

The Eight Stage Process of Creating Major Change
from “Leading Change”, “The Heart of Change”, and “Our Iceberg is Melting”
by John P. Kotter.

1. Establish a Sense of Urgency
<ul style="list-style-type: none"> ○ Examine market and competitive realities ○ Identify and discuss crises, potential crises, or major opportunities
2. Form a Powerful Guiding Coalition
<ul style="list-style-type: none"> ○ Assemble a group with enough power to lead the change effort ○ Encourage the group to work as a team
3. Create a Vision
<ul style="list-style-type: none"> ○ Create a vision to help direct the change effort ○ Develop strategies for achieving that vision
4. Communicate the Vision
<ul style="list-style-type: none"> ○ Use every vehicle possible to communicate the new vision and strategies ○ Teach new behaviors by the example of the guiding coalition
5. Empower Others to Act on the Vision
<ul style="list-style-type: none"> ○ Get rid of obstacles to change ○ Change systems or structures that seriously undermine the vision ○ Encourage risk-taking and nontraditional ideas, activities, and actions
6. Plan for and Create Short-Term Wins
<ul style="list-style-type: none"> ○ Plan for visible performance improvements ○ Create those improvements ○ Recognize and reward employees involved in the improvements
7. Consolidate Improvements and Produce Still More Change
<ul style="list-style-type: none"> ○ Use increased credibility to change systems, structures, and policies that don't fit the vision ○ Hire, promote, and develop employees who can implement the vision ○ Reinvigorate the process with new projects, themes, and change agents
8. Institutionalize New Approaches
<ul style="list-style-type: none"> ○ Articulate the connections between the new behaviors and organizational success ○ Develop the means to ensure leadership development and succession

Source for this table: Kotter, John P. "Winning at Change" *Leader to Leader*. 10 (Fall 1998): 27-33 and also <http://hbr.harvardbusiness.org/1995/05/leading-change/ar/1>

