

# Module 3

## Navigating the Path to Success



# Learning Objectives

- Identify organizational roadblocks to implementing strategies.
- Explain how to act as a change agent to overcome resistance in the organization.

# Identifying Roadblocks

- Implementing new strategies can be difficult, time consuming, even disappointing.
- It can be particularly difficult in larger organizations that are entrenched in their way of conducting business.
- You have to be resilient to take on this task!

# Identifying Roadblocks

- What is in your control?
- What is not in your control?

# Activity

## *Identifying Roadblocks*

- In groups, select a strategy you would like to work on.
- Draw your tear sheet like the example on the next slide.
- Write brief descriptions of your strategy and how it might be implemented.
- Follow your instructor's directions to identify roadblocks or obstacles, actions and resources, and identify if they are specific to an organization.

# Activity

<i>Strategy:</i>		
<i>Implementation:</i>		
<i>Roadblocks</i>	<i>Actions</i>	<i>Resources</i>

Circulate throughout the activity and take notes about frequent roadblocks and roadblocks identified with an organization.

# Video

[Link to Navigating the Path to Success WMV Video  
\(Windows Media Player\)](#)

[Link to Navigating the Path to Success MOV Video  
\(QuickTime\)](#)

# Video Debrief

- How could some of the “tear downs” cited in the video be addressed through organizational policy, supervisory techniques, or competency-based training?
- How could you modify the Jenga game for your organization?

# Change Agents...

- Are passionate about what they are doing, or what they are attempting to change.
- Must be able to motivate themselves and others.
- Must understand people – and know what to do and what to say to each person they encounter along the way.
- Are leaders, regardless of their position in the organization.

# *Activity*

## *Implementing Change in My Organization*

### *Worksheet 3.1*

- Working in groups, identify roadblocks to implementing strategies.
- Identify actions to overcoming each roadblock.
- Identify resources that would be needed.

# Kotter's Eight Steps for Leading Change

## Step 1: Create a Sense of Urgency

- How would you create a sense of urgency in your organization for the change you want to make?
- What would you say?
- Who would you contact first? Why?

# Kotter's Eight Steps for Leading Change

## Step 2: Form a Coalition

- How would you identify people to be part of your coalition?
- Why are these people influential?
- How many people do you think you should have as your coalition team?

# Kotter's Eight Steps for Leading Change

## Step 3: Create a Vision for Change

- Your strategy or idea should link to your organization's mission or vision statement. How you would do that?
- How would you ensure that your resiliency program captures the values of the organization? And if other agencies are involved, how would it capture *their* values as well?

# Kotter's Eight Steps for Leading Change

## Step 4: Communicate the Vision

- When could you talk up your idea within your own organization?
- How would you approach it with upper management? With your staff?

# Kotter's Eight Steps for Leading Change

## Step 5: Remove Obstacles

- What are the obstacles you might run into when working to have the organization accept your ideas or strategy?
- If other agencies are involved, what roadblocks might occur in those organizations?

# Kotter's Eight Steps for Leading Change

## Step 6: Create Short-Term Wins

- What short-term goals might help implement your approach?
- Why are these easy goals to achieve?

# Kotter's Eight Steps for Leading Change

## Step 7: Build on the Change

- How would you prioritize the short-term goals we discussed in the previous question?
- What if one of these smaller goals wasn't successful?

# Kotter's Eight Steps for Leading Change

## Step 8: Anchor the Changes in Organization Culture

- Suppose you have been successful in implementing your strategy. How would you ensure that your agency head or governing board continues to support the program?
- If enthusiasm lags, what could you do about it?

# *Activity*

## *Implementing Change in My Organization*

### *Worksheet 3.1*

- Working in groups, identify roadblocks to implementing strategies.
- Identify actions to overcoming each roadblock.
- Identify resources that would be needed.

# Review of Learning Objectives

- Identify organizational roadblocks to implementing strategies.
- Explain how to act as a change agent to overcome resistance in the organization.

# End of Module 3

Questions? Comments?

