

Implementing Change—Kotter's Eight-Step Process



Managers and leaders need to evaluate each situation and define the best way to implement the change process. John Kotter (2007) developed an eight-step process to successfully create real change.

1. Establish a Sense of Urgency

Examine market and competitive realities. Identify and discuss potential crises and major opportunities.

2. Form a Coalition

Assemble a group with enough power to lead the change. Encourage the group to work as a team.

3. Create a Vision

Create a vision to help direct the change effort. Develop strategies for achieving that vision.

4. Communicate the Vision

Use all possible methods for communicating the vision and strategy. The guiding coalition should model the new behaviors.

5. Empower Others

Remove obstacles to change. Change systems that undermine the vision. Encourage risk taking and new ideas, activities, and actions.

6. Plan Short-Term Wins

Plan for visible performance improvements. Implement the improvements and recognize and reward employees involved in the effort.

7. Consolidate Improvements

Change systems, structures, and policies that do not fit the vision. Hire, promote, and develop employees who can implement the vision. Keep the change continuous with new projects, themes, and change agents.

8. Institutionalize New Approaches

Articulate the connection between the new behaviors and corporate success. Develop methods for ensuring leadership development and succession.

Reference:

Kotter, J. P. (2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 85(1), 96–103. Boston, MA: Harvard Business School.