

Leading People, Embracing Change Application Questions

Instructions: Identify a current or upcoming change initiative within your organization. Write it out below.

1. **Create a sense of urgency**: What is the pain point that this change initiative will solve? Reframe this pain point from the perspectives of different stakeholders.

2. **Form a guiding coalition**: Who are 2-3 key influencers who need to be involved in shaping and mobilizing your change initiative?

3. **Develop a strategic vision**: Imagine that you are talking with a group of new interns about the deeper purpose of your change initiative. What will you tell them to inspire them?

4. **Communicate the change vision**: Write 2-3 questions/concerns that your internal and/or external stakeholders will have about this change. How might you respond to them vulnerably, authentically, and in a way that increases psychological safety?

5. **Empower action**: On a scale of 1 to 10, how comfortable would your employees/team members say they are taking risks? What is one step that you can take to reduce their fear of failure?

6. **Generate short-term wins**: How will you celebrate your short-term and medium-term wins?

7. **Sustain acceleration**: As you work to build your team's resiliency to withstand regular change, what are the tasks, if any, that you can help them take off their plate?

8. **Anchor the change**: How will you know if the change has been adopted? What differences will you observe in what people say, do, and feel? What is one step you can take to guide your stakeholders in that direction?
