



## Leading Through Transition & Change

### Overview

Whether you are considering a small or big change, it's typical for others to feel uneasy as they are taken out of their comfort zones. Elevate's Leading Through Transition and Change training, based on the most widely known and applied model in the world, will help facilitate a smooth transition to any new scenario in an organization.

### Learning Objectives

- Learn to identify potential threatening scenarios
- Learn to identify the true leaders in the organization
- Develop a change vision
- Generate short term wins
- Build on the change and ensure it sticks

### Course Outline

#### Module 1: Create a Sense of Urgency

- Actions Needed
  - Identify potential threats
  - Develop scenarios showing what could happen in the future
  - Start honest discussions
  - Request support from clients, outside stakeholders, and industry to strengthen your argument
- Pitfalls
  - Driving people from their comfort zones
  - Becoming paralyzed with risks

#### Module 2: Form a Powerful and Guiding Coalition

- Actions Needed
  - Identify the true leaders in your organization

- Ask for an emotional commitment from these key people
- Work on team building within your change coalition
- Check you team for weak areas
- Ensure you have a good mix of people from different departments and different levels within your
  - organization
- Pitfalls
  - Make sure there is experience in teamwork at the top
  - Do not relegate team leadership to an HR, quality, or strategic-planning executive
  - Go with a senior line manager

### **Module 3: Develop a Change Vision**

- Actions Needed
  - Determine the values that are central to the change
  - Develop a short summary that captures what you "see" as the future of your organization
  - Create a strategy to execute that vision
  - Ensure that your change coalition can describe the vision in five minutes or less
  - Practice your "vision speech" often
- Pitfalls
  - Do not present a vision that is too complicated or vague
  - Develop a vision that can be communicated in five minutes

### **Module 4: Communicate the Vision for Buy-in**

- Actions Needed
  - Talk often about your change vision
  - Openly and honestly address peoples' concerns and anxieties
  - Apply your vision to all aspects of operations--from training to performance reviews
  - Tie everything back to the vision
  - Lead by example
- Pitfalls
  - Do not under communicate the vision
  - Do not behave in ways that do not match the vision

### **Module 5: Empower Broad-based Action**

- Do not fail to remove powerful individuals who resist the change effort

### **Module 6: Generate Short-term Wins**

- Actions Needed
  - Look for sure-fire projects that you can implement without help from any strong critics of the

- change
- Thoroughly analyze the potential pros and cons of your tarts so you don't fail in early goals
- Reward the people who help you meet the targets
- Pitfalls
  - Do not leave short-term success to chance
  - Do not fail to score successes early in the change effort

### **Module 7: Build on the Change**

- Actions Needed
  - After every win, analyze what went right and what needs improving
  - Set goals to continue building on the momentum you've achieved
  - Learn about continuous improvement
  - Keep ideas fresh by bringing in new change leaders for your change coalition
- Pitfalls
  - Do not declare victory too soon with the first performance improvement
  - Do not allow resisters to convince the group that mission is accomplished

### **Module 8: Make it Stick**

- Action Needed
  - Talk about progress every chance you get
  - Tell success stories about the change process
  - Include the change ideals and values when hiring and training new staff
  - Publicly recognize key members of your original change coalition, and make sure the rest of the
    - staff--new and old--remembers their contributions
    - Create plans to replace key leaders of change as they move on
- Pitfalls
  - Do not fail to create values consistent with changes
  - Do not promote people into leadership positions who do not personify the new approach
  - Do not forget to CELEBRATE SUCCESS