

## **The Architecture of Change: Lessons from the Front Lines of Behavioral, Institutional and Cultural Change**

*There is a reason why most change attempts end in failure. That is because change managers are unfamiliar with the systemic complexity of change science and lack the know-how to strategically navigate inevitable opposition. This Lab presents the architecture of change and the key ways to make it last. Participants will challenge their mental modes and explore the nature of resistance through various lenses. Drawn from the frontlines of Starbucks, McKinstry and Puget Sound Energy, change making veterans share lessons ranging from relationship building to customizing language and messaging. Come prepared to have your archetypes rocked and your toolboxes filled to the brim.*

Presented by:

- Jim Hanna | Director Environmental Impact, Starbucks
- Megan Owen | Director Strategic Market Impact, McKinstry
- Troy Hutson | Director of Customer Initiatives and Continuous Improvement, Puget Sound Energy
- Moderator: Dune Ives | Founder, Milepost Consulting

### **Key Learning Objectives**

1. Understand the guiding principles for organizational transformation and how these can be applied to further sustainability efforts.
2. Be able to apply the questions that can be asked as you build the internal business case for change including knowing the importance of the “why” behind the actions you want to take in addition to the “what” you will do.
3. Determine what success can look like and how you can design for success.
4. Understand how to build and then leverage value through pilots.
5. Identify ways to design your program in a way that both inspires and rewards innovation.
6. Learn the advantage of taking a customer-oriented approach in your change effort.

### **Approach**

Expert panelists will present their case studies on organizational transformation towards greater environmental and social sustainability. Panelists will focus on creating meaningful touch points with informal and formal leaders, connecting the effort to tangible and meaningful metrics, creating a customer focus and moving slowly in order to move fast and make a dramatic difference. Participants will be invited to join each panelist in smaller work groups to dive deeper into these topics and identify how they can apply to the participant’s real work situations. Through group discovery and dialogue each participant will leave with an expanded tool box and an actionable plan to implement the moment they re-enter their work places and continue on their change journey towards success.