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[Table 4.2](#) contains the Handy-Dandy Vision Crafter, a cynical view of organizational vision statements and how they are developed. While many statements may end up containing words similar to those in the model, the Handy-Dandy Vision Crafter ignores the hard work and the difficult creative process and activities that organizations go through to develop a vision statement that works for them. In many ways, the process of developing the change vision is as important as the vision itself. However, too many vision statements read as if the Vision Crafter had been used to create them.

Table 4.2 The Handy-Dandy Vision Crafter

Just fill in the blanks with the words that best suit your needs!

We strive to be the: _____

(Premier, Leading, Preeminent, World-class, Dominant, Best of class...)

Organization in our industry. We provide the best in: _____

(Committed, Caring, Innovative, Expert, Environmentally friendly, Reliable, Cost-effective, Focused, Diversified, High-quality, On-time, Ethical, High-value-added...)

(Products, Services, Business Solutions, Customer-oriented Solutions...)

To: _____

(Serve Our Global Marketplace; Create Customer, Employee, and Shareholder Value; Fulfill Our Covenants to Our Stakeholders; Exceed Our Customers' Needs; Delight Our Customers...)

Through _____ employees

(Committed, Caring, Continuously Developed, Knowledgeable, Customer-focused...)

In the Rapidly Changing and Dynamic: _____

(Industry, Society, World)

Sometimes a quick statement, a slogan, can serve as a vision proxy. Consider the following statements:

- Every life deserves world-class care (Cleveland Clinic)
- Think differently (Apple Computers)
- Saving people money so they can live better (Walmart)

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- Inspire the world, create the future (Samsung)
- To organize the world's information and make it universally accessible and useful (Google)
- The greatest tragedy is indifference (Red Cross)
- Grace, space, pace (Jaguar)
- Play on (Lego)

These slogans are tied to statements of mission and vision, and they provide messages that are clear to employees and customers alike. They are meant to reflect underlying values that the organization holds dear and can help provide continuity with the change vision. Consider, for example, the one adopted by the Cleveland Clinic. If you were to take the words at their face value and were an associate there, change initiatives that facilitate access for the poor at the Cleveland Clinic are more likely to be viewed as positive change initiatives than ones focused solely on improving profitability, because they have the potential to be consistent with what the organization is all about.

The slogan "Quality is job #1" was used by Ford to symbolize its determination to improve quality in the 1980s. In the aftermath of quality and safety concerns that buffeted Ford, the automaker successfully used these words, with an accompanying concerted program of action, to refocus employee and public perceptions of the importance of quality to Ford and, ultimately, the excellence of its products. This major initiative spanned several years and was ultimately successful in taking root in the minds of employees and the public. However, the Ford Explorer/Firestone controversy in 2000⁹⁰ concerning vehicle stability in emergency situations reopened public questions of Ford's commitment to quality and safety and put extreme internal and external pressure on Ford and Bridgestone (Firestone's parent organization) to restore the public trust. The lesson to draw from Ford's experience is that an image built on a vision that took years to develop can be shattered quickly. Ford appears to have learned from the experience and their recent slogan, "Drive Further," is intended to address customer concerns around quality by committing to deliver products that are up to the challenge.

GM is relearning this lesson now, due to its decade-long failure to address an ignition switch problem that has resulted in a number of deaths, lawsuits, and the recall of approximately 18 million cars in North America in 2014. Mary Barra (the new CEO) is working hard to get out in front of this horrible situation, be transparent with the internal and external investigations, take concerted action to address the issue, and restore public confidence that inaction such as this will not recur under her watch at the "new" GM.⁹¹

Johnson & Johnson's response to the 1982 Tylenol deaths and tampering of bottles scare⁹² and Procter & Gamble's⁹³ response to inappropriate competitive intelligence activities related to hair care products provide two examples of how clear vision can help organizations develop change initiatives that respond effectively to potentially damaging events. In the case of Tylenol, this best-selling brand was pulled from store shelves until the company was confident it had effectively addressed the risk of product tampering, at the cost of tens of millions of dollars. In the Procter & Gamble situation, when the CEO found out, he fired those involved,

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informed P&G's competitor that it had been spied upon, took appropriate action with respect to knowledge that P&G had inappropriately gained, and negotiated a multimillion-dollar civil damage payment to the aggrieved competitor. The actions of these two firms demonstrated their commitment to their respective visions of how they should operate and reinforced public and employee confidence in the firms and what they stood for.⁹⁴

