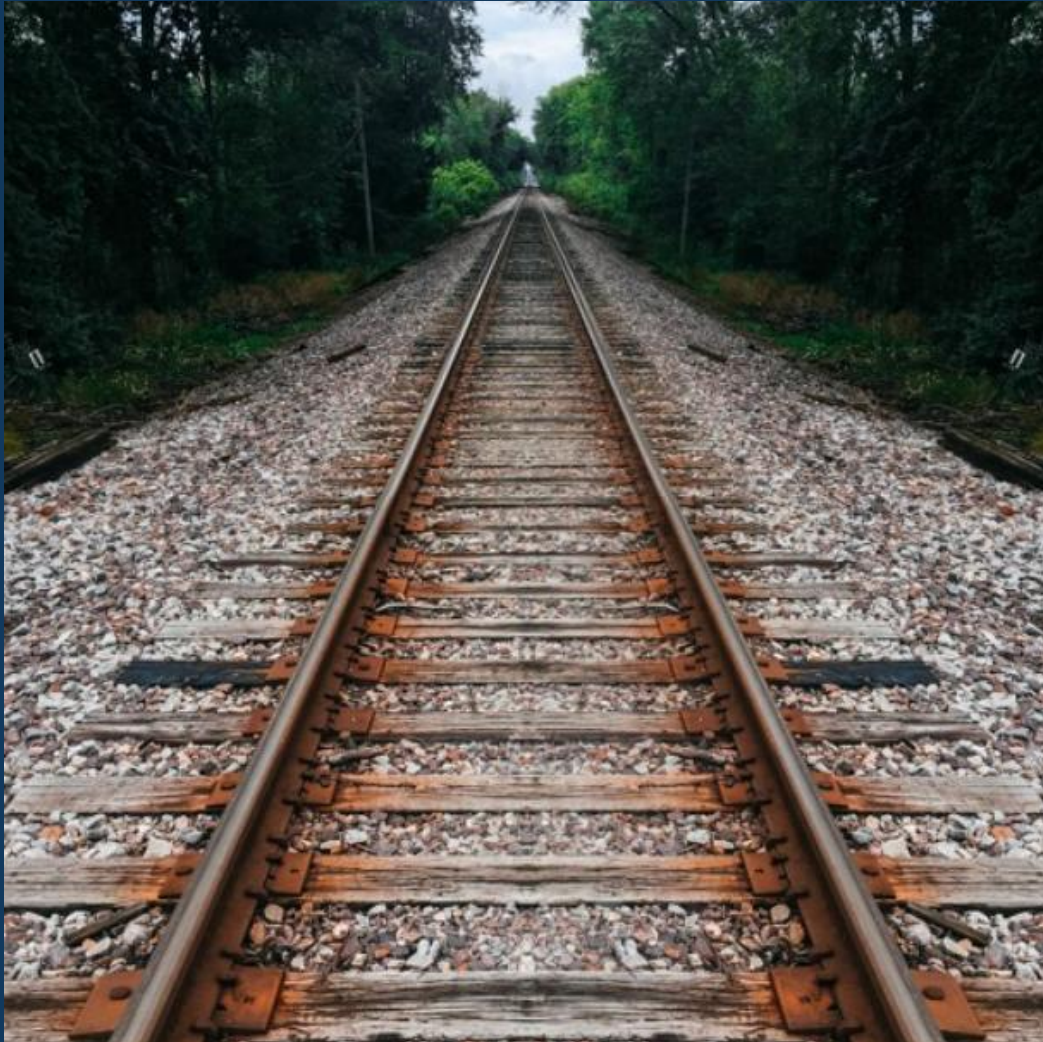


# ***Transformational Change***

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## On track to transformation: A prerequisite for effective change



To ensure you are on track to an effective transformation, check on the key elements.

**Leadership:** It is simply your first stop. Are leaders aligned to the vision? Are they really behind what the change will mean for themselves and their teams? This is a required stop.

**Journey and culture:** Assess whether the organization is facing too much change, how long it's been occurring, and whether the culture supports it or needs a carefully planned shift.

**Mission and Vision:** Determine whether the destination is clear, employees buy into the purpose, and they can link short-term strategy to long-term goals.

**Structure:** Proceed cautiously after a recent reorganization, ensure roles are established, and check that the change supports the new structure.

**Systems and processes:** Is the very change you are supporting a new system or process? I would still suggest checking how it all works today and what the change really aims to solve.

