

## **A Framework for Leading Change: First-to-Change Mover Advantage Triangle (FCMA)**

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### **ABSTRACT**

The purpose of this presentation is to provide an overview of a descriptive qualitative research study conducted to identify change management strategies and techniques used by leaders in the U.S. metal building industry. The research used the Delphi technique to gather data from a panel of senior industry leaders. This study potentially represents the first such study to ever be conducted about the U.S. metal building industry. Because of this, the study has provided significant opportunity for future learning and growth not only from the existing data, but also through future interpretation of the data. The study represents a benchmark for existing and future leaders in the U.S. metal building industry to gauge their change knowledge and policies.

The presentation will review the results of the qualitative study, including a model supported by study data. The first-to-change mover advantage triangle (FCMA) contains specific suggestions for leaders: (a) identify change forces that exist in the environment; (b) establish the capabilities to distinguish between internal and external change forces; (c) develop strategies to manage the change forces; and (c) use the change forces to create a sustainable competitive advantage. The FCMA model creates a long-term framework that leaders in any industry may use to establish, enhance, or guide their ability to lead change.

Keywords: change leadership, change management, Delphi technique, FCMA, qualitative, systems, U.S. metal building industry