

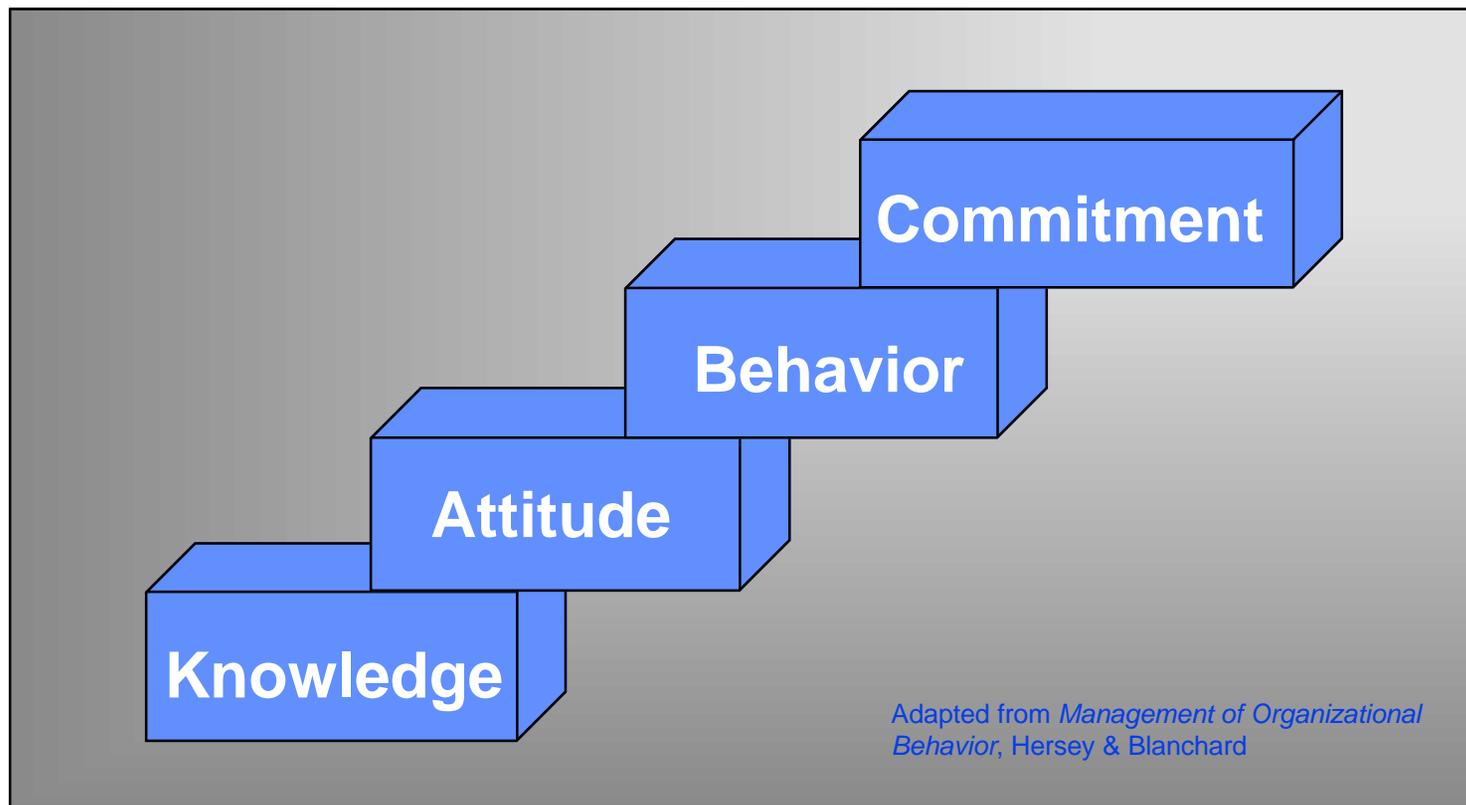
Implementing Total Quality Leadership

Lesson One: Change and Transformation

Lesson Objectives

- λ **Describe the phases of change**
- λ **Describe actions to assist the ESC during each phase of change**
- λ **Differentiate between programmatic change and organizational transformation**
- λ **Describe the process of organizational transformation**

