



Leadership's role
when creating

**TRANSFORMATIVE
CHANGE**
in your organization



Presented by Bill Hogg and Associates



Change is not easy, but it is necessary to succeed and grow. It is inevitably much easier to maintain the status quo, rather than make the tough decisions needed to sustain growth over time. This is why it is vital to understand what real and transformative change is and what leaders need to accomplish to achieve it.

Leaders that can create real change in their organization and motivate their team to buy in will create an engaged high performance environment that achieves strategic objectives year over year.

In this whitepaper we will examine the role that leaders play in creating truly transformative change in your organization and the impact of change on your company's future.

TRANSFORMATIVE LEADERSHIP AND CHANGE REALIZATION

People are inherently resistant to change, even positive changes that are beneficial to team members and the organization as a whole. One of the most difficult components of change, and an area that many people have difficulty understanding, is that change is necessary.

Understanding the need for change is the first key component to making transformative organizational change.

4 Questions to Ask When Assessing the Need for Change

There are 4 core questions that leaders need to consider when assessing the need for transformative change. These questions help leaders understand why change is needed in order to determine whether to begin the journey in the first place.

If you and your executive team are not committed to seeing this change through – then don't start. It is hard work, and the downside of stopping part way through is a culture that becomes demoralized and not receptive to change the next time you make the suggestion.

IF THE EXECUTIVE TEAM IS NOT COMMITTED TO CHANGE – DON'T START. CHANGE IS HARD WORK AND THE DOWNSIDE OF NOT FULFILLING YOUR COMMITMENT IS WORSE THAN DOING NOTHING.

Consider these questions before moving forward:

1. **Why is change necessary?** Identify the competitive advantage that you are trying to leverage.
2. **What will the organization look like after change is completed?** Identify the future vision for the organization that will result after the proposed changes. This provides the North Star for the organization.
3. **Which area of the organization requires change?** Identify the specific area of the organization (not usually a department, but overall working methodology and processes) that requires focus.
4. **What are the implications of change?** Identify what impact the changes will have in the short term (probably hard) and long term (probably beneficial).

Answering these questions provides clarity on why leaders should undertake the difficult journey to create change. Understanding the real benefits that change presents allows you to start assessing the need for change at a deeper level and designing a plan to begin the change process.

Send me an [email](#) if you would like a copy of my simple assessment tool to help you identify which areas of your organization need change.

Answering why change is necessary also reaffirms there are very specific and valid reasons that benefit the organization, rather than just changing because everyone else is doing it.

Creating Transformative Change in your Organization

Creating and managing change is a key to creating a higher performing environment. One of the most important things about transformative leaders is they know how to assess their organization, realize when change is needed, and act upon change realization.

Transformative leaders assess the organization's need for change in stages:

- **Change realization:** Leaders understand that change is necessary. However, it is also vital that they understand the reasons why and the end benefit of creating change. If this is not clear, then don't start the process. You must first create an argument for change, outline the desired outcomes and establish guidelines and principles that will be used to manage and implement change.
- **Share the vision:** Initially, leaders need to share their vision with their executive team. They need to outline the scope of change, the vision for change, how it impacts the organization and when it will be implemented. Executive buy-in is essential and cannot be mandated.
- **Create a change management plan:** Work with other senior leaders to create a plan that will outline the scope, vision, benefit and impact of change.



**CREATING AND
MANAGING CHANGE
IS A KEY TO
CREATING A HIGHER
PERFORMING
ENVIRONMENT**

- **Define components of change:** Leaders assign roles and responsibilities, establish metrics to track change, and outline how the initiative will impact organizational culture.
- **Communicate with the organization:** Share the vision with the organization and help them understand why the changes are being made (the benefits) and where they can play a meaningful role in the change process.
- **Involve the organization:** Once leaders define why change is necessary and outline change elements, the next step is to establish internal advocates and champions to engage employees and get them onboard.
- **Implement change:** Begin to implement the change in your organization and assess the impact of the changes from multiple perspectives. Examine employee engagement and acceptance, assess risk, monitor change metrics, make adjustments, and recognize progression.
- **Assess and adjust:** The change process takes time to implement and embed, so you must monitor and assess progress regularly to ensure that focus isn't lost after the initial excitement of change. Most change initiatives flounder and fail at this stage because the leadership has been focused on the project for a longer period and feel that once initiatives are launched, they are "done." They need to recognize that for the majority of the organization, the change initiatives are still new and need to be consistently reinforced if they are to stick.

