

Learning to Lead ChangeSM

Process – Learning to Lead ChangeSM

John Kotter presents an eight-stage model for change in his book *Leading Change*. He addresses causes of both success and failure in delivering change. Kotter's model holds all levels of the organization both responsible and accountable for change. We supplement his model with our experience in project management, new product development, industrial maintenance, process improvement, organizational development, and adult learning.

The Eight-Stage Process of Creating Major Change¹

- Establishing a Sense of Urgency
- Creating the Guiding Coalition
- Developing a Vision and Strategy
- Communicating the Change Vision
- Empowering Broad-Based Action
- Generating Short-term Wins
- Consolidating Gains and Producing More Change
- Anchoring New Approaches in the Culture

Outcomes – Learning to Lead ChangeSM

Participants will:

- **Appreciate and apply the need to prepare the soil** for change by reinforcing the sense of urgency created by the executive team. They will understand that they must choose to combat complacency as well as the tendency to support the status quo.
- **Create support for their specific change program** by communicating the vision for the program and its results; enlisting support in action from the key players; and by establishing a guiding group that conceives, launches, and supervises change projects.

¹ Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 1996.

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- **Enable the people** causing the change by educating, equipping, empowering. They will root out limits to action and hold management accountable for adapting structures, processes, and procedures to facilitate the envisioned changes.
- **Focus changes processes** on producing measurable change in the short term. Rather than installing a plant wide preventive maintenance program, a change team would focus on producing absolute reliability, runnability, and controllability on one machine or one line. This is not picking low hanging fruit; this is eating an elephant one bite at a time. That bite must be achievable and reachable in six months.
- **Understand the power of corporate culture** and know many small changes can start an avalanche. The participants will need to understand the desired behaviors of the required culture. The participants will knowingly make small incremental changes in the current culture shifting the center mass closer and closer to the desired culture. Once one team makes a small change, another team is created to make small changes, then another and another until making controlled permanent change is a way of life.