

Perspectives on Change

5th HPO Change Conference
UVA Darden School
Charlottesville, VA

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The Good News: We Became Strategic

- Decided what we wanted to accomplish, for whom, and we measured progress
- Added a product line, more focus on HC and continuous learning
- Created alignment among work groups and increased organizational stewardship

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The Bad News: We Lost Momentum

- Some top managers not fully supportive
- Few middle managers bought in to broader set of responsibilities
- Change was hard to sustain
- No support function for change
- I did not demand often enough nor was I in day-to-day **activities** enough

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