Transformative Change: How to Approach Organizational Change

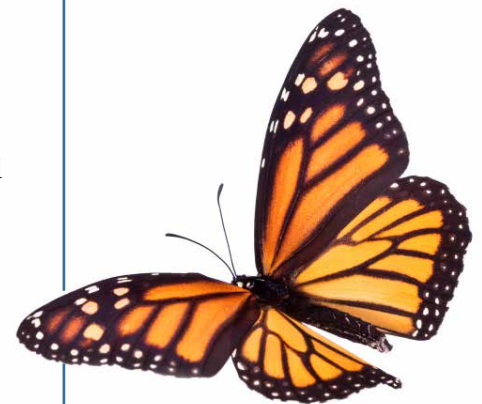
How you approach change will be the determining factor in your ability as a leader to effectively communicate the need for change in a way that it will be met with a positive reaction and accepted internally.

As outlined in How Transformational Leaders Make Organizational Change Stick, it is important that you frame change in a way that will tap into peoples' emotions by providing inspiration, opportunity and allowing employees to have input.

There is a lot of heavy lifting that needs to be done before you inform the broader organization about impending changes. There is also a considerable amount of work that will be required as you involve the organization in planning before you actually start to change. The reasons for change and the beneficial outcomes need to be clearly communicated; otherwise people will start the journey of change without thinking about the implications.

Transformative leaders understand that change is not easy, but it is necessary. Change sticks when leaders understand their organizational culture so they can frame change in a way whereby it is viewed as an opportunity as opposed to a threat. Framing change in the right way can be the difference between success and failure. Leaders need to focus on the positive outcomes

**CHANGE STICKS
WHEN LEADERS
UNDERSTAND THEIR
ORGANIZATIONAL
CULTURE SO THEY
CAN FRAME
CHANGE IN A WAY
THAT IS VIEWED AS
AN OPPORTUNITY
AS OPPOSED TO
A THREAT**



of change so that people are willing to endure the pain of making change. Tie change to your company value statements, find internal advocates, provide coaching and training, and hold people accountable by tracking the change process.

LEADERS NEED TO CHANGE FIRST BEFORE ORGANIZATIONS CHANGE

Leaders Need to Evolve in Order for the Organization to Follow Suit

A common theme that has emerged throughout my years of experience as a leadership expert is that creating change within an organization starts with leadership. Leaders first need to realize the need for change, not only within their organization, but also within themselves for real transformative change to occur. Understand that current culture is tied to your own existing leadership style. That's why the culture is what it is in the first place.

How and what you change will be dependent on evaluation of your own personal strengths and weaknesses and those of your organization in order to stay competitive and maximize growth within your industry.

How you approach change will be very different if you are an existing leader at the organization compared to a new leader who has been hired to bring about change.

A leader's realization for the need for change starts with leadership self-assessment and self-awareness. Change realization is the first major step in the change process and is a key factor for adoption internally.

Performing a Self-Assessment as a Leader

While identifying the need for change is important, taking actionable steps to make change and evolve as a leader is what will really drive change internally and affect organizational culture. You cannot transform your organization if you first do not transform your own leadership style and methods.

Performing self-assessment as a leader is a valuable tool to identify and make changes that will stick. Self-assessment allows leaders take a look at their leadership skills and abilities and reflect upon the areas they need to improve or change. This change realization must be internalized first before it can be applied to the organization.