Compare Procter & Gamble's and Johnson & Johnson's responses with Toyota's initial reactions to safety concerns in 2009 and 2010. The Toyota vision in 2010 was to become the most successful and respected car company in each market around the world by offering customers the best purchasing and ownership experience. However, one wonders if the desire to become the largest and most successful auto firm got in the way of the vision for respect that would be linked to quality and the willingness to put the needs of customers ahead of the company's own. The response to safety concerns was initially slow and defensive, and Toyota paid a very heavy price in lost sales and damaged reputation and brand.⁹⁴ It was ranked the seventh most admired company in the world by *Fortune* in 2010, dropped to 33 for 2011 and 2012, and is slowly regaining ground, landing 29th on the list in 2013.⁹⁵

As noted earlier, companies can be trapped by the existing vision of their organization.⁹⁶ Goss, Pascale, and Athos argue that (a) narrow definitions of what the company is about, (b) failure to challenge the accepted boundaries and assumptions of the company, and (c) an inability to understand the context leads to inadequate or mediocre visions. They show the problems that can occur when a vision is achieved—now what? Once the vision is achieved, motivation is lost. It is a bit like a team whose vision was to “make it to the Super Bowl”—it is at a distinct disadvantage when playing against a team whose vision is to “win the Super Bowl.”

Once the vision is clear, the issue becomes one of enactment by employees. Storytelling is a technique employed by change leaders to communicate a vision and mobilize awareness and interest. Because people identify with and remember stories, change agents can use stories in several ways: to create contextual awareness of how an organization got to its problematic condition; to demystify data; to clarify a change initiative and why a particular course of action makes sense; to relieve or increase tension and awareness; and finally, to instill confidence.⁹⁷ The multiple uses of stories make storytelling a critical skill for change leaders. Some have referred to this as ways to increase the stickiness or memorableness of the message and enhance its meaningfulness. To increase the stickiness, Cranston and Keller recommend framing the stories five different ways. By this they mean not stopping the message for change after the traditional data-based approach that either demonstrates shortfalls (here is how we're falling behind and need to improve) or opportunities. In addition to this, they recommend also framing the stories in terms of the impact of the change vision on society, the customer, the work team, and the individuals. Which messages are you more likely to remember—stories about positive impacts on you, your work team, your customers, and society,

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or ones that speak solely to 5% improvements to margins and 10% increase in sales levels?⁹⁸

Wheatley argues that one must “get the vision off the walls and into the halls”!⁹⁹ She claims that people are often trapped by a mechanical view of vision, one that is limited to only a directional component of vision (vision as a vector). She argues that vision should be viewed as a field that touches every employee differently and is filled with eddies and flux and shifting patterns. This view emphasizes the need to understand how each individual “sees” or “feels” the vision. As Beach says, “Each member (of the organization) has his or her own vision.”¹⁰⁰ Somehow, these individual visions need to be combined into an overall sense of purpose for the organization. The active engagement and involvement of employees (or their representatives) in the development, communication, and enactment of the vision for change is a strategy that has been effectively used to advance the creation of a shared sense of purpose.¹⁰¹ Twenty-six centuries ago, Lao Tzu observed that “the best change is what the people think they did themselves.”

Food Banks Canada

“A Canada Where No One Goes Hungry”

Food Banks Canada is the national body that plays a leadership role with its 450 affiliated nonprofit food banks across the country and 10 provincial associations. Its corporate vision is to relieve hunger in Canada every day by raising food and funds to share with food banks nationally, delivering program and services to Canadian food banks, and influencing public policy to create longer term solutions. This vision provides guidance that underpins specific change initiatives to promote coordination and cooperation among local food banks and the provincial bodies, enhance press and community awareness of food bank initiatives and hunger issues, build support in the corporate community, and influence relevant governmental organizations and departments on matters related to hunger and food security. The vision grew out of restructuring and revitalization initiatives by the food bank community around 2006. At that time the new CEO and other staff members were recruited, the board and its governance processes were restructured, branding activities for the national organization were undertaken, and the approaches to advocacy and outreach were revitalized. As the result of these initiatives, Food Banks Canada has improved its reputation with government, national private sector organizations (e.g., grocery chains and food manufacturers), and affiliated local food banks as a credible and respected national voice on hunger issues, and an effective deliverer of related services. Donations (food, money, and related services such as trucking) are significantly stronger now. Awareness levels related to domestic hunger have also increased. The release of their data-rich annual publication, *HungerCounts*, now generates significant media attention and commentary by the sorts of individuals who can make a difference.⁸⁶

