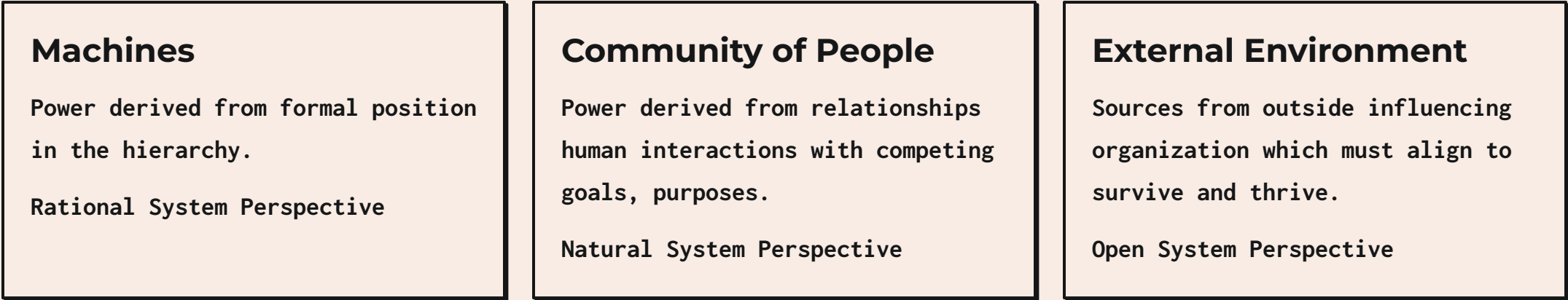


The Nature of Organizational Change

Bringing Sustainable Change Without Position



Organizations Through Three Lenses



These perspectives serve as lenses to examine key aspects of the organization, helping leaders design sustainable solutions for lasting change