Start your leadership self-assessment by reflecting upon these questions:

Personal leadership qualities

- Are you self-aware? Do you have clarity of your own personal values and principles? Do you act in alignment with your stated values? Do you understand how they impact your behaviours and the way in which you approach leadership?



**LEADERS CANNOT
TRANSFORM THEIR
ORGANIZATION IF
THEY FIRST DO NOT
TRANSFORM THEIR
OWN LEADERSHIP
STYLE AND METHODS**

- What do you do for personal development? Do you actively engage in new learning opportunities? How do you apply what you learn to your role as a leader?

Direction and Vision

- Do you have a clear vision? What is it?
- Are you effective at identifying the key drivers of change? Do you anticipate potential roadblocks to adoption of proposed changes? What challenges do you foresee that will require change?
- How do you personally back up your vision? What actions do you take? Do you hold people accountable who are not aligned with your vision?
- How do you evaluate the impact of change?

Collaboration and working with others

- Do you respect others' opinions, beliefs and values?
- Do you actively engage with others to determine the direction of the organization? Do you take a collaborative approach to leading the organization? Do you have a leadership team?
- Are you an open and honest communicator?
- Do you encourage others to contribute? Are you a good listener?
- Are you willing to objectively listen to others' thoughts and opinions?
- Are you open to changing your opinion based on new information?
- Do you seek out feedback from others? Do you act unilaterally?
- Are you skilled at conflict management?

Management Approach

- Do you clearly communicate your vision? How do you build internal support for your vision?
- Are you an effective planner? Do you incorporate feedback when developing plans? Do you assess the benefits and risks associated with your planned strategies?
- Do you efficiently manage and utilize the resources that are available?
- Are you good at managing people? Do you communicate a clear purpose, direction and expectations of your leadership team and team members?

Executing Strategies

- How do you frame new strategic objectives?
- When developing strategies, do you engage with a wide range of stakeholders?
- How do you mitigate risk?

WHILE IDENTIFYING THE NEED FOR CHANGE IS IMPORTANT, TAKING ACTIONABLE STEPS TO MAKE CHANGE AND EVOLVE AS A LEADER IS WHAT WILL REALLY DRIVE CHANGE INTERNALLY AND AFFECT ORGANIZATIONAL CULTURE



- Do you ensure that strategies are broken down into realistic and implementable plans that can be carried out by team members?
- How do you manage performance? Do you hold others accountable? How do you hold yourself accountable? What actions do you take to improve performance?
- Do you work with others to overcome barriers to adoption and challenges in implementing strategies?

Send me an [email](#) if you would like a copy of my Simple Leadership Self-assessment to help you identify where you have the opportunity to improve and grow.

Discuss these questions with a trusted colleague, coach, mentor, leadership consultant, or a key advisor in your organization. Use this information to develop an action plan that outlines your strengths, and more importantly, the areas where change is required for you to become a more effective leader. It is only when you make transformative changes as a leader that you can apply that knowledge to your organization and transform the way your organization does business.

HOW TO ALTER YOUR APPROACH AS A LEADER – BUILDING A STRONG LEADERSHIP TEAM

Altering your Approach as a Leader is the First Step Toward Organizational Change

In my experience as a leadership expert, it is clear that advocating for change internally and communicating the need for your team to alter the way they do things is extremely difficult if leaders first do not make noticeable changes themselves. Actions speak louder than words, and this is particularly the case when it comes to organizational change.

You first need to change how you lead before the organization will follow your call for change. For example, communicating a need to cut spending and reel in budgets is difficult to argue if leaders make no observable change to cut spending at the executive level. However, when leaders frame change in the right way and take actions to support change, it will be embraced by management and team members at all levels in the organization, allowing transformative change to take place.

