

## Background Information

Progressive Inc. is a manufacturer of home health products and equipment, founded fifteen years ago by its current CEO. Progressive initially achieved tremendous success and growth due to the entrepreneurial spirit of its employees and the products they developed. However, over the past few years have stagnated, and many of its products have been blockbusters, but new products in the marketplace due to a variety of external forces including changes in the needs of private and public payers and priorities of government. Progressive's low-cost strategy has caused some of the products to be phased out. He

The challenge now facing you and the other 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.

## Developing Your Individual Solution

Review the list of activities that appear on the next page and on the *Challenge Cards*. Use the cards to sequence the seventeen activities in the order they should be implemented to most effectively accomplish organizational change.

Determine the order in which all seventeen activities, A through Q, should be carried out. Record your solution in the table to the right of the activities, in the column labeled "Your Individual Solution." Mark a 1 next to the activity that should be carried out first, a 2 next to the second activity, and so on up to 17, the activity that should be carried

## Developing Your Team's Solution

Discuss the sequence of activities with your team. Using the *Challenge Cards*, determine the best sequence of structuring the process to accomplish all seventeen activities. Record your solution in the table labeled "Your Team's Solution."



# Organizational Change Challenge™ Sample Page 1

## 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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	(1) Your Individual Solution	(2) Your Team's Solution	(3) Recommended Solution	(4) Difference between Columns 1 & 3	(5) Difference between Columns 2 & 3
A					
B					
C					
D					



*Organizational Change Challenge*<sup>TM</sup>  
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