



# LEADING CHANGE





As you lead your team through the waters of change you must establish a sense of urgency: Identify potential threats and develop scenarios showing what could happen in the future. This helps to spark the initial motivation to get things moving.

- 1.- **Create a Guiding Coalition:** Put together a group with enough power to lead the change. This coalition needs to work as a team, continuing to build urgency and momentum around the need for change.
- 2.- **Develop a Vision and Strategy:** Clarify how the future will be different from the past, and how you can make that future a reality. This vision will help direct the change effort and develop strategies for achieving that vision.
- 3.- **Communicate the Change Vision:** Use every vehicle possible to communicate the new vision and strategies, and teach new behaviors by the example of the Guiding Coalition.
- 4.- **Empower Broad-Based Action:** Remove obstacles to change, change systems or structures that undermine the change vision, and encourage risk-taking and nontraditional ideas, activities, and actions.
- 5.- **Generate Short-Term Wins:** Plan for visible improvements in performance, or “wins.” Creating these wins is vital for the change process because they provide evidence that sacrifices are worth it.
- 6.- **Consolidate Gains and Produce More Change:** Use increased credibility from early wins to change systems, structures, and policies that don't fit the vision. Hiring, promoting, and developing employees who can implement the vision is crucial here.
- 7.- **Anchor New Approaches in the Culture:** Articulate the connections between the new behaviors and organizational success and develop the means to ensure leadership development and succession.

These principles are designed to help an organization navigate through the complexities of change, from conceptualization to the embedding of new ways within its culture. They emphasize a structured approach that includes communication, empowerment, short-term wins, and the establishment of new practices as cultural norms.

*Source: John Kotter*