

Creating Change & Transformational Movements

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MODEL for CHANGE 1

3 Phases for Movement Building – Marshall Ganz

1	STORY	WHY WHAT	A clear, simple and compelling narrative of WHY we want to accomplish WHAT.
2	STRUCTURE	WHAT WHO	Organizational chart with committees based on the functions needed.
3	STRATEGY	HOW	Developed and updated by participants.

Marshall Ganz teaches that movements fail because they don't create a structure.
<http://billmoyers.com/segment/marshall-ganz-on-making-social-movements-matter/>

4	SYSTEMS	HOW	To improve the procedures and processes of the work.
5	SKILLS	HOW	To improve the capacity of workers effectiveness to reach goals / objectives.

MODEL for CHANGE 2
Leading Change - John Kotter

Step 1	CREATE a Sense of Urgency
Step 2	BUILD a Guiding Coalition
Step 3	FORM a Strategic Vision and Initiatives
Step 4	ENLIST a Volunteer Army
Step 5	ENABLE Action by Removing Barriers
Step 6	GENERATE Short-Term Wins
Step 7	SUSTAIN Acceleration
Step 8	INSTITUTE Change

MODEL for CHANGE 3

Supporting Change - Ken Blanchard

1	CULTURE	Defines the predominant attitudes, beliefs and behavior patterns.
2	COMMITMENT	Describes a person's motivation and confidence to engage in new behaviors required by Change.
3	SPONSORSHIP	A senior leader with authority to deploy resources towards Change.
4	CHANGE LEADERSHIP TEAM	Leads Change into the organization by speaking in one voice and resolving concerns.
5	COMMUNICATION	Creates opportunities for dialogue with change leaders and those affected.
6	URGENCY	Explains why change is needed and how quickly people must change the way they work.
7	VISION	Paints a clear and compelling picture of the future after change has been integrated.
8	PLAN	Clarifies the priorities of change relative to others and develops detailed and realistic implementation plan plus support infrastructure.
9	BUDGET	Analyses changes from financial perspective to determine ROI and resource allocation.
10	TRAINER	Equips staff to change with necessary skills needed to succeed.
11	INCENTIVE	Recognizes and rewards people to reinforce desired behaviors for Change.
12	PERFORMANCE MANAGEMENT	Sets goals and expectations, tracks progress, provides feedback and formally documents actual versus projected results.
13	ACCOUNTABILITY	Follows through with people to ensure behaviors and results are aligned to goals and expectations, with leaders walking the talk.