



UNIVERSITY OF JYVÄSKYLÄ

**ELSS840**

**S1L5**

**Leading Change**

- change theory & models of change

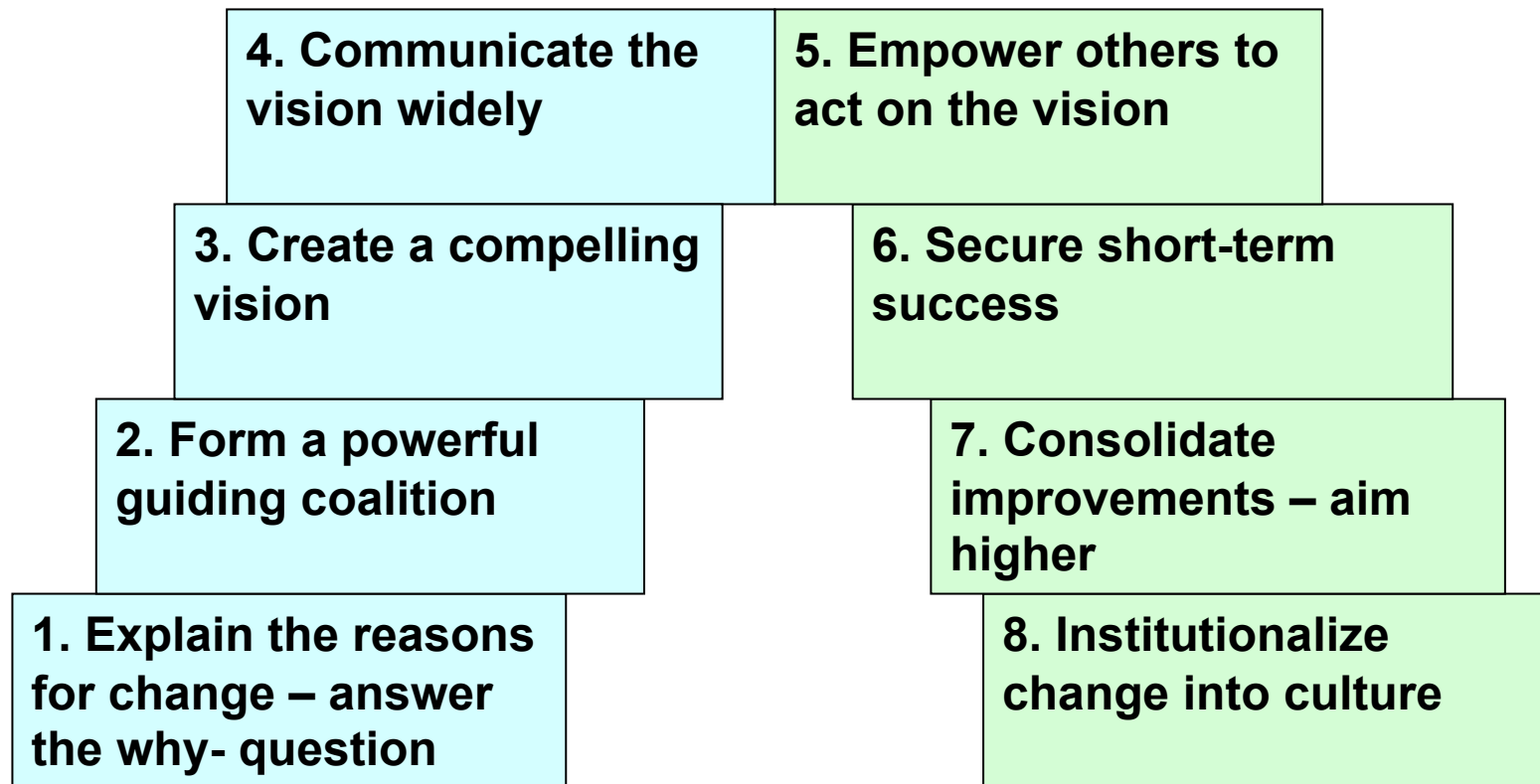
Institute of Educational Leadership

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# ***Steps for change***

***Kotter: Leading Change (1996)***




# 1. Explain the reason for change

## Establish a sense of urgency

### - answer the Why- question

- Examine external changes & realities.
- Make a clear assessment where you are.
- Start with the fundamentals and determine what change is needed.
- Make plans explicit – not implicit.
- Identify and discuss the possibility of crises.
- Crises and threat diminish change resistance.
- Even without a crisis, be certain to explain the reasons for change – the analysis of external ‘megatrends’.

