Southern New Hampshire University

OL 663 Milestone One Guidelines and Rubric

In the final project, you will be developing a change plan for the "Alaska Airlines: Navigating Change." In *The Heart of Change Field Guide: Tools and Tactics for Leading Change in Your Organization,* Cohen explains what is required from the leader and other parts of the organization to deliver Kotter's steps successfully as a change intervention.

Review the case study "Alaska Airlines: Navigating Change" and then complete the following: (a) State what actually occurred in the case regarding Kotter's first two steps of establishing a sense of urgency and creating the guiding team in a change effort 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 1 and 2.

This milestone will help you build Section I parts A and B of your final project.

A. Create Urgency
    1. Describe a plan to create **urgency** within the organization and convince stakeholders that this change needs to take place.
    2. What **processes** currently exist for implementing change? How will these processes need to be updated for the proposed change?
    3. Describe the strategy you will use to get **support** from your employees. How will this strategy be effective?

B. Build a Guiding Coalition
    1. Identify who should be involved in this **guiding coalition**. Provide rationale for each choice. Kotter likes 50% leaders and 50% managers with experience, while others prefer the composition to be 33% leaders, 33% managers, and 33% informal leaders, but you can assemble the guiding coalition as you see fit.
    2. Determine steps you can take to ensure **commitment** from those involved. Describe those steps.

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
Change Plan: Urgency	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes a plan to create urgency within the organization and convince stakeholders that the change needs to take place	Describes a plan to create urgency within the organization and convince stakeholders that the change needs to take place, but plan is misaligned with the problem	Does not describe a plan to create urgency within the organization	20

Change Plan: Processes	Meets "Proficient" criteria, and description is well supported with examples	Identifies current processes for implementing change and describes how processes will need to be updated for proposed change	Identifies current processes for implementing change, but does not describe how processes will need to be updated for proposed change	Does not identify current processes for implementing change	20
Change Plan: Support	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes a strategy to gain support from employees and describes how the strategy will be effective	Describes a strategy to gain support from employees, but does not describe how the strategy will be effective	Does not describe a strategy to gain support from employees	20
Change Plan: Guiding Coalition	Meets "Proficient" criteria, and rationale demonstrates a nuanced understanding of the roles involved in a coalition	Identifies who should be involved in the guiding coalition and provides rationale for each choice	Identifies who should be involved in the guiding coalition, but does not provide rationale for each choice	Does not identify who should be involved in the guiding coalition	20
Change Plan: Commitment	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Determines steps for ensuring commitment from those involved and describes each step	Determines steps for ensuring commitment from those involved, but does not describe each step	Does not determine steps for ensuring commitment	20
				Total	**100%**