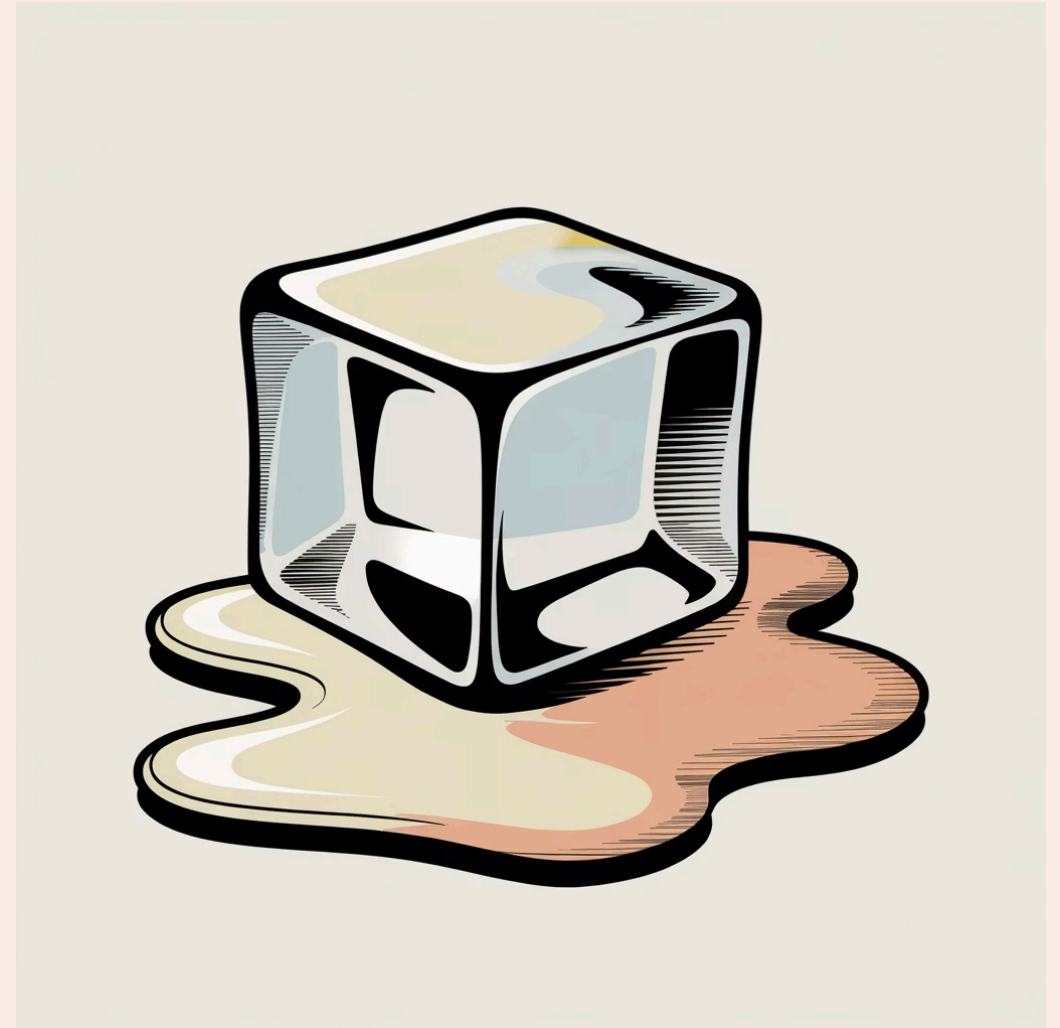
Why Change Is Hard

PROCESS OF UNLEARNING AND RELEARNING

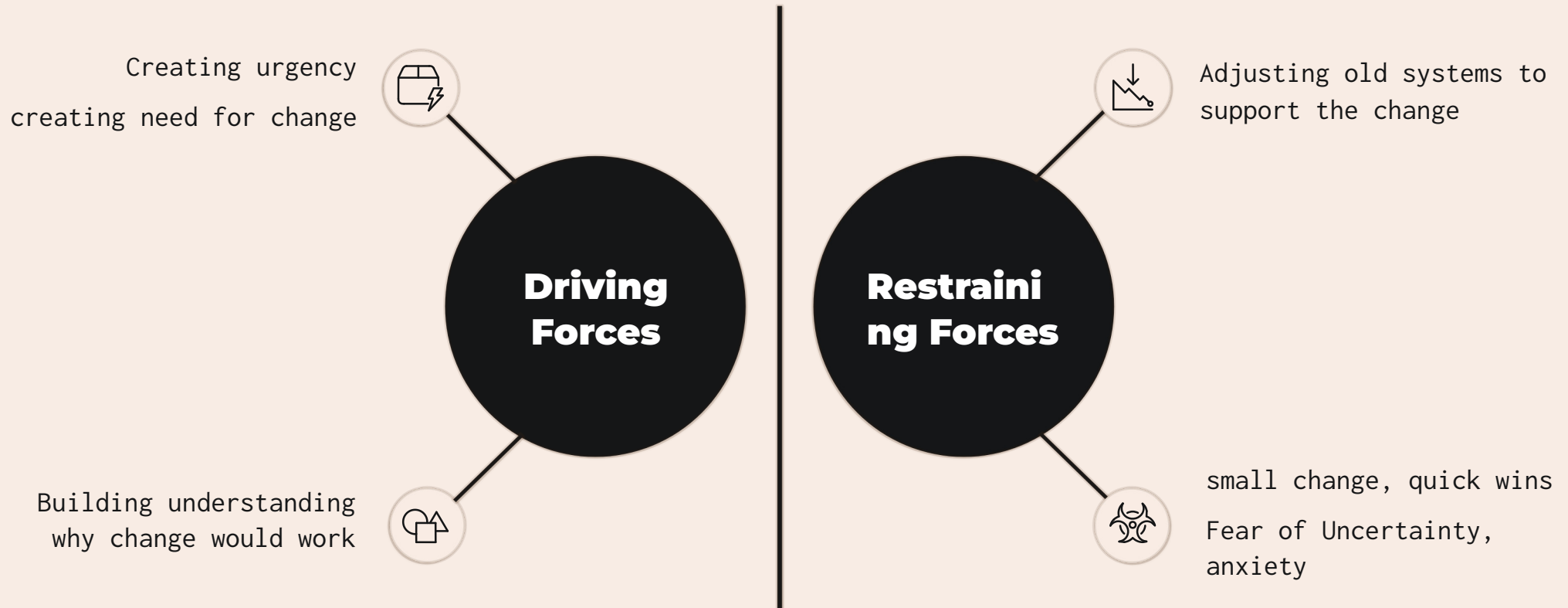
The Ice Cube Metaphor

Organizations are like ice cubes—fixed in particular ways of working. To reshape them, you must first **unfreeze**, then **change**, and finally **refreeze** to hold the new shape.

Change fails when we skip unfreezing or forget to institutionalize new ways of working.



Force Field Analysis



Change happens when driving forces outweigh restraining forces. Success requires building up drivers while undercutting restraints through unfreezing, changing, and refreezing.

Five Sources of Power



Legitimate Power

Derived from your position in the hierarchy—where you sit in the organizational structure.



Reward Power

Ability to distribute resources, bonuses, time off, or meaningful assignments to others.



Coercive Power

Capacity to withhold rewards or deliver negative consequences—use carefully and sparingly.



Expert Power

Influence from valuable expertise—continually learn and refine skills so others seek your unique value.



Referent Power

Derived from personal likability, charisma, or character traits that followers admire and identify with.



Leading Change Without Authority

1

Build Networks

Cultivate both strong ties (support and trust) and weak ties (diverse information and new opportunities). Fill structural holes by connecting disconnected groups.

2

Co-opt Antagonists

Bring potential resisters on board early. Incorporate their concerns while keeping your original goal intact.

3

Make the First Move

Be proactive rather than reactive. Acting first puts opponents on the defensive and prevents being left behind.

4

Create Compelling Vision

Be a good storyteller. Paint a vision connecting your action to a larger purpose people believe in.

Tools to Overcome Resistance



Education & Communication

Explain what, why, and how through multiple channels. Managers often underestimate the need for communication.



Participation & Involvement

Gain knowledge and commitment. Involvement increases buy-in and surfaces valuable insights.



Facilitation & Support

Provide training, coaching, and emotional support to build confidence that people can succeed.



Negotiation

Make deals or remove obstacles for those who might lose out, turning resistance into support.

Each tool has strengths and limitations. Most common pitfall: using only one or two approaches instead of multiple tactics.

Kotter's 8-Step Change Model



Create Urgency

Demonstrate the need for change- organization as system responding to outside changing forces



