

A MODEL FOR LEADING CHANGE

ROTARY'S APPROACH TO CHANGE

We believe that for change to be successful, change leaders must always engage those who will be affected by the transition. From the start, change leaders and their teams should keep these people at the center of their plans.

A three-part focus on commitment, communication, and coaching can ensure that people remain the most important element of a change initiative.



ASSESS

Before any action is taken, the change leader should be able to describe the need for change. **What to ask:** What problem is the change solving? **What to do:** Understand the environmental influences for the change, and write an initial statement clarifying the desired outcome.

DESIGN

Next, the change leader will design a change strategy. **What to ask:** What is our vision for success? What is the new way people will do things? **What to do:** Write a vision statement, assemble a change team, and decide what organizational tools are needed for success.

BUILD

In this phase, the change leader develops the roadmap for the change. **What to ask:** How, and how often, should I communicate with stakeholders? Who needs training and when? **What to do:** Create a communications and training plan.

IMPLEMENT

The change is put in place. The change leader must support people, adjust benchmarks if necessary, and respond to resistance. **What to ask:** Is the change team ready to lead? Are the people affected prepared for this change? **What to do:** Support people throughout the change with commitment, coaching, and communication. Respond to resistance thoughtfully.

SUSTAIN

Ensure the change will last. **What to ask:** Are the structures in place for this change to continue after the change team disbands? **What to do:** Invest in necessary technology and resources, and ask for the commitment of future leaders and team members.