Southern New Hampshire University

OL 663 Final Project Guidelines and Rubric

Overview

To be an effective leader, one must be able to lead change efforts in a way that is collaborative and demonstrates the culture of the organization. At some point, all leaders will be tasked with either leading an organizational change effort or being part of upper-level team planning and implementation of an organizational change effort.

Your final project in this course is the development of a change plan based on a case study. Your plan will utilize Kotter's change implementation plan components for an organization. Kotter's plan will take you through steps that demonstrate what should be looked at during each step of a change effort. Changes take time to implement, and it is vital that all aspects of an organization are considered when making these changes.

This project addresses the following course outcomes:

- Determine the root causes and driving forces for effectively implementing an organizational change effort
- Diagnose gap differences between current situations and targeted goals of change efforts for determining the needs of a change effort
- Analyze the impact of a change effort for its implications on the roles of employees
- Predict areas and causes of resistance within an organization to develop a well-informed, effective change plan
- Determine the communication needs in a change effort involving employees for successfully implementing a change effort
- Enhance the influence of organizational culture on organizational change efforts

Prompt

In this project, you will develop a change plan based on a case study with stated objectives to accomplish an intended goal or goals. Once the objectives are established, you will build backward from those goal(s) in order to develop a timeline for completion in a phase-by-phase sequence. This change plan will analyze what is needed for the implementation of a change to be successful and things to look out for along the way.

Specifically, the following **critical elements** must be addressed:

I. **Analysis and Diagnosis**
   A. What is the **problem** in need of addressing at this point in time? Describe which forces are driving the change effort.
   B. How did this problem arise? Determine how this problem is currently **impacting** the organization.
   C. Identify the specific **organizational needs** driving the change. Explain each.
   D. Identify specific **variables**, conditions, issues, individuals, and other factors that will impact the change effort negatively. Describe how these should be handled prior to planning the change effort.
   E. What are the **underlying causes** of the problem? How should these be addressed?

F. Identify the **gap** between what the problem's current situation is and what the hoped-for targeted outcome will be. Establish what needs to occur to build a process to bridge this gap.

II. Developing a **Change Plan** Using Kotter's Model for Implementing Organizational Change
  A. Create Urgency
    1. Describe a plan to create **urgency** within the organization and convince stakeholders that this change needs to take place.
    2. What **processes** currently exist for implementing change? How will these processes need to be updated for the proposed change?
    3. Describe the strategy you will use to get **support** from your employees. How will this strategy be effective?
  B. Build a Guiding Coalition
    1. Identify who should be involved in this **guiding coalition**. Provide rationale for each choice. Kotter likes 50% leaders and 50% managers with experience, while others prefer the composition to be 33% leaders, 33% managers, and 33% informal leaders, but you can assemble the guiding coalition as you see fit.
    2. Determine steps you can take to ensure **commitment** from those involved. Describe those steps.
  C. Form a Strategic Vision
    1. Determine the **values** that are essential to this change. Why are these values essential?
    2. Establish the **vision** for this organizational change effort. How will this vision be effective in promoting your change effort?
    3. Identify your intended **targeted outcomes**. Defend your choices.
    4. What must occur for the organizational change effort to be considered a **success**? Defend your response.
  D. Communicate the Change
    1. What is required for the change to be **communicated** effectively within the organization? Why?
    2. Determine actions you will take to encourage **two-way communication** for effective feedback loops during implementation of the change effort. Explain why these actions will be effective.
    3. How will you support the **direct supervisors** in the organization in their efforts to communicate with employees about the change effort?
    4. Describe how you will address any **concerns or anxieties** regarding this change.
    5. Who needs to be **involved** and in what capacity for this change effort to be a success?
  E. Enable Action by Removing Barriers
    1. Identify the **forces, barriers, and hindrances** to the organizational change effort, and describe each.
    2. How can resistance be recognized? How will you eliminate **resistance** or mitigate its impact on the implementation of the change plan?
    3. Describe actions that will **enable and empower** employees to help drive the change effort.
  F. Generate Short-Term Wins
    1. Determine how you will generate **short-term** wins. How will you reward these wins?
    2. What can be gained from **short-term wins**? Defend your response.
  G. Sustain Acceleration
    1. How will you ensure that the **momentum** driving the change effort continues?
  H. Institute Change
    1. What actions need to occur for this change to become part of the **organizational culture**? Defend each action.

