

Leading Change
John Kotter

The Eight Stage Process

1. Establishing a Sense of Urgency

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

2. Creating the Guiding Coalition

- Putting together a group with enough power to lead the change
- Getting the group to work together like a team

3. Developing a Vision and Strategy

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

4. Communicating the Change Vision

- Using every vehicle possible to constantly communicate the new vision & strategies
- Having the guiding coalition role model the behavior expected of employees

5. Empowering Broad-Based Action

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

6. Generating Short-Term Wins


- Planning for visible improvement in performance or “wins”
- Creating those wins
- Visibly recognizing and rewarding people who made the wins possible

7. Consolidating Gains and Producing More Change

- Using increased credibility to change all systems, structures, and policies that don't fit together and don't fit the transformation vision


7. Consolidating Gains and Producing More Change

- Hiring, promoting, and developing people who can implement the change vision
- Reinvigorating the process with new projects, themes, and change agents



8. Anchoring New Approaches in the Culture

- Creating better performance through customer and productivity oriented behavior, more and better leadership, and more effective management



8. Anchoring New Approaches in the Culture

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