

# ***Consulting Practice: Organizational Change***

## **Module Overview**

All indications are that both the number and pace of changes in organizations are increasing in the current era. Faced globalization, corporations throughout the world must constantly innovate to keep up with competitors. *Change* is now the only *constant* state in the business environment.

Research conducted in private and public sector organizations concludes that leaders play a critical role in successful implementation of change. While effective leadership is *not* the *only* factor in determining success, leadership can make the difference between success and failure of innovations. Understanding how to think about change as well as how to manage implementation are increasingly important competencies for managers in large and small organizations today.

This module is organized around a computer simulation in which you will implement change in an organization. The simulation is based on four decades of research on successful change in companies. Through the simulation you will learn to apply change principles drawn from research-based models:

- Concerns Based Adoption Model of Change (Gene Hall),
- Change Adopter Types (Rogers & Shoemaker),
- Change Stages (John Kotter), and
- Change Transitions (William Bridges).

The simulation will assist students in learning how to apply change principles to increase staff satisfaction and performance, as well as overall productivity.

***Note: The computer simulation does NOT assume prior computer skills.***

## **Learning Objectives**

1. To become aware of personal, political and structural issues that affect successful implementation of change in organizations.
2. To understand predictable obstacles and causes of resistance to change.
3. To design and apply successful strategies for implementing organizational change.
4. To be able to work effectively as part of a team in implementing organizational change.
5. To understand the role of leaders and managers in the change process.
6. To understand how you can manage yourself effectively during the change process.

## **Learning Process**

Students will study this module in teams of three persons. Each week the learning process will consist of a combination of:

- Student learning through the simulation in class;
- Mini-lectures from the instructor;
- Instructor debriefing of the simulation
- Structured inter-group sharing of learning in class
- In-class case study
- In-class exercise
- Student reading outside of class;
- Student practice on the simulation outside of class.

### ***Expectations of Students***

- Keep up with the weekly reading assignment;
- Practice playing the simulation outside of class time;
- Contribute to your team as a fully participating member.

### **Grading**

- Grades assigned in any CP module include: High Pass, Pass, Incomplete, or Fail.
- To achieve a High Pass in CP *overall*, students must achieve either of the following grade combinations on their 4 modules:
  - 3 High Passes and 1 Pass, or
  - 4 High Passes
- Students who receive an Incomplete in any CP module will have one additional opportunity to study and re-grade the module. Students who do not pass on the second attempt will receive an F for the module.
- Students may not receive more than 3 incompletes overall in CP.
- Students who receive an Incomplete in any CP module must retake the same module, if at all possible, in the next term.

### **Organizational Change Module Assessment**

Assessment of this module will be based on the following products.

1. Change Strategy Analysis (30% of total module grade; *team product*)
  - a. Your *team* will complete a strategic analysis for *the change simulation*.
  - b. In this analysis your team will apply concepts from class discussions and readings to develop strategic implementation plans for change based on the simulation.
2. Personal Case Essay (30%; *individual product*): Students will complete a 6 to 8 page individual essay in which they apply concepts learned in the module to a personal case of change. This will be due in the 6<sup>th</sup> (final) week of class.
3. Simulation Results (10% of total module grade; *individual product*):
  - a. On the day of the Final Exam, students will play the simulation individually one time.
  - b. The results on the simulation will count for 10% each towards the module grade.
4. Final Exam (30% of total grade; *individual product*):
  - a. A Final Exam for this project will be given in the 6<sup>th</sup> week of the term.
  - b. The exam is designed to assess your understanding of key concepts as well as your ability to apply the content to other change problems.
  - c. The Exam will be 120 minutes in length.

### **Resources**

Cohen, D. (2005). *The Heart of Change Field Guide*. Boston: Harvard Business School Press.  
Kotter, J. (2002). *The Heart of Change*. Boston: Harvard Business School Press  
Bridges, W. (2003). *Managing transitions: Making the most of change*. New York: Perseus Books.

### **Module Schedule**

#### **Class Session #1:**

- Introduction to the *Making Change Happen!* simulation
- Complete at least one year of the simulation in class
- *Homework: Read Kotter (Heart of Change) chapters two, three, four*
- Practice the *Making Change Happen!* Play all three years at least one time on your own or with a partner.

**Class Session #2:**

- Complete at least two years of the Simulation in class
- Instructor debriefing of simulation in class
- Mini-lecture on Change frameworks (Hall's CBAM mode and Roger's Adopter Types)
- *Homework: Read Kotter (Heart of Change) chapters five and six*
- Practice *Making Change Happen!* Increase your level of Mastery.

**Class Session #3:**

- Complete three years of the Simulation *in class*
- Instructor debriefing of simulation in class
- Mini-lecture on Strategies for Implementing Change (Kotter's 8 stages)
- *Homework: Read Kotter (Heart of Change) chapters seven and eight*
- *Write your Strategy Analysis on Making Change Happen!*
- Practice *Making Change Happen!* Increase your level of Mastery

**Class Session #4:**

- *Strategy Analysis of Making Change Happen due in class*
- Debrief lessons from Change simulation
- Introduce Managing Transitions Framework
- Homework: Read W. Bridges (*Managing Transitions*) chapters 3 & 4
- Prepare for the Practice Case in class (chap. 8)

**Class Session #5:**

- Managing Transitions (continued)
- In- class exercise – Case analysis on Change Transitions
- Homework: Read W. Bridges (*Managing Transitions*) chapter 5

**Class Session #6:**

- *Personal Case Paper due in class*
- *Final Exam in class*
- *Play simulation in class* as part of the final exam