



# Leading Organizational Change

Moving forward by Navigating between  
best and worst cases


Byron Sheldrick, University of Guelph  
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# Goal of change leadership

- Goal is always to improve systems that we already have
- Change is often incremental; but sometimes we want to make bigger changes to systems

# Cautions

- Should generally avoid change for change's sake
- Wary of idealizing the benefits of “the new”
- Avoid demonizing the problems of “the old”

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- Don't want to throw the baby out with the bath water.
  - Or spend our time reinventing the wheel for marginal benefits.

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- Change can be hard to start.
  - Need a systems level dialogue.
  - Otherwise we can get trapped in the details of the current system (lost in the weeds)

### Dangers of a binary:

- Focused on negatives
- Fixated on the ideal of a new system.

# Best-Worst analysis

## Brethower (1998) Dams (2009)

- Allows generation of a systems wide approach
- Discussion of what organization wants to change and wants to keep
- Allows for development of realistic plans for change and an assessment of what doesn't need to change
- Permits greater institutional buy-in from stakeholders

# Typology

	<b>Best</b>	<b>Worst</b>
<b>Status Quo</b>	What we want to keep	What we want to get rid of
<b>New System</b>	What we want to achieve	What we want to avoid

# Typology

	<b>Best</b>	<b>Worst</b>
<b>Status Quo</b>	Keep	Discard
<b>New System</b>	Create	Avoid



# RESULT

- Result of this process is a system-change checklist.
- Process permits buy-in from those committed to the status quo
- Process allows goal refinement – development of agreement around objectives and goals, particularly through the discussion of “Best of new system”

# Exercise

- In your table groups:
  - Each person present 1 recent decision-making case and/or process from your institution
  - How would a best/worst analysis have affected the discussions
  - Would it have changed the decision-making process
  - What are advantages/disadvantages of best/worst analysis compared to your current model