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

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