FOUR BUILDING BLOCKS OF CHANGE

Change management teaches us that people are more likely to make and sustain a change if they can see themselves in the new future and have concrete models to follow as they shift behaviors and build new skills. Use this guide from the McKinsey Quarterly as you invite colleagues and fellow advocates to share your focus on race, equity and inclusion work.

Why it works
People mimic individuals and groups who surround them – sometimes consciously, and sometimes unconsciously.

Role Modeling
"I see my leaders, colleagues, and staff behaving differently."

Why it works
People seek congruence between their beliefs and actions – believing in the "why" inspires them to behave in support of a change.

Fostering understanding and conviction
"I understand what is being asked of me, and it makes sense"

Why it works
Associations and consequences shape behavior – through all too often organizations reinforce the wrong things.

Developing talent and skills
"I have the skills and opportunities to behave in the new way."

Why it works
People mimic individuals and groups who surround them – sometimes consciously, and sometimes unconsciously.

Reinforcing with formal mechanism
"I understand what is being asked of me, and it makes sense"