

Background Information

Progressive Inc. is a manufacturer of home health care supplies and equipment, founded 15 years ago by its current CEO. Progressive initially experienced tremendous success and growth due to the entrepreneurial spirit of its employees and the innovative products they developed. However, sales over the past couple of years have stagnated, none of its recent products have been blockbusters, and there are relatively few new products in the works. Simultaneously, a variety of external

managers is to sequence the activities in the order they should be carried out to most effectively and successfully initiate, plan, implement, and institutionalize organizational change. While some activities may be repeated during the change process, you should sequence them in terms of when they should first be performed. To help you meet this challenge, the activities have been printed on a set of cards (the *Challenge Cards*), which are located on the perforated page attached to this booklet. After separating these cards, you can rearrange them to try out different sequences



Organizational Change Challenge™ Participant's Booklet Page Sample

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Activities

- A** Conduct a thorough assessment of the organization's resources and design, including its strategies, structures, systems, and operating culture.
- B** Evaluate the organizational change process to ascertain whether it produced the desired results and to document the lessons learned.
- C** Communicate the vision and strategy for change, build consensus, and model desired behaviors.
- D** Determine whether change is necessary and, if so, estimate the level and degree of change required.



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A

Conduct a thorough assessment of the organization's resources and design, including its strategies, structures, systems, and operating culture.

G

Identify any significant changes or developments in the organization's external environment by examining customer expectations, competitor strengths, best-in-class peers, and industry trends.

Organizational Change Challenge

Challenge Cards

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B

Evaluate the organizational change process to ascertain whether it produced the desired results and to document the lessons learned.

H

Identify and implement nontraditional processes, new ways of managing, or technical innovations to attain unit-level objectives.

M

Sustain and expand the use of processes, practices, and technologies that contribute most to unit-level improvements through training, communicating,



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