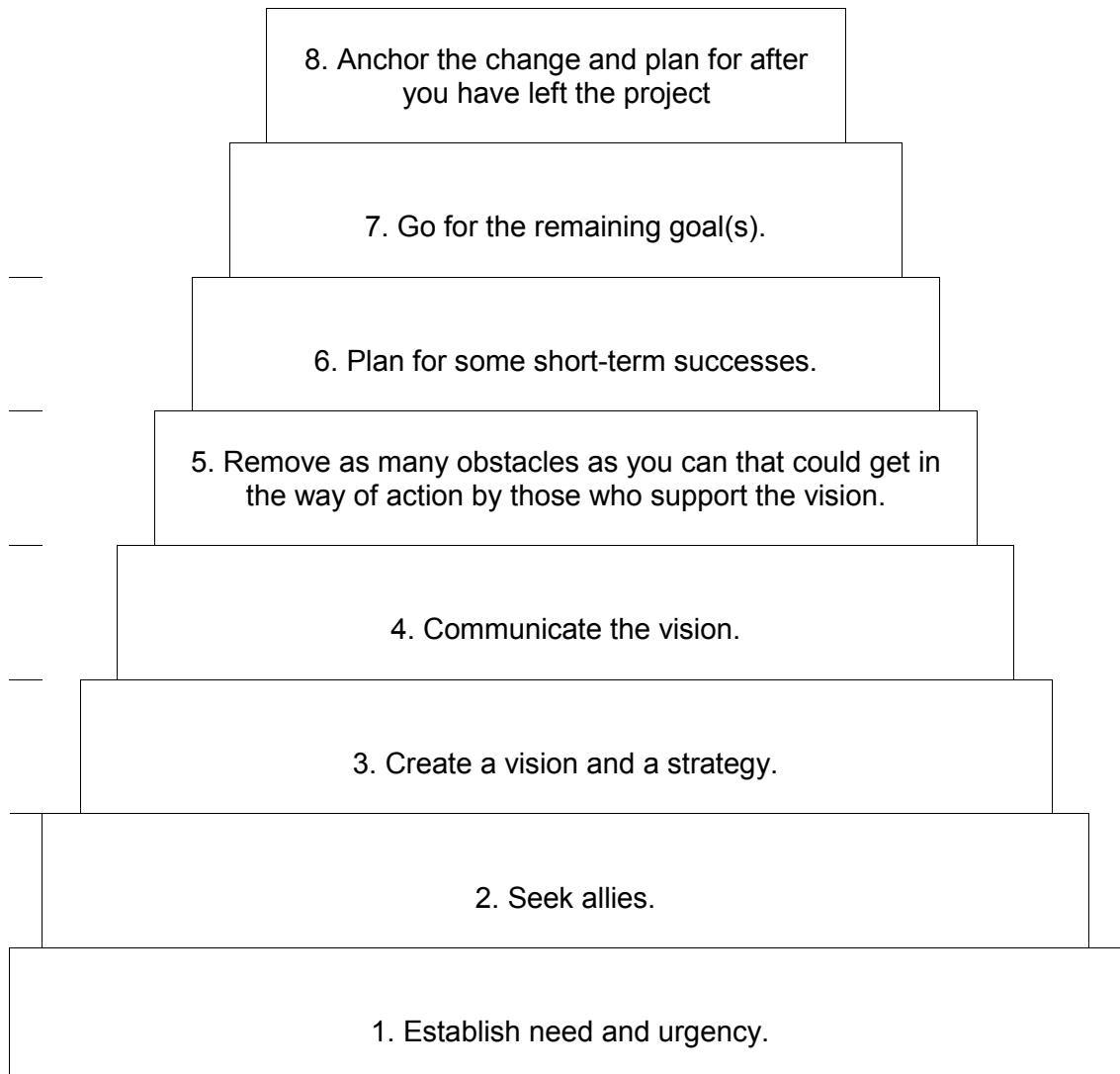


Change Anchoring

Minilecture 1: Stages for leading a change project (10 minutes)

(Main purpose: to offer a basic framework of stages for leading change. It is intended to be particularly helpful to those participants who have little idea about how to tackle their change project. However, it should also be of value to participants who are quite clear about how they intend to go about their projects as it provides a framework against which to test out their own ideas).

This 'stages' framework for leading change is based on a model for leading large-scale change within organisations that was developed by John Kotter from Harvard University. It is based on Kotter's research into what differentiated change initiatives that were successful from those that were unsuccessful. He found that the successful change initiatives all, to a greater or lesser extent, went through a similar set of stages. Those that were unsuccessful missed out one or more of the stages.



Here are a few thoughts about each of the stages:

1. Establish need and urgency.

This involves 'problemising' the change you wish to bring about. What is the problem for which your project is the solution? Can you identify crises, potential crises or potential opportunities?