2. What **infrastructure mechanisms** need to be in place to maintain and sustain the change into the future? Describe the importance of each.

Milestones

Milestone One: *Kotter's Steps 1 and 2*
In **Module Three**, you will review the case study "Alaska Airlines: Navigating Change" and then complete the following: (a) State what actually occurred in the case regarding Kotter's first two steps of establishing a sense of urgency and creating the guiding team in a change effort and (b) reflect on what you think should have been done in the change effort regarding those two steps. State your reflection as recommendations to implement steps 1 and 2.

This milestone will help you build Section II parts A and B of your final project. **This milestone is graded with the Milestone One Rubric.**

Milestone Two: *Kotter's Steps 3 and 4*
In **Module Five**, you will review the case study "Alaska Airlines: Navigating Change" and then complete the following: (a) State what actually occurred in the case regarding Kotter's steps 3 and 4 of developing a vision and strategy and communicating the change vision (two to three paragraphs), and (b) reflect on what you think should have been done in the change effort regarding those two steps. State your reflection as recommendations to implement Kotter's steps 3 and 4.

This milestone will help you build Section II parts C and D for your final project. **This milestone is graded with the Milestone Two Rubric.**

Milestone Three: *Kotter's Steps 5 and 6*
In **Module Seven**, you will review the case study "Alaska Airlines: Navigating Change" and then complete the following: (a) State what actually occurred in the case regarding Kotter's steps 5 and 6 of empowering employees for broad-based action and generating short-term wins, and (b) reflect on what you think should have been done in the change effort regarding those two steps. State your reflection as recommendations to implement steps 5 and 6.

This milestone will help you build Section II parts E and F for your final project. **This milestone is graded with the Milestone Three Rubric.**

Final Submission: *Change Plan*
In **Module Nine**, you will be submitting your final project, a change plan for the Alaska Airlines case study. Throughout the course, you have had multiple opportunities to work on the elements of this proposal and fine-tune your thinking for the change plan.

Your finalized proposal should incorporate feedback you have received from your instructor as well as your peers. **This submission is graded with the Final Project Rubric.**

Deliverables

Milestone	Deliverable	Module Due	Grading
One	Kotter's Steps 1 and 2	Three	Graded separately; Milestone One Rubric
Two	Kotter's Steps 3 and 4	Five	Graded separately; Milestone Two Rubric
Three	Kotter's Steps 5 and 6	Seven	Graded separately; Milestone Three Rubric
	Final Submission: Change Plan	Nine	Graded separately; Final Project Rubric

Final Project Rubric

Guidelines for Submission: Your change plan must be 13–15 pages (not including title page or references), double spaced, with 12-point Times New Roman font, and adhere to APA guidelines.

Instructor Feedback: This activity uses an integrated rubric in Blackboard. Students can view instructor feedback in the Grade Center. For more information, review these instructions.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Analysis and Diagnosis: Problem	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Identifies the problem in need of addressing and describes which forces are driving the change effort	Identifies the problem in need of addressing, but does not describe which forces are driving the change effort	Does not identify the problem	3.5
Analysis and Diagnosis: Impact	Meets "Proficient" criteria, and response demonstrates a nuanced awareness of the organization	Establishes how problem arose and determines the current impact of the problem	Establishes how problem arose, but does not determine the current impact of the problem	Does not establish how the problem arose	3.5
Analysis and Diagnosis: Organizational Needs	Meets "Proficient" criteria, and explanation employs specific examples	Identifies specific organizational needs driving the change and explains each	Identifies specific organizational needs driving the change, but does not explain each	Does not identify organizational needs	3.5
Analysis and Diagnosis: Variables	Meets "Proficient" criteria, and description is well supported with specific examples	Identifies specific variables, conditions, issues, and individuals that may impact the change effort negatively and describes how these should be handled prior to planning the change effort	Identifies specific variables, conditions, issues, and individuals that may impact the change effort negatively, but does not describe how these should be handled prior to planning the change effort	Does not identify specific variables, conditions, issues, and individuals that may impact the change effort negatively	3.5

