Organizational Change
A Change Leadership Model
The Next Few Hours

• What We Will Do
  • Learning Objectives - Do New / Do Better
  • Ethos / Pathos / Logos

• Leadership Context

• Change Theory

• Change Leadership
  • Models
  • Application / Exercises
Learning Objectives
Do New / Do Better

At the end of this session you will be able to...

1. Articulate an Organizational Change Leadership Process

2. Identify Where You are in Your own Organizational Change

3. Intentionally Work a Change Process as a Leader in Your Group or Organization
Ethos / Logos / Pathos

Some Necessary Questions...

- Ethos = Who is this guy...
- Logos = Where does he get this stuff...
- Pathos = Why is it important...
Class Exercise

1. What is your Definition of Change...
2. What is your Organizational Change Effort...
   • Within this change
     – What is your Ethos
     – What is your Logos
     – What is your Pathos
Leadership Context
What is Change?

For your consideration... A leadership deduction.

Leadership = moving people toward a purpose.

Movement = sharing the purpose and serving the people.

Change = Movement
If you want to go fast go alone. If you want to go far go together – African Proverb
Actual Break

Next Up... Change Leadership - The Shirtless Dancing Guy Change Model
Change Leadership Model – Shirtless Dancing Guy
Change Leadership
Key Theoretical Concepts

1. Open Systems Theory
2. The Zeigarnik Effect
3. The Power of Apathy
Why They Are Saying About Change

• “Most efforts by executives, managers, and administrators to significantly change the organizations they lead do not work” (Burke)

• People who go through unsuccessful change efforts often end up “pessimistic” and “angry” (Kotter)

• “Worse than resistance is apathy” (Burke)
Most Commonly Relied Upon Organizational Change Management Model

Needed Change \rightarrow AMO \rightarrow Outstanding Results
Maybe There is a Better Way

• “Essentially, all models are wrong, but some are useful” (Draper)

• The Kotter Model - Allows us to be Intentional

• Small Philosophical Break... “They say the road to hell is paved with good intentions, but so is the road to heaven.”
## The Model
### A Quick Walk Through

#### EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

1. **Establishing a Sense of Urgency**
   - Examining market and competitive realities
   - Identifying and discussing crises, potential crises, or major opportunities

2. **Forming a Powerful Guiding Coalition**
   - Assembling a group with enough power to lead the change effort
   - Encouraging the group to work together as a team

3. **Creating a Vision**
   - Creating a vision to help direct the change effort
   - Developing strategies for achieving that vision

4. **Communicating the Vision**
   - Using every vehicle possible to communicate the new vision and strategies
   - Teaching new behaviors by the example of the guiding coalition

5. **Empowering Others to Act on the Vision**
   - Getting rid of obstacles to change
   - Changing systems or structures that seriously undermine the vision
   - Encouraging risk taking and nontraditional ideas, activities, and actions

6. **Planning for and Creating Short-Term Wins**
   - Planning for visible performance improvements
   - Creating those improvements
   - Recognizing and rewarding employees involved in the improvements

7. **Consolidating Improvements and Producing Still More Change**
   - Using increased credibility to change systems, structures, and policies that don’t fit the vision
   - Hiring, promoting, and developing employees who can implement the vision
   - Reinventing the process with new projects, themes, and change agents

8. **Institutionalizing New Approaches**
   - Articulating the connections between the new behaviors and corporate success
   - Developing the means to ensure leadership development and succession
Group Exercises

• Some time in the book...
  – Each group 1-8 take 15-20 minutes to review your chapter, elect a spokesperson, and answer the following questions:
  1. What does the step involve
  2. Why do you think it is important
Philosophical Break

Just because everything is different doesn't mean anything has changed. - Irene Peter
Actual Break

Next Up... The Beggar's Change Consultant - The importance of communication in change
The Importance of Communication in Change
Group Exercises

• Some consulting time
  – Each group take 15-20 minutes to help each other identify:
    1. Where each of you are in the Change Process
    2. What should be your next steps

• Pick one person to report out to the rest of the class
Doubt is not a pleasant condition, but certainty is absurd - Voltaire
Questions & Discussion
Time to Vote
References


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TeamSTEPPS

8 Steps of Change

Create a new culture
Don’t let up—be relentless
Short-term wins
Empower others
Understanding & buy-in
Develop a change vision & strategy
Build the guiding team
Create sense of urgency

John Kotter

Team Strategies & Tools to Enhance Performance & Patient Safety
1. Create a Sense of Urgency
2. Form a Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower others to Act on the Vision
6. Create Quick Wins
7. Build on the Change
8. Institutionalize the Change