## **conner**advisory

## Hello colleagues,

One day, historians will coin a term for the 90 days following the new U.S. Administration's decision to pause all funding for humanitarian, development, and human rights efforts. Not only did billions of dollars stop flowing overnight, but thousands of lifesaving programs came to a sudden halt. Tragically, this action has already precipitated preventable deaths and human suffering among the world's most vulnerable populations on a scale that is only now coming into focus.

Meanwhile, civil society organizations across the globe are scrambling to address the dire threats to their viability caused by this sudden U.S. government funding gap as well as the reductions in aid spending by many European governments over the past year. Some organizations have had to execute significant staff terminations in recent weeks. Many have drastically scaled back their programs just to survive.



Resumption of significant government support of many of these programs seems unlikely in the foreseeable future, if ever. The global civil society sector is recalibrating to this new reality. As many leaders and their boards emerge from the initial "shock and awe" phase of this disruption, they are having to fundamentally rethink their longer-term strategies — from raising funds to delivering programs, from streamlining their organizational structures to reforming their governance models.

This "rethink" phase will soon be followed by urgent efforts to put new strategies into place and to begin to realize the benefits of critical organizational shifts as quickly as possible. The investment of time and energy required of leaders to execute these changes will be massive. Chief among the demands on executives will be the need to build a deep understanding of and strong commitment to these essential changes among their staff, boards, donors, and other partners.

Over the past eighteen months, we have been documenting our observations on the success patterns of leaders who have built deep, durable, authentic, and contagious commitment to their new strategies. We have captured our insights and recommendations in two white papers (shared below) that describe what commitment is and how to best develop it within an organization and among executive leadership.

Feel free to download these papers and give us your reactions. We are eager to hear how you are adjusting to this "great reset" in the sector and how you are establishing the needed levels of understanding of and commitment to your new paths.

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## NEW RESEARCH FROM CONNER ADVISORY

**How Commitment Forms** What to Expect When Building Commitment to Organizational Change



For organization-wide change to succeed, people must be *committed* to the change. In this white paper,

Senior Leadership's Commitment to Critical Organizational Change



When attempting major organization-wide change, it is critical that senior leaders develop and demonstrate strong personal commitment to the change. This white paper describes how leaders we reveal the process by which commitment develops and where it can get stuck. We then share approaches and techniques leaders can use to help their people move through the transitions with greater speed and effectiveness.

Download How Commitment Forms can form, display, and sustain this essential level of commitment to increase their organization's odds of success.

Download Senior Leadership's Commitment to Critical Organizational Change

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