

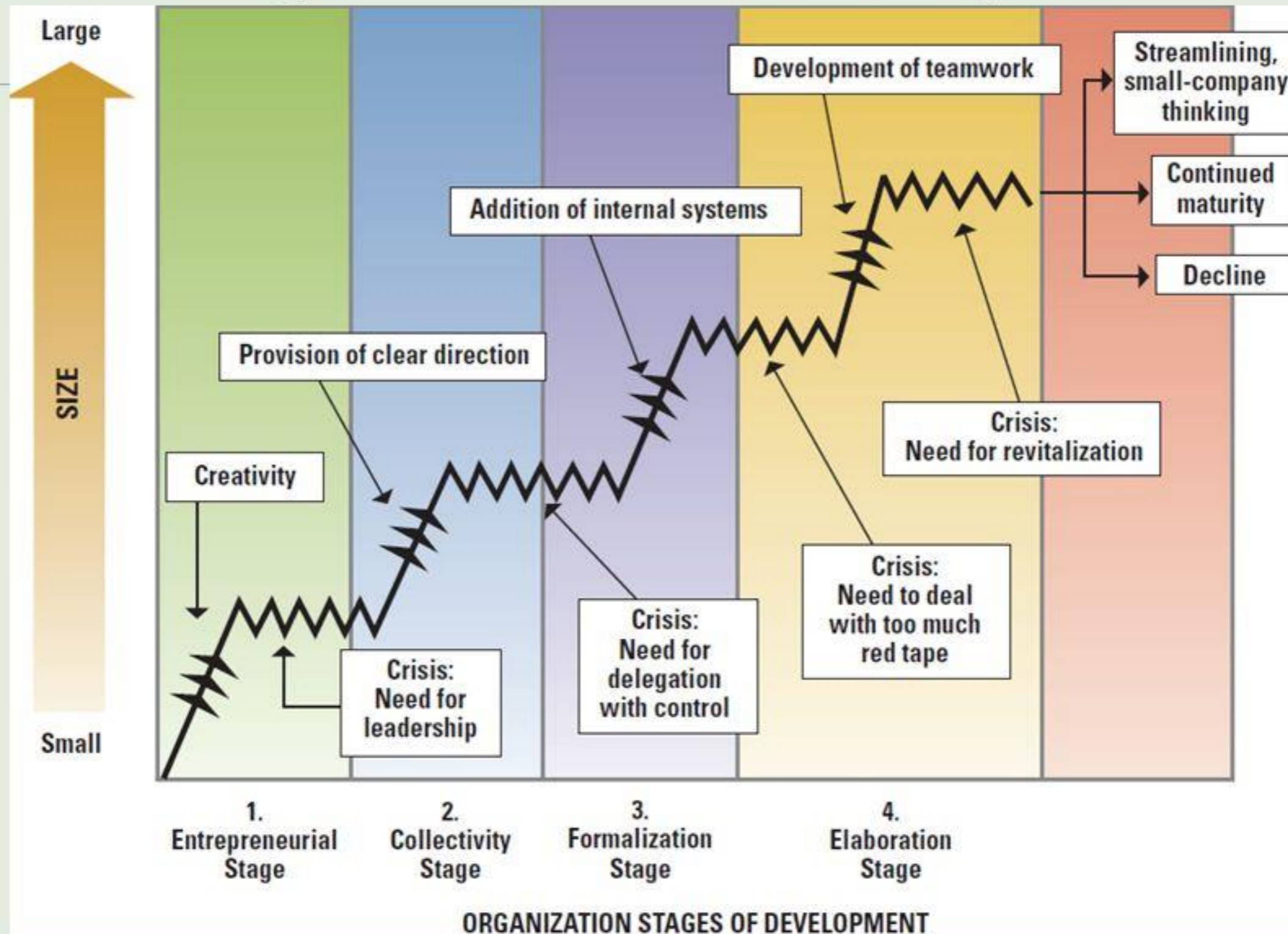
Change management

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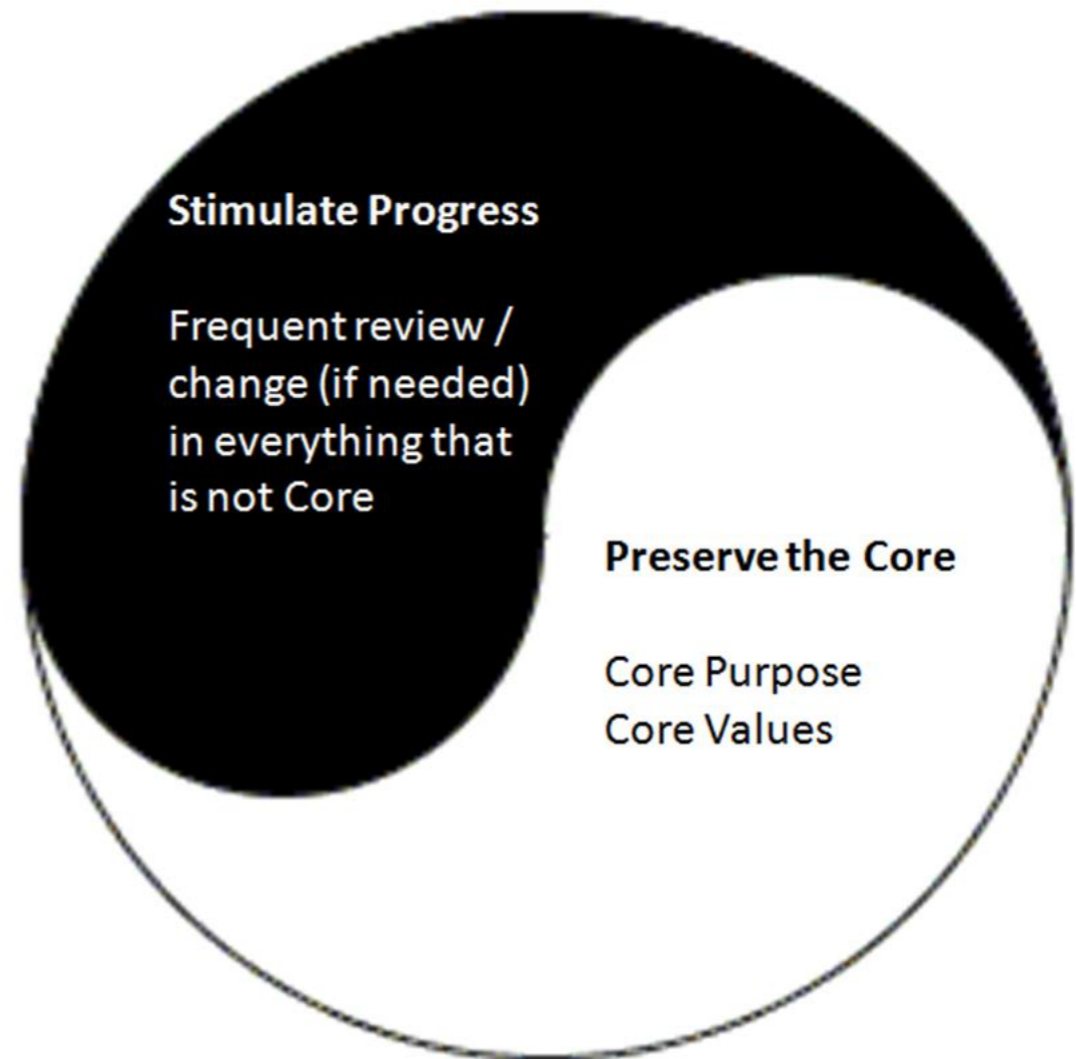
“It’s not the strongest of the species that survives but the most adaptable”

