

8 STAGE PROCESS OF CREATING MAJOR CHANGE

- 1. Establishing a Sense of Urgency**
 - a. Market and competition (context and players)
 - b. Identify cause, concerns and opportunities

- 2. Creating a Guiding Coalition**
 - a. Put together a group with enough power to lead the change
 - b. Get the group to work like a team

- 3. Developing a Vision and Strategies**
 - a. Creating a vision to help direct the effort
 - b. Strategies to achieve the vision

- 4. Communicating the Change Vision**
 - a. Use every means to constantly communicate the vision to all audiences
 - b. Guiding coalition should role model the expected behavior

- 5. Empowering Broad-Based Action**
 - a. Removing obstacles
 - b. Change systems that undermine the change
 - c. Encourage risk-taking and non-traditional ideas, activities, and actions

- 6. Generating Short-Term Wins**
 - a. Planning for visible improvements in performance or “wins”
 - b. Creating those wins and recognize those who made it possible

- 7. Consolidating Gains & Producing More Change**
 - a. Use increased credibility to change all systems, structures and policies
 - b. Develop people who can implement the vision

- 8. Anchoring New Approaches in the System**
 - a. Articulate connections between the new processes and success
 - b. Ensure leadership development and succession

Source: Leading Change by John P. Kotter