

Kotter 8 Stage Process for Creating Major Change

From *Leading Change*, Harvard Business School Press, copyright 1996, John Kotter, pg 21

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 and 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 improvements in performance, or “wins”
- Crating 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
- 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
- Articulating the connections between new behaviors and organizational success
- Developing means to ensure leadership development and succession