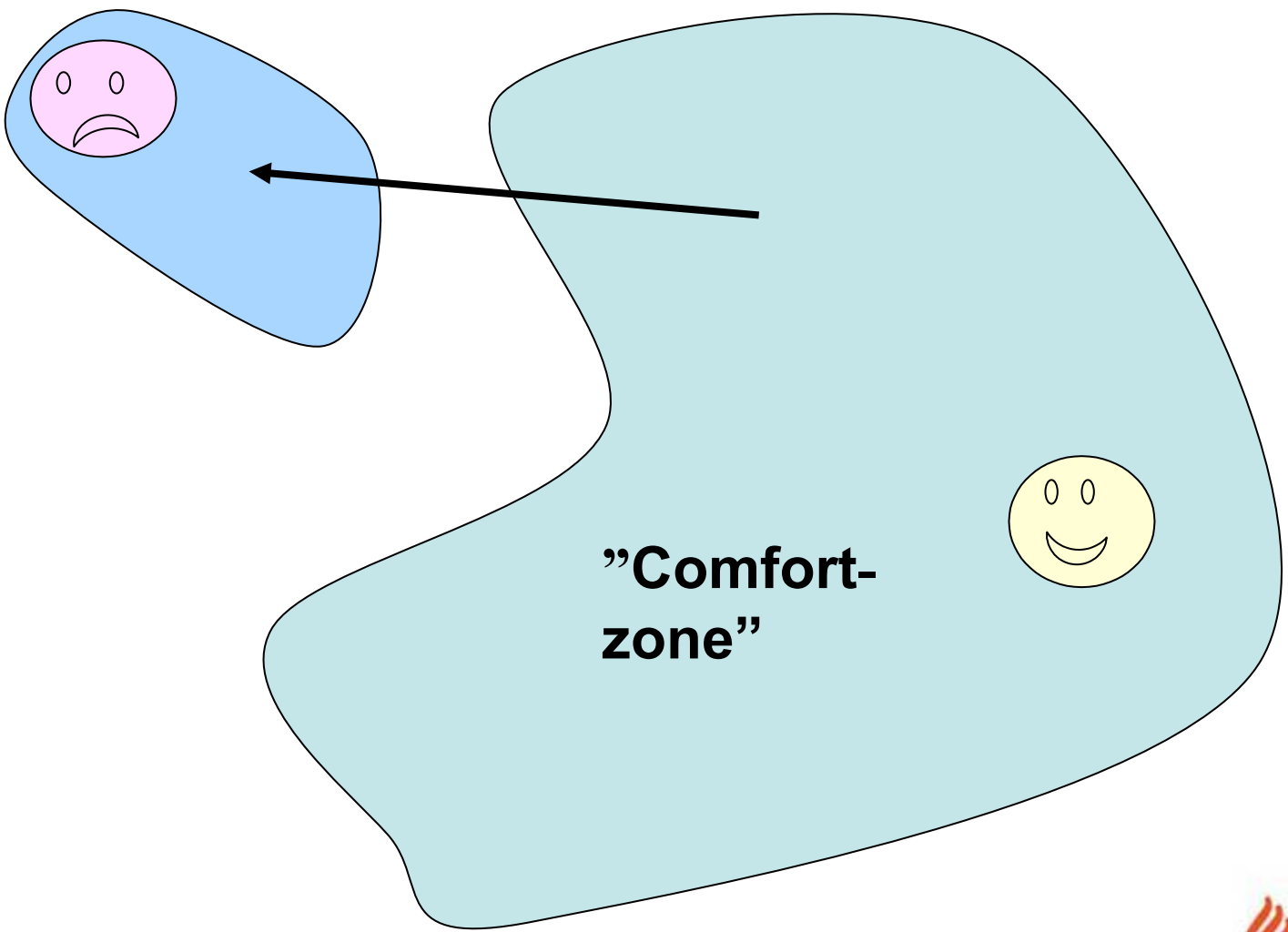




# 1. Explain the reasons for change Establish a sense of urgency - answer the Why- question; risks

**If not done with determination, the change process might stop in the very beginning – people just do not like to come out of their comfort zones.**





## 2. Form a powerful guiding coalition - 1

- Establish a **group with enough power** to lead the change effort; in many cases this 'strategy group' is not the management team.
- Encourage the group to **work together** as a team.
- Enlarge the pro-change group in order to achieve a '**critical mass**' that favours the change.
- Attain **commitment** to change through participation.