Building Your Leadership Team

An important component in your ability to change and how successful changes will be adopted internally is the strength of your leadership team. When assessing the need for a leadership team, you need to ask yourself



**HOW SUCCESSFUL
CHANGES WILL
BE ADOPTED
IS TIED TO THE
STRENGTH OF YOUR
LEADERSHIP TEAM**

questions about the role and responsibilities of the team:

- What kind of team do you want to put together?
- What are the team members' individual strengths and how do they complement each other?
- How many people? What is the role of the team?
- How will this team help you address personal and organizational change?
- Which individuals internally do you see as a good fit for the team?

Leaders first need to understand the concept, role, and scope of their leadership team before adding members.

Strategies to Build the Leadership Team

It is not uncommon for the search for a leadership team to expand outside the organization. Adding someone from outside the organization brings new insights, perspectives, and opinions without the bias of being part of the organization or being tied to previous strategies.

Most leaders already have a good idea of which internal people would be good choices to add to a team. Some are people that you consult regularly while others are people that deliver results consistently and are looking for new challenges.

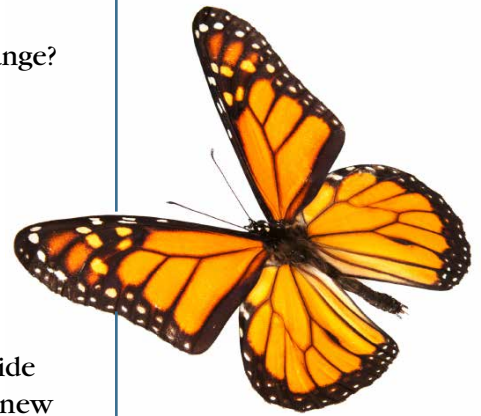
Words of caution—avoid the trap of making your leadership team a group of “yes men”. This inhibits your ability to make real change to the organization culture and how things are done. A leadership team is ineffective if you do not give each member of the team a voice and they are unwilling to challenge each other in a positive manner. Healthy disagreement and discussion is essential to developing innovative solutions to long standing issues. Surrounding yourself with people who are willing to offer new ideas and examine things from a unique perspective will help you achieve real change.

You can work around this potential issue by assessing each potential leadership member's fit within the new culture you are looking to develop.

How to Assess Leadership Team Members for the Right Cultural Fit

Finding the right people internally who are the right cultural fit is just as important as finding someone who has the qualifications you are looking for. When building your team, it is important that you assess potential members similarly to how you would for hiring a new team member. Assess them based on:

- Cultural Fit
- Chemistry
- Work style and track record
- Vision, values and beliefs



**FINDING PEOPLE
WHO ARE THE
RIGHT CULTURAL
FIT IS JUST AS
IMPORTANT AS
FINDING SOMEONE
WHO HAS THE RIGHT
QUALIFICATIONS**

You need people who also have a desire and willingness to grow, are self-aware of their need to change, and realize the need for change within the organization.

Leadership Team Buy-in and Engagement Strategies

Engaging your people is an essential part of creating a successful and effective team. Team members will be more willing to buy-in when leaders:

- Have a clear vision of the leadership team goals and objectives. Team members need to understand their purpose
- Open up communication and have full disclosure with team members
- Develop a team identity that is aligned with the goals and objectives of organizational change and the role the leadership team will plan in creating change
- Delegate and assign responsibilities to individual team members
- Take a team approach to decision making
- Demonstrate behaviours aligned with the new direction of the organization
- Demonstrate their personal commitment in language and actions

A strong leadership team has a significant impact on your own ability to change as a leader and implement real change within your organization. Don't overlook the importance of having a strong leadership team to support your desire for organizational change.

