

OL 663 Milestone Two 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 3 and 4 of developing a vision and strategy and communicating the change vision (two to three paragraphs), 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 3 and 4.

This milestone will help you build Section II parts C and D of your final project.

C. Form a Strategic Vision

1. Determine the **values** that are essential to this change. Why are these values essential?
2. Establish the **vision** for this organizational change effort. How will this vision be effective in promoting your change effort?
3. Identify your intended **targeted outcomes**. Defend your choices.
4. What must occur for the organizational change effort to be considered a **success**? Defend your response.

D. Communicate the Change

1. What is required for the change to be **communicated** effectively within the organization? Why?
2. Determine actions you will take to encourage **two-way communication** for effective feedback loops during implementation of the change effort. Explain why these actions will be effective.
3. How will you support the **direct supervisors** in the organization in their efforts to communicate with employees about the change effort?
4. Describe how you will address any **concerns or anxieties** regarding this change.
5. Who needs to be **involved** and in what capacity for this change effort to be a success?

Rubric

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: Values	Meets “Proficient” criteria, and defense is well qualified with examples	Determines values that are essential for the change and defends why the values are essential	Determines values that are essential for the change, but does not defend why the values are essential	Does not determine values that are essential for the change	12
Change Plan: Vision	Meets “Proficient” criteria, and description uses concrete examples to qualify claims	Establishes the vision for the organizational change effort and describes how vision will be effective in promoting the change effort	Establishes the vision for the organizational change effort, but does not describe how vision will be effective in promoting the change effort	Does not establish the vision for the organizational change effort	11
Change Plan: Targeted Outcomes	Meets “Proficient” criteria, and defense employs industry-specific language to establish expertise	Identifies intended targeted outcomes and defends each choice	Identifies intended targeted outcomes, but does not defend each choice	Does not identify intended targeted outcomes	11
Change Plan: Success	Meets “Proficient” criteria and defense uses industry-specific language to establish expertise	Determines what must occur for the organizational change effort to be considered a success and defends response	Determines what must occur for the organizational change effort to be considered a success, but does not defend response	Does not determine what must occur for the organizational change effort to be considered a success	11
Change Plan: Communication	Meets “Proficient” criteria, and explanation utilizes industry-specific language to establish expertise	Establishes what is required for change to be communicated effectively and explains response	Establishes what is required for change to be communicated effectively, but does not explain response	Does not establish what is required for effective communication	11
Change Plan: Two-Way Communication	Meets “Proficient” criteria, and explanation is well supported and plausible	Determines actions that will be taken in order to encourage two-way communication and explains why selected actions will be effective	Determines actions that will be taken in order to encourage two-way communication, but does not explain why selected actions will be effective	Does not determine actions that will need to be taken in order to encourage two-way communication	11

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Change Plan: Direct Supervisors	Meets “Proficient” criteria, and response is well qualified with concrete examples	Establishes how direct supervisors within the organization will be supported in their efforts to communicate with employees regarding the change effort	Establishes how direct supervisors within the organization will be supported in their efforts to communicate with employees, but plan is misaligned with the change effort	Does not establish how direct supervisors within the organization will be supported in their efforts to communicate with employees	11
Change Plan: Concerns or Anxieties	Meets “Proficient” criteria, and description is exceptionally clear and contextualized	Describes how concerns or anxieties regarding the change will be addressed	Describes how concerns or anxieties regarding the change will be addressed, but description is cursory or inaccurate	Does not describe how concerns or anxieties regarding the change will be addressed	11
Change Plan: Involved	Meets “Proficient” criteria, and description is well supported and plausible	Determines who will need to be involved in a change effort and describes the capacity in which they will be involved	Determines who will need to be involved in a change effort, but does not describe the capacity in which they will be involved	Does not determine who will need to be involved in a change effort	11
Total					100%