

8-Step Process for Leading Change from Kotter International (*Leading Change*, John P. Kotter)

Defrosting the status quo

1. *Create a sense of urgency*--describe an opportunity that will appeal to individuals' heads and hearts, and use this statement to raise a large, urgent group willing to tackle the issue
2. *Build a guiding coalition*--this group needs to have enough power to lead change, and it needs to learn to work together as a team
3. *Develop a vision and a strategy*—the group needs a vision of what it will look like if the change is successful, and it needs strategies to achieve that vision
4. *Communicate widely and enlist more supporters*—significant numbers of people in the organization need to coalesce around this common opportunity, and head in the same direction, so the guiding coalition needs to regularly communicate the new vision and strategies and model the behaviors expected of others

Introducing new practices

5. *Enable action by removing barriers*— leaders need to change systems and structures that undermine the change vision; encourage risk taking and nontraditional ideas, activities, and actions; and remove inefficient processes or hierarchies that make it hard for people to work across boundaries and create an impact
6. *Generate short-term wins*—wins need to be collected, categorized and communicated, early and often, to track progress and energize people to continue working on the change initiative; people who make wins possible need to be visibly recognized and rewarded
7. *Consolidate gains and sustain acceleration*—determine what can be done—every day—to stay the course towards the vision; change systems, structures and policies that don't fit together and don't fit the vision; hire, promote and develop people who can implement the change vision

Making it stick

8. *Anchor new approaches in the culture to institute change*—to ensure new behaviors are repeated over the long-term, it's important to define and communicate the connections between these behaviors and the organization's success

Eight errors common to organizational change efforts and their consequences

Common errors:

1. Allowing too much complacency
2. Failing to create a sufficiently powerful guiding coalition
3. Underestimating the power of vision
4. Undercommunicating the vision by a factor of 10 (or 100 or even 1,000)
5. Permitting obstacles to block the new vision
6. Failing to declare short-term wins
7. Declaring victory too soon
8. Neglecting to anchor changes firmly in the organization's culture

Consequences:

- New strategies aren't implemented well
- New collaborations don't achieve expected synergies
- Redesigning processes takes too long and costs too much
- Downsizing and budget cutting doesn't get costs or losses under control
- Quality programs don't deliver the hoped-for results