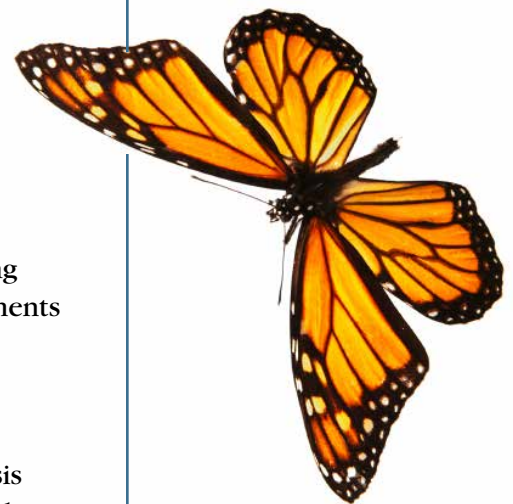
MOMENTS OF CHANGE: CRITICAL MOMENTS THAT ALLOW FOR TRANSFORMATION

Critical Moments in the Change Process That Have a Major Impact on Adoption

Understanding when you can affect change is one of the keys to making change stick and creating real, impactful change. There are critical moments in the change process that have a major impact on adoption, and you can make the biggest difference by understanding how and when to communicate change to your team members.

Change is directly related to what is currently happening on a daily basis within your organization, and leaders need to communicate change at the right time and in a way that will make it clear how change will impact team members. Communicating change to your team members at the right moment with the right messages will help to create transformation, stimulate buy-in and inspire employee engagement.

**COMMUNICATING
CHANGE TO YOUR
TEAM MEMBERS AT
THE RIGHT MOMENT
WITH THE RIGHT
MESSAGES WILL
HELP TO CREATE
TRANSFORMATION,
STIMULATE
BUY-IN AND
INSPIRE EMPLOYEE
ENGAGEMENT**



Moments When You Can Implement Impactful Change

Change is not going to happen all at once. Real change takes place over time during critical moments, and it is these critical moments that will make change stick. It is these moments where leaders can affect change and change organizational culture:

- **Communication:** Once changes are made, leaders need to continue to reinforce the mission, values and core messages about the importance of change to keep team members engaged. How often and what channels are used for this communication are critical for impactful change.
- **Leading by example:** Leaders must first model the changes they desire for others to follow. Your team will respond and make change when you prove you are practicing what you preach.
- **Leadership change realization:** As discussed in Transformative Leadership and Change Realization a critical moment of change is when leaders realize that they first need to change before the organization will be ready to accept change. Transformative leadership and transformational change occur when leaders self-assess and come to the realization that they need to change the way they do things if they want others to follow suit.
- **Implementing strategic goals and objectives:** Implementing changes in strategy is an opportune time to address change by actually changing the way things are done. New strategies should embody your vision and mission for change. Communicate the need for team members to commit to changes in culture and strategy in order for new initiatives to be successful and meet their objectives.
- **Make it real:** Too often change remains theoretical too long and is not seen in real tangible change in process or behaviours. Look for some real initiatives that are underway and use these as mini tests to demonstrate how the proposed change can have a positive impact on the outcomes. Nothing inspires buy-in better than real experience with the proposed changes that works.
- **Accountability:** Leaders also need to hold people accountable if they are not aligned with the changes in organizational culture. Accountability needs to be built into any change initiative. There must be recognition of people who are getting on-board and those who are not. Consequences follow accountability.
- **Training and Coaching:** Every training and coaching session is an opportunity to create change. You can use these sessions to change policies, strategies, processes, protocols and culture. Small changes during these moments can lead to the overall transformative change you want to achieve over time. Use training and coaching as a method to influence change and communicate its importance. Anything to do with change needs to be incorporated into all training/coaching by reinforcing critical elements of the new vision and values of the organization.

**REAL CHANGE
TAKES PLACE
DURING CRITICAL
MOMENTS – OVER
TIME – AND IT IS
THESE CRITICAL
MOMENTS THAT
WILL DETERMINE
WHETHER CHANGE
WILL STICK**



- **Hiring:** Hiring is an opportunity to find the right person who not only has the qualifications, but is also aligned with your beliefs, values and is the right fit for organizational culture. Hiring people who embody the values and outlook that you want to create through change will help you achieve your objectives quicker once they are on board. They can serve as an internal advocate, champion your initiatives, and be part of the change in their role within the organization. For more information about hiring see Three Critical Elements for Finding the Right People to Work in High Performance Environments.