2. Seek allies.

This takes us back to stakeholder analysis. Who are the stakeholders in your project? Who is likely to be affected? Who are your potential partners?

Who knows? - i.e. who has the *knowledge*? Has anyone else ever done what you are attempting or anything like it?

Who cares? i.e. who has an *interest* in whether or not you are successful?

Who can? i.e. who has *power* to affect the success of your project?

3. Create a vision and a broad strategy

Having a vision means you are clear where you want to get to. It provides direction and gives you a criterion for evaluating decisions: i.e. the decision that will take you furthest in the direction of the vision. You will find it best if you can help your allies to develop the vision - then you can be sure they share the same vision and are committed to it. Start to develop strategies to move you in the direction of the vision.

4. Communicate the vision.

Use every means possible to communicate the vision to provide direction to anyone who is an ally, partner or supporter. A communicated vision serves to co-ordinate the activities of allies and supporters.

5. Remove as many obstacles as you can that could get in the way of action by those who support the vision.

Help people who support the project to take action. Try to identify obstacles and potential obstacles and do whatever you can to remove them. Talk to supporters of the change about possible impediments. Encourage risk-taking and non-traditional ideas and actions.

6. Plan some short-term successes.

What quick wins could you go for? Look for visible 'wins' as this will encourage partners and supporters, enhance credibility and generate momentum.

7. Go for the remaining goal(s) of your project.

Use increased credibility from early successes to gain more support and then focus on ensuring you achieve the key outcome(s) that you want from the project.

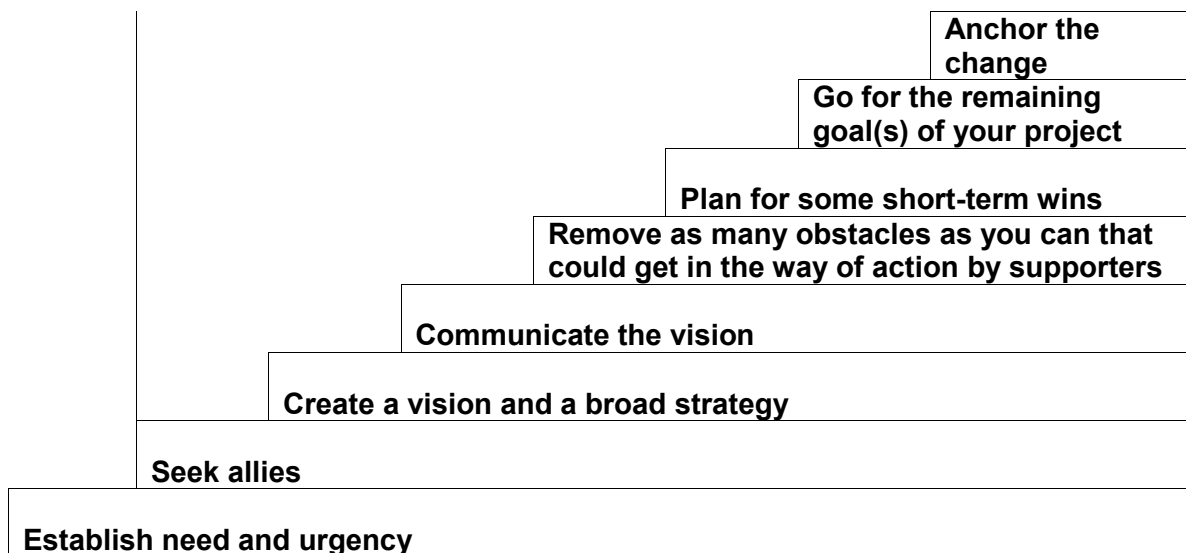
8. Anchor the change and plan for after you have left the project.

Think about the period after you have realised the main goals of the project. Does it need to be *maintained* beyond that time? Will you continue with it and, if not, can you find a successor? Do you need to develop the successor? What steps can you take to mainstream the project? Is mainstreaming the project a separate project?

Hints and tips

Use this model as a 'framework' for thinking about your project but don't let it become a 'cage' to get trapped in. Think of it as a *check-list* rather than a *blue-print*. For example, in your own project the order of the stages might be different, e.g. if you find it better to create the vision as a means of finding allies then in your case stage 3 would precede stage 2.

Also, the start of a new stage doesn't necessarily mean the end of the previous stage(s). For some projects, the following might be a better model:



There's still something missing. What is it? Its *learning!*

Your likelihood of success will rise if you learn from what you've done so far and you learn the best way of tackling the next stage. If you get this learning not only will you get a better result for this project but you'll also learn lessons from this project that you can apply to subsequent projects.

So here is a final version of the model:

