

### OL 663 Milestone Three Guidelines and Rubric

Review the case study “Alaska Airlines: Navigating Change” and then complete the following: (a) State what actually occurred in the case regarding Kotter’s steps 5 and 6 of empowering employees for broad-based action and generating short-term wins, and (b) reflect on what you think should have been done in the change effort regarding those two steps. State your reflection as recommendations to implement Kotter’s steps 5 and 6.

This milestone will help you build Section II parts E and F of your final project.

E. Enable Action by Removing Barriers

1. Identify the **forces, barriers, and hindrances** to the organizational change effort, and describe each.
2. How can resistance be recognized? How will you eliminate **resistance** or mitigate its impact on the implementation of the change plan?
3. Describe actions that will **enable and empower** employees to help drive the change effort.

F. Generate Short-Term Wins

1. Determine how you will generate **short-term** wins. How will you reward these wins?
2. What can be gained from **short-term wins**? Support your response.

**Guidelines for Submission:** Your paper must be submitted as a 3–6-page Microsoft Word document with double spacing, 12-point Times New Roman font, one-inch margins, and at least three sources cited in APA format.

**Instructor Feedback:** This activity uses an integrated rubric in Blackboard. Students can view instructor feedback in the Grade Center. For more information, review [these instructions](#).

| Critical Elements                                    | Exemplary (100%)                                                                       | Proficient (90%)                                                                                        | Needs Improvement (70%)                                                                                          | Not Evident (0%)                                                                       | Value |
|------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------|
| <b>Change Plan: Forces, Barriers, and Hindrances</b> | Meets “Proficient” criteria, and description is exceptionally clear and contextualized | Identifies the forces, barriers, and hindrances to the organizational change effort and describes each  | Identifies the forces, barriers, and hindrances to the organizational change effort, but does not describe each  | Does not identify forces, barriers, and hindrances to the organizational change effort | 20    |
| <b>Change Plan: Resistance</b>                       | Meets “Proficient” criteria, and description is exceptionally clear and contextualized | Describes how resistance can be recognized and determines how resistance can be eliminated or mitigated | Describes how resistance can be recognized, but does not determine how resistance can be eliminated or mitigated | Does not describe how resistance can be recognized                                     | 20    |
| <b>Change Plan: Enable and Empower</b>               | Meets “Proficient” criteria, and description is exceptionally clear and contextualized | Describes actions that enable and empower employees to help drive the change effort                     | Describes actions, but lacks alignment to enabling and empowering employees                                      | Does not describe actions                                                              | 20    |

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|-------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------|
| <b>Change Plan: Short-Term</b>      | Meets “Proficient” criteria and supports response with specific examples that further illustrate claims | Determines how short-term wins will be generated and establishes how these wins will be rewarded | Determines how short-term wins will be generated, but does not establish how these wins will be rewarded | Does not determine how short-term wins will be generated   | 20          |
| <b>Change Plan: Short-Term Wins</b> | Meets “Proficient” criteria, and defense employs specific evidence to support claims                    | Determines what can be gained from short-term wins and defends response                          | Determines what can be gained from short-term wins, but does not defend response                         | Does not determine what can be gained from short-term wins | 20          |
| <b>Total</b>                        |                                                                                                         |                                                                                                  |                                                                                                          |                                                            | <b>100%</b> |