

# Strengthening Small & Emerging CDFIs

## Leading Organizational Change

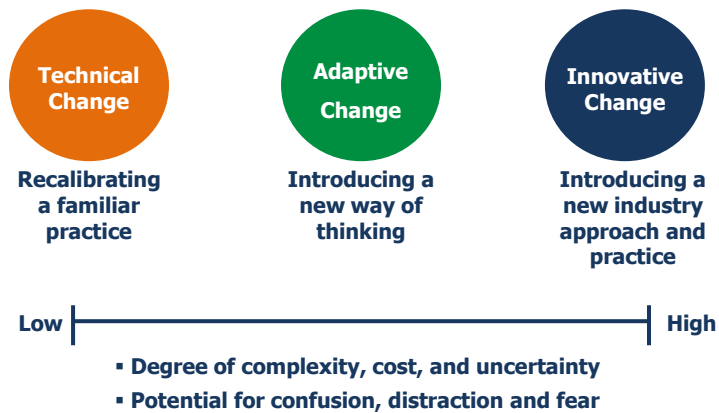
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June-October, 2013



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## Type of Change



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# Leading Organizational Change

Step	Description
1) <b>Communicate the reasons for change</b>	<b>Unfreeze the organization and help others understand how the change advances the mission</b>
2) <b>Create a guiding coalition</b>	<b>Create cross-functional change advocates, with enough competence and respect to motivate change approach in others</b>
3) <b>Adjust your mission and strategy</b>	<b>Create a clear sense of how the change advances mission and attempts to increase scale</b>
4) <b>Communicate the change vision</b>	<b>Create and implement a communication strategy; consistently communicate how change is aligned with mission and strategic plan</b>



Adapted from Kotter, 1995

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# Leading Organizational Change

Step	Description
5) <b>Monitor and moderate when needed</b>	<b>Identify barriers to change; moderate the "heat" appropriately; hold steady in conflict situations</b>
6) <b>Notice and acknowledge short-term wins</b>	<b>Plan for and create short-term "wins" lists: note improvements; communicate and celebrate these</b>
7) <b>Consolidate gains to generate action</b>	<b>Use credibility from short-terms wins to support and reward ongoing learning; cascade wins throughout the organization</b>
8) <b>Anchor new approaches in the culture</b>	<b>Acknowledge results, highlight connections between new behaviors and processes and success</b>



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