Stage	Title	Description
1	**Create a Change-Receptive Culture**	This involves: (1) making an executive cultural declaration about change (2) incorporating change into organizational core values (3) creating and installing a leadership model that accepts, embraces, and actively seeks out opportunities for change (growth, development, improvement, etc.) (4) building a culture of trust, mutual support, and openness that places a high value on creativity and challenging the status quo (5) ensuring that people have a *yes / can-do* approach to all aspects of the business (6) making "change" a competitive advantage (7) developing open-minded, respectful, caring, considerate, trustworthy leaders
2	**Establish a Change Assessment Mindset and Methodology**	Establish a culture in which all leaders and employees are constantly looking at change, growth, improvement, and development opportunities. Implement a formal process for assessing these opportunities, customized to each division and department/functional area.
3	**Assess the Change Opportunity**	With each prospective change initiative, the leadership within the organization (if it is enterprise-wide) or department, project or functional area (if it is more localized or smaller scale) assembles a team to explore the proposed case for change, utilizing established and available data collection means, including Lean 6-Sigma tools.
4	**Communicate the Change Opportunity**	As soon as and as often as possible, communicate with the rest of the organization or department the improvement opportunity being explored. Then, once the data are gathered and analyzed, communicate the results. Not all opportunities lead to change initiatives. For those that do, continue to Stage 5.
5	**Cast the Change Vision**	With each change initiative, the leadership within the organization (if it is enterprise-wide) or department, project or functional area (if it is more localized or on smaller scale) assembles a diverse team of stakeholders, subject matter experts, and others to cast the vision for the change effort. A change leader is selected. A methodology for communicating the vision is established. This communication will address higher level organizational change concerns.
6	**Communicate the Change Vision**	Once the vision for the change is established, it is communicated in multiple ways to the organization (or department) with feedback mechanisms built in. Employees provide feedback about the vision, express lingering concerns, and make suggestions for the roll-out/implementation plan. This results in buy-in.
7	**Formulate the Change Plan**	Factoring in the feedback from employees, the change leader assembles a team to formulate an implementation project plan, that includes a timeline, activities and responsible parties, resources needed, budget (if applicable), and overall communication plan, which includes routine communications and ad hoc. The plan will also include mechanisms for dealing with resistance and sabotage which can even crop out in a organization with a change-receptive culture.
8	**Implement the Change Plan**	The plan is communicated and rolled out to the organization or department. During this time, the implementation team keeps everyone informed of the progress on the roll-out, through the use of the communication plan.
9	**Celebrate the Change**	Mini-celebrations will occur along the line. Once completely implemented, a larger celebration will take place during which senior executives and the change leader will acknowledge the entire workforce as well as key players in the change effort.
10	**Tweak the Implementation**	During this stage, as the change becomes part of the routine in the business, opportunities for incremental improvement will be identified, communicated to the implementation team which will quickly vet the idea for feasibility and work with the

idea generator(s) to operationalize the tweak and then communicate this to the rest of the organization or team. The team is able to discern valid ideas from resistance.