

KOTTER MODEL FOR LEADING CHANGE*

A Template for Organizational Change

<p style="margin: 0;">Decision-Makers/Stakeholders</p> <hr style="border: 0.5px solid black;"/> <p style="margin: 0;">Considering Individual's Styles</p> <hr style="border: 0.5px solid black;"/> <p style="margin: 0;">Strategic Improvement</p>	<p>1. Establishing a Sense of Urgency:</p> <ul style="list-style-type: none"> a) Examining market and competitive realities b) Identifying and discussing crises, potential crises, and opportunities
	<p>2. Forming a Powerful Guiding Coalition:</p> <ul style="list-style-type: none"> a) Assembling a group with enough power to lead the change effort b) Encouraging the group to work together as a team
	<p>3. Creating a Vision:</p> <ul style="list-style-type: none"> a) Creating a vision to help direct the change effort b) Developing strategies to achieve that vision
	<p>4. Communicating the Vision:</p> <ul style="list-style-type: none"> a) Using every vehicle possible to communicate the vision and strategies b) Teaching the new behaviors by the example of the guiding coalition
	<p>5. Empowering Others to Act on the Vision:</p> <ul style="list-style-type: none"> a) Getting rid of obstacles to change b) Changing systems and structures that seriously undermine the vision c) Encouraging risk-taking and non-traditional ideas, activities, actions
	<p>6. Planning for and Create Short-term Wins:</p> <ul style="list-style-type: none"> a) Planning for visible performance improvements b) Creating those improvements c) Recognizing and rewarding employees involved in improvements
	<p>7. Consolidating Improvements and Produce More Change:</p> <ul style="list-style-type: none"> a) Using increased credibility to change systems, policies that don't fit b) Hiring, promoting, and developing employees who can support vision c) Reinvigorating the process with new projects, and change agents
	<p>8. Institutionalizing New Approaches:</p> <ul style="list-style-type: none"> a) Articulating the connections between new behaviors & corporate success b) Developing the means to ensure leadership development and succession

* John P. Kotter, "Leading Change: Why Transformation Efforts Fail," Boston: *Harvard Business Review*, March-April, 1995, p. 61.