

Tips & Tactics for Kotter's Change Model

Inhibitors to Successful Change	Kotter's Eight Step Change Process (Facilitators to Successful Change)	Tips & Tactics
Not enough sense of urgency or pressure for change	1. Establish the need for change & a sense of urgency	- Examine market & competitive realities - Identify & discuss crises, potential crises or major opportunities - Ensure that the current level of dissatisfaction of future threat is sufficient enough to kick-start the change and maintain momentum
Failing to create a sufficiently powerful support base	2. Form a powerful guiding coalition	- Assemble a group with enough power to lead the change effort - Encourage the group to work together as a team - Ensure that key stakeholders are engaged and the change team has the necessary sponsorship, power and authority - Engage in chartering (boundary setting, team design)
Not developing a clear vision	3. Create a vision and strategy	- Create a vision clear enough to help direct the change effort - Develop strategies to achieve that vision - Have a clear understanding of what you want to achieve from the change and for it to be lofty, strategic and motivational - Identify the levers of change - Determine design choices - Proceed through a learning process (discovery, implementation)
Under-communicating the vision	4. Communicate the vision & engage others	- Use every vehicle possible to communicate the new vision and strategies - Teach new behaviors by the example of the guiding coalition - Ensure people are informed and engaged with the change by having a shared understanding of and commitment to the direction of the change - Mobilize the organization (storytelling, symbolic action)
Permitting obstacles to block the new vision	5. Empower others to act on the vision	- Demonstrably tackle obstacles to change - Encourage risk-taking and non-traditional ideas, activities and actions - Ensure that the people needed to make the change happen have the necessary resources, mandates and enabling mechanisms to achieve their goals
Failing to create short-term wins	6. Plan for and create short-term wins	- Plan for visible performance improvements - Recognize and reward employees involved in the improvements

		• Create improvements which show that progress is clearly being made toward ultimate goals through the achievement of smaller goals along the way
Not aligning structures, systems, policies, and skills	7. Consolidate improvements & produce still more change	• Change systems, structures and policies that do not fit the vision • Reinvigorate the process with new projects and themes • Hire, promote, and develop employees who can implement the vision • Build on improvements in the organization as and when they occur and continue to move forward with change • Conduct a realignment process (job redesign, performance measurement)
Neglecting to anchor changes firmly in the corporate culture	8. Institutionalize new approaches	• Articulate the connection between the new behaviors and corporate success • Develop the means to ensure leadership development and succession • Set up systems to capture and share knowledge • Ensure all changes are embedded in the organization and that the organization is fully aligned