



capability paper

ORGANIZATIONAL CHANGE

Good leaders realize that organizations must adapt with purpose to challenges and opportunities that arise. But necessary change often goes unnoticed, unwanted, or unassisted. Overdue transformation can damage both the team and the bottom line. A leader's chief job is to recognize and address the imperatives for change in a timely, deliberate manner and in line with a defined organizational strategy.



The crucial piece is earning the buy-in of stakeholders. Start with a shared purpose. The challenge is to generate support for the change among audiences of varying influence, interest, and attention. Be clear, compelling, and open to the views of those impacted. Genuine two-way communication prior to and throughout the change initiative is essential; your team will notice and form their judgments on it.

Outpost recommends a comprehensive, ground-up approach that empowers the whole workforce to achieve needed outcomes in ways that reinforce the organization's culture and values – not erode them. From small teams to enterprise scale, making the right adjustments in the right way will drive lasting performance.

CASE STUDY*

Challenge: The leader of a U.S. Air Force career field of 9,000 was given one year to stand up a new 800-person field agency at 18 global bases while absorbing a \$14M manpower loss of their top experts – and without pausing the mission.

Solution: Success began on day one when the general relayed her intent and set the tone at a senior leader forum. The team instilled those early themes into messages to the entire force. A robust change management plan gave the initiative a decisive path to earn buy-in across stakeholder groups. A statistical analysis put crucial data behind certain change decisions – but success came from a coalition of leaders at all levels who actively championed the change.

Result: The 800-person field agency achieved initial operations on schedule and below cost. Success meant the Air Force's other planned follow-on efforts could proceed without delay.

*The agency in this case study is not a client of Outpost LLC, which did not work on the project described above. However, an Outpost principal was part of the project team while employed at a different company. This case study contains no proprietary data or methods.

Outpost's Capabilities:

- Transformation Strategy
- Organizational Analysis & Design
- Roles, Responsibilities, and Governance
- Manpower-to-Workload Rebalancing
- Internal Workforce Communications
- Stakeholder Engagement / Outreach
- Leadership Coaching ([Download](#))

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