

# Introduction to Change Management

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# Leading Change

## Why Transformation Efforts Fail

Leaders who successfully transform businesses do eight things right (and they do them in the right order).

by John P. Kotter



OVER THE PAST DECADE, I have watched more than 100 companies try to remake themselves into significantly better competitors. They have included large organizations (Ford) and small ones (Landmark Communications), companies based in the United States (General Motors) and elsewhere (British Airways), corporations that were on their knees (Eastern Airlines), and companies that were earning good money (Bristol-