

# MAXIMIZING THE BUSINESS IMPACT OF CHANGE

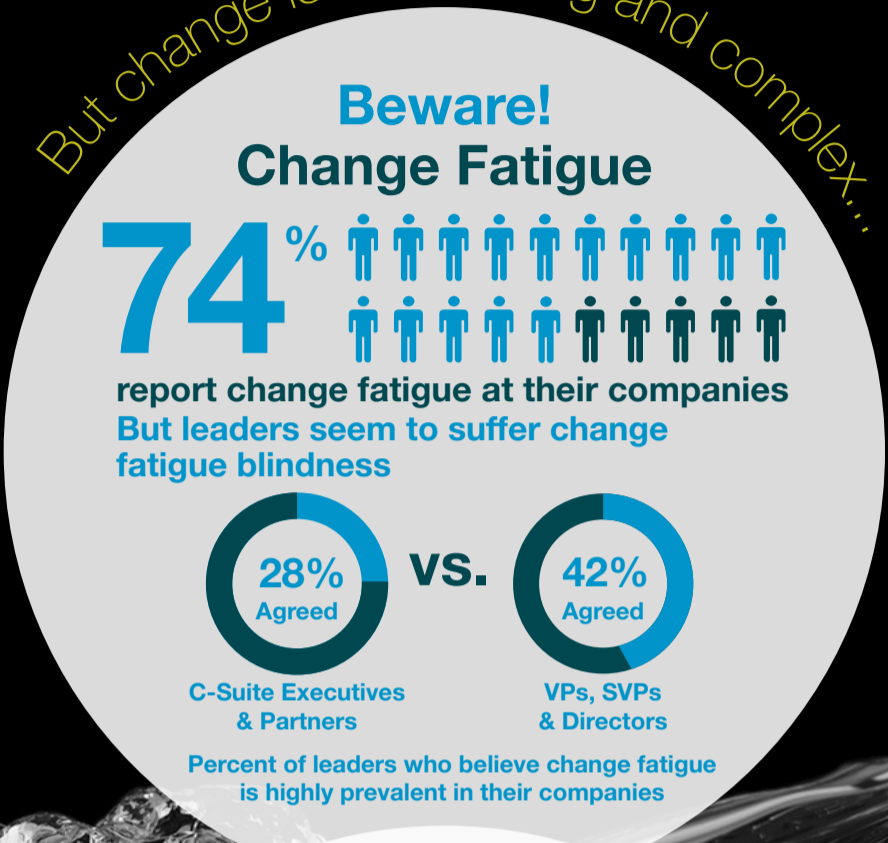
## A NEW WAY FORWARD

Ketchum Change commissioned a seven country survey and interviewed over 500 leaders in large corporations on how change has impacted the people who feel it the most – employees

The consensus is clear:

**95%** of respondents report managing change effectively is critical to business success

*But change is challenging and complex...*



**So how can leaders energize their people and build organizational muscle to thrive through constant change?**

Liquid Change<sup>sm</sup> is about embracing change as a fluid state of being, rather than as a series of discrete events  
In order of importance, respondents say organizations and leaders need to be:



### Transparent

**73%** Communicate in a human way  
**70%** Act authentically



### Pioneering

**72%** Change to stay ahead of the market  
**67%** View mistakes as learning opportunities



### Dialed-in

**72%** Engage employees in dialogue around changes  
**69%** Rapidly share ideas for enhanced decision-making



### Agile

**70%** Be energized when approaching change  
**69%** Seize upon new ideas

**COMPANIES THAT DEMONSTRATE LIQUID BEHAVIORS**  
HAVE CONSISTENTLY HIGHER BUSINESS OUTLOOKS

Are YOU ready to lead in today's liquid environment?

