

Today's Challenges; Today's Leaders:

REAL WORLD CONVERSATIONS FOR THE CLASSROOM

Lesson Number: **TCTL.3.5**

Sustainable Change: Being a Leader in Your Organization

Quick Reference:

Time Required:

45 minutes

Objectives:

After completing this lesson, students should be able to:

1. Predict how change can be lead within an organization to ensure positive results.

Materials:

- ✓ ITCTL.3.5.AS.A (one copy for every two students)
- ✓ TCTL.3.5.AS.B (one copy per student)
- ✓ TCTL.3.5.AS.C (one copy)

Purpose:

Helping students determine how their leadership can influence sustainable change in an organization.

Directions:

The bulleted information below is important to know as background information.

- If possible, play a song related to the theme of change while students enter the room. Song examples: “Changing” by Airborne Toxic Event or “Change Your Mind” by the All-American Rejects.
- Lesson will begin with a handwriting activity that will ask students to write items with the hand opposite that they usually do, which will feel awkward. If a student is comfortable with both, ask that person to write with eyes closed.
- After the introduction, students will examine how change can be led in an organization for a positive result.

After reviewing the information above, begin with the lesson activities below.

1. Begin the lesson by asking students to take out a sheet of paper and a writing utensil. Next, ask them to write their names, addresses, phone numbers, email addresses, favorite foods and their favorite hobbies on their papers. Be sure to reinforce that they **must** use the hand opposite their normal writing hand (a left-handed person will use the right hand). Upon completion, lead the following discussion:
 - a. After most students have completed the task, ask them to share how it felt to “change” how they normally wrote.
 - b. Next, ask students to work with a partner as you pass out TCTL.3.5.AS.A and ask them to review the quotes together.



- c. After students have reviewed the quotes, ask them to discuss which of the quotes stood out. What was similar and different about them?
 - d. Allow several pairs to share with the class.
 - e. Make the connection for the students that like the handwriting activity, change in general is usually difficult. We become comfortable in our daily routines, habits, friends, etc. But positive change is a good thing.
 - f. Lead the discussion to include that change is important, not only for the individual but also for organizations.
 - g. Ask students to think about some of the major changes that took place in the FFA since it was founded in 1928. (i.e., New Farmers of America and Future Farmers of America merged in 1965. Girls were allowed into the FFA in 1969. The organization's name was changed to National FFA Organization in 1988. The National FFA Center was moved from Alexandria, Virginia, to Indianapolis, Indiana.) Allow them to share.
 - h. Ask students why some of these changes were so important. What would have happened if, for example, girls were never allowed into the FFA?
 - i. Next, ask students to think of examples of major changes in organizations other than the FFA.
 - j. After these examples, ask students to take a moment to discuss with their partners how all of these changes actually took place. What "made it happen?"
 - k. Allow several of the pairs to share, but summarize for them that it was people making a decision to influence that led to change. Summarize that change is not easy, not for the individual and even more so for an individual to change an organization. So how can it be done?
2. Transition into a discussion on how individuals can lead change in an organization. To begin with, students will need to select a positive change they believe should happen in an organization of which they are a part. This could be the FFA, a sports team, church group, etc. Tell them not to worry too much, as this is just an example to teach the concepts. Examples may be that the organization becomes more inclusive (adds to its membership) or that an organization gets more involved in community service activities throughout the year.
3. Once students have their examples, distribute TCTL.3.5.AS.B. Teach each of the key steps, one by one, and then ask students to fill out the boxes according to their selected examples. Use TCTL.3.5.AS.C to teach the concepts. To keep it simple, skim over steps six and seven. These can be used in more advanced classes or as a potential enrichment activity. These steps do not appear on the worksheets.
 - a. When finished with step eight, ask students to make final touches to their activity sheets and be ready to share with their partners. Allow a few minutes for students to share and discuss.
 - b. After students share, allow for a few ideas to be shared in class.
4. Celebrate students' hard work today. Thank them for sharing and willingness to learn. Remind students that they can use this process for leading any type of change in any organization. Also, remind them about the examples of change discussed earlier in the lesson. They could someday be one of these people and cause change that affects thousands even millions of people.

Connection Questions:

1. How will you immediately apply what you have learned about change in organizations?
2. What are some other examples of change that need to happen in the world? What could your role be?
3. Have you already been a part of change in an organization, either leading it or been on someone's coalition/team? Were you aware at the time?
4. How will you teach others what you have learned here today?

