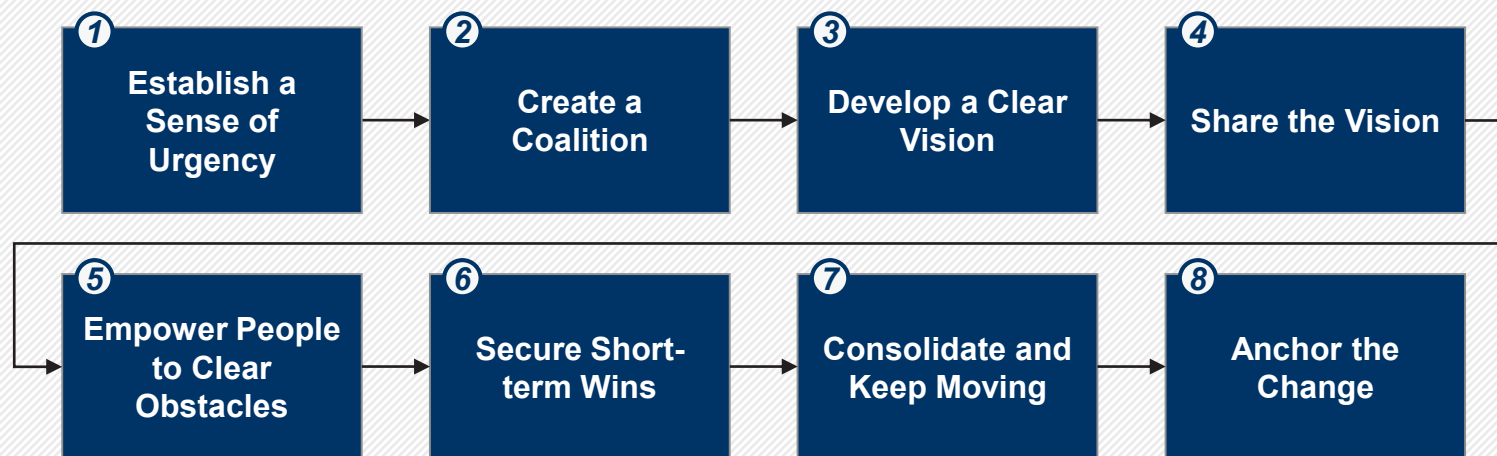


Kotter's

# 8-STEP CHANGE MODEL

# Kotter's 8-Step Change Model



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## **John Kotter's 8-Step Change Model is currently the most commonly used framework for Change Management**

### ***Presentation Overview***

**John Kotter, a professor at the Harvard Business School, is the foremost expert on Change Management and author of the 8-Step Change Model.**

**Kotter stated “Over the past decade, I have watched over 100 companies try to remake themselves.” He concluded that “the most general lesson to be learned” from his observations of the “more successful cases” was that the change process goes through a series of 8 phases.**

**The 8-Step Change Model is the most commonly used framework for organizational change by organizations of all sizes. It comprises 8 overlapping steps. The first 3 are all about creating a climate for change. The next on engaging and enabling the organization. The last focuses on implementing and sustaining change.**