## 2. Form a powerful guiding coalition; risks

**The top management really cannot do the change alone.**







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### 3. Create a compelling vision – and a change strategy

- ❏ Create a **compelling vision** to direct the change effort.
- ❏ Remember the powerful **directive force of visions.**
- ❏ Creating a vision is **hard work** and it takes time; it begins with a careful analysis of the external change forces and changing needs of stakeholders.



### 3. Create a compelling vision – and a change strategy

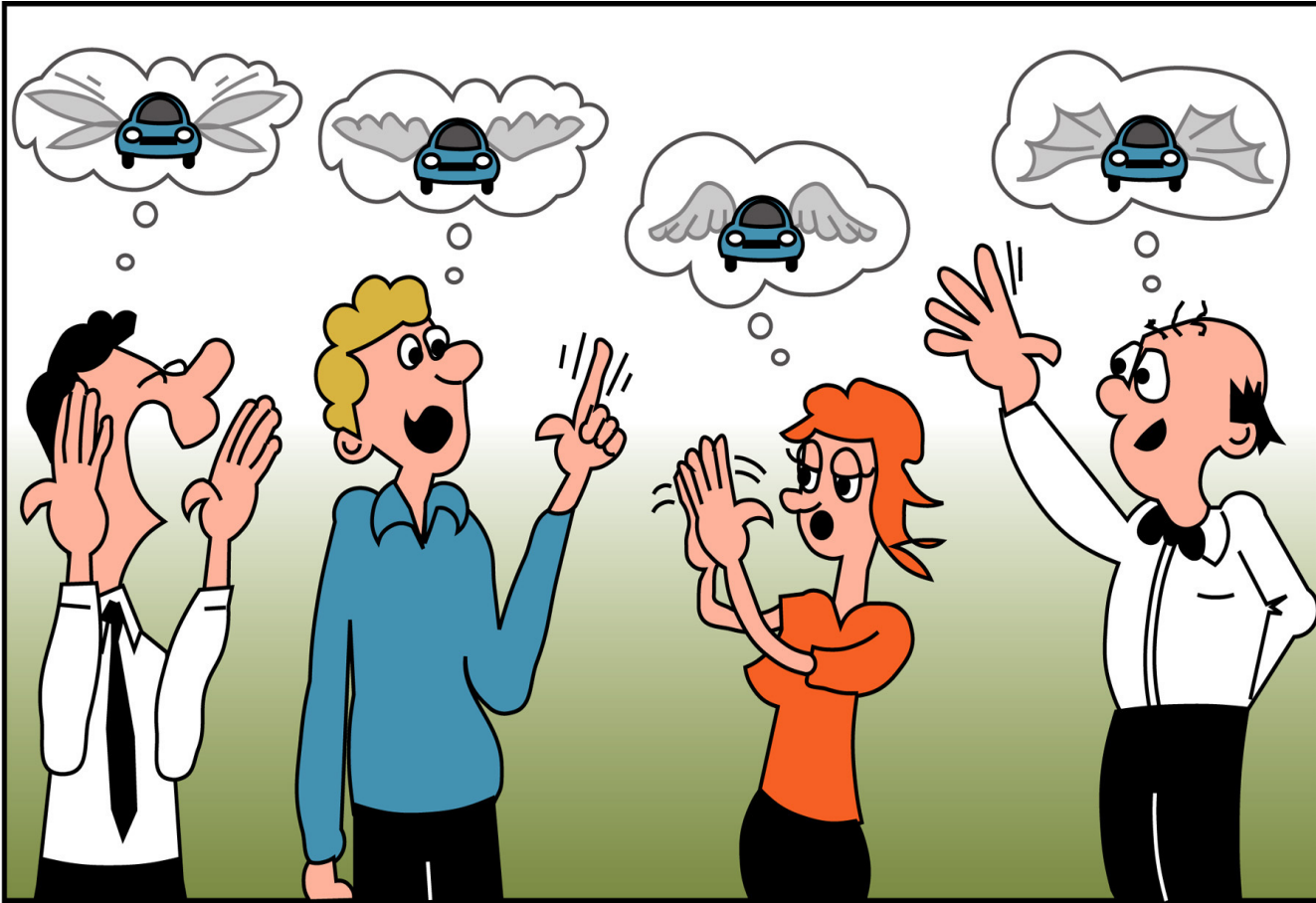
- ❖ Develop the **change strategy**; gather information, assess the situation and people, figure out what needs to be done – what are the priorities.
- ❖ Use external change **consultants** – with caution.