LifeKnowledge Connections

Precept(s) addressed:

Action

- A3. Plan Effectively
- A4. Identify and use resources
- A7. Invest in others by enabling and empowering them

Relationships

- B2. Interact and work with others

Vision

- C1. Contemplate the Future
- C2. Conceptualize Ideas
- C4. Adapt to opportunities and obstacles from multiple perspectives
- C5. Persuade others to commit

Character

- D2. Respect Others
- D6. Value service to others

Decision Making

- N2. Demonstrate problem-solving skills

Continuous Improvement

- F5. Acquire New Knowledge

LK Lesson Suggestion:



- HS.17 – How leaders influence others through vision
- HS.118 – Opportunities for influence in organizations
- MS.53 – Evaluating Potential Impacts
- MS.41 – Forming Key Messages
- MS.44 – Getting your message understood
- MS.54 – Identifying others to help
- MS.57 – Finding opportunities to make positive change
- MS.62 – The origins of organizations

Resource:

Legacee Management Systems, Inc. (2011). *Leading Change: 5 Key Concepts*. Retrieved August 25, 2011, from <http://www.legacee.com/Info/Leadership/LeadingChange.html>

Maxwell, John C. (1998). *The 21 Irrefutable Laws of Leadership*. Maxwell Motivation, Inc., Georgia.

Mind Tools. (2011). *Kotter's 8-Step Change Model*. Retrieved August 25, 2011, from http://www.mindtools.com/pages/article/newPPM_82.htm

National FFA Organization. (2011). *LifeKnowledge Materials*. Indianapolis, IN. National FFA Organization.

National FFA Organization. (2011). *Reaching New Heights*. Indianapolis, IN. National FFA Organization.

Change Quotes

Very often a change of self is needed more than a change of scene.

~ Arthur Christopher Benson~

We must learn to view change as a natural phenomenon – to anticipate it and to plan for it. The future is ours to channel in the direction we want to go...we must continually ask ourselves, “What will happen if...?” or better still, “How can we make it happen?”

~Lisa Taylor~

Things do not change; we change.

~Henry David Thoreau~

Life is always at some turning point.

~Irwin Edman~

The one unchangeable certainty is that nothing is certain or unchangeable.

~John F. Kennedy~

To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly.

~Henri Bergson~

If you want to change your life, change your mind.

~T.~

Progress is impossible without change, and those who cannot change their minds cannot change anything.

~George Bernard Shaw~

We accept the verdict of the past until the need for change cries out loudly enough to force upon us a choice between the comforts of inertia and the irksomeness of action.

~Learned Hand~

Loyalty to a petrified opinion never yet broke a chain or freed a human soul.

~Mark Twain~

The most significant change in a person's life is a change of attitude. Right attitudes produce right actions.

~Willam J. Johnston~

Any change, even a change for the better, is always accompanied by drawbacks and discomforts.

~Arnold Bennett~

The first step toward change is acceptance. Once you accept yourself, you open the door to change. That's all you have to do. Change is not something you do, it's something you allow.

~Will Garcia, person with AIDS~

When one door of happiness closes, another opens; but often we look so long at the closed door that we do not see the one which has been opened for us.

~Helen Keller~

God, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.

~Reinhold Niebuhr~

My Steps to Positive Change

Directions: Use Kotter's 8-Step Model to complete this worksheet.

Step One: How will you create urgency? Why now? What if it doesn't happen?

Step Two: Who will you have to help you? What is each person's strengths, weaknesses? Be specific!

Step Three: What is your vision? If successful, where do you see the group/club/organization when you are finished? How will you get there? What will you tell others?

Step Four: How will you communicate this to others? How will your teammates help you? How will you address others' concerns? (Remember change is not easy for some.) Practice sharing your mini-speech.

Step Five: What are some concerns that people may have? How will you address them? What will get in the way of the change? What will make it difficult? How will you and your team deal with these obstacles?

Step Eight: How will you keep this new change in place? How will you recognize others, select or train your replacements and inform new members?

Kotter's 8-Step Change Model

Step One: Create Urgency

Why does this change need to happen? What will happen if it does not? Why does this need to happen now? You must convince others of why here and why now.

Step Two: Form a Powerful Coalition

Once you have explained the urgency of the issue, who in the organization can help you create sustainable change? Who will help you advocate? A small group of influential people with varying strengths. Someone good at planning and organizing, someone good at communicating, etc. Needs to be diverse team.

Step Three: Create a Vision for Change

Where do you see the organization after the change (where do you want to be)? What values (your own or the organization's) are central to the change? Practice a minispeech to share this vision that includes your overall strategy for getting there.

Step Four: Communicate the Vision

Speak often about the vision (remind people you and your vision aren't going anywhere), address others concerns, allow for input by others, lead by example (are you practicing what you preach?)

Step Five: Remove Obstacles

What will get in the way of this change, and what can you do about it? Who is resisting, how will you convince them? How will you recognize and reward those who are helping with the change?

Step Six: Create Short-term Wins

How will you celebrate the small achievements along the way/benchmarks?

Step Seven: Build on the Change

Identify what is going well and what is not. Use this knowledge to adjust your team's plan to continue the changes. Keep the momentum moving forward in a positive direction!

Step Eight: Anchor the Changes in Corporate Culture

Tell everyone about the success stories! Keep telling the story long after you have achieved the change. Educate new members about the change or new philosophy. Recognize those who helped you get there (your team/coalition). Identify those who will keep things happening long after you leave. (For example in FFA, how will you train the new members and officer team to continue what you have started?)
