

John Kotter's Change Model



Step	Key Activities
Increase Urgency	<ul style="list-style-type: none"> • Examine internal conditions and competitive realities • Identify major opportunities, risks, or potential crisis • Provide external evidence that change is necessary
Build the Guiding Team	<ul style="list-style-type: none"> • Assemble the right group to lead the change effort; attract key change leaders • Ensure the group has the appropriate level of power • Show enthusiasm and commitment
Get the Vision Right	<ul style="list-style-type: none"> • Create the right vision to direct the change effort • Develop strategies for achieving the vision
Communicate for Buy-in	<ul style="list-style-type: none"> • Use every vehicle possible to communicate the new vision and strategies • Keep communication simple and heartfelt; tell stories to engage others • Teach new behaviors by the example of the guiding team and of key leaders
Empower Action	<ul style="list-style-type: none"> • Remove obstacles that prevent the change • Change organizational structures and systems that may be working against the change vision
Create Short Term Wins	<ul style="list-style-type: none"> • Identify short-term wins and ensure they are visible • Recognize and reward those involved in creating the short-term wins
Do Not Let Up	<ul style="list-style-type: none"> • Continue to create visible performance improvements • Recognize and reward personnel involved in the improvements • Reinforce the key behaviors that led to the improvements
Make Change Stick	<ul style="list-style-type: none"> • Clearly communicate the connections between the new behaviors and corporate success

Adapted from:

Kotter, John P. Leading Change. Boston, MA: Harvard Business School Press, 1996.