Leading Change

LESSON OBJECTIVE: Know what it will take to lead transformational change in your program, region, or nationally.

DESIRED LEARNING OUTCOMES (DLO):

1. Know the 8 steps to lead transformational change in any organization.

2. Know the 8 common errors that can doom transformational change.

3. Identify a major change you would like to see at any level in the organization.

4. Using the 8 steps, create a strategy to make the change a reality.

Scheduled Lesson Time: 50 minutes

INTRODUCTION: This module uses the paper Leading Change – Why Transformation Efforts Fail by John P. Kotter as published in the Harvard Business Review, copyright 2006. Please take a few minutes to read it before we proceed further.

1. The 8 steps to lead transformational change in any organization.

Read the "Idea in Brief" and the "Idea in Practice" on page 1 for an overview. Then EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION on page 4.

2. The 8 common errors that can doom transformational change.

Read the discussion on the 8 common errors beginning on page 3 and ending on page 9.

3. Identify a major change you would like to see at any level in the organization.

The only constant in any organization is change; it is inevitable. What practices in the organization do you see today that were a result of a transformational change from the way we used to do things? What are we doing today that is becoming obsolete or counter-productive? What changes do you see as being necessary for the future success of the organization at any level? Discuss your ideas and your fellow students' ideas for merit.

Assignment: Using the 8 steps, create a strategy to make the change a reality.

Select an idea that you believe has merit and that you are passionate about. Create a strategy that follows the eight steps outlined in the paper to make that idea into a reality. Be prepared to brief your strategy to your peers when you are ready.

Lesson Summary and Closure

The article concludes with these words. "There are still more mistakes that people make, but these eight are the big ones." I realize that in a short article everything is made to sound a bit too simplistic. In reality, even successful change efforts are messy and full of surprises. But just as a relatively simple vision is needed to guide people through a major change, so a vision of the change process can reduce the error rate. And fewer errors can spell the difference between success and failure."

RESOURCES:

Kotter, J. P. Leading Change. Boston: Harvard Business School Press, 1996.
https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2