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Virtually all the leaders whom we currently have the privilege of supporting are pursuing much-needed organizational transformations. Some are hitting the reset button on their governance structure and practices. Others are reimagining their organization's entire operating model. And still others are implementing organization-wide cultural shifts. They are not alone — a recent survey of civil sector CEOs indicates that a majority are taking significant steps to adapt to a challenging and rapidly changing environment.<sup>1</sup>



The leaders navigating these scenarios recognize that the changes they're pursuing are critical for their organization to thrive, or perhaps to even exist. They know the stakes. What they're not always as attuned to is "what they're signing up for" when they take on these types of changes.


Transformational change initiatives are complex and present unique challenges from the beginning of the effort to the end. Unless leaders are attentive to the risks inherent with any major organizational shift, the chances of fully achieving their desired outcomes are slim. We explore these challenges and how leaders can recognize and prepare for them in our latest research paper, [Identifying Difficult Change Initiatives: When Implementation Warrants Special Attention](#).

By [downloading this paper](#) (which we always make freely available), you'll discover ways of framing critical organizational changes that will better equip you and your

teams to successfully realize changes that matter.

Enjoy the change in seasons — whether that means more sunlight or less, warmer temperatures or cooler ones. If Daryl or I can be of any help, please do not hesitate to reach out.

With gratitude,



<sup>1</sup>InterAction. (2023). [2023 CEO Insights on NGO Futures](#).

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## Partner Insights from ICSC

Successfully shifting power from Global North organizations to local organizations closer to the communities that INGOs serve (often in the Global South) is a key tenet of most INGO strategies.

Conner Advisory has helped facilitate this dialogue and movement with members of the International Civil Society Centre since 2018.

[This research report](#) summarizes the progress and leading practices that have emerged over the past five years.

[Read more here.](#)



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