Development Suggestions for Leading Change

<u>Suggested Readings</u>

Title	Author/Publisher	Learning Mode
Leading Change	Kotter John/ 1996/ Harvard Business School Press	Book
The Heart of Change: Real Life Stories of How People Changed Their Organizations	Kotter John and Cohen Dan/2002/Harvard Business School Publishing	Book
The Heart of Change Field Guide	Cohen, Dan//2002/ Harvard Business School Publishing	Book
Managing Transitions: Making the Most of Change	William Bridges / 2003 / Perseus Publishing	Book
Leading with Authenticity in Times of Transition	Bunker, Kerry A. and Wakefield, Micheal/2005	Book

<u>Activities</u>

1. Consider changes in the global environment and their impact on you and the organization. Use the following steps to help you accomplish this:

   - Develop a list of the changes that are driving change in your organization (for example: technology accelerated production times, world issues, government initiatives, etc.).
   - As you think about these changes, identify the specific challenges they pose for you and for your organization.
   - Select the challenges that are the most significant and state why they are the most significant.
   - Brainstorm some ways that you and others can help the organization overcome the challenges.

2. Consider the following questions as you think about leading and managing a work change:

   – What is the change occurring or facing me?
   – How is this change playing out in my work unit?
   – What are the challenges I face or will face in implementing the change and dealing with the impact on people?
   – If I were to leave in a year, what "legacy" in regard to leading and managing change would I like to leave behind?

3. Use a framework to help you lead and manage organizational change and transition. An example is John Kotter's Eight Step Model for Managing Change. The steps to this model are to:

-Establish a sense of urgency
-Create a guiding coalition
-Develop a compelling, shared vision
-Communicate the change vision
-Enable others to act on the vision
-Generate short-term wins
-Consolidate gains - don't let up
-Anchor the new approach in the culture

You can learn more about how to implement these change management steps by reading the books on the recommended reading list by John Kotter or my taking the class on Leading Change offered through the USPTO Leadership Development Program.

4. Align organization/unit structure, functions, policies, and interrelationships to meet mission requirements.

5. Define work unit vision, mission, and goals to establish priorities, provide direction, and guide resource allocation decisions.

6. Develop long-term organizational and interoperability strategies and strategic policies.

7. Develop visions and objectives for the organization/unit that align with strategic objectives of the USPTO and the broader community.

8. Plan long- and short-term strategies that incorporate mission priorities and resource availability.

9. Articulate and actively support the USPTO's vision in a way that inspires employees at all levels to own the organization's goals, values, and strategies.

10. Apply a long-term perspective in examining policy issues and developing strategic plans.

11. Adjust strategic policies and plans in response to change, both internal and external (e.g., financial, technical, human resource).

12. Think of a change that you want to implement in the organization. Build and communicate a powerful and compelling case for the change by communicating the four "Ps" to employees:

– **Purpose** – Why we are doing this
– **Picture** – What the outcome will look like and how people will fit into that picture

– **Plan** – Steps the company will take to implement the change and ensure people receive the needed training and support
– **Part** – Their role in shaping and guiding the change.

13. Develop a list of the actions you can take to better lead and manage change in your organization.

14. Identify the informal ways that you can include people in the change and transition process.

15. Use a tool such as the Force-Field Analysis to help you explore the consequences of a change by charting the positive and negative forces that enhance or hinder the implementation of that change.