



John Kotter's 8 Steps to Managing Organizational Change



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 effort.
- Getting the group to work together as 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".
- 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.
- 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.