Change case study

Senior management has decided that all staff will wear a company uniform in keeping with the brand image. The senior team minutes state that the reasons are:

1. To present a corporate and professional image
2. To reinforce a “one team” and collective ethos
3. To help people be in a company mindset when they are at work
4. To ensure that the general public, customer and potential customers can easily identify our staff
5. To help publicise the organisation and so the brand
6. To limit the risk of damage to personal items of clothing

While there are lots of questions still unanswered your belief in communicating openly with all your staff leads you to begin planning and implementing now.

Your first task is to produce outline thoughts around what you, (as the core of the guiding coalition) need to do or arrange to be done - with reason(s). To help give your activity focus please take each of Kotter’s 8-stages in turn and apply them to this situation.

The outcome will be a presentation with key points on a flipchart. All group members need to present.

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| Kotter’s Stage | Who | Do what |
| **1. Establishing a sense of urgency**   * Examining the market and competitive realities | Senior management team. | Done already and minuted. |
| * Identifying and discussing crises, potential crises, or major opportunities: (meaning raising it with staff).   **Helper**  How should you initially raise it and discuss it with all staff?  Who should do it, what formats, etc.? |  |  |
| **2. Creating the guiding coalition**   * Putting together a group with enough power to lead the change * Getting the group to work together like a team   **Helper**  Who else needs added to the guiding coalition aside from your group? This can be specific people, roles. | You. | Who else? |
| **3. Developing a vision and strategy**   * Creating a change vision to direct the change effort * Developing strategies (plans) for achieving that vision   **Helper**  Who might your guiding coalition need to help define this? |  |  |
| **4. Communicating the change vision**   * Using every vehicle possible to constantly communicate the new vision and plans * Having the guiding coalition role model the behaviour expected of employees   **Helper**  How would you communicate the change vision and keep it in people’s hearts and minds?  What does “Using every vehicle possible” mean to your group? |  |  |
| **5. Empowering broad-based action**   * Getting rid of obstacles * Changing systems or structures that undermine the change vision * Encouraging risk taking and non-traditional ideas, activities, and actions   **Helper**  How would you plan to find out obstacles?  How would you encourage risk-taking? |  |  |
| **6. Generating short-term wins**   * Planning for visible improvements in performance, or “wins” * Creating those wins * Visibly recognising and rewarding people who made the wins possible   **Helper**  What would be one or two quick wins that you will make sure get delivered?  How would you recognise and reward people who made the wins happen? |  |  |
| **7. Consolidating gains and producing more change**   * Using increased credibility to change all systems, structures, and policies that don’t fit together and don’t fit the transformation vision * Hiring, promoting, and developing people who can implement the change vision * Reinvigorating the process with new projects, themes, and change agents   **Helper**  What might not fit that you will need to change?  Who would change the hiring and promotion criteria?  What might the next major people related change be? |  |  |
| **8. Anchoring new approaches in the culture**   * Creating better performances through the customer-and productivity-orientated behaviour, more and better leadership, and more effective management * Articulating the connections between new behaviours and organisational success * Developing means to ensure leadership development and succession   **Helper**  Who is best to show us how our changes are affecting organisational success? |  |  |