

Reading: Key Questions to Answer in the Process of Leading Change

Step 1: Establish a Shared Vision for Change

- Why does the organization have to change?
- What will the change look like?
- How can a sense of “creative tension” be articulated?
- How can the vision for the future state be communicated in a compelling way?
- What is the predictable psychological response people will have when confronted with the change?

Step 2: Design the Future State

- What specific issues need to be addressed in chartering the design team?
- What data need to be explored and clarified before effective decisions can be made about important design elements?
- How can the data collection be used to generate design needs or criteria for evaluating design options?
- How can creative and well-thought-out design options be developed?
- How can the impact of various design options on people be assessed and how can people be helped to let go of the past?
- How can a “guiding coalition” be built?
- How can an effective change management structure be created?
- What role will the unions play in the change management process?
- What strategies can be used to formally and informally involve people in the change process?
- How can effective decisions be made about design recommendations?

Step 3: Plan the Change

- What is the impact of the change on systems?
- What strategies can be used to align the systems with the future state?
- What is the plan for implementing the design?
- What structure is needed for overseeing the implementation of the change?
- What is the likely resistance to the proposed change?
- What strategies can be used to support people through the change process?
- What temporary structures or systems need to be in place during the transition to the new state?
- How can systems impacts be monitored throughout the change process?

Step 4: Implement and Make Course Corrections

- What needs to be done to keep the change implementation plan on track?
- How can success be fostered and celebrated?
- How can lessons learned be identified for future change planning?
- What strategies can be used to deal with the reality of continuous change?