Analysis and Diagnosis: Underlying Causes	Meets "Proficient" criteria, and determination is well supported and plausible	Identifies underlying causes of the problem and determines how these causes should be addressed	Identifies underlying causes of the problem, but does not determine how these causes should be addressed	Does not identify underlying causes of the problem	3.5
Analysis and Diagnosis: Gap	Meets "Proficient" criteria, and response employs specific examples to support claims	Identifies the gap between the current situation and the targeted outcome and establishes what needs to occur to build a process to address the gap	Identifies the gap between the current situation and the targeted outcome, but does not establish what needs to occur to build a process to address the gap	Does not identify the gap between the current situation and the targeted outcome	3.5
Change Plan: Urgency	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes a plan to create urgency within the organization and convince stakeholders that the change needs to take place	Describes a plan to create urgency within the organization and convince stakeholders that the change needs to take place, but plan is misaligned with the problem	Does not describe a plan to create urgency within the organization	3.5
Change Plan: Processes	Meets "Proficient" criteria, and description is well supported with examples	Identifies current processes for implementing change and describes how processes will need to be updated for proposed change	Identifies current processes for implementing change, but does not describe how processes will need to be updated for proposed change	Does not identify current processes for implementing change	3.5
Change Plan: Support	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes a strategy to gain support from employees and describes how the strategy will be effective	Describes a strategy to gain support from employees, but does not describe how the strategy will be effective	Does not describe a strategy to gain support from employees	3.5
Change Plan: Guiding Coalition	Meets "Proficient" criteria, and rationale demonstrates a nuanced understanding of the roles involved in a coalition	Identifies who should be involved in the guiding coalition and provides rationale for each choice	Identifies who should be involved in the guiding coalition, but does not provide rationale for each choice	Does not identify who should be involved in the guiding coalition	3.5
Change Plan: Commitment	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Determines steps for ensuring commitment from those involved and describes each step	Determines steps for ensuring commitment from those involved, but does not describe each step	Does not determine steps for ensuring commitment	3.5
Change Plan: Values	Meets "Proficient" criteria, and defense is well qualified with examples	Determines values that are essential for the change and defends why the values are essential	Determines values that are essential for the change, but does not defend why the values are essential	Does not determine values that are essential for the change	3.5

