

Company, Position & Person Profile

Kotter International

Engagement Support Leader

July 2010

The Company

Business Week magazine voted John Kotter the #1 "Leadership Guru" in America based on a survey they conducted of 504 enterprises.

Kotter International brings the personal involvement of Dr. John Kotter, the world's leading expert on organization change, together with world-class practitioners in change leadership to transform the way organizations pursue large scale change initiatives. Kotter International's advisory approach is to walk alongside the senior management team of an organization for a period of time to guide them in the use of Dr. Kotter's 8-step process for change – producing needed change faster, better, more efficiently and more effectively. At the same time, the company's objective is to leave behind the competency for leaders at all levels within the organization to adapt to and lead future change. This "walk alongside and leave behind" approach is unique to Kotter International, and extremely powerful in making a difficult change happen today while leaving the organization more capable of dealing with change in the future.

Dr. Kotter's work is world renowned and he is actively involved in the business. Through his many years as a professor at Harvard Business School and unparalleled research on leadership and organizational change documented in 16 books and many articles, leaders around the world have come to rely on his insights and counsel supporting their major change initiatives.

Given ongoing demand for Kotter International's advisory services, the company foresees significant growth well into the future and plans to scale the organization accordingly. This is a unique, ground floor, opportunity to help drive the Company's core business platform while partnering closely with leading business and organizational change experts who are helping clients across industry and government tackle change.

www.kotterinternational.com

The Position

Reporting to the Engagement Leader (EL), the Engagement Support Leader (ESL) is essential to helping Kotter International clients create positive change. The ESL will serve as an effective partner with ELs and other KI leaders on both internal and client-facing activities. Working as a closely-knit team with the Engagement Leader on Large Scale Engagements (LSEs), the ESL will not only be the “eyes and ears” for the EL, but will also be a confident and passionate speaker who is comfortable presenting to senior-level executives in an energetic and engaging manner. He or she will have experience speaking in front of multiple-sized groups. The individual hired will be able to think quickly on their feet and be able to lead a group to consensus.

The ESL will be a key company resource in developing and disseminating information. He or she will work with the EL in developing and documenting best practices. The ESL will codify any “lessons learned” or other meaningful data for both the company and/or KI clients. The ESL will be seen as a high-impact “go-to” resource on most matters related to reporting the work of the EL with the client.

The ESL will communicate Kotter International activities that take place on the client site related to their Large Scale Engagement to all of KI. The individual will work as part of the KI Team to walk alongside and guide clients through the 8-Step Change Process. The ESL may also lead individual work on specific threads or initiatives at a client site.

The ESL will gain tremendous educational value and experience in working with a team of leading change experts. He or she will also recognize that, with success, there is the real opportunity to advance in the Company as the business continues to grow.

Specific Responsibilities

- Track, monitor and report all details and activities that are required for implementing an engagement.
- Acquire deep expertise with respect to LSE contracts and the scope of effort that has been promised.
- Establish positive relationships with appropriate counterparts in client organizations.
- Prepare and document appropriate approaches and tools to use in guiding clients through the 8 Step Change Process.
- At the senior client level – Partner with the EL in his or her effort to guide, motivate and inspire clients during the implementation phase.
- Work with the EL in his or her effort to encourage client creativity and growth of the change leadership competency within the client organization.
- Provide regular feedback to the EL and KI team describing progress. Conduct briefings, and ensure open and timely communications among people within KI.
- Support the EL in involving appropriate KI resources.

The Person

Qualifications & Experience

The individual may come from a variety of business, consulting, government, or academic backgrounds. However, if the candidate possesses directly relevant experience, he or she will be receptive to new approaches and new ways of thinking and not adhere to previous methodologies as it relates to business consulting, change leadership theory or organizational design. Most importantly, he or she will be a fast learner and possess an innate curiosity as it relates to leadership, business issues and human behavior. The ESL will have a track record of rapidly assimilating and effectively conveying information in a timely manner. Excellent verbal and

written communication skills are mandatory.

