

## Leading Change

### Course Module in Organizational Behavior and Leadership

Course Modules help instructors select and sequence material for use as part of a course. Each module represents the thinking of subject matter experts about the best materials to assign and how to organize them to facilitate learning.

Each module recommends four to six items. Whenever possible at least one alternative item for each main recommendation is included, as well as suggested supplemental readings that may provide a broader conceptual context. Cases form the core of many modules but we also include readings from *Harvard Business Review*, background notes, and other course materials.

#### 1. Overview of suggested content (HBS case unless otherwise noted)

<i>Title</i>	<i>Author</i>	<i>Product Number</i>	<i>Publication Year</i>	<i>Pages</i>	<i>Teaching Note</i>
<b>1. Introduction</b>					
Leading Change: Why Transformation Efforts Fail	Kotter	R0701J	1995 / 2007	11p	--
<b>2. Establishing Urgency</b>					
Clayton Industries, Inc.: Peter Arnell, Country Manager for Italy (HBP Brief case)	Bartlett & Barlow	4199	2010	12p	4200
Alternative: GE's Two-Decade Transformation: Jack Welch's Leadership	Bartlett	399150	1999	24p	300019
Supplement: Leading Change (HBS note)	Beer	488037	1988	6p	--
<b>3. Create and Communicate a Vision</b>					
Burt's Bees: Balancing Growth and Sustainability (HBS Multimedia case)	Marquis	410704	2010	--	410100
Alternative: Gordon Bethune at Continental Airlines	Nohria, Mayo & Benson	406073	2006	34p	408071
Supplement: Five Messages Leaders Must Manage (HBR article)	Hamm	R0605G	2006	10p	--
<b>4. Empowering Others</b>					
Leading Change at Simmons	Casciaro et al.	406046	2005	15p	607144

Alternative: <i>Creating a Culture of Empowerment and Accountability at St. Martin de Porres High School (A)</i> (Kellogg case)	Howard, Waikar & Berger	KEL514	2011	7p	KEL516
Supplement: <i>Leadership Lessons from India</i> (HBR article)	Cappelli et al.	R1003G	2010	10p	--
<b>5. Institutionalize New Approaches</b>					
GE's Talent Machine: <i>The Making of a CEO</i>	Bartlett & McLean	304049	2003	28p	304110
Alternative: <i>Prudential UK: Rebuilding a Mighty Business</i> (IMD case)	Manzoni & Barsoux	IMD320	2006	27p	IMD321
Supplement: <i>Make Change Stick: Toward Successful Large-Scale Change</i>	Kotter & Cohen	4680BC	2002	19p	--

## ***II. Rationale for selecting and sequencing the items in this module***

Leaders' attempts to renew or change their organizations often fail. The materials in this module will allow students to compare and contrast efforts to transform organizations in order to identify critical stages and activities in the change process.

**Section 1** features a seminal piece on the process of leading change by one of the foremost authors in the field, John Kotter. The rest of the module features important elements of Kotter's prescription for leading change.

**Section 2** looks at the first and most critical element of leading change in an organization: establishing a sense of urgency. The supplemental reading offers further insight into the process of leading change by another major authority in the field, Michael Beer.

**Section 3** deals with the difficult task of creating and communicating a clear vision of where an organization that is undergoing change should be headed.

**Section 4** demonstrates the advantages of empowering many in the organization to act on the vision of change established by leadership. This is crucial because successful transformations eventually involve large numbers of people as the process progresses. With this empowerment, employees are emboldened to try new approaches, to develop new ideas, and to provide leadership from the center of the organization, not just relying on direction from the top.

**Section 5** examines the process of institutionalizing changes so that all the effort that has been put into the transformation process is not wasted because of neglect or lack of foresight concerning future challenges to that transformation.



Finally, instructors may find a rich source of experiential materials in the HBP simulation [Change Management: Power and Influence \(#3292\)](#) in which students play one of two roles at a sunglass manufacturing firm and face the challenges associated with implementing an organization-wide environmental sustainability initiative. This simulation helps students prepare themselves to assume leadership roles from different strata within an organization.