NPM 2.0: 8 Steps of Change

John Kotter Model of Change

- Institute Change
- Sustain Acceleration
- Generate Short-Term Wins
- Enable Action by Removing Barriers
- Create a Sense of Urgency
- Build a Guiding Coalition
- Form a Strategic Vision and Initiatives
- Enlist a Volunteer Army
Phase I: Fall 2018-Summer 2020

**Step 1 - Establish A Sense Of Urgency**
Help others see the need for change through data, analysis, messaging.

**Step 2 - Create The Guiding Coalition**
A volunteer army needs a coalition of effective people – born of its own ranks – to guide it, coordinate it, and communicate its activities.

**Step 3 - Develop A Strategic Change Vision**
Clarify how the future will be different from the past and how you can make that future a reality through initiatives linked directly to the vision.
Phase II: Summer 2020-Early 2021

**Step 4 - Communicate The Vision For Buy-in**
Large-scale change can only occur when massive numbers of people rally around a common opportunity. They must be bought-in and urgent to drive change – moving in the same direction.

**Step 5 - Empower Broad-based Action**
Removing barriers such as inefficient processes and hierarchies provides the freedom necessary to work across silos and generate real impact.

**Step 6 - Create Short-Term Wins**
Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to track progress and energize volunteers to persist.
Phase III: 2021 and beyond

Step 7 - Leverage Wins to Drive Change
Press harder after the first successes. Your increasing credibility can improve systems, structures, and policies. Be relentless with initiating change after change until the vision is a reality.

Step 8 - Incorporate Changes Into The Culture
Articulate the connections between the new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits.

Implement & Sustain Change
Never Let Up - Sustaining Acceleration - Leverage Wins to Drive Change
Incorporate Changes Into The Culture
CREATE A SENSE OF URGENCY

ACTIONS (since fall 2018):

- Identified threats to organizational health, changing dynamics in the field of pastoral music, needs of members.
- Initiated honest dialogues and discussions among NPM leadership about need for change.
- Request the involvement and support of the industry people, key stakeholders and members on the issue of change.
- Shared data in annual reports 2018 & 2019 and members’ mtgs 2017-2019
BUILD A GUIDING COALITION

**ACTIONS (since fall 2018):**

- Created two task forces of NPM leaders to focus on Governance and Operations leading up to initial vision offered in summer 2019.
- Created a Core Team, representative of board, staff, council, chapter leadership, and other NPM leaders.
- Hired consultant to animate and organize the change process.
- Began regular meetings with Chapter Directors and continued regular meetings with NPM Council.
FORM A STRATEGIC VISION AND INITIATIVES

ACTIONS (since fall 2018):

- Board clarifies mission through development of Ends policy.
- Task forces create an initial vision for NPM 2.0 for summer 2019.
- Landscape survey of the field of music ministry in winter 2020.
- Member feedback on the vision and continued consultation with leadership between summer 2019 and summer 2020.
- Core team developed a strategic vision document for presentation in summer 2020.
ENLIST A VOLUNTEER ARMY - Communicating the Vision

ACTIONS (summer and fall 2020):

- Engage members and potential members in feedback gathering on the strategic vision
- Dialogue with key stakeholders (leadership groups, cultural communities, ecclesial partners, business partners, national leaders, et al.) on the strategic vision
- Communicate the vision to members at annual Members’ Mtg (mid-Sept)
ENABLE ACTION BY REMOVING BARRIERS

ACTIONS (fall 2020 and beyond):

- Ensure that the organizational processes and structure are in place and aligned with the overall organizational vision.

- New governing documents, board policies, and standard operating procedures developed and implemented to create infrastructure for change.

- Ensure pathways for membership engagement and growth by re-branding NPM for mission.

- New leadership and staffing models developed for executing vision.
GENERATE SHORT-TERM WINS

ACTIONS (fall 2020-early 2021):

- By creating short term wins early in the change process, there is a feel of victory in the early stages of change.

- Focus on short-term wins in each vision area:
  - Membership drive for growth
  - Development activity
  - Chapter expansion and strengthening
  - New programming initiatives
  - New communications initiatives

Engage and Enable the Organization
SUSTAIN ACCELERATION - CONSOLIDATING GAINS

ACTIONS (2021 and beyond):

- Achieve continuous improvement by analyzing the success stories individually and improving from those individual experiences.
- Continued growth in all strategic vision areas.
- Create metrics for analyzing success and adjust strategy based on results.
ANCHORING CHANGE IN THE ORGANIZATIONAL CULTURE

ACTIONS (2021 and beyond):

- Discuss the successful stories related to change initiatives on every given opportunity.
- Ensure that the change becomes an integral part in NPM’s organizational culture and is visible in every organizational aspect.
- Ensure that the support of existing NPM leaders as well as new leaders continue to extend their support towards the change.