*Supporting material for a presentation by Gardner Heaton, Kotter International, to the iPASS Grantees in the webinar “How Intentional Change Leadership Can Help Your iPASS Implementation Succeed,” January 14, 2016.*

**The Big Opportunity: a worksheet**

**Definition:**

The Big Opportunity is a call to action often in response to a hazard/crisis happening that is impacting the institution. It is more effective to focus on the opportunities those challenges present to get the Urgency needed to successfully lead change.

**Why create a Big Opportunity Statement?**

1. Identify the opportunity and why we are uniquely positioned to go after it – why do we want to change?
2. Define the window of opportunity – why now and what's the window that is now open to us (often times presented by some external happening – e.g., market, policy, regulation, etc.)
3. Create alignment for the those responsible for leading change
4. Increase Urgency in the Change population – with a statement no longer than 5-10 sentences that is intellectually and emotionally stimulating

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| **Questions to be Answered in the Opportunity Statement** |
| What is emerging in the environment that will affect our institution? (positive/negative) |
| What advantage can we get if we change? |
| How long do we have to make it happen? |
| Who will be involved in this change? (Departments, divisions, team members, etc.) |
| What are the outcomes (financial, educational, personal, etc.) we desire if we change? |
| What is not going to change? |
| Will this change our whole institution or just a part of it? |
| What is the letter grade we give ourselves today to describe how well positioned we are to go after this opportunity? (A,B,C,D,F) |
| **Writing the Opportunity Statement** |
| Based on the answers to the questions above, what is a clear concise wording with positive emotions that can motivate people who will be involved in the change(s)? |
| Does our change strategy currently support this picture? |
| Does this picture allow our diverse population to exhibit urgent behaviors to want to help the institution take advantage of this opportunity? |