

Kotter's 8-Step Change Process

1 Establish Urgency

- SWOT
- SOAR
- Rid yourself of Complacency
 - Too many visible resources
 - Absence of a Major Crisis
 - Senior Management Not-Engaged
 - Human Denial if people are already busy
 - Low-confrontation Culture
 - Lack of Feedback from External Sources
 - Internal Measures not focused on issue
 - Org Structures that focus employees on Narrow goals
 - Lack of Overall Performance Standards.
- Sense of Urgency
 - One Strategy
 - Create action
 - Exceptionally Alert
 - Externally Orientated
 - Relentlessly aimed at winning
 - Progress each and every day
 - Constantly purging low value activities
 - Always focusing both on the heart and mind

2 Creating a Coalition

- Enough Power
- Put Together a Team
 - Find right people
 - Create Trust
 - Develop a common goal

3 Vision & Strategy

- Develop a Vision for Change
 - Imaginable
 - Desirable
 - Feasible
 - Focused
 - Flexible
 - Communicate
- Creating Vision
 - First Draft
 - Define Role of Coalition
 - Emphasize Teamwork
 - Role of head and heart
 - Messiness of the Process
 - Time frame
 - End Product
- Develop Strategies for Vision

4 Communicate Vision

- Use a Variety of Communication Channels
- Role Model of Expected Behavior
- Key Elements
 - Simplicity
 - Metaphor, Analogy, Examples
 - Repetition
 - Leadership
 - Explanation of inconsistencies
 - Give and Take

5 Empower Action

- Get Rid of Obstacles
- Change Systems or Structures to support Vision
- Encourage other ideas, activities & actions
- Empowering
 - Communicate a Sensible Vision
 - Make Structures compatible with vision
 - Provide needed training
 - Align information and personnel systems to vision
 - Confront supervisors who undercut needed change

6 Short-Term Wins

- Plan for Visible improvements
- Create Wins
 - Provides evidence that sacrifices are worth it
 - Reward change agents
 - Help fine-tune vision and strategies
 - Undermines cynics and self-serving resisters
 - Keeps bosses on board
 - Build momentum
- Visibly recognize and reward winners

7 Consolidate Gains

- Increase credibility
- Develop people
 - more help
- Increase rate of Change
 - more change not less

8 Sustain

- Articulate new behaviors and models
- Develop new roles and empower them
- Anchoring
 - Comes Last, not first
 - Depends on result
 - Requires a lot of talk
 - May involve turnover
 - Makes decision on succession crucial

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