The ESL will be an independent thinker and capable of digging into client sensitive issues with tact and discretion. It will also be apparent the ESL brings a “can-do” attitude, boundless energy and work ethic, and unquestioned integrity. The individual will be willing to pitch in wherever needed. The ESL will be working with clients, and therefore experience with relationship building and client activities is essential. The ESL will have the confidence to create strong relationships and overcome conflicts in those relationships should they occur. Ideally, the ESL will have completed a Master’s degree or some kind of advanced degree, and possess relevant experience within a large organization that has dealt with significant change.

As this is a client-facing role, candidates will be assessed on their ability and willingness to maintain a very high degree of travel. At the core of this mandate will be a person’s ability to learn, educate and empower others in the 8-Step change process Dr. Kotter has developed. Ultimately, he or she will see the opportunity to become a highly valued team member at Kotter International supporting change initiatives within client organizations.

Personal Characteristics

- Familiarity with John Kotter’s 8 Step Change Process and general body of work.
- Highly effective communication, presentation and facilitation skills.
- Expert listener with strong sensing skills.
- Possesses a high degree of confidence and poise when working with the EL and senior client executives.
- Exceptional collaboration skills and viewed as a Team

Player.

- Enjoys working with and getting to know people.
- Shows a high degree of initiative and proactive thinking. Is able to think on his or her feet but also think ahead and foresee issues before they arise.
- Follows through on assignments and commitments; communicates to people affected in a timely manner when obstacles to commitments are encountered.
- Confident and secure in his/her own standing; does not put own ego and needs before others. Always respectful of clients and their KI colleagues.
- Entrepreneurial, tolerates ambiguity well, able to improvise when faced with a new and uncertain situation.
- Commercial instincts. Able to identify and help convert new business opportunities with existing clients.
- Pleasant to be with, creates and maintains positive relationships. Optimistic, polite and flexible.
- Able to handle adversity with aplomb; he or she will not get easily frustrated or sidetracked.
- International experience or exposure to cross cultural or global business operations considered a plus.
- Listens and asks questions, more than tells. Curious, willing and eager to learn. More extroverted than introverted.

Recruiter Contacts

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The 8 Step Process

<http://www.kotterinternational.com/KotterPrinciples/ChangeSteps.aspx>

30 years of research by leadership guru Dr. John Kotter have proven that 70% of all major change efforts in organizations fail.

Why do they fail? Because organizations often do not take the holistic approach required to see the change through.

However, by following the 8 Step Process outlined by Professor Kotter, organizations can avoid failure and become adept at change.

By improving their ability to change, organizations can increase their chances of success, both today and in the future. Without this ability to adapt continuously, organizations cannot thrive.

Dr. Kotter has proven over his years of research that following this 8 Step Process will help organizations succeed in an ever-changing world.

Step 1:

Acting With Urgency

- Examine market and competitive realities
- Identify and discuss crises, potential crises or major opportunities

Step 2:

Developing the Guiding Coalition

- Assemble a group with enough power to lead the change effort
- Encourage the group to work as a team

Step 3:

Developing a Change Vision

- Create a vision to help direct the change effort
- Develop strategies for achieving that vision

Step 4:

Communicating the Vision Buy-in

- Use every vehicle possible to communicate the new vision and strategies
- Teach new behaviors by the example of the Guiding Coalition

Step 5:

Empowering Broad-based Action

- Remove obstacles to change
- Change systems or structures that seriously undermine the vision
- Encourage the risk-taking and nontraditional ideas, activities, and actions

Step 6:

Generating Short-term Wins

- Plan for visible performance improvements
- Create those improvements
- Recognize and reward employees involved in the improvements

Step 7:

Don't Let Up

- Use increased credibility to change systems, structures and policies that don't fit the vision
- Hire, promote, and develop employees who can implement the vision
- Reinvigorate the process with new projects, themes, and change agents

Step 8:

Make Change Stick

- Articulate the connections between the new behaviors and organizational success
- Develop the means to ensure leadership development and succession