

Leading Change

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John P. Kotter

Leading Change, With a New Preface by the Author

★★★★★ (2,333)



The International
Bestseller,
with a
New Preface
by the
Author

LEADING
CHANGE



JOHN P.
KOTTER

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Transforming Organizations: Why Firms Fail

By any objective measure, the amount of significant, often traumatic, change in organizations has grown tremendously over the past two decades. Although some people predict that most of the reengineering, restrategizing, mergers, downsizing, quality efforts, and cultural renewal projects will soon disappear, I think that is highly unlikely. Powerful macroeconomic forces are at work here, and these forces may grow even stronger over the next few decades. As a result, more and more organizations will be pushed to reduce costs, improve the quality of products and services, locate new opportunities for growth, and increase productivity.

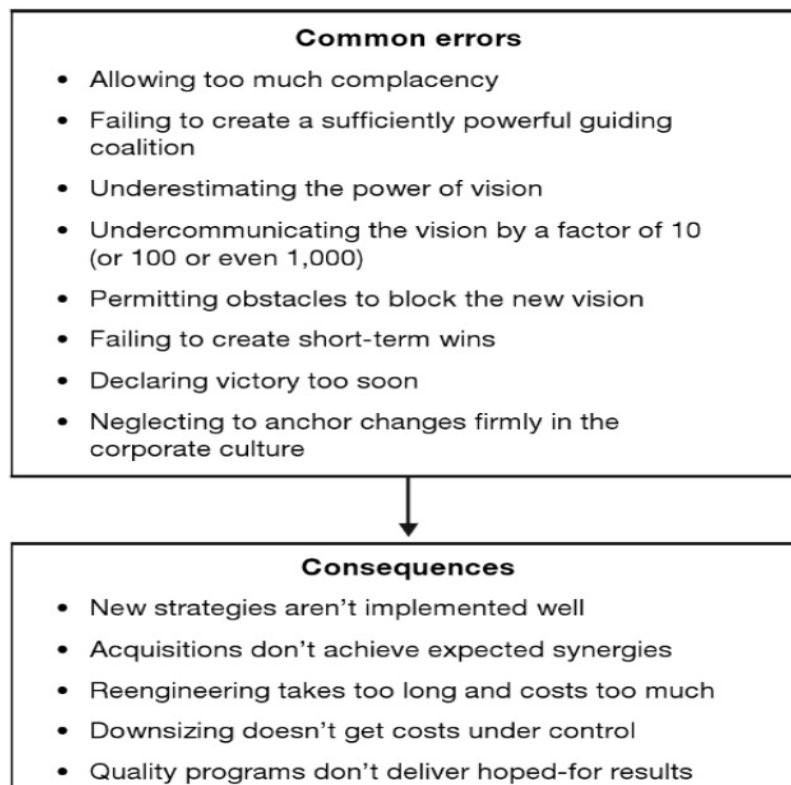
To date, major change efforts have helped some organizations adapt significantly to shifting conditions, have improved the competitive standing of others, and have positioned a few for a far better

future. But in too many situations the improvements have been disappointing and the carnage has been appalling, with wasted resources and burned-out, scared, or frustrated employees.

To some degree, the downside of **change** is inevitable. Whenever human communities are forced to adjust to shifting conditions, pain is ever present. But a significant amount of the waste and anguish we've witnessed in the past decade *is* avoidable. We've made a lot of errors, the most common of which are these.

