

# Organizational Change for Successful Collaboration


# Organizational Change Defined

**Systemic** response in reaction to,  
or **anticipation** of,  
a new set of **internal** and/or **external** factors.

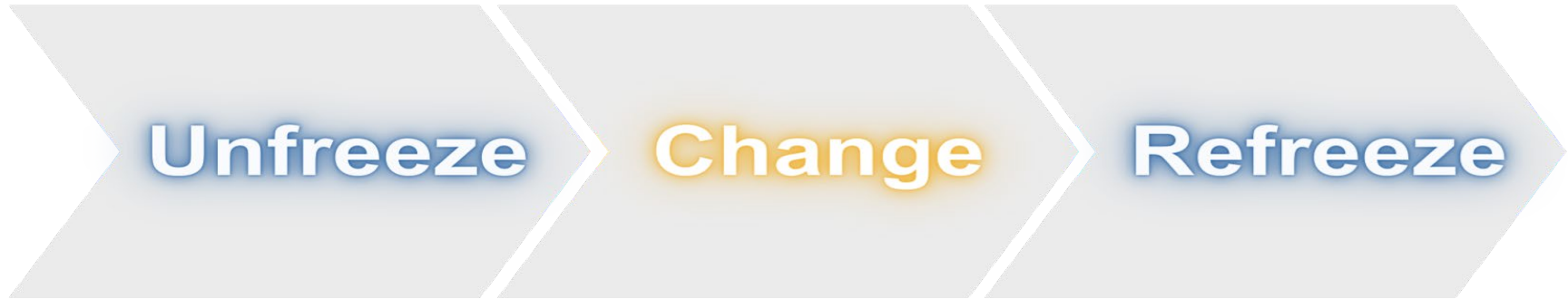
# Kurt Lewin



# Kotter's 8-Step Change Model

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- Create Urgency
  - Form a Powerful Coalition
  - Create a Vision for Change
  - Communicate the Vision
  - Remove Obstacles
  - Create Short-Term Wins
  - Build on the Change
  - Anchor the Changes in Corporate Culture

# Lewin and Kotter



1. Create Urgency
2. Form a Powerful Coalition
3. Create a Vision for Change
4. Communicate the Vision

5. Remove Obstacles
6. Create Short-Term Wins
7. Build on the Change

8. Anchor the Changes in Corporate Culture



# Strategic Success



- **Strategic Success** occurs when the organization's response to a challenge enhances its overall strength, position in the market, and sustainability
- **The Right Solution** is achieved by choosing the correct technical fix or strategic response to the challenge
- **Good Execution** is the process of implementing that technical fix or strategic response in a timely and effective manner
- **An Adaptive Culture** is evident when movement within the organization changes people's views of the challenge, the situation, the organization, and themselves

# Change vs. Transition

## Process vs. Outcome

Change	Transition
<p data-bbox="198 483 774 561">Change is an event that is external to us:</p> <p data-bbox="198 620 653 702">One thing ends... something new begins!</p>	<p data-bbox="838 483 1392 561">A process involving three phases and nine steps:</p> <p data-bbox="838 620 1392 746">The Ending  The Wilderness The New Beginning </p>

# Transition



- Losing
- Letting go
- Getting closure



- Provide support through uncertainty
- Give staff a role
- Create and adhere to a detailed transition plan



- Celebrate small successes
- Address resistance, then be done with it
- Anchor the organization in change



# Leading Change

What You Can Do



# Leading Change – Kotter's Six Strategies

Leading encompasses the vision, urgency, sponsorship, and ownership required to effect organization-wide change

1. Be visible and public in support of the change initiative
2. Connect the planned change to the business case
3. Communicate, communicate, communicate (consistently!)
4. Acknowledge what was lost, and by whom
5. Plan a ceremonial ending
6. Allow people to carry forward some artifact that represents the best of what was

# La Piana's 20-60-20 Rule

For any proposed change, your people may fall into three categories of reaction:

**20%** are ready to go. *Finally!*

**60%** are willing but unsure. *Is it safe?*

**20%** are dug in and resistant. *No way!*

But management spends 80% of its energy on the resistant 20%



**“Organizational  
culture eats  
strategy for  
breakfast,  
lunch, and  
dinner”**

Peter Drucker

# Managing Change

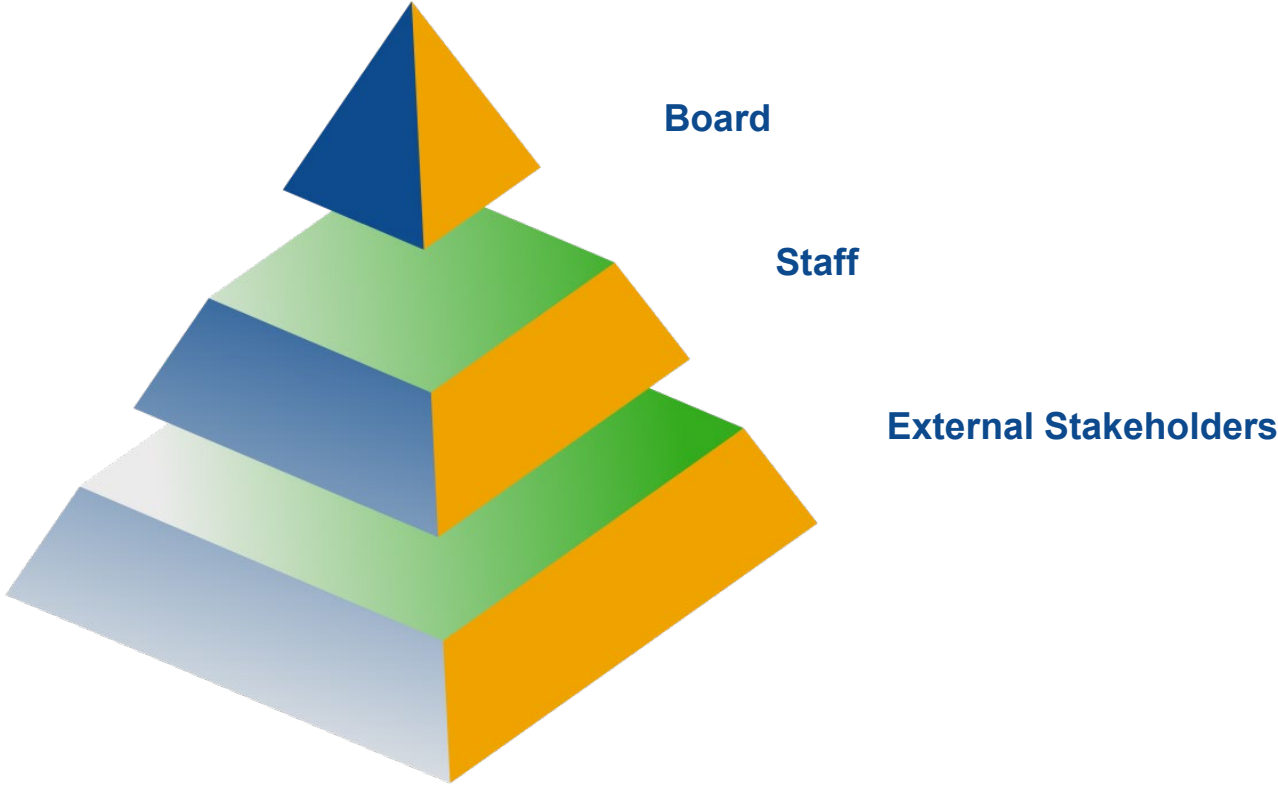
A set of skills, strategies, tools, or structures intended to keep any change effort on course



# Kotter's Four Skills for Managing Change

1. **Political** – broad-based engagement, diplomacy
2. **Interpersonal** – listening, communicating, openness
3. **Analytical** – work flow, operations, systems, financial
4. **Business** – deep fundamental understanding of how the business works

# Managing Change at All Levels



# Who We Are

La Piana Consulting is a national firm serving the social sector since 1998. We partner with philanthropy to develop and deliver customized solutions to both individual nonprofits and grantee cohorts.



**Thank you!**

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