The Difference Between an Organizational Vision and a Change Vision

While the rules for crafting a vision remain the same, the focus of the vision shifts depending upon the level and position of the change leader. Different parts of the organization will focus the vision for their areas in ways that reflect the aspirations for their part of the enterprise. They should be aligned with the overarching vision but differentiated in ways that generate meaning and energy for those involved with that part of the enterprise. Whereas the corporate vision is about the longer-term future, the change vision is shorter term in its perspective, and more specific as to the targets for change, the tangible outcomes to be achieved, and the anticipated impact. In other words, it is focused on the specific changes to be implemented. By definition, they are designed to contribute to the vision of the organization but are more focused in their scope, and often require the cooperation of others to bring them to fruition.¹⁰²

This is easy to understand when the divisions are involved with different products/services and/or different markets, but it also holds for other functions within the organization, such as manufacturing, marketing, or accounting services. For example, a staff support function such as HR will have a change focus that is largely internal to the organization, because that is where most of its customers and products/services lie. However, a vision for change focused on improving HR’s ability

to successfully recruit and retain external talent would involve an external focus plus the needed alignment of internal systems and processes to produce the desired results for the organization. If you are an organization needing to scale your operations rapidly, change initiatives that facilitate the recruitment, development, and retention of talented employees takes on added urgency—something firms such as Infosys and Tata Consulting, know all too well.¹⁰³ In 2014, Infosys reported they were planning to add 3,500 employees to just two of their Indian development centers and were striving to keep their attrition rate at 12% or lower. To promote their image as a desirable employer, they had, among many internal and external initiatives,

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undertaken specific outreach initiatives to educational institutions and had distributed 10,000 electronic notebooks to students studying in government schools in regions near the two development centers.¹⁰⁴

Change leaders' goals are advanced when they develop compelling messages that appeal to the particular groups of people critical to the change initiative. However, in practice, there will be tensions between the changes proposed and what other parts of the organization are attempting to accomplish. For example, the sales force may be focused on how quickly it is able to respond to customers with the products they require, while manufacturing may be rewarded for how efficiently it is able to operate rather than how quickly it is able to respond to a customer order. These tensions need to be recognized and managed so that the needed changes do not flounder, and various approaches for handling this will be addressed in subsequent chapters.

When change leaders develop their vision for change, they are challenged with the question of where to set the boundaries. A narrower, tighter focus will make it easier to meet the test of Jick's characteristics of effective vision for a specific target audience, but it may also reduce the prospects for building alliances and a broad base of support for change. As the need for change extends to strategic challenges and the cultural dimensions of a firm, this issue of building a larger constituency for the change becomes increasingly important. Two questions must be answered: First, where, if anywhere, do common interests among stakeholders lie? Second, can the vision for change be framed in terms of the common interest without diverting its purpose to the point where it no longer delivers a vision that will excite, inspire, and challenge?

This was a challenge that Dr. Martin Luther King met superbly. In 1963, King stood on the steps of the Lincoln Memorial and delivered his famous "I Have a Dream" speech on the 100th anniversary of the publishing of the Emancipation Proclamation by President Lincoln. This was a critical point in the Civil Rights Movement, and Dr. King succeeded in seizing that moment by enunciating a compelling vision that embraced a large coalition. Attention to the coalition is apparent in his words:

The marvelous new militancy which has engulfed the Negro community must not lead us to distrust all white people, for many of our white brothers, as evidenced by their presence here today, have come to realize that their destiny is tied up with our destiny and their freedom is inextricably bound to our freedom. We cannot walk alone.

Dr. King then went on to set out a vision in language all would understand: "I have a dream that one day this nation will rise up and live out the true meaning of its creed: We hold these truths to be self-evident: that all men are created equal."¹⁰⁵

A broadly stated vision will potentially appeal to a broader range of people and engage a more diverse group in a change process. For example, the National Campaign to Prevent Teen Pregnancy appealed to a very broad range of groups, from Catholics who opposed abortion to Planned Parenthood who accepted abortion.¹⁰⁶ Regardless of their specific positions, all groups wanted to prevent teen pregnancy. However, each of these groups had different ideas about the strategies

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for prevention. The risk of a broad change vision is that their appeal to particular groups may either be watered down, or the coalitions attracted to them may subsequently break down when the vision gets translated into actions.