**Practice and climate:** Ensure foundational systems are solid and maintained, adapt them if needed, and strengthen feedback and rewards to embed the change.

**The Individual:** Understand employee values and needs, re-engage if necessary, and recognize that psychological calm makes change easier.

**Foundational systems:** Check these are aligned to the change and adapt them if needed. Strengthen feedback and rewards to embed the change.

# A Comprehensive framework for change



**A comprehensive framework for change-** Successful change management requires a comprehensive framework that considers the organization, processes, and individuals.

I often describe this as a **three-layer cake**:

- 1. Top layer: Leadership and culture:** Leadership vision and organizational culture are the key drivers of change, requiring visible and sustained commitment from leaders.
- 2. Middle layer: Processes and systems:** This includes aligning policies, systems, and daily practices.
- 3. Bottom layer: Individual skills and engagement:** Change happens at the individual level, making motivation and skill development essential.

**Flexibility and adaptability in change management:** Change is rarely linear and requires flexibility. In a reporting portal project, resistance rooted in a culture of report autonomy led me to adapt the approach through employee feedback, refining training and support strategies.

**The critical role of courageous leadership:** Courageous leadership is central to my work, requiring clear expectations, accountability, and tough conversations. Through executive coaching, I help clients build the confidence and clarity needed to lead effectively.

**Building trust through communication and feedback:** Effective communication and feedback are essential for trust and engagement. In a reporting portal project, a strong feedback system helped address issues quickly and made employees feel heard.

**Leveraging data for informed decision-making:** I use data-driven methods—surveys and metrics—to track change. For example, I drove rapid improvements in a pharma company's accountability and innovation culture and enabled transformative results within six months through neuroscience-based coaching.

**Holistic approach to change:** Successful change management requires a holistic approach—integrating leadership, processes, and individual engagement—focused on clear goals, adaptability, and courageous leadership to achieve lasting, organization-wide transformation.

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## It's all at stake: A look at how to bring your stakeholders along the change Journey



**Timing is everything:** Spending time with stakeholders is always valuable. Start engaging earlier than you think you need to, stay involved longer than seems necessary, and check in more often—even just to say hello—to support and sustain change.

**Go Deep:** The better you understand your stakeholders, the more effective you'll be. Take time to look beyond the surface to learn what motivates them—their personality, communication preferences, influence, support for change, and concerns. Use tools like Type Coach or DiSC and truly listen to uncover their feelings, perceived losses, and what they need to unlearn to adopt new behaviors.

**Measure it:** Measuring stakeholder progress helps you understand where they are in the change journey, how supportive they are and what they need. Define clear indicators for each stage, ask for the support you need, assess what's delivered, and help when needed. Be ready to support setbacks—guiding stakeholders forward strengthens the relationship.

## Successful change management: It's about knowing



**Give yourself the gift of knowing.**

**Know yourself:** Knowing yourself—your personality, values, and priorities—helps you navigate change more effectively. Self-reflection prepares you for the emotions that come with change, including feelings of loss. From a neuroscience perspective, the brain views change as either a threat or a reward, and emotional reactions will differ for each person.

**Ensure others know us:** Successful change also requires letting others truly know us. By being open and sharing our needs, preferences, and aspirations, we enable managers, peers, and direct reports to better support us through change and toward new ways of working.

**Truly know others:** Successful change management also depends on truly knowing others—their preferences, fears, aspirations, personalities, and values. This understanding builds the trust and engagement needed to adopt new processes, adapt for the future, and embrace cultural change. It creates ‘psychological calm.’

**Know the skills and qualities needed:** Adopting a new way of working requires understanding the expected workstyle and the skills, qualities, and values involved. Once expectations are clear, gaps can be addressed to build capability. With these elements in place, successful transition to the new workstyle is possible.

Getting stuck in implementing a change in your organization?  
Check accountability.



**Your key ingredient - Accountability.** Before launching a change, assess accountability across leaders and teams. This is the willingness to make decisions and own outcomes.

Without accountability, organizations over-rely on tactics like training and communication, which aren't enough on their own.

True accountability starts with clear strategy and communication from senior leaders, cascades through managers, and shows up as aligned goals, role clarity, and follow-through at every level.

If gaps exist, focus on coaching—not quick fixes—by helping leaders clarify strategy, own outcomes, and build a feedback culture.

**Warning:** Strengthening accountability may require unlearning old mindsets and developing new change-readiness skills.  
*(We'll need a neuroscience-based approach here.)*