

Sustaining Change

Model adapted from Kotter, J.P. 2012. *Leading Change*. Harvard Business Review Press, Boston, MA.

Identify your operational unit of change: _____.

Assess the **Urgency** of your operational unit.

0 5 10

- High Level of Complacency
- Unit Perceives No Threats
- Comfortable with Status Quo

- High Level of Urgency
- Unit is Mobilized for Action
- Tackling Threats and Seizing Opportunities

Assess the **Guiding Coalition** driving your change project.

0 5 10

- Significant Lack of Power
- Lacking Social, Political, HR Leaders
- Low Credibility Among Operational Unit
- Low-Functioning Team
- Lacking Key Points of View

- Sufficiently Powerful
- Team Includes Decision Makers, Social, Political, and HR Leaders
- High Credibility Among Operational Unit
- High-Functioning Team
- Broad Expertise Represented

Assess the **Vision** guiding your change project.

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- Lack of Concise Vision
- No Clear Plan to Achieve Vision
- Difficult to Communicate
- Does Not Incorporate Interests of Stakeholders

- Clear and Concise Vision
- Vision Supported by Clear and Actionable Strategies
- Easy to Communicate
- Picture of the Future Appeals to Stakeholders

Assess the team's effectiveness in **Communicating the Vision** for your change project.

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- Communication is Infrequent, Singularly Distributed, Complicated
- Behavior of Team Members Inconsistent with Vision
- One-Way Communication
- Stakeholders Lack Understanding of Vision

- Utilize Multiple Forums to Communicate Vision and Strategies
- Guiding Coalition Models Expected Behavior Changes
- Opportunities for Two-Way Communication and Feedback
- Stakeholders Understand Vision

Assess if broad-based action is **Empowered** through your change project.

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<ul style="list-style-type: none"> • Significant Obstacles Exists for Those Wishing to Adopt Changes • Structures, Policies, or Management Undermine Change Vision • Community Lacks Necessary Skills to Implement Change 	<ul style="list-style-type: none"> • Obstacles Removed to Support Adoption of Change • Risk Taking and Nontraditional Ideas and Activities are Encouraged • Community is Empowered Through Necessary Training
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Assess the team’s ability to **Generate Short-Term Wins** for your change project.

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<ul style="list-style-type: none"> • Incremental Wins are Not Included In Strategies • Rewards/Commendations are Isolated to a Small Piece of the Team • Improvements are Recognized by Only a Small Select Group 	<ul style="list-style-type: none"> • Wins are Clear and Celebrated Frequently • Wins are Planned and Created by the Coalition • Wins are Celebrated Across the Operational Unit
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Assess if project gains are leveraged to **Produce More Change** for your change project.

0 5 10

<ul style="list-style-type: none"> • Individuals Step Aside after Their Portion is Accomplished • Coalition Allows a Drop in Urgency • Team is not Growing 	<ul style="list-style-type: none"> • Short-Term Wins are Leveraged for Bigger Initiatives • Coalition Emphasizes the Shared Long-Term Vision • New People have been Added to Team
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Assess the **Cultural Integration** of your change project.

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<ul style="list-style-type: none"> • Us versus Them Discourse Remains • Succession Plans are Ignored • Lessons Learned Remain Internal to Operational Unit 	<ul style="list-style-type: none"> • “[Our Project] is the Way We Do Things” • Succession Plans are Integral to Project Planning • Lessons Learned Have Impact Beyond Operational Unit
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After comparing your assessment of your team's progress toward sustaining change with the assessment of your teammates, brainstorm together on the following:

How could our team increase the **Urgency** of our operational unit?

Who should be added to our **Guiding Coalition** to increase its influence?

How can our **Vision** and supporting strategies be improved for clarity and simplicity?

What is a new way that our team can **Communicate the Vision** of our change project?

Removing Barriers and Empowering the Operational Unit

Identify any former, current, or anticipated barriers to your change project.

<p style="text-align: center;">Structural Barriers</p> <p>Siloed departments stifle cross-disciplinary course offerings.</p>	<p style="text-align: center;">Skillset Barriers</p> <p>Faculty require training for effective feedback for writing assignments.</p>
<p style="text-align: center;">System Barriers</p> <p>Promotion and tenure criteria do not align with change activities.</p>	<p style="text-align: center;">Supervisor Barriers</p> <p>Senior, influential faculty member is publically in opposition to the project.</p>

- How can the structures of the organizational unit be made compatible with the vision?
- What training do we need to provide the appropriate knowledge, skills, and attitudes?
- How can the systems of the organizational unit be aligned to the vision?
- How might we engage influential, oppositional individuals to minimize their impact?

Generating Short-Term Wins

In your own words, what would success look like for your change project?

Identify three short-term wins that your team can facilitate on the way toward achieving the vision. A good short-term win is:

- Visible – A large number of people can see that this win is real and not just hype.
- Unambiguous – There is little to no argument that this win is real.
- Connected – The win is clearly tied to the change initiative.

Win #1: 0 to 6 months
Win #2: 6 to 12 months
Win #3: 12 to 24 months

What strategies can you implement to ensure that these wins occur?

<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • •
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For Me To Do:

- _____
- _____
- _____
- _____

For the Team To Do:

- _____
- _____
- _____
- _____

Notes