Coalitions that can develop around a common vision can be surprising. Who would have thought that Ted Olson, a very prominent conservative Republican lawyer, and David Boies, a prominent liberal lawyer, who had faced off in courts over the matter of hanging chads in the 2000 U.S. presidential election, would become co-councils in the successful litigation efforts to defeat the Defense of Marriage Act and California's Proposition 8, that culminated in a decision in their favor in the Supreme Court of the United States?¹⁰⁷ Likewise, the ability for environmentalists and conservative Republicans to forge a common cause around the reduction of fossil fuel consumption is not something many expected, but it now exists. Though their perceptions of the underlying rationale for the need for change are different, they were able to identify a common vision for change:

Reducing Fuel Consumption as a Common Vision

Environmentalists and groups of conservative Republicans are stepping up a campaign to promote alternative-fuel vehicles and wean the USA from dependence on foreign oil. While still skeptical about links between autos and global warming, the conservatives have concluded that cutting gasoline consumption is a matter of national security.

Right-leaning military hawks—including former CIA Director R. James Woolsey—have joined with other conservative Republicans and environmental advocates such as the Natural Resources Defense Council to lobby Congress to spend \$12 billion to cut oil use in half by 2025. Their vision is to end America's dependence on foreign oil, build a sustainable energy system, and, in the process, create millions of jobs. The alliance highlights how popular sentiment is turning against the no-worries gas-guzzling culture and how alternative technologies such as gas-electric hybrids are finding increasingly widespread support.

"I think there are a number of things converging," said Gary L. Bauer, a former Republican presidential candidate and former head of the Family Research Council who has signed on to a strange-bedfellows coalition of conservatives and environmentalists called Set America Free. "I just think reasonable people are more inclined right now to start thinking about ways our country's future isn't dependent on... oil from a region where there are a lot of very bad actors."¹⁰⁸

Examples of Organizational Change Visions

In the past, visions have generally been viewed as organization-level statements. However, change programs can benefit from a clear sense of direction and purpose that vision statements provide. The most powerful visions tap into people's need to be part of something transformative and meaningful. Mundane but important change programs involving restructuring or profit-focused issues need clear, concise targets.

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Here are some examples of organizational change visions:

Google's Implied Vision for Change in Telecommunications

Give carriers less control over what they can and cannot do with their networks through promoting net neutrality, developing Google's own mobile phone and operating system, and through forcing the carriers to build more high-speed networks through the threat that Google will do it if they don't.^{[109](#)}

Xerox's Vision for Creating Agile Business Processes

Our research in ethnography, computer vision, natural language, and machine learning aims to automate business processes via flexible platforms that run on robust and scalable infrastructures. By implementing our solutions on state-of-the-art, cloud-based frameworks, we enable scalability and availability, while ensuring security and integrity of vital corporate assets.^{[110](#)}

IBM—Diversity 3.0

IBM has a long history of commitment to diversity and has consistently taken the lead on diversity policies long before it was required by law. It began in the mid-20th century, grounded in Equal Opportunity legislation and compliance (Diversity 1.0). We moved forward to Diversity 2.0 in the 1990s with a focus on eliminating barriers, and understanding regional constituencies and differences between the constituencies. As our demographics changed, we adapted our workplace to be more flexible and began our focus on work-life integration. In addition, over the past 5 years, we've introduced IBM's Values, which links to our diversity work.

This strong foundation brings us to where we are today—Diversity 3.0. This is the point where we can take best advantage of our differences—for innovation. Our diversity is a competitive advantage and consciously building diverse teams helps us drive the best results for our clients.^{[111](#)}

Ronald McDonald House Charities (RMHC) Vision

We believe that when you change a child's life, you change a family's, which can change a community, and ultimately the world.

As pioneers of providing family-centered care, RMHC strives to be part of the solution in improving the lives of children and their families, providing programs that strengthen families during difficult times.

In 2014, we launched the three-year "RMHC Impact Strategy," with a goal to serve one million more children and their families per year. This strategy not only builds on our success over the last 40 years, but also gives us the foundation to be stronger and more efficient than ever.