When change is implemented during these critical moments, leaders significantly improve the chances of change being adopted, have team members embrace the change, and see positive transformation in organizational culture.

BUILDING YOUR CHANGE MANAGEMENT PLAN

How to Lead Change in Your Organization

When consulting leaders in various companies over the years, a common piece of advice that I discuss with leaders is that leading change is a process. It starts with leaders having a personal change realization, understanding that change is necessary, creating a leadership team to assist with developing the implementation plan and managing adoption.

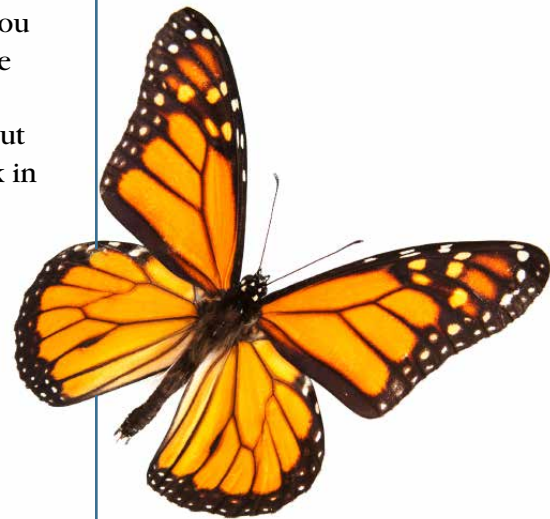
Phases of Leading Change

Once you identify the need for change, leaders need to develop a concrete plan that frames the importance of change through each phase.

At its core, there are three main phases of leading change that you need to work through to achieve a desired organizational culture:

1. Leaders need to first identify the needs for change
2. Lead the organization through the transition period
3. Reinforce and sustain change once it is implemented

As outlined in Essential Elements When Framing Organizational Change, implementing change begins with the current state of the organization, and then also needs to be managed during the transition and future state of the organization. Therefore, it is essential that you develop a change management plan to help guide them through the process of change.



**AT ITS CORE,
THERE ARE THREE
MAIN PHASES OF
LEADING CHANGE
THAT YOU NEED TO
WORK THROUGH
TO ACHIEVE
YOUR DESIRED
ORGANIZATIONAL
CULTURE.
UNDERSTANDING
THE 3 PHASES WILL
HELP ENSURE YOUR
CHANGE INITIATIVE
IS SUCCESSFUL**

How to Create a Change Management Plan

A change management plan creates a structure and strategy for a leader's vision of change to achieve their desired outcome. It also ensures that the transition is intentional and doesn't leave out critical steps or elements in achieving lasting change.

Here is what needs to be included in a change management plan:

Service Mandate

- What are your Core Values, Vision, Mission?
- Who the organization is; why it exists, what it wants to be, and how it wants to be viewed?
- Why change? What needs to be changed? What will change achieve? How is change beneficial for team members?

Service Principles

- How will you translate your service mandate into actionable elements?
- How will you define the essential service qualities that determine behaviours and processes?
- What service promises will be made to customer/clients on behalf of the organization?

Process Reengineering

- What inefficiencies currently exist? What internal processes need to be changed? Why?
- Who will lead process reengineering?
- What internal and external tools and processes will be used?

Service Standards & Accountability

- Channel specific measures that operationalize the values and service principles
- How will people be held accountable?
- What metrics (financial and non-financial) will be used to quantify and manage performance – business measureables versus coaching measureables?

Training and Coaching

- What type of training is needed? How often? What will be included in the materials?
- Who is responsible for training?
- How is coaching built into the daily activities of the organization?
- How are your coaching measureables built into the plan?
- Who receives training or coaching?

