

# **THE CHANGE PROCESS**

## **Establish a Sense of Urgency**

Examine competitive realities.  
Identify and discuss crises, potential crises, or major opportunities.

## **Create the Guiding Coalition**

Assemble a group with enough power to lead the change effort.  
Encourage the group to work together as a team.

## **Develop a Vision and Strategy**

Create a vision to help direct the change effort.  
Develop strategies for achieving that vision.

## **Communicate the Vision**

Use all possible vehicles to communicate the new vision and strategies.  
Teach new behaviors by example from the guiding coalition.

## **Empower Others to Act on the Vision**

Eliminate obstacles to change.  
Encourage risk taking and nontraditional ideas, activities, and action.

## **Generate Short-Term Wins**

Plan for visible improvements in performance.  
Recognize and reward those who made the wins possible.

## **Consolidate Improvements and Produce Still More Change**

Use increased credibility to change systems, structures, and policies that do not fit the vision. Reinvigorate the process with new projects, themes, and change agents.

## **Institutionalize New Approaches**

Articulate the connections between new behaviors and organizational success.  
Develop the means to ensure leadership development and succession.

*Based on Leading Change, J.P. Kotter, 1995*