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In order to do this, we are focusing on three strategic priorities:

- Expanding our reach by both creating and growing existing programs—including Ronald McDonald Houses and Ronald McDonald Family Rooms
- Strengthening our global network through staff development and education, and ensuring the financial sustainability of RMHC and its Chapters around the world
- Mobilizing support to increase the understanding of RMHC programs; thereby allowing us to support more children and families around the world

Through the strong network of RMHC Chapters around the world collectively we are able to identify needs and carry out the RMHC mission on the ground. But we can't do it alone. We rely on our strong relationships with the medical community to provide access to health care. We rely on the RMHC Mission Partner, McDonald's, including the corporation, owner/operators, suppliers and customers, as well as other important corporate partnerships. And, we rely on strategic alliances with organizations that have the knowledge and infrastructure to extend our reach. Most of all, we rely on you—our donors, volunteers, staff, and friends.^{[112](#)}

Tata's Vision for the Nano

Ratan Tata's 2003 Vision to his engineering team, led by 32-year-old star engineer Girish Wagh:

Create a \$2,000 "people's car." It has to be safe, affordable, all weather transportation for a family. It should adhere to regulatory requirements, and achieve performance targets such as fuel efficiency and acceleration.

The result of this vision is the Tata Nano. It gets 50 miles to the gallon, and seats up to five. And at \$2,500 before taxes it is the most inexpensive car in the world. In March 2012, Mr. Tata stated that the original vision for the Nano had been achieved, and that the vision had now shifted to further upgrading and refinement of the product.^{[113](#)}

World Wildlife Fund: Vision for Its Community Action Initiative—Finding Sustainable Ways of Living

At the World Wildlife Fund (WWF) we protect wildlife, preserve habitats and empower people to conserve resources while improving their livelihoods. We understand the close relationship between humans and the environment, and incorporate elements of governance, gender relations, health, and education into our conservation work. Our community conservation program links improving human lives with conserving biodiversity. Through WWF initiatives, communities are given the

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opportunity to reduce poverty, improve socio-economic conditions and become environmental stewards for the natural places WWF works to conserve.

Our vision: Build a sustainable balance between people and nature by empowering local communities to reduce poverty, enhance their opportunities and well-being, and strengthen their role as environmental decision makers.^{[114](#)}

Vision for the “Survive to 5” Program

Save the Children, World Vision, UNICEF and other not-for-profits, have taken up the challenge posed by the World Health Organization, to reduce child mortality by two-thirds, by 2015. Mortality rates had been reduced by 41% between 1990 and 2011, but the refugee crises that have been created by wars and environmental disasters were complicating efforts, giving rise to a call for the United Nations for a redoubling of efforts.^{[115](#)}

Vision: We believe all children should live to celebrate their fifth birthday.

The Survive to 5 campaign supports Millennium Development Goal 4—to reduce child mortality by two thirds by 2015 and save the lives of over 5 million children under 5 who are dying of preventable and treatable diseases.^{[116](#)}

In order to help reduce preventable deaths, Survive to 5 will work in countries where basic health care is inaccessible to large numbers of children. Working with government and private sector health care systems, we will develop policy environments that are conducive to community-based care and train a cadre of local health care workers to increase health care coverage and ensure linkages and referrals to facilities for more complicated cases. Research shows that simple interventions—including vaccines, oral rehydration therapy, antibiotics for pneumonia and sepsis and medicine to treat malaria—could save some two-thirds of the children who currently do not survive. Clean practices at birth and improved immediate newborn care, such as breastfeeding and special care for low birth weight babies would also contribute to saving young lives.^{[117](#)}

Change Vision for “Reading Rainbow”

In 2014, LeVar Burton used the crowdsourcing website “Kickstarter” for a campaign to raise \$5 million. The short-term change vision is to work together to bring back the “Reading Rainbow” show to PBS, and provide free access to 7,500 classrooms.