**A CLEAR CHANGE
MANAGEMENT
PLAN CREATES A
STRATEGY AND
FRAMEWORK
THAT ENSURES
THE TRANSITION IS
INTENTIONAL AND
DOESN'T LEAVE OUT
CRITICAL STEPS**



Change Management

- How is change going to be managed? How will change be assessed and analyzed?
- How will people be held accountable?
- How will resistance be handled?
- Timeline for change. What are the milestones?

Communications Strategy and Recognition

- How will change be communicated? (i.e., town hall meeting, training, organization newsletter, meetings?)
- Who is going to communicate the change?
- Who is responsible for the message?
- Is there commitment to solicit input and feedback on continuous improvement?

Send me an [email](#) if you would like a copy of my Organizational Transformation Framework to help you identify which areas of your organization could benefit from some attention.

Understanding the phases of change and having a change management plan provides leaders with a solid foundation for how to lead change. Including these core elements in your change management plan will help guide leaders through the phases of change to create real change that will stick and be adopted by your team members.

CONTINUING THE CYCLE: HOW TO DEVELOP THE SKILLS OF FUTURE LEADERS

Maintaining Strong Leadership – Building from Within

It is imperative to have strong leadership and organizational culture that reflects your vision and values as a leader is maintained through employee engagement but is continued over time through the internal development of future leaders. Continuing the cycle of strong leaders is possible by being proactive and developing the skills of future leaders.

This is possible by embedding leadership development into your organizational culture and establishing strategies that will help identify future leaders internally, and by creating ways to develop the skills of future leaders through internal promotions, training, and leadership coaching programs.



**IDENTIFYING
FUTURE LEADERS
IS THE KEY TO
MAINTAINING
STRONG LEADERSHIP
AT ALL LEVELS
IN YOUR
ORGANIZATION**

How to Identify Future Leaders

Identifying future leaders is the key to maintaining strong leadership at all levels in your organization. The question most companies are pondering internally is, “What should I be looking for in a potential leader?”

Here are five important ways to measure the potential of a future leader:

- 1. Emotional intelligence:** Team members that are emotionally intelligent are more self-aware. They have a desire to achieve, are continuously looking to become better people and professionals, and understand how to build strong relationships with the people around them.
- 2. Innovation:** Innovation is a key factor that creates organizational sustainability. Look for team members who are adept at problem solving and are always looking for new ways and approaches to do things.
- 3. Internal drive to achieve:** People who have the drive to succeed make themselves known, and leaders need to pay attention to them. People who are always looking for new ways to evolve, add new skills, take on increased responsibility and develop personally and professionally have the potential to be leaders.
- 4. People management:** Understanding people, how to relate to them on a personal and emotional level, and the ability to get people to work together toward a common goal is an essential leadership trait.
- 5. Perseverance:** Does the person handle setbacks well? Do they learn from those setbacks and recover quickly? Are they cool under pressure? The ability to work through difficult times is a vital skill for a future leader to possess.

Ways to Develop the Skills of Future Leaders in your Organization

Once you identify potential leaders in your organization, it is important that you begin to groom them for advancement internally. How you develop the skills of future leaders can be accomplished through:

- **Mentorship programs:** Pair future leaders with a senior manager, create a clear mentorship program, and establish the goals and objectives of the program.
- **Leadership coaching:** Offer future leaders the opportunity to get leadership coaching, leadership consulting, and professional development.
- **Job rotations and shadowing:** Future leaders need to have experience in all areas of the organization. Set up job rotations and job shadowing of executive positions to prepare team members who have leadership potential.
- **Regular feedback:** Consistent feedback is essential. Establish regular communication and report progress to team members who are part of the leadership development program.