Build Coalition

Form a powerful guiding team



Create Vision

Develop compelling future direction



Communicate

Share vision through multiple channels



Empower Action

Remove obstacles and enable people



Create Quick Wins

Generate visible early successes



Consolidate Gains

Build on momentum for more change



Anchor in Culture

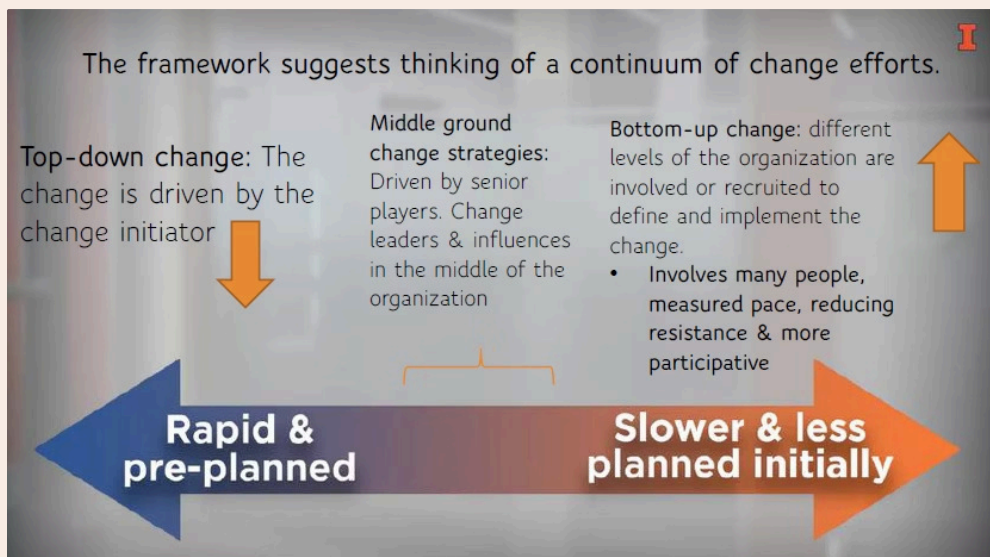
Make changes stick through culture



Making a significant mistake in any step can have devastating consequences. The effort is no stronger than its weakest link.

Your Change Toolkit

Choosing Strategies for Change



1. You need to match your change strategy to the change situation
2. Change which simply requires compliance is fit for the left of the spectrum.
3. Change that requires commitment is consistent with right side of spectrum.
4. Communicate relentlessly—use multiple channels, never assume people understand
5. Always approaching change same way is a bad strategy.
6. Be persistent—meaningful change takes time; those who persist wear down opposition



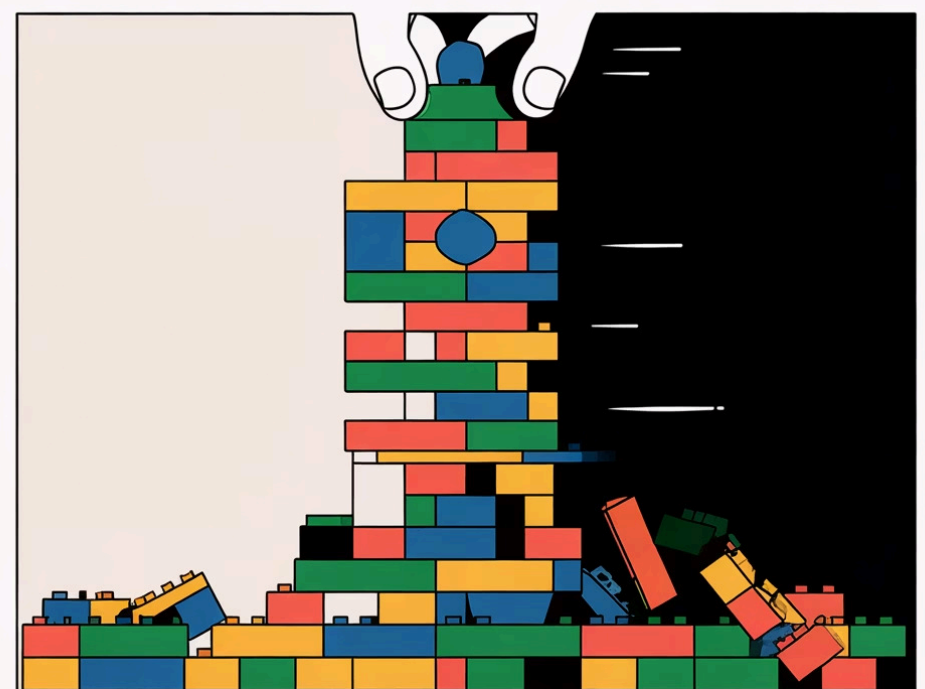
Major changes are difficult.

Avoid the Pitfalls

Underestimating the effort required and the importance of that step

Making a significant mistake in any of the steps can have devastating consequences.

The effort is no stronger than its weakest link



Lead the Change

You have the power to drive organizational change without formal authority. Use these frameworks, build your networks, understand resistance, and persist. Change is challenging, but with the right approach, you can bring sustainable transformation.

Understand Power

Leverage all five sources

Build Networks

Connect and influence

Overcome Resistance

Use multiple tools

Persist

Stay committed to vision