### **3. Create a compelling vision – and a change strategy; risks**

**Without a sensible vision, a transformation effort can easily dissolve into a list of confusing and incompatible projects that can lead the company astride.**





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## 4. Communicate the vision widely

- Use all possible vehicles to **communicate** the new visions and strategies.
- Support the change by the **example** of the guiding group.
- Without a thorough communication employees do not understand nor commit to the change.



## 4. Communicate the vision widely

- Getting commitment in cases where downsizing is an element of the vision; so be certain to **include growth possibilities** to the vision.
- Communicate the vision and change **ten fold** from what you first intended; make sure you 'walk the talk' .



## 4. Communicate the vision widely; risks

**If the why question is unanswered, commitment is not there.**





## 5. Empower others to act on the vision

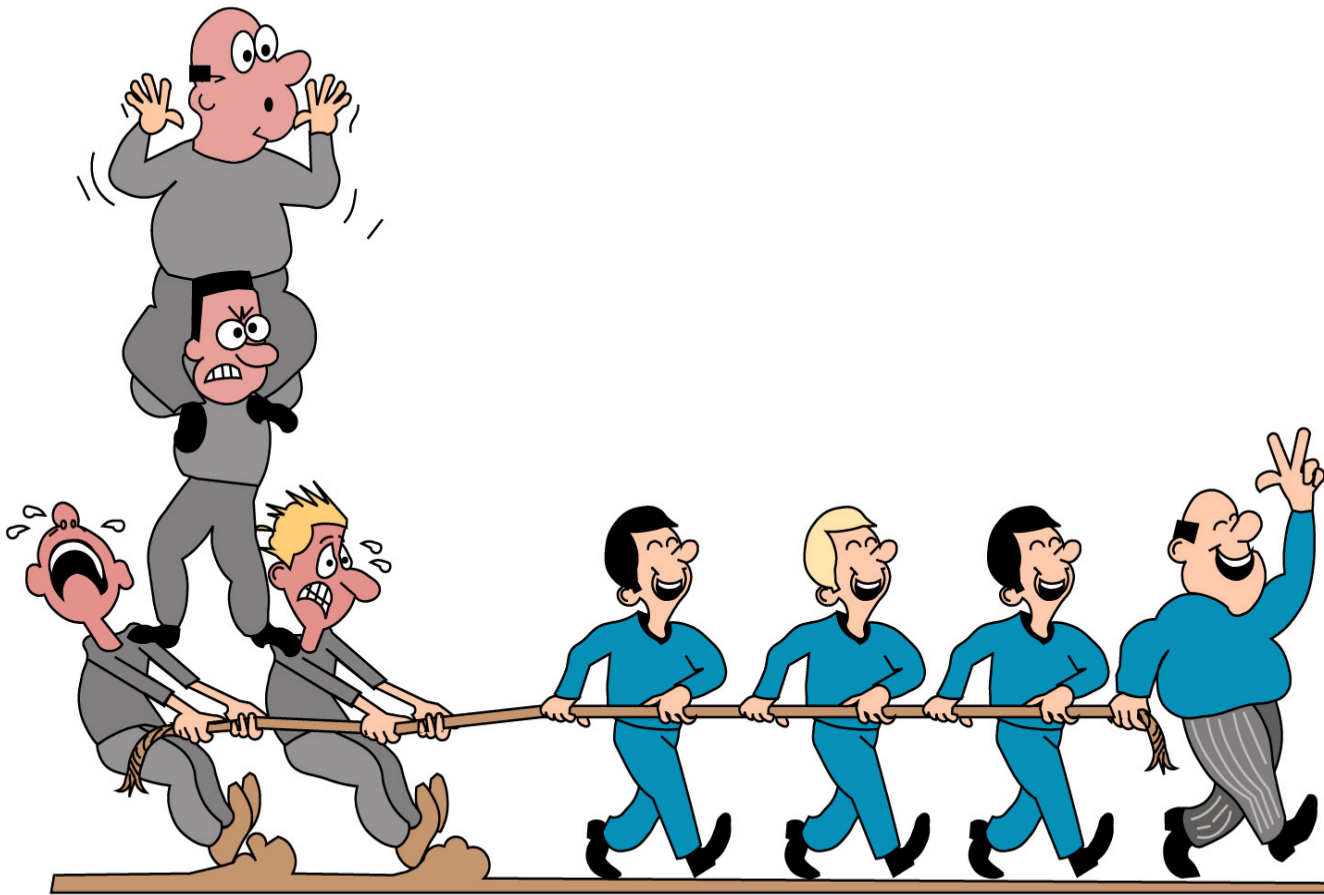
- Identify and **remove the obstacles** of change; renew systems and structures that undermine the vision and resist change.
- Encourage risk taking** and non-traditional ideas, activities and action.
- Secure wide **participation**.
- Start with the idea that is **'we'**.
- Empower** through information and resources.



## 5. Empower others to act on the vision; risks

**If job descriptions and categories and compensation plans are not aligned with change, change will not occur.**





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## 6. Secure short-term success

