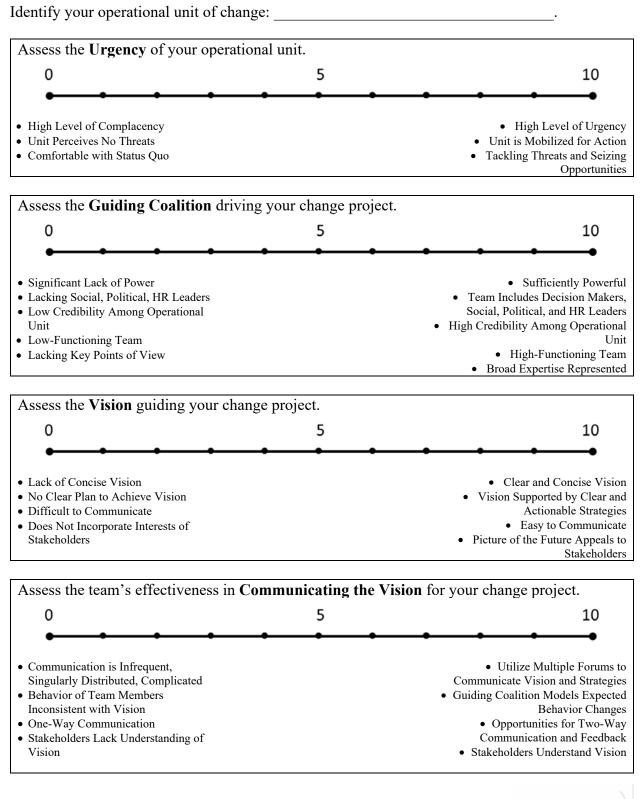
## Sustaining Change

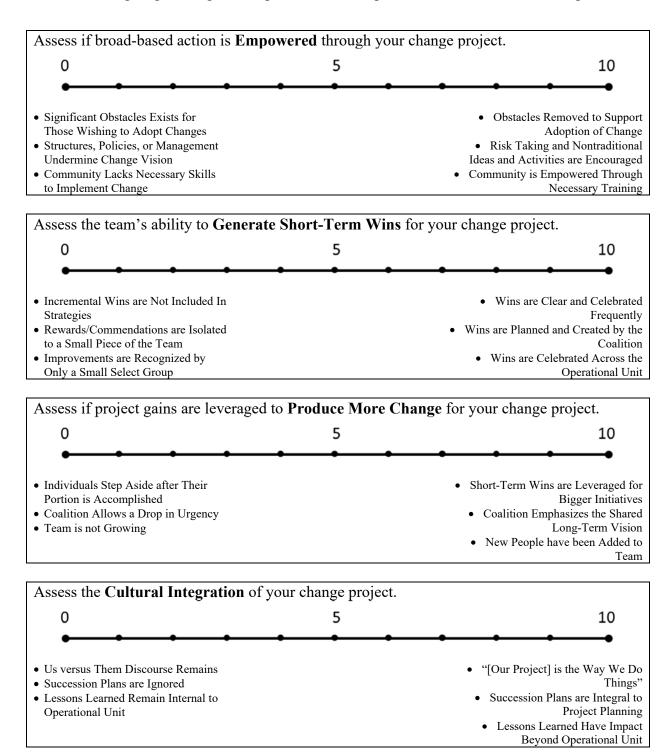
Model adapted from Kotter, J.P. 2012. Leading Change. Harvard Business Review Press, Boston, MA.







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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 barri	ers to your change project.
Structurel Parriers	Skilleot Parriere

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

- 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?

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For Me To Do:	
For the Team To Do:	
Notes	





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