

## FOUR APPROACHES TO INSTITUTING CHANGE APPLICABLE TO LOOSELY-COUPLED ORGANIZATIONS

✓ Follow the Principles Developed through the Harvard Negotiation Project  
“Getting to Yes” by Roger Fisher & William Ury

1. Separate the **People** from the Problem
2. Focus on **Interests**, Not Positions
3. Invent **Options** of Mutual Gain
4. Use Objective **Criteria** to assess Results

✓ Apply John Kotter’s 8 Steps in Developing Sustainable Major Change  
“Leading Change” by John P. Kotter

1. Establish a Sense of **Urgency**
2. Create a Guiding **Coalition**
3. Develop a **Vision** and **Strategies**
4. **Communicate** the Change Vision
5. **Empower** Judges & Staff to Act and **Remove Barriers** to Change
6. Generate **Short-Term Wins**
7. Consolidate Gains and **Promote More Change**
8. **Anchor the Change** in the Culture

✓ Determine the Nature of the Problem and the Type of Change Required  
“Leadership on the Line” by Ronald Heifetz & Marty Linsky

Premise: **Leadership is Dangerous**

Why? “It’s about telling people disturbing news and raise difficult questions in a way people can absorb, prodding them to take up the message rather than ignore it or kill the messenger.”

Two Types of Problems / Solutions:

- **Technical Problems / Solutions:** “High ground” issues. They have ready-made solutions (i.e. best practices)
- **Adaptive Problems / Solutions:** “Swamp” issues. You may understand the problem, but the sustainable solution needs to be invented or developed by the people who have the problem. It requires a mindset change. A change in attitudes values and beliefs.

✓ Analyze Reluctance to Change thru a Human Psychology Approach  
“Immunity to Change” by Robert Kegan & Lisa Lahey

1. What’s the Best Practice?
2. What is or is not being Done Instead?
3. Why is it being Done?
4. What are the Hidden Assumptions Blocking the Change?
5. Are there Assets that will Help the Change?
6. How can the Best Practice be Achieved?