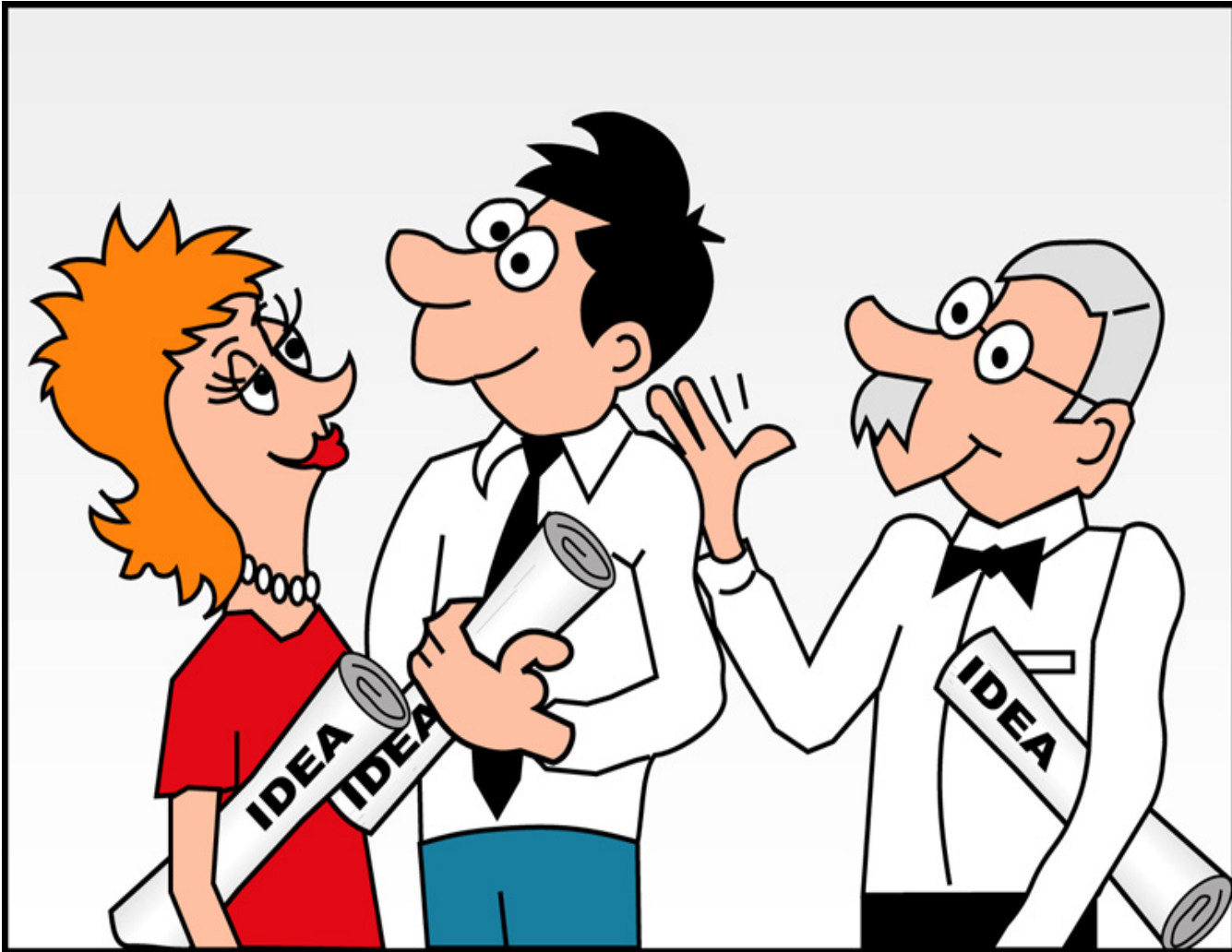
- ❏ Plan and secure visible performance improvements; **change momentum** will decrease if there are no visible changes and successes.
- ❏ **Recognize and reward** employees that support and make the changes.
- ❏ Understand the value of **symbolic acts**; you can acquire momentum through personal gestures, speeches, and far-reaching decisions.



## 6. Secure short-term success

**Risk: No one wants to do 'the extra mile' if there are no clear results during the first 2-3 months. People just don't wait for 2-3 years!**





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## 7. Consolidate improvements – aim higher

- ❖ Transform renewal into **concrete actions** and new routines.
- ❖ Hire, promote, and develop employees who can implement the vision and support change - **aim even higher** – start new projects when the first ones are done.



## 7. Consolidate improvements – aim higher; risks

**Do not declare the victory too soon – it is often the change initiators and resisters that early on join together (for totally different reasons) and celebrate the premature victory. After the celebration is over, the resisters point to the victory as a sign that the war has been won and the troops should be sent home (to their old activities).**





## 8. Institutionalize change into culture

- Secure the **unlearning of old ways.**
- Build the new ways into the school **culture.**
- Articulate the connections between the new behaviours and success of the school.
- Ensure leadership development and succession.**



## 8. Institutionalize change into culture; risks

**If changes and new behaviours are not rooted into the social norms and shared values, they are subject to degradation as the pressure for change is removed.**





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