Stages of Change

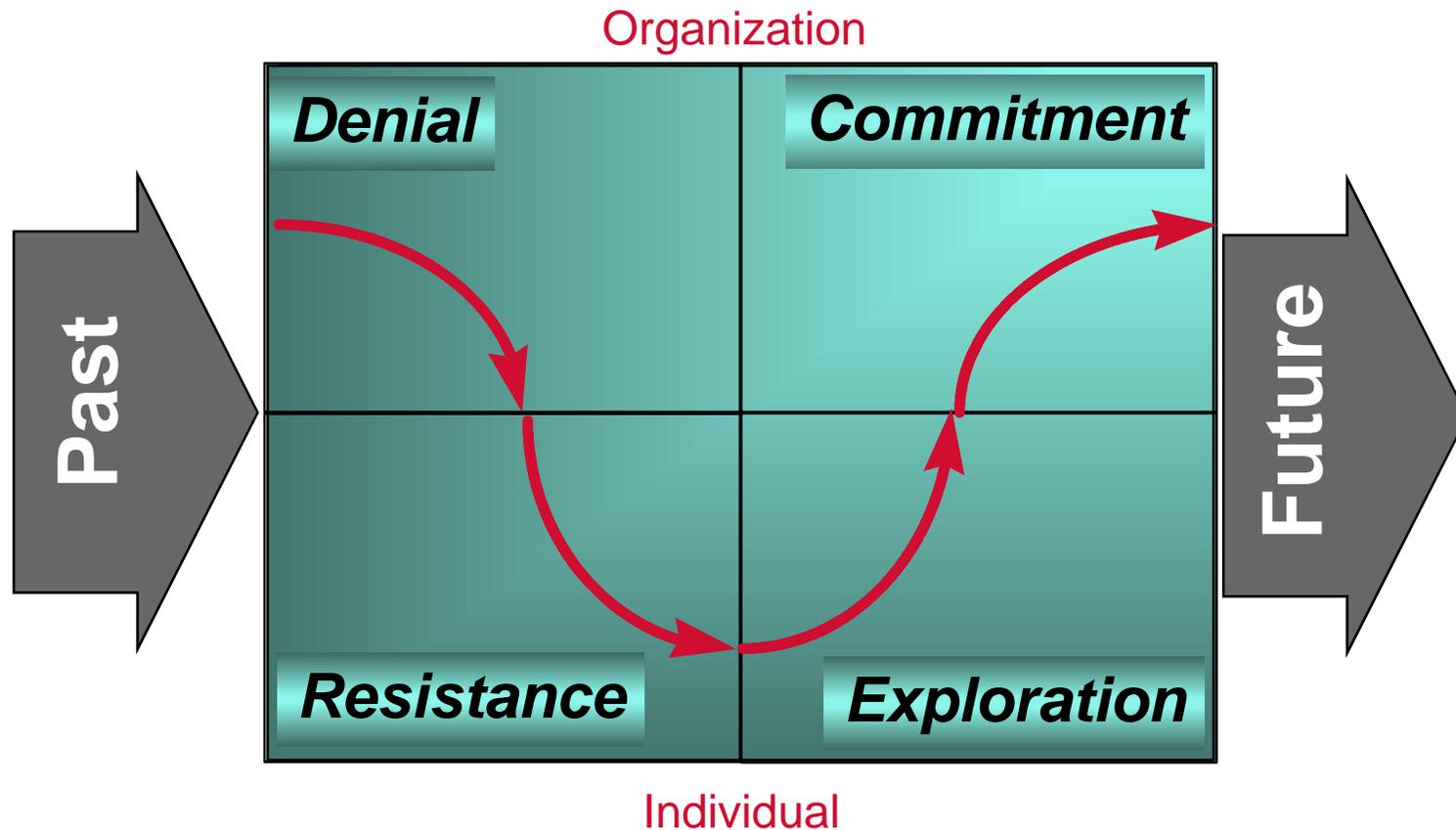


Requirements for Change

- λ **Attitudes must align with new values**
- λ **Behaviors need to change**

Individuals vary in their readiness for change

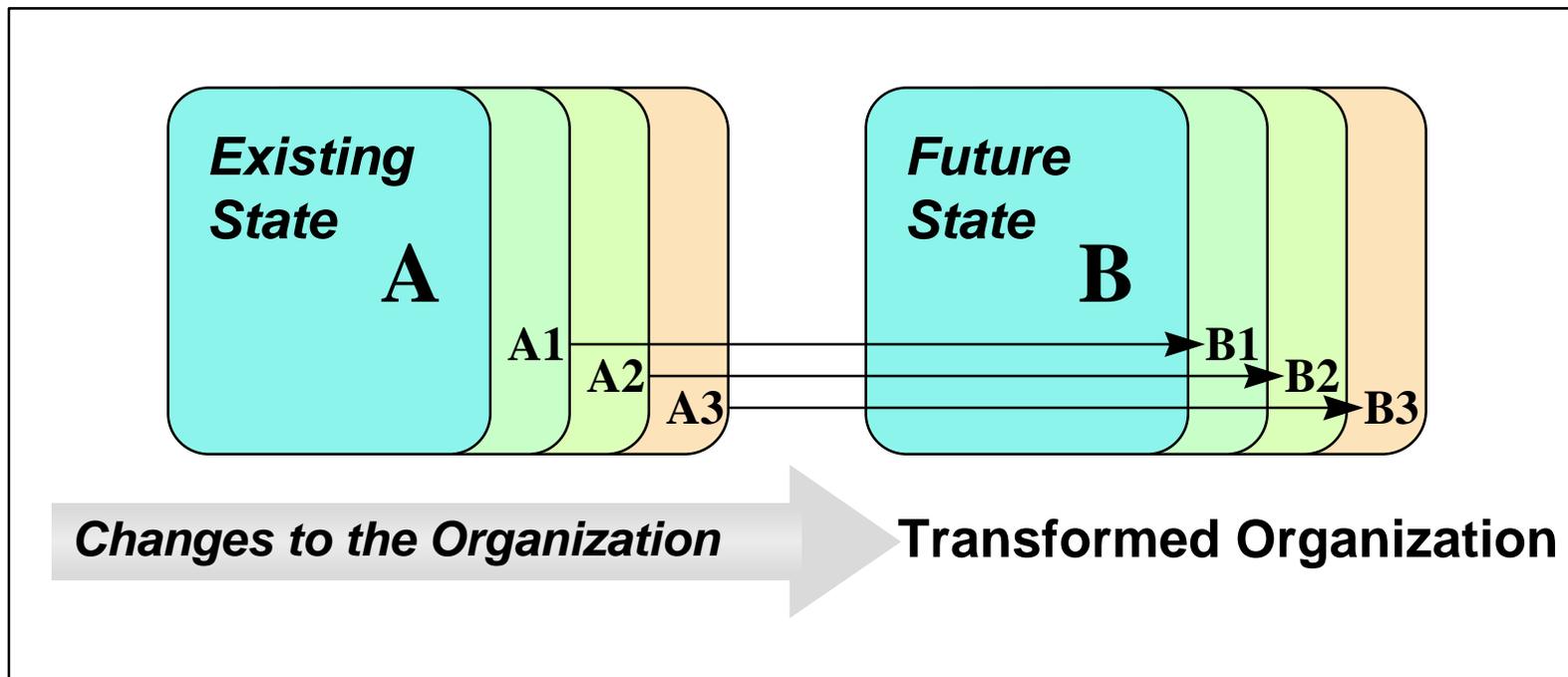
Phases of Change



Dimensions of Change

Programmatic Change	Topics	Organizational Transformation
<i>Delegated</i>	Leadership	<i>Committed</i>
<i>Limited</i>	Scope	<i>Extensive</i>
<i>Immediate</i>	Time Horizon	<i>Future/Strategic</i>
<i>Limited</i>	Strategic Emphasis	<i>Essential</i>
<i>Isolated</i>	Methods	<i>Integrated</i>
<i>Efficiency/Bottom Line</i>	Measures	<i>Effectiveness/Process</i>
<i>Lowest Level Individual</i>	Employee Involvement	<i>All Levels/Teams</i>
<i>Minimal</i>	Influence on Culture	<i>Profound</i>

Activities to Transform the Organization



Transformation and Organizational Systems

Forces which affect your command:

Technical

Political

Cultural

Responsibility for TQL Change and Implementation

- λ **Improving the technical system - top leader & ESC**
- λ **Changes to the political and cultural systems (internal effects) - top leader & ESC**
- λ **Changes to the political and cultural systems (external effects) - higher levels in the chain of command**

Implementation:

- λ **Takes time**
- λ **Involves learning**
- λ **Most successful when about mission of the organization**

Summary

- λ **Improvement requires change.**
- λ **Change builds from the individual to the organizational level.**
- λ **Programmatic change is limited in scope and duration, while transformation is comprehensive and long lasting.**
- λ **The transformation process is an ongoing journey involving interrelated activities**