**ONCE YOU IDENTIFY
POTENTIAL
LEADERS IN YOUR
ORGANIZATION,
IT IS IMPORTANT
THAT YOU BEGIN TO
GROOM THEM FOR
ADVANCEMENT**



- **Present new challenges and special projects:** Challenge your future leaders by offering new tasks and special projects that give them more responsibility. How they fare will be a good indicator of their future performance when put in a leadership position.
- **Allow them to fail:** Future leaders need to be challenged to see how they react in difficult situations. You need to challenge them and allow them to fail strategically to enhance their growth.

Not everyone has what it takes to be a successful leader, and when you identify leadership qualities in a person, you need to develop these skills to continue the cycle of effective leadership in your organization. Strong leadership and organizational culture is developed over time through continuous growth and professional development at all levels of your organization.

CONCLUSION

Organizational change is not easy, but it is necessary for growth and development. Change starts at the top and leaders need to change first and lead by example if they expect their team to follow suit.

Making change stick can only occur when leaders understand their organizational culture and frame change in a way that is not viewed as a threat to the organization and the status quo. Understanding critical moments of change and how to effectively communicate with the people internally is essential to successfully making transformative change happen.

When supported by a strong leadership team and a detailed change management plan, leaders can create real change and establish a plan moving forward to continue the cycle of transformative change by developing transformative leaders for the future.



UNDERSTANDING
CRITICAL MOMENTS
OF CHANGE
AND HOW TO
EFFECTIVELY
COMMUNICATE
WITH THE PEOPLE
INTERNALLY IS
ESSENTIAL TO
SUCCESSFULLY
MAKING
TRANSFORMATIVE
CHANGE HAPPEN

STIMULATING CHANGE THAT EXCELERATES PASSION, PRODUCTIVITY AND PROFITS!

Senior leaders hire **Bill** to influence and inspire higher performing, customer-focused cultures that create long-term, profitable relationships with your customers and *excele*rate performance and productivity with leaders and employees



Bill Hogg
Performance Excelsator™

For over 30 years, Bill has walked in your shoes. He has managed multi-national clients at the highest advertising agency level, been on the leading edge of behavioural database marketing, built and run a successful entrepreneurial marketing company and consulted to clients at the Board, C-level and operational teams.

As a consultant, mentor, writer, speaker and workshop leader, Bill has been a trusted adviser at the highest levels to [national and international clients](#) that include; Anheuser-Busch InBev, Toronto International Film Festival, HBC Rewards Loyalty & Credit Services, The Bay, Ferring Pharmaceuticals, Lexus automobiles, Ontario Teachers' Pension Plan and Pita Pit International - as well as governments like the City of Toronto (Exhibition Place, CNE) and the Province of Ontario (Ontario Place, ServiceOntario).

This has resulted in a unique blend of skills and diversity in experience, with a focus on leadership and long-term strategic direction at the most senior level, plus a strong understanding of the operational fundamentals necessary for success.

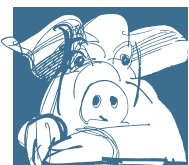
Bill is recognized as the **Performance Excelsator™** because of his uncanny ability to create profound change and deliver extraordinary results. By drawing on real-life experience, his message is inherently credible and incorporates practical applications that change attitudes and behaviours. Whether working with boards or operations teams and employees, his no-excuse approach breaks down the silos and gains consensus and clarity throughout the organization - which results in behaviour change and ultimately drives transformation across the organization.

Bill is passionate about results and works only with clients who have the will to make immediate, positive and profitable changes.

Bill is a Professional member of the Canadian Association of Professional Speakers (CAPS) and the Global Speakers Federation (GSF). He is sought after internationally because his real-world experience and no nonsense approach make him the opposite of formulaic consultants & light content speakers.

Bill is a leadership expert that provides [dynamic keynote presentations](#), [transformative workshops](#), [executive facilitation/moderation](#) and world class [executive leadership consulting](#).

For additional information email bill@billhogg.ca or visit us online at www.billhogg.ca where you can download [Bill's 1-sheet](#).



BILL HOGG & ASSOCIATES

www.BillHogg.ca | bill@billhogg.ca | 905-841-3191