The broader vision is to leverage the existing free Reading Rainbow app and make its existing and future content available for free, to each and every web connected child, by developing a web-enabled reading rainbow for the home, create a classroom version with the tools teachers need, and subsidize the cost so it is available to schools for free.^{[118](#)}

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Visions for change from the starting point for the chain of vision → objectives → goals → activities.⁸ To make the change vision tangible, change agents also need to specify measurable goals for their change efforts. The research on goal setting has been quite clear on the benefits of SMART (specific, measurable, attainable, relevant, and time-bound) goals.¹¹⁹ The provision of direction with measurable results for feedback galvanizes many people to pursue desired aims. This is easy to say, but defining the right measurable goals is not straightforward. Perhaps a critical task is to persuade a key stakeholder to view the change positively. How does one assess when such attitudes are beginning to change and capture the progress? Identifying interim goals, indicators of progress, and key milestones that demonstrate progress toward the end goals of the change vision are challenges that will be dealt with in subsequent chapters. See **Toolkit Exercise 4.3** to practice writing a vision statement, then move on to **Toolkit Exercise 4.4** to combine your understanding for the need for change and your newly crafted vision statement.

Summary

In summary, change occurs when there is an understanding of the need for change, the vision of where the organization should go, and a commitment to action. Change leaders need to address the question “Why change?” and develop both a sound rationale for the change and a compelling vision of a possible future. Unfreezing organizational members is advanced when these have been effectively executed.

The rationale for change emerges from a sound understanding of the situation: the external and internal data that point to a need for change, an understanding of the perspectives of critical stakeholders in the organization, internal data in the organization that affects any change, and the personal needs and abilities of the change leaders themselves. Critical in this is an understanding of the organization’s readiness for change and the awareness of the need for change throughout the organization. Finally, the chapter discusses the creation of powerful visions and how to develop a specific change vision.

In addition to creating appealing visions of the future and demonstrating a compelling need for change, change agents need to understand the particular contexts of the major individuals in the change events. These stakeholders, or key players, will have an impact on the change situation, so their motives and interests need to be analyzed. Likewise, the impacts of formal structures, systems, and processes on the change need to be assessed and understood. The next two chapters explore these topics. See **Toolkit Exercise 4.1** for critical thinking questions for this chapter.

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Key Terms

Need for change—the pressure for change in the situation. This need can be viewed as a “real” need, that demonstrated by data and facts, and a “perceived” need, that seen by participants in the change.

Developing a perspective on the need for change is aided by (a) seeking out external data, (b) seeking out the perspective, (c) seeking out data internal to the organization, and (d) reflecting upon personal concerns and perspectives of the change leader.

Perspectives of key internal and external stakeholders—the unique point of view of important participants in the change process. Understanding this perspective is critical to recognizing why this stakeholder supports or resists change.

Readiness for Change

Organizational readiness for change—the degree to which the organization as a whole perceives the need for change and accepts it.

Individual readiness for change—the degree to which the individual perceives the need for change and accepts it.

Readying an organization for change—can be done through the use of a variety of strategies, including (a) creating a crisis, (b) developing a vision that creates dissatisfaction with the status quo in the organization, (c) finding a champion-of-change leader who will build awareness of the need for change and articulate the vision for change, (d) focusing on common or superordinate goals, and (e) creating dissatisfaction with the status quo through education, information, and exposure to superior practices and processes of both competitors and non-competitors. Different strategies have different strengths and weaknesses associated with them.

Eight dimensions related to readiness—trustworthy leadership, trusting followers, capable champions, involved middle management, innovative culture, accountable culture, effective communications, and systems thinking.

Strategic frames—the mental models or sets of assumptions held by change participants about how the world works. These can block the recognition for the need for change.

Vision

Vision for change—the idealized view of the short-term future after a specific change has been enacted. Change visions are more specific than organizational visions and have some element of a time constraint.

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Organizational vision—the idealized view of the future. The vision needs to be: (a) clear, concise, easily understood; (b) memorable; (c) exciting and inspiring; (d) challenging; (e) excellence centered; (f) stable but flexible; and (g) implementable and tangible.

Leader-developed vision—developed directly by the change leader.

Leader–Senior-team-developed vision—developed by the senior management group in conjunction with the change leader.

Bottom-up visioning—engages a broader spectrum of organizational members in the vision framing process. The change vision is developed through the active participation of those responsible for implementing the change, including those on the front line.

