# LEADING CHANGE

*"Never confuse motion with action." -Benjamin Franklin*

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Texts:
- *Organizational Change: An Action-Oriented Toolkit Third Edition* (Cawsey, Deszca, Ingols)
- Case Studies
- *Leading with Honor* (Ellis)

Recommended Read: *Leading Change* (Kotter)

# BEER'S CHANGE MODEL

# $CH = D \times M \times P > R$

D = DISSATISFACTION • DEMAND • DESIRE •

M = MODEL / VISION • MATCHES STRATEGY & VALUES

P = PROCESS • PLANNING

R = RESISTANCE • COST / FELT LOSSES • POWER • COMPETENCE • SELF-ESTEEM • RELATIONSHIPS • REWARDS / STATUS • SECURITY • IDENTITY

# KOTTER'S 8-Step CHANGE PROCESS: