

## Best Practices in Change Leadership Checklist

- The leader must lead the change: the leader must adopt new behaviors to inspire behavior change in followers
- Preach the need (drive) for change
- Create a vision clear enough to direct the change effort
- Identify and understand the needs and motivations of key stakeholders: create a guiding coalition
- Identify decision-makers: empower them to be responsible and accountable
- Identify those who need to be consulted with and informed: engage them at the appropriate moment
- Make time to develop a communication plan early on: utilize electronic, written, face-to-face, group, one-on-one communications, etc.
- Maintain continuous and targeted communications tailored in depth and breadth to different stakeholders
- Translate the vision into SMART (Specific, Measurable, Accountable, Reasonable, Time-bound) goals
- Empower others so they feel they have the freedom to act on the vision and goals
- Develop objectives with concrete deliverables
- Visibly tackle obstacles to change (ineffective leadership, poorly allocated resources, “sacred cow” policies and practices), encourage risk-taking and new ideas
- Track progress, plan for, recognize and reward short-term wins and visible performance improvements
- Embed changes into the university: leverage improvements, apply learnings to more processes and projects, deepen employee skills
- Institutionalize new approaches: communicate connections between new behaviors and successes, ensure leadership succession, set up systems to capture and share knowledge.