The Eight-Stage Process of Creating Major Change
While Avoiding the Eight Errors Common to Organizational Change Efforts

Advice for avoiding common errors to organizational change	Implications
Error #1: Allowing too much complacency **1. Establish a sense of urgency** ▪ PLAS Status ▪ Open Enrollment ▪ SIG Grant	All employees must feel a sense of urgency at the beginning of a transformation in order to motivate them to give extra effort, make needed sacrifices.
Error #2: Failing to create a sufficiently powerful coalition **2. Create the guiding coalition** ▪ CISC ▪ Green and Gold Committee(s) ▪ Instructional Leadership Team/Pivot Schools	Coalesce department members with the titles, information and expertise, reputations, relationships and capacity for leadership.
Error #3: Underestimating the power of vision **3. Develop a vision and a strategy** Mission of CISC is to: ▪ Coalesce input from other committees ▪ Develop compelling vision stated as measurable goals ▪ Communicate clear directions and strategies for actions	Communicate a <u>clear, compelling, sound, and sensible</u> vision to direct, align, and inspire action.
Error #4: Undercommunicating the vision by a factor of 10 or 100 or even 1000 **4. Communicate the change vision** ▪ Utilize the proposal template among the committees ▪ Permission to express and receive ideas with respect	Communicate that the change vision is <u>attractive</u> and <u>possible</u>. ▪ Say it often ▪ Have many people say it ▪ <u>Hold visible, important (see 2 above) people accountable to act it</u> Coalition must act consistently with the verbally communicated vision

From *Leading Change,* by John P. Kotter. Boston: Harvard Business School Press, 1996

Error #5: Permitting obstacles to block the new vision **5. Empower broad-based action** Identify opportunities for staff: - Risk-taking - Coaching - Mentoring - Implement Thinking Maps - Initiate 10-2 strategies	Assure that supervisors help employees to identify and overcome true obstacles. Especially assure that supervisors themselves are adapting to new circumstances, and not undermining change and disempowering their employees.
Error #6: Failing to create short-term wins **6. Generate short-term wins** - Public recognition of staff on short-term wins - Proposals used to establish goals within the School Improvement Cycle	Real transformation takes time. Therefore, <u>create</u>, don't hope for, short-term wins based on short-term goals, and <u>celebrate</u>. Managers must actively look for ways to: - obtain clear performance improvements - establish goals within the yearly planning system - achieve these objectives - Reward the people involved with recognition, promotions, or money. Being forced to produce short-term wins can be a useful element in the change process.
Error #7: Declaring victory too soon **7. Consolidate gains and produce more change** - Maintain focus on the School Improvement Cycle - Establish periodic self-assessment intervals - Evaluate progress 3x per year and share findings with staff	Cultural change can take 3 to 10 years, and until it is complete, new approaches are fragile and subject to regression. Therefore, don't declare victory too quickly. Don't go overboard with enthusiasm when you see progress. Resisters can be quick to spot an opportunity to undermine the effort. Change can come to a halt and previous, irrelevant, traditions can creep back in.
Error #8: Neglecting to anchor changes firmly in the corporate culture **8. Anchor new approaches in the culture** - Determine timeline - Use School Improvement Cycle to monitor progress - Reward behaviors that affirm the norms in the WASC Action Plan and SPSA (Single Plan for Student Achievement)	Consciously demonstrate how specific behaviors and attitudes have helped improve performance. Assure that promotion criteria are reshaped to reward behavior that is consistent with the new culture.

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