FIGURE 1-1

Eight errors common to organizational **change efforts and their consequences**

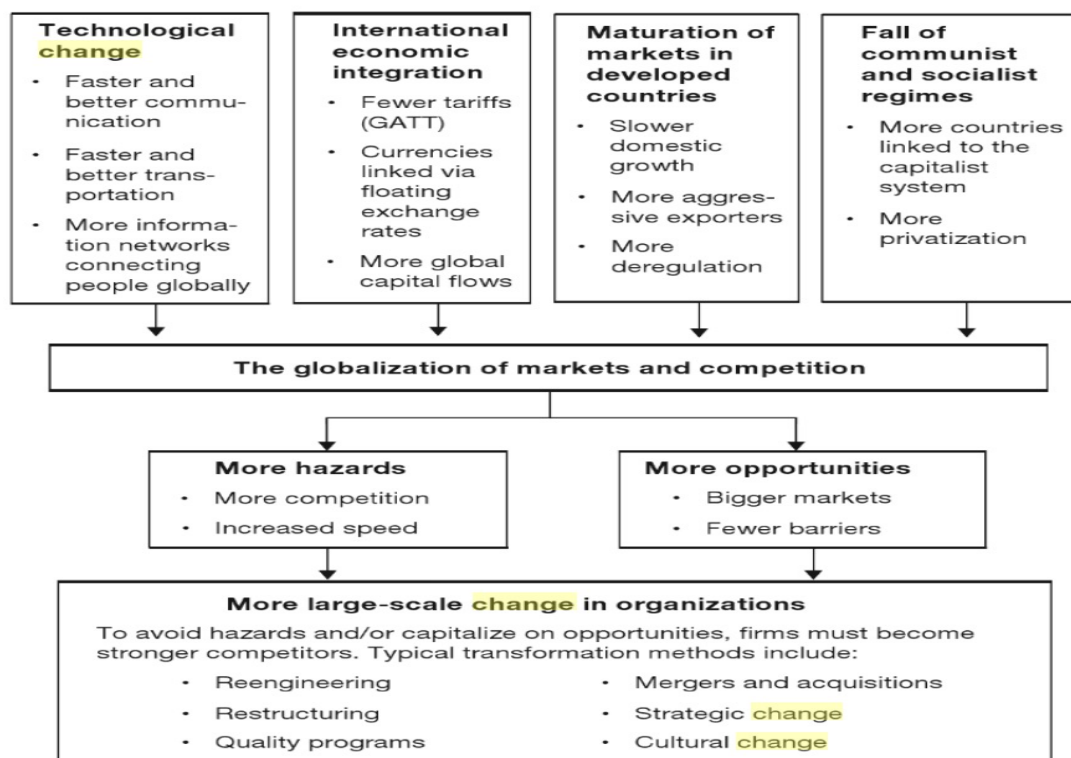


Successful Change and the Force That Drives It

People who have been through difficult, painful, and not very successful change efforts often end up drawing both pessimistic and angry conclusions. They become suspicious of the motives of those pushing for transformation; they worry that major change is not possible without carnage; they fear that the boss is a monster or that much of the management is incompetent. After watching dozens of efforts to enhance organizational performance via restructuring, reengineering, quality programs, mergers and acquisitions, cultural renewal, downsizing, and strategic redirection, I draw a different conclusion. Available evidence shows that most public and private organizations can be significantly improved, at an acceptable cost, but that we often make terrible mistakes when we try because history has simply not prepared us for transformational challenges.

FIGURE 2-1

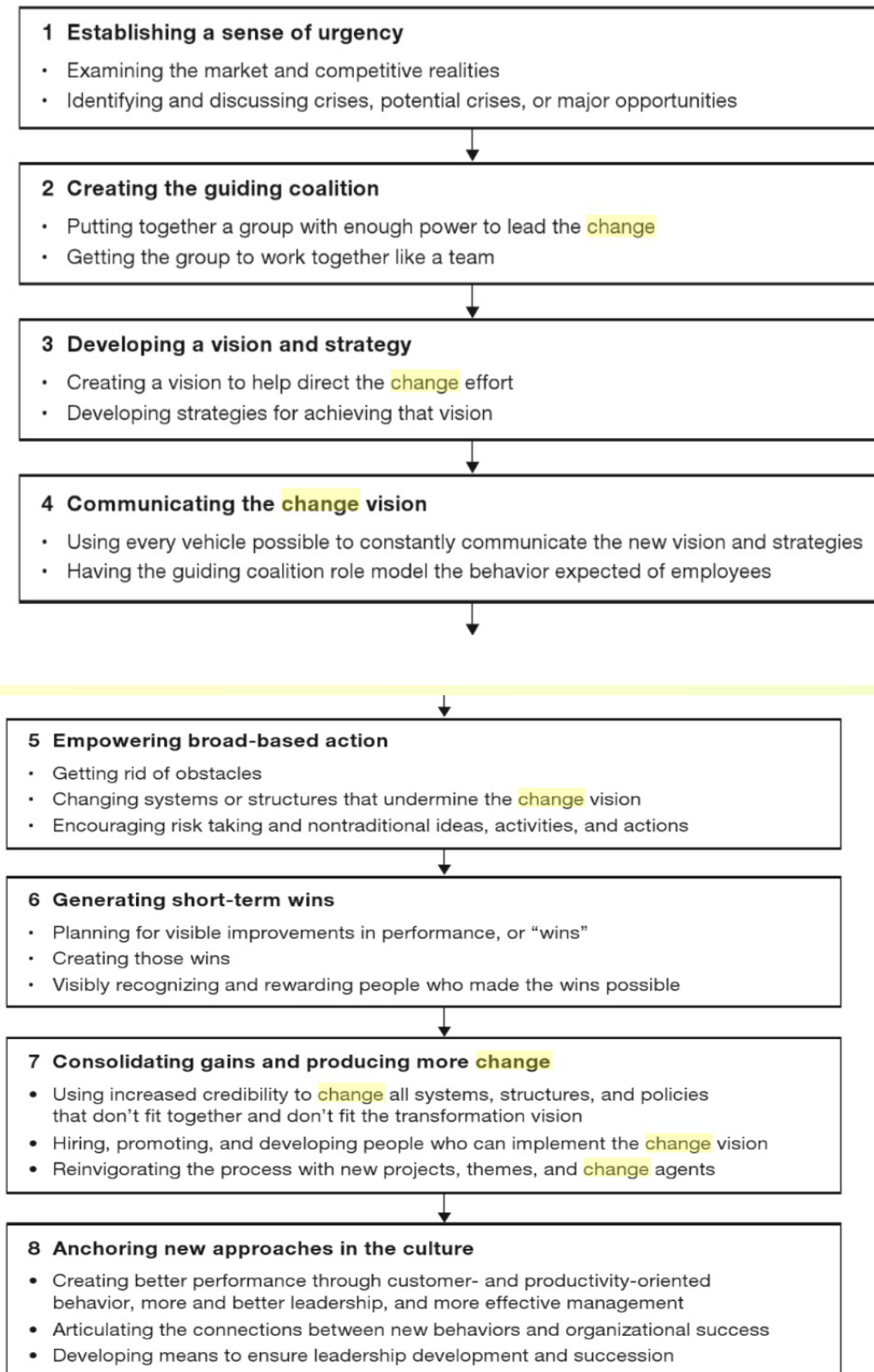
Economic and social forces driving the need for major change in organizations



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FIGURE 2-2

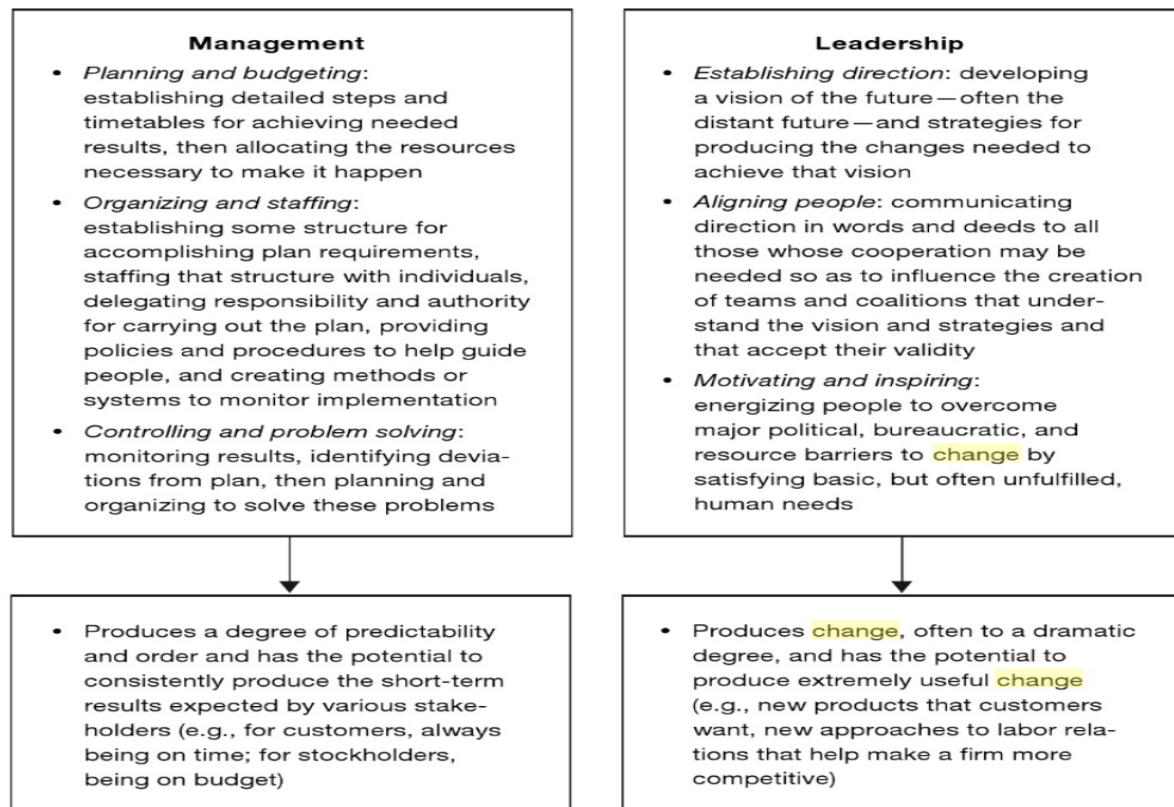
The eight-stage process of creating major change



