End-of-Chapter Exercises

**Toolkit Exercise 1.1**

Critical Thinking Questions

Consider the questions that follow.

[Did You Know 2013 –](http://www.youtube.com/watch?v=IMpV51rk0dI) Video of 4:56 minutes

Excellent video to visualize the rate of change in the environment.

* Choose one fact and discuss how it may impact change initiatives for an organization you’re familiar with.
* Which fact listed do you think will have the most long-term implications for organizations in the future?
* Brainstorm what similar facts you think may be true in 5 years, 15 years and 25 years.

# [IBM Study: Making Change Work](http://www.youtube.com/watch?v=2ol9zYw4Chg&feature=related) – Video of 2.57 minutes

# Interesting discussion of IBM study that only 60% of change projects succeed. Discusses factors that seem to increase the chances for success.

* List reasons (both in the video as well as those not mentioned) that change projects often fail?
* Can you think of similar instances of change project failure from your own experience?
* What are the main takeaways about how to increase the success of a change initiative?

# For more information, see the [webpage](http://www-935.ibm.com/services/us/gbs/bus/html/gbs-making-change-work.html) listed on the website for a link to the IBM report that is the focus of the video.

Individually or in groups, pick a product or service and then go to the Web and explore what technological and/or geopolitical changes are occurring that could seriously disrupt existing organizations in that sector. Then pick an organization that would be affected and identify the changes you’d undertake to help it adapt and thrive.

For example, if you owned a taxi firm in New York City, how would you prepare for the potential arrival of self-driving cars?

**Toolkit Exercise 1.2**

Analyzing Your Environment

Select an organization you are familiar with. What are the key environmental issues affecting this organization? List the factors under each subheading and their implications for the organization.

|  |  |  |
| --- | --- | --- |
| **Factors** | **Proactive Implications** | **Reactive Implications** |
| Political  |
|  |  |  |
| Economic |
|  |  |  |
| Ecological |
|  |  |  |
| Social |
|  |  |  |
| Technological |
|  |  |  |

**Toolkit Exercise 1.3**

Change Roles in Your Organization

Think about organizations that you are familiar with-organizations you have worked, schools you’ve attended, and organizations you’ve volunteered for such as a baseball league or a church.

Think about changes, large or small, that have taken place in those organizations. Take a moment to describe a situation when you filled each of the change roles (Return to Table 1.4 on page 22 for definitions of each role). How did the role feel? What did you accomplish in the role?

When did you play the role of a change initiator?

When did you play the role of a change implementer?

When did you play the role of a change facilitator?

When did you play the role of a change recipient?