

PHASE III – MODULE 3: EFFECTIVE CHANGE

STEPS TO EFFECTIVE CHANGE

From *Leading Change* by John Kotter

- 1. ESTABLISHING A SENSE OF URGENCY:** By far, the most common mistake made when trying to introduce change is to plunge ahead without establishing a high enough sense of urgency with organization/group members. Without a sense of urgency, individuals won't give extra effort that is often essential. *Change efforts always fail when people are satisfied with the “the way things are.”*
- 2. CREATING A GUIDING COALITION:** Major change is difficult unless the top leaders in an organization are active supporters, but it goes beyond that. *In successful change efforts, there is a group of people with a commitment to improve things and see the change effort through. The guiding coalition needs to include members that are respected, members that others listen to and members that have credibility in the organization/group.*
- 3. DEVELOPING A VISION AND STRATEGY:** Urgency and a strong group to guide the change efforts are essential but they are only part of what you need. The vision for what it will look like when the change is implemented is vital. Vision plays a role in producing change by helping to direct, align, and inspire others.
- 4. COMMUNICATING THE CHANGE VISION:** Have you ever heard of **WIIFM**? It stands for “*What's In It For Me?*” Members need to see/know what's in it for them and how they fit into the end picture for them to support change. You should talk about the change vision with members one-on-one, in groups, and with the organization as a whole.
- 5. EMPOWERING MEMBERS FOR ACTION:** The implementation of change efforts requires action from many people. It is important that you tell members exactly what they can do to support the effort. If people know what is expected of them and how they can help, you are helping to empower them. Part of empowering others is to reward and recognize those who are supporters.
- 6. GENERATING SMALL WINS:** What is momentum? Why is it important to an organization's success? Not only is it important for overall success, but it is vital in the change effort. Small wins are things that you can look to as proof that the change is taking hold and having a positive impact. Creating small wins is different from hoping they will occur. Look for opportunities to highlight small wins in the change effort!
- 7. CONSOLIDATING GAINS:** As Kotter warns, “Do not declare victory too soon.” Until changes sink deeply into an organization's culture – a process that can sometimes take years – new approaches are fragile and subject to regression. Again, a premature declaration of victory kills momentum, allowing the powerful forces of tradition to regain ground.
- 8. ANCHORING THE CHANGE IN THE CULTURE:** Change sticks when it becomes a part of what you do as an organization. Until the new behaviors are rooted in the organization's culture, they are vulnerable. One way to help educate members is to show how the change has helped the chapter. Another is to educate new members on the organization's history, including its challenges and why changes were made.