

Eight Steps to Transforming Your Organization

1 ESTABLISHING A SENSE OF URGENCY

- Examining market and competitive realities
- Identifying and discussing crises, potential crises, or major opportunities



2 FORMING A POWERFUL GUIDING COALITION

- Assembling a group with enough power to lead the change effort
- Encouraging the group to work together as a team



3 CREATING A VISION

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision



4 COMMUNICATING THE VISION

- Using every vehicle possible to communicate the new vision and strategies
- Teaching new behaviors by the example of the guiding coalition



5 EMPOWERING OTHERS TO ACT ON THE VISION

- Getting rid of obstacles to change
- Changing systems or structures that seriously undermine the vision
- Encouraging risk taking and nontraditional ideas, activities, and actions



6 PLANNING FOR AND CREATING SHORT-TERM WINS

- Planning for visible performance improvements
- Creating those improvements
- Recognizing and rewarding employees involved in the improvements



7 CONSOLIDATING IMPROVEMENTS AND PRODUCING STILL MORE CHANGE

- Using increased credibility to change systems, structures, and policies that don't fit the vision
- Hiring, promoting, and developing employees who can implement the vision
- Reinvigorating the process with new projects, themes, and change agents



8

INSTITUTIONALIZING NEW APPROACHES

- Articulating the connections between the new behaviors and corporate success
- Developing the means to ensure leadership development and succession

ABOUT

Successfully leading change requires eight steps from establishing a sense of extraordinary urgency, to creating short-term wins, to changing the culture.

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