Organizational Life Cycle



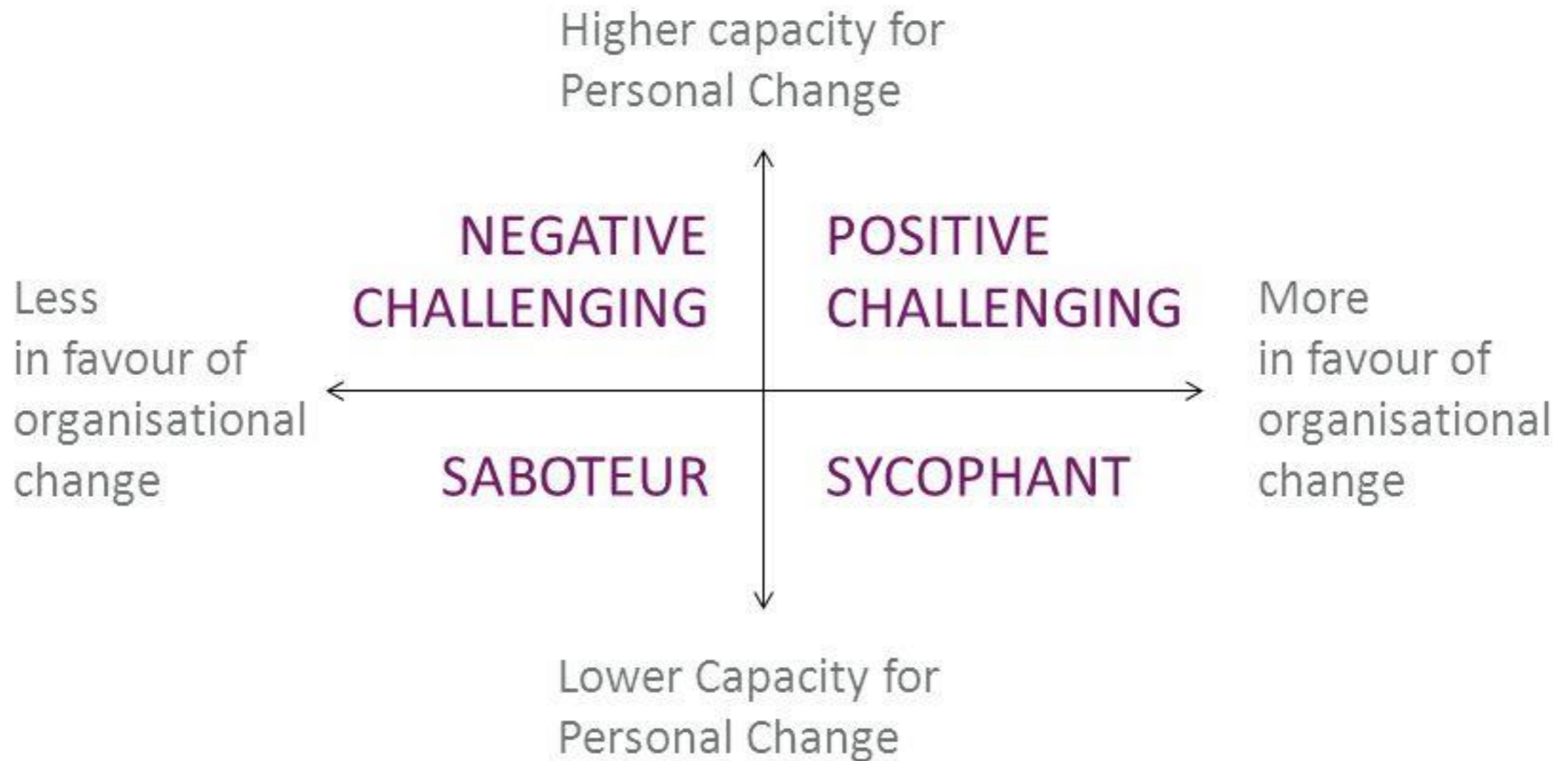
What is organizational identity?

- **Organizational identity** has been defined as what is central, enduring and distinguishing about an organization and reflects a combination of its:
 - Unique value its capable of creating in the world in which it operates
 - Core values (what we stand for)
 - Distinctive characteristics
- If an organization is to thrive, its identity must be known



Collins & Porras, 1994

Drivers and inhibitors of change



Responses to Change (Hoyle)

What can organizational
leaders do to facilitate
change?

Leading change (Kotter, 2006)

- Establish a sense of urgency
- Form alliances
- Communication
- Risk taking
- Short term wins
- Consolidate and institutionalize