Change Plan: Vision	Meets "Proficient" criteria, and description uses concrete examples to qualify claims	Establishes the vision for the organizational change effort and describes how vision will be effective in promoting the change effort	Establishes the vision for the organizational change effort, but does not describe how vision will be effective in promoting the change effort	Does not establish the vision for the organizational change effort	3.5
Change Plan: Targeted Outcomes	Meets "Proficient" criteria, and defense employs industry-specific language to establish expertise	Identifies intended targeted outcomes and defends each choice	Identifies intended targeted outcomes, but does not defend each choice	Does not identify intended targeted outcomes	3.5
Change Plan: Success	Meets "Proficient" criteria and defense uses industry-specific language to establish expertise	Determines what must occur for the organizational change effort to be considered a success and defends response	Determines what must occur for the organizational change effort to be considered a success, but does not defend response	Does not determine what must occur for the organizational change effort to be considered a success	3.5
Change Plan: Communication	Meets "Proficient" criteria, and explanation utilizes industry-specific language to establish expertise	Establishes what is required for change to be communicated effectively and explains response	Establishes what is required for change to be communicated effectively, but does not explain response	Does not establish what is required for effective communication	3.5
Change Plan: Two-Way Communication	Meets "Proficient" criteria, and explanation is well supported and plausible	Determines actions that will be taken in order to encourage two-way communication and explains why selected actions will be effective	Determines actions that will be taken in order to encourage two-way communication, but does not explain why selected actions will be effective	Does not determine actions that will need to be taken in order to encourage two-way communication	3.5
Change Plan: Direct Supervisors	Meets "Proficient" criteria, and response is well qualified with concrete examples	Establishes how direct supervisors within the organization will be supported in their efforts to communicate with employees regarding the change effort	Establishes how direct supervisors within the organization will be supported in their efforts to communicate with employees, but plan is misaligned with the change effort	Does not establish how direct supervisors within the organization will be supported in their efforts to communicate with employees	3.5
Change Plan: Concerns or Anxieties	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes how concerns or anxieties regarding the change will be addressed	Describes how concerns or anxieties regarding the change will be addressed, but description is cursory or inaccurate	Does not describe how concerns or anxieties regarding the change will be addressed	3.5
Change Plan: Involved	Meets "Proficient" criteria, and description is well supported and plausible	Determines who will need to be involved in a change effort and describes the capacity in which they will be involved	Determines who will need to be involved in a change effort, but does not describe the capacity in which they will be involved	Does not determine who will need to be involved in a change effort	3.5

Change Plan: Forces, Barriers, and Hindrances	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Identifies the forces, barriers, and hindrances to the organizational change effort and describes each	Identifies the forces, barriers, and hindrances to the organizational change effort, but does not describe each	Does not identify forces, barriers, and hindrances to the organizational change effort	3.5
Change Plan: Resistance	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes how resistance can be recognized and determines how resistance can be eliminated or mitigated	Describes how resistance can be recognized, but does not determine how resistance can be eliminated or mitigated	Does not describe how resistance can be recognized	3.5
Change Plan: Enable and Empower	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes actions that enable and empower employees to help drive the change effort	Describes actions, but lacks alignment to enabling and empowering employees	Does not describe actions	3.5
Change Plan: Short-Term	Meets "Proficient" criteria and supports response with specific examples that further illustrate claims	Determines how short-term wins will be generated and establishes how these wins will be rewarded	Determines how short-term wins will be generated, but does not establish how these wins will be rewarded	Does not determine how short-term wins will be generated	3.5
Change Plan: Short-Term Wins	Meets "Proficient" criteria, and defense employs specific evidence to support claims	Determines what can be gained from short-term wins and defends response	Determines what can be gained from short-term wins, but does not defend response	Does not determine what can be gained from short-term wins	3.5
Change Plan: Momentum	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Describes how to ensure that the momentum driving the change effort continues	Describes how to ensure that the momentum driving the change effort continues, but description contains issues regarding accuracy or relevancy	Does not describe how to ensure that the momentum driving the change effort continues	3.5
Change Plan: Organizational Culture	Meets "Proficient" criteria, and defense is masterfully supported with specific examples	Determines what actions need to occur for the change to become part of the organizational culture, and defends each action	Determines what actions need to occur for the change to become part of the organizational culture, but does not defend each action	Does not determine what actions need to occur for the change to become part of the organizational culture	3.5
Change Plan: Infrastructure Mechanisms	Meets "Proficient" criteria, and description is exceptionally clear and contextualized	Establishes infrastructure mechanisms that need to be in place to maintain and sustain the change into the future and describes the importance of each	Establishes infrastructure mechanisms that need to be in place to maintain and sustain the change into the future, but does not describe the importance of each	Does not establish infrastructure mechanisms that need to be in place to maintain and sustain the change into the future	3.5

Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	2
				Total	**100%**