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A Checklist for Change: Creating the Readiness for Change

1. What is the “objective” need for change? That is, what are the consequences to the organization of changing or not changing? Are people aware of these risks?
2. Are organizational members aware of the need for change? Do they feel the need for change, or do they deny its need? How can they be informed?
3. Remember that individuals are motivated toward change only when they perceive the benefits as outweighing the costs. How can you, as a change leader, help employees see the benefits as outweighing the costs?
4. If individuals believe the benefits outweigh the costs, do they also believe the probability of success is great enough to warrant the risk taking, including the investment of time and energy that the change will require?
5. What change alternatives are people predisposed to? What are the costs, benefits, and risks that make them attractive? How should these alternatives be addressed by the change leader?

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End-of-Chapter Exercises

Toolkit Exercise 4.1

Critical Thinking Questions

Please find the URL for the video listed below on the website at study.sagepub.com/cawsey3e.

Consider the questions that follow.

1. David Logan: Tribal Leadership—16:36 minutes

This video focuses on five kinds of tribes that people naturally form and how they influence behavior.

- Describe Logan's theory on tribes.
- Compare Logan's ideas with tribes you've been a part of in the past.
- Reflect on how Logan's idea of Tribal Leadership may affect how to approach change.

2. There are lots of great examples of leaders communicating their vision for change, such as Martin Luther King, Nelson Mandela, Malala Yousafzai, Steve Jobs, Howard Schultz, Indra Nooyi, Hilary Clinton, and Melinda Gates.

- Go to the Web and find a powerful vision for change speech that resonates with you. What is it about the one you selected that resonates with you?
- Does it share the characteristics of an effective vision statement outlined in the text?

Please see study.sagepub.com/cawsey3e for a downloadable template of this exercise.

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Toolkit Exercise 4.2

Developing the Background to Understand the Need for Change

As suggested earlier in this book, a careful diagnosis is essential for successful organizational change. Much of this diagnosis is needed to understand the need for change that the organization faces and then to engage and persuade organizational members concerning the need for change.

1. Consider an example of an organizational change that you are familiar with or are considering undertaking. What data could help you understand the need for change?
2. Have you:
 - a. Understood and made sense of external data? What else would you like to know?
 - b. Understood and made sense of the perspectives of other stakeholders? What else would you like to know?
 - c. Understood and assessed your personal concerns and perspectives and how they may be affecting your perspective on the situation?
 - d. Understood and made sense of internal data? What else would you like to know?
3. What does your analysis suggest to you about the need for change?

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Toolkit Exercise 4.3

Writing a Vision Statement¹²⁰

Think of an organization you are familiar with that is in need of change. If you were the change leader, what would be your vision statement for change?

1. Write your vision statement for the change you are striving for.
2. Evaluate your vision. Is it:
 - Clear, concise, and easily understood?
 - Memorable?
 - Exciting and inspiring?
 - Challenging?
 - Excellence centered?
 - Stable and yet flexible?
 - Implementable and tangible?
3. Does the vision promote change and a sense of direction?
4. Does the vision provide the basis from which you can develop the implementation strategy and plan?
5. Does the vision provide focus and direction to those who must make ongoing decisions?
6. Does the vision embrace the critical performance factors that organizational members should be concerned about?
- 7.

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Does the vision engage and energize as well as clarify? What is the emotional impact of the vision?

8. Does the vision promote commitment? Are individuals likely to be opposed to the vision, passive (let it happen), moderately supportive (help it happen), or actively supportive (make it happen)?

9. Now assess your vision on a scale of 1 to 5 (5 being the highest) relative to the factors set out below.

a. Actions of senior managers are congruent with the vision. They walk the talk.

1 2 3 4 5

b. It pays attention to the needs of those who will be putting it into practice.

1 2 3 4 5

c. Realistic expectations develop around it that are challenging but can be met.

1 2 3 4 5

d. It communicates a broader sense of what is possible.

1 2 3 4 5

e. It is grounded in the reality of the present and can be reconciled with it.

1 2 3 4 5

f. It is neither too abstract nor too concrete. It has the potential to stimulate and inspire, but it also communicates the sense that it is achievable.

1 2 3 4 5

g. It has been forged through an appropriately messy, iterative, creative process requiring a combination of “synthesis and imagination.”

1 2 3 4 5

h. It has sufficient participation and involvement of others to build a consensus concerning its appropriateness.

1 2 3 4 5

i. Its implementation contains “a sense of urgency... and measurable milestones.”¹²¹

1 2 3 4 5

10. Given your assessment of the above items, what would you recommend be done in order to strengthen the value of the change vision?

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