



# VIEW*S* & VISIONS

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## Change

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## FROM OUR MANAGING PARTNER

Tom Heywood is Managing Partner of Bowles Rice. He has significant experience in health care, corporate, finance and commercial law, and leads the firm's Government Relations Team.

Tom is the recipient of the YMCA's 2017 Spirit of the Valley Award. In 2016, he was named to the inaugural class of "Sharp Shooters" by *West Virginia Executive* magazine. *The State Journal* named him one of the state's "Ten Most Influential Business Leaders" in 2012.

He served as Chief of Staff to the Honorable Gaston Caperton, former Governor of the State of West Virginia, from 1990 to 1993, and was chairman of Governor Earl Ray Tomblin's election campaigns in 2011 and 2012. In 2016-2017, he was a member of the Jim Justice Inaugural Committee.

Tom serves on numerous charitable and nonprofit boards, including the West Virginia University Board of Governors, the Claude Worthington Benedum Foundation, the West Virginia Roundtable and the Discover the Real West Virginia Foundation. He also participates actively in various business and trade associations.

In recognition of his many contributions to the legal profession and community, he was named a Fellow of the American Bar Association. He also is a past recipient of *The State Journal's* "Who's Who in West Virginia Business" award.

I vividly recall reading *Future Shock* by Alvin Toffler shortly after it was published in 1970 – maybe you do, too. The best-selling book took the nation by storm, describing the psychological and sociological impacts of unprecedented and rapidly accelerating changes in post-industrial society.

Just as Mr. Toffler predicted almost 50 years ago, the scope and pace of change have only accelerated since publication of his book. Future shock is no longer a prediction about the future, but an accepted and experienced reality for us all.

As I was preparing this article, I was able to completely refresh my recollection of *Future Shock* in about two minutes by Googling the title and reading an entry in Wikipedia about the book, its background and its impact on society. The internet, Google and Wikipedia did not exist and probably were not even imagined by all but the most ardent futurists in 1970. Q.E.D.

In this edition of Views & Visions, highly respected leaders from across our region share their experience in dealing with change. Several dimensions of change are explored by our authors. How does one lead an organization through change? How do the different generations in our multi-generational workforces deal with change? What are the implications of change for how we structure our organizations? How should public policymakers plan for and react to change?

A theme implicit in these articles is how the reality of constant and profound change affects what it means to be an effective leader. I believe it is incumbent on all of us who seek to be leaders today to study and practice

new leadership styles and techniques that are effective in a time of constant change. It is my sincere hope that the articles that follow will help each of you in your leadership journey, just as they have helped me.

Here at Bowles Rice, we have been fortunate to attract many accomplished leaders to our firm in recent months. These talented individuals bring tremendous savvy, experience and skill to the table for the benefit of our clients and the communities we call home. We are very proud to share their wisdom and observations regarding change in the pages that follow.

As each of our authors describes, in his or her own way, the challenge and opportunity in managing change is to unleash the possibilities, rather than be crushed beneath its wheels. I envision this as something of a judo move that recognizes the inevitability and power of change, and harnesses its potential. Easy in concept, hard in execution. The articles that follow provide some examples, lessons and inspiration, as each of us in our own realm seeks to realize the incredible possibilities that change affords.

Like Warren Buffet, I have complete confidence in the ability of people 15 years from now (and beyond) to solve the problems of 15 years from now (and beyond). As we stand at the threshold of the most profound and far-reaching changes in the history of our species, let us look forward with enthusiasm and excitement at what can be, and with confidence at the ability of present and future leaders to unlock the vast potential that lies before us and the wonders that are to come. ▽