Source: Adapted from John P. Kotter, “Why Transformation Efforts Fail,” *Harvard Business Review* (March–April 1995): 61. Reprinted with permission.

FIGURE 2-3

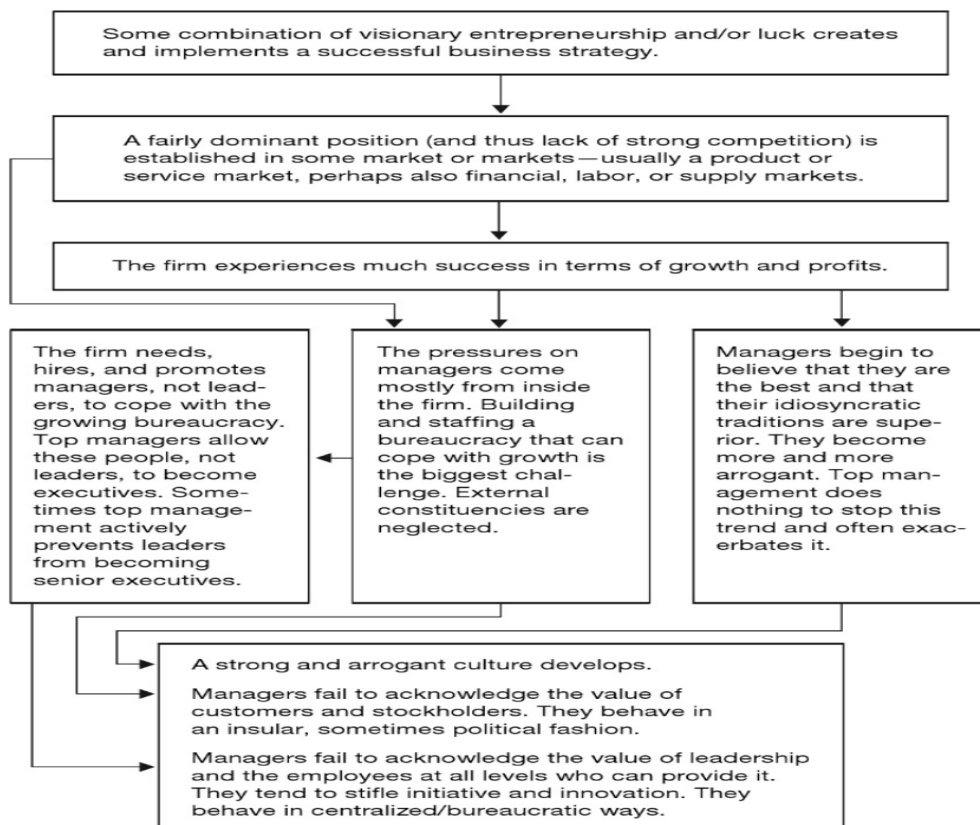
Management versus leadership



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FIGURE 2-4

The creation of an overmanaged, underled corporate culture



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