

## LEADING CHANGE

<b>Full reference of paper</b>	Kotter, J. (1996) <i>Leading Change</i> , (Boston, MA, Harvard Business School Press)
<b>Aims purpose of paper</b>	Provides a model to guide the creation of major change
<b>Key findings/ideas presented</b>	<p>Kotter's eight stage process of creating major change includes:</p> <ol style="list-style-type: none"> <li>1) Establishing a sense of urgency <ul style="list-style-type: none"> <li>- examining the market and competitive realities</li> <li>- identifying and discussing crises, potential crises or major opportunities</li> </ul> </li> <li>2) Creating the guiding coalition <ul style="list-style-type: none"> <li>- putting together a group with enough power to lead the change</li> <li>- getting a group together to work like a team</li> </ul> </li> <li>3) Developing a vision and a strategy <ul style="list-style-type: none"> <li>- creating a vision to help direct the change effort</li> <li>- Developing strategies to help achieve that vision</li> </ul> </li> <li>4) Communicating the change vision <ul style="list-style-type: none"> <li>- using every vehicle possible to constantly communicate the new vision and strategies</li> <li>- Having the guiding coalition role model the behaviour expected of employees</li> </ul> </li> <li>5) Empowering broad-based action <ul style="list-style-type: none"> <li>- getting rid of obstacles</li> <li>- Changing systems or structures that undermine the change vision</li> <li>- Encouraging risk taking and non-traditional ideas, activities and actions</li> </ul> </li> <li>6) Generating short term wins <ul style="list-style-type: none"> <li>- Planning for visible improvements in performance or 'wins'</li> <li>- Creating those wins</li> <li>- visibly recognising and rewarding people who made the wins possible</li> </ul> </li> <li>7) Consolidating gains and producing more change <ul style="list-style-type: none"> <li>- using increased credibility to change all systems, structure, and policies that don't fit together and don't fit the transformation vision</li> <li>- Reinvigorating the process with new projects, themes and change agents</li> </ul> </li> <li>8) Anchoring new approaches in the culture <ul style="list-style-type: none"> <li>- Creating better performance through customer and productivity oriented behaviour, more and better leadership, and more effective management</li> <li>- Articulating the connections between new behaviours and organisational success</li> <li>- Developing means to ensure leadership development and succession</li> </ul> </li> </ol>

