End-of-Chapter Exercises

**Toolkit Exercise 2.1**

Critical Thinking Questions

Consider the questions that follow.

**Giving Voice to Values:**

Please read the case at the end of the book, “Not an Option” and consider the following questions:

* Who are the important stakeholders that Ajith needs to work with?
* What are the main arguments that Ajith will need to counter? In other words, what are the reasons and rationalizations that Ajith should expect to encounter with the different stakeholders?
* What levers can Ajith pull to increase the chances that Laurent’s drugs will be registered? In other words, what power and/or influence does Ajith have to get what he wants?

Gentile talks about the importance of Giving Voice to Values in order to frame and address ethical issues and change. Meet in small groups and discuss an issue organizations have to deal with that has conflict of values imbedded in it. Would positive change be advanced if we were to adopt the methodology recommended by Gentile?

This chapter explored a number of change models. Pick one of them and discuss their implications for change leaders.

[Kotter’s 8 Step Organizational Change Model – Sydney Boone, Ayushmaan Baweja and Steven Thomsen](http://www.youtube.com/watch?v=LxtF4OXzhyI). – Video of 12.67 minutes.

This video delves more deeply into Kotter’s process model of change.

* What are the key lessons or takeaways you got from the video?
* How do they help you think about the process of leading change?
* Compare this approach with the Change Path Model. What are their similarities and differences and how would you work with both models if you were leading change?

**Toolkit Exercise 2.2**

Analyzing a Change Process through The Change Path Model

**Part I**

Interview a manager at any level who has been involved in change with his/her organization. Ask the person to describe the change, what s/he was trying to accomplish and what happened. Use the following questions as guides for the interview.

* How was the desired change identified? What was the reason for the change?
* Describe the gap between the organization’s current performance and the desire future state?
* What was the vision for the change? How was that vision communicated throughout the organization?
* How were the formal structures, systems, and processes involved in the change?
* How were the recipients of change and other key stakeholders engaged in order to get them on board with the change?

* What tools and trainings were used as the change was implemented and how did the leadership make the change stick?
* What challenges surfaced that weren’t accounted for in the original change plan?
* What were the results of the change process? Did the results reflect the original vision? How was measurement used to facilitate change at different stages of the process?

**Part II**

After the interview, describe the process of the change by answering the following questions that are related to **How** they managed the process**:**

* Howdid the manager work to make things happen?
* Who was involved?
* How did they persuade others?
* What resources did they use?

Also describe **What** was being changed?Why were these things important?How did these changes help the organization?

* As you reflect back on the interview, which do you feel was more important to the impact of the change: how things were changed or what was changed?