

KOTTER 8-STEPS OF CHANGE

TOOLS SERIES #3

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PROVIDED BY:



“Change is the only constant.” – Heraclitus, Greek philosopher

Kotter's 8-step change principles...*

- 1 Create a Sense of Urgency
- 2 Pull Together a Guiding Team
- 3 Develop a Change Vision & Strategy
- 4 Communicate the Vision for Buy-in
- 5 Empowering Others to Act
- 6 Produce Short-term Wins
- 7 Don't Let Up
- 8 Create a New Culture

...translates into focused change activities

- Define scope and deliverables
- Create a compelling case for change
- Align leaders to champion the change
- Identify, assess and engage stakeholders
- Document and address areas of resistance
- Create a communication plan with key messages, audience, vehicles, timing, etc.
- Integrate into overall project plan
- Establish change champion network
- Communicate and celebrate early wins
- Implement consequence management
- Align business / HR processes to sustain change
- Monitor change progress and adjust

Step 1: Step Create a Sense of Urgency –significant time and energy to build an urgency for the change. Consider the marketplace, the competition, threats, weaknesses, strengths, and opportunities to engender a meaningful discussion and drive the change; if needed, light a fire.

Step 2: Pull Together a Guiding Coalition – leverage strong leadership and cross functional influence leaders to convince people that change is necessary and build momentum.

Step 3: Create a Vision for Change & Strategy – articulate the case for change; what you will accomplish and why it should matter to each stakeholder – leverage both logic and emotion.

Step 4: Communicate the Vision for Buy-in – communicate, communicate, communicate by integrating the change into your daily behaviors, coaching and performance expectations.

Step 5: Empowering Others to Act – deal directly and aggressively with the inevitable resistance. Eliminate restricting barriers in current systems, structures and leader behaviors.

Step 6: Produce Short-term Wins – motivate with success; set short-term goals and celebrate success; tell lots of stories and measure, then report about the impact of the change.

Step 7: Don't Let Up - keep looking for improvements, analyze what went right and what needs improving; set new goals; building on the momentum; keep ideas and talent fresh.

Step 8: Anchor the Changes – ensure the supporting systems within the culture, spread the virus of the change; tell stories; reward/recognize success; prepare new change leaders

Sources: [Our Iceberg is Melting](#) & [Leading Change](#) – John Kotter; focused activities defined by jim ice & associates

