

# MANAGING CHANGE

## 8 Steps to Make Significant & Lasting Organizational Change

(based on the work of John Kotter)

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### Create A Sense of Urgency

**WHY?** Meaningful organizational change cannot occur without the cooperation and participation of affected stakeholders, who must understand the status quo as a dangerous place through honest communications and compelling data. Change is no longer optional.

**HOW?**

- A. Identify looming threats and develop potential future scenarios.
- B. Explore opportunities.
- C. Start honest conversations to get people talking and thinking.
- D. Begin to make your case by presenting relevant organizational and industry data.
- E. Gather information and support from outside stakeholders.



### Form A Powerful Coalition

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**WHY?** After a sense of urgency has been established, the next step is to create a guiding coalition (also called a change oversight team). The success of the change effort largely depends on the quality of the guiding coalition and the attention senior leadership gives to its composition.

**HOW?**

- A. Identify critical organizational sponsors and stakeholders.
- B. Ensure there is a diverse team mix from different organizational levels.
- C. Pick team members with position power, expertise, credibility, and leadership.
- D. Focus on team-building efforts within the change coalition.
- E. Senior leadership must continue to stay engaged throughout the change effort.



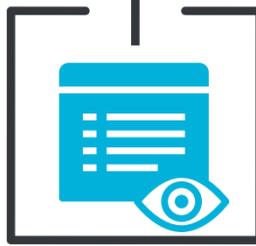
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### Create a Vision for Change

**WHY?** To rally the organization to change, senior leadership has to create a change vision and strategy of an appealing, sensible, and ideal future state. This vision paints a picture of what the organization will look like after change implementation.

**HOW?**

- A. Determine the values that are central to the change effort.
- B. Develop a summary that captures the vision for change.
- C. Create a strategy to execute the vision.
- D. Ensure the change coalition can recite the vision in five minutes or less.



### Communicate the Vision

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**WHY?** You must make the complicated simple. While it might be appealing to use the copious data, metrics, and research reports at your disposal, this will most likely do little to help communicate the vision for change. Critical communication work captures the hearts, minds, and commitment of those needed for, and impacted by, the change effort.

**HOW?**

- A. Talk often and simply about the change vision. Repetition fosters understanding and retention. Stakeholders can't embrace what they don't understand.
- B. Avoid acronyms, jargon, and buzz words of the moment.
- C. Address concerns openly and honestly in top-down and bottom-up frameworks.
- D. Senior leadership must actively participate and tie everything back to the vision.



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### Remove Obstacles

**WHY?** Senior leadership and the guiding coalition must empower broad-based action, and in particular, the removal of obstacles that do not support the change vision. This effort is necessary because ties to maintaining the status quo in any organization are robust.

**HOW?**

- A. Identify change leaders whose roles are to deliver the intervention.
- B. Recognize and reward people for making the change happen.
- C. Identify people resisting the change and help them see what's needed.
- D. Take action to help people remove barriers.
- E. Invest in employee and managerial training and development.



### Create Short Term Wins

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**WHY?** Many change efforts begin with good intentions but end up yielding minimal results. Without some early success, it is easy for stakeholders to believe that the change effort is only wishful thinking. A short term win is a significant improvement achieved in six to eighteen months.

**HOW?**

- A. Look for sure-fire, visible projects to be implemented without help from critics.
- B. Choose inexpensive early projects that can be financially justified.
- C. Thoroughly examine the pros and cons. Missing a goal can be damaging.
- D. Reward people that help meet targets.
- E. Make sure the win can be tied back to the change effort.



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### Build On the Change

**WHY?** Senior leadership and the guiding coalition must consolidate the gains from earlier short term wins to implement more change. This effort prevents the organization from slipping into complacency and continues the momentum for change. Organizations fail when they let up before completing the transition. Urgency must be maintained to ensure lasting success.

**HOW?**

- A. After every win, analyze what went right or needs improving.
- B. Set goals to continue building on the momentum achieved.
- C. Keep ideas fresh by recruiting new change agents.



### Anchor in Culture

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**WHY?** The new changes will not last unless leadership adjusts the culture of the organization to the changes they sponsored. For this to happen, the change effort must have brought positive results to the organization.

**HOW?**

- A. Talk about the progress of the change effort every chance you get.
- B. Publicly recognize and reward key members of the change coalition.
- C. Create plans to replace key change leaders as they move on.
- D. Modify or eliminate organizational processes and procedures that do not support the changes.

