

Change Management

Business & Management

Kotter's eight steps, and the one most often skipped.

Kotter's model for leading organisational change.

- 1 Create urgency**
Make the case that the status quo is riskier than change.
- 2 Build a guiding coalition**
Enough authority, credibility and expertise to lead it.
- 3 Form a vision and strategy**
Simple enough to state in a minute.
- 4 Communicate it, repeatedly**
Far more than feels necessary, and by example.
- 5 Remove obstacles**
Structures, systems and people blocking the change.
- 6 Generate short-term wins**
Visible, unambiguous, within a year.
- 7 Consolidate and build on it**
Do not declare victory too early.
- 8 Anchor it in the culture**
New behaviour becomes 'how we do things'.

WHY CHANGE FAILS

No urgency

Coalition too weak

Vision under-communicated by a factor of ten

Victory declared too soon

Lewin's simpler version: unfreeze, change, refreeze. The unfreezing is the part organisations skip.