***It's commonly accepted that over 70% of all major transformations fail.***

## Here are 8 common reasons why many change initiatives don't succeed—the 8-Step Model addresses all these issues

### *Reasons Change Initiatives Fail*

**1** Allowing too much complacency.

**3** Failing to build a substantial coalition.

**5** Not understanding the need for a clear vision.

**7** Failing to clearly communicate the vision.

**2** Permitting roadblocks against the vision.

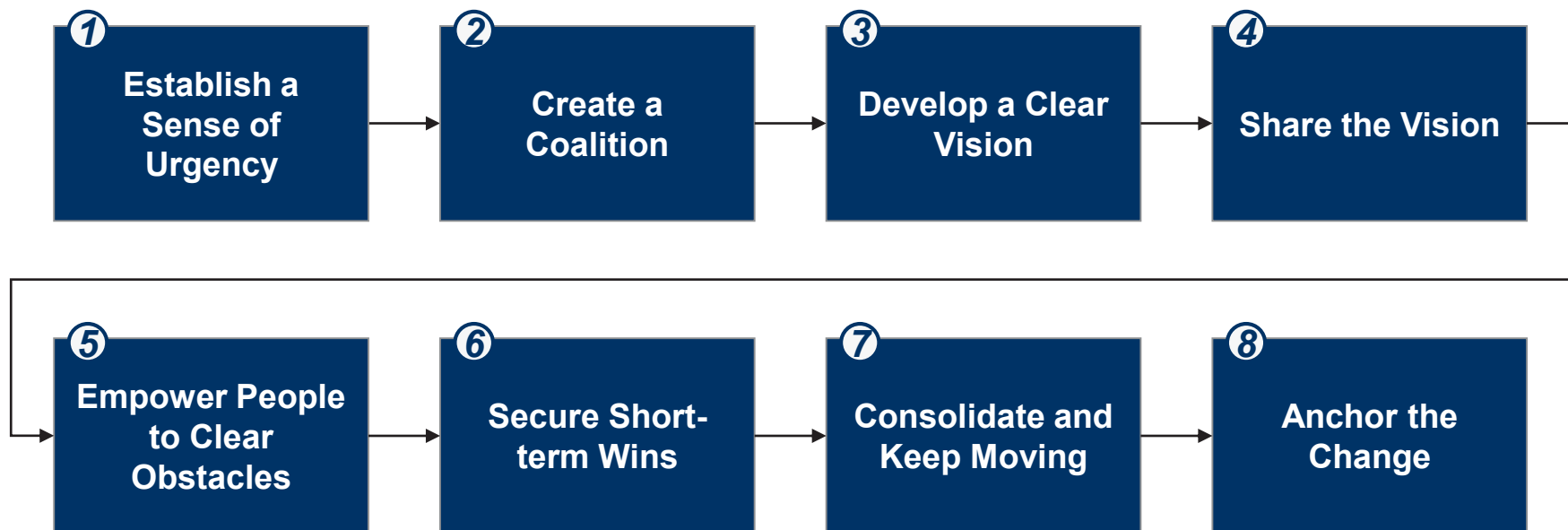
**4** Not planning for short term results and not realizing them.

**6** Declaring victory too soon.

**8** Fail to anchor changes in corporate culture

## This is a visualization of John Kotter's 8-Step Change Model

### *Kotter's 8-Step Change Model*



*This framework is based on over 4 decades of research by Kotter, as he observed leaders and organizations attempt to transform or execute their strategies.*

# In the initial step, we inspire people to move and make objectives both real and relevant

## Step 1 – Establish a Sense of Urgency

Establish a sense of urgency	Create a coalition	Develop a clear vision	Share the vision
Empower people to clear obstacles	Secure short-term wins	Consolidate and keep moving	Anchor the change

### OVERVIEW

- For change to happen, it helps if the whole company wants it
- Develop a sense of urgency around the need for change as this may help spark the initial motivation to get things moving
- Open an honest and convincing dialogue about what is happening in the marketplace and with the competition
- If many people start talking about the change proposed, the urgency can build and feed on itself

### WHAT YOU CAN DO

- Identify potential threats, and develop scenarios showing what could happen in the future
- Examine opportunities that should be, or could be, exploited
- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking
- Request support from customers, outside stakeholders and industry people to strengthen your argument

## In step 2, we get the right people in place with the right emotional commitment; and the right mix of skills and levels

### Step 2 – Create a Coalition

Establish a sense of urgency	<b>Create a coalition</b>	Develop a clear vision	Share the vision
Empower people to clear obstacles	Secure short-term wins	Consolidate and keep moving	Anchor the change

#### OVERVIEW

- Convincing people that change is necessary often requires strong leadership and visible support from key people in the organization
- Managing change isn't enough – but be the change leader
- Effective change leaders can be found throughout the organization
- To lead change, bring together a coalition, or team, of influential people
- Once formed, the "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change

#### WHAT YOU CAN DO

- Identify the true leaders in your organization, as well as your key stakeholders
- Ask for an emotional commitment from these key people
- Work on team building within your change coalition
- Check your team for weak areas, and ensure that you have a good mix of people from different departments and different levels within your company

## In the third step, we get the team to establish a simple vision and strategy

### Step 3 – Develop a Clear Vision

Establish a sense of urgency	Create a coalition	<b>Develop a clear vision</b>	Share the vision
Empower people to clear obstacles	Secure short-term wins	Consolidate and keep moving	Anchor the change

#### OVERVIEW

- Collate ideas and solutions floating around about change process in the early stages
- Link these concepts to an overall vision that people can grasp easily and remember
- A clear vision can help everyone make sense of the directives they are given
- Focus on emotional and creative aspects necessary to drive service and efficiency

#### WHAT YOU CAN DO

- Determine the values that are central to the change
- Develop a short summary that captures what you "see" as the future of your organization
- Create a strategy to execute that vision
- Ensure that your change coalition can describe the vision in five minutes or less
- Practice your "vision speech" often

# We need to communicate the vision frequently and powerfully, and incorporate it within everything that we do

## Step 4 – Share the Vision

Establish a sense of urgency	Create a coalition	Develop a clear vision	<b>Share the vision</b>
Empower people to clear obstacles	Secure short-term wins	Consolidate and keep moving	Anchor the change

### OVERVIEW

- The vision after its created will determine the success, so it must be communicated frequently and powerfully
- Instead of calling special meetings to communicate the vision, talk about it every chance available
- Use the vision daily to make decisions and solve problems so that it is kept fresh on everyone's minds
- It's also important to "walk the talk"—demonstrate the kind of behavior that is expected from others

### WHAT YOU CAN DO

- Talk often about the change vision
- Address peoples' concerns and anxieties, openly, and honestly
- Apply your vision to all aspects of operations and tie everything back to the vision
- Lead by example

## Now, remove obstacles, enable constructive feedback and lots of support from leaders—reward and recognize progress and achievements

### Step 5 – Empower People to Clear Obstacles

Establish a sense of urgency	Create a coalition	Develop a clear vision	Share the vision
<b>Empower people to clear obstacles</b>	Secure short-term wins	Consolidate and keep moving	Anchor the change

#### OVERVIEW

- Put in place the structure for change, and continually check for barriers to it
- Removing obstacles can empower the people needed to execute the vision, and it can help the change move forward

#### WHAT YOU CAN DO

- Identify, or hire, change leaders whose main roles are to deliver the change
- Look at your organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with your vision
- Recognize and reward people for making change happen
- Identify people who are resisting the change, and help them see what's needed.
- Take action to quickly remove barriers (human or otherwise)

## In step 6, we set smaller short-term targets that are easier to achieve and finish current stages before starting new ones

### Step 6 – Secure Short-term Wins

Establish a sense of urgency	Create a coalition	Develop a clear vision	Share the vision
Empower people to clear obstacles	<b>Secure short-term wins</b>	Consolidate and keep moving	Anchor the change

#### OVERVIEW

- Nothing motivates more than success
- Giving the company a taste of victory early in the change process with some "quick wins" is essential
- Without this, critics and negative thinkers might hurt your progress
- Create short-term targets—not just one long-term goal, which should be achievable, with little room for failure
- The change team may have to work very hard to come up with these targets, but each "win" can further motivate the entire staff

#### WHAT YOU CAN DO

- Look for sure-fire projects that you can implement without help from any strong critics of the change
- Don't choose early targets that are expensive. You want to be able to justify the investment in each project
- Thoroughly analyze the potential pros and cons of your targets. If you don't succeed with an early goal, it can hurt your entire change initiative
- Reward the people who help you meet the targets

## In step 7, we foster and encourage determination and persistence, encourage ongoing progress reporting, and highlight all milestones

### Step 7 – Consolidate and Keep Moving

Establish a sense of urgency	Create a coalition	Develop a clear vision	Share the vision
Empower people to clear obstacles	Secure short-term wins	<b>Consolidate and keep moving</b>	Anchor the change

#### OVERVIEW

- Many change projects fail because victory is declared too early
- Real change should run deep and quick wins are only the beginning of what needs to be done to achieve long-term change
- Keep looking for improvements
- Each success provides an opportunity to build on what went right and identify what you can improve

#### WHAT YOU CAN DO

- After every win, analyze what went right, and what needs improving
- Set goals to continue building on the momentum you've achieved
- Learn about kaizen, the idea of continuous improvement
- Keep ideas fresh by bringing in new change agents and leaders for your change coalition

# Lastly, we embed change into our system, while reinforcing the value of successful change

## Step 8 – Anchor the Change

Establish a sense of urgency	Create a coalition	Develop a clear vision	Share the vision
Empower people to clear obstacles	Secure short-term wins	Consolidate and keep moving	<b>Anchor the change</b>

### OVERVIEW

- To make any change stick, it should become part of the core of the organization
- Corporate culture often determines what gets done, so the values behind the vision must show in the day-to-day work
- Making continuous efforts to ensure that the change is seen in every aspect of your organization will help give that change a solid place in the organization's culture
- The company's leaders, both old and new, must continue to support the change

### WHAT YOU CAN DO

- Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear
- Include the change ideals and values when hiring and training new staff
- Publicly recognize key members of your original change coalition, and make sure the rest of the staff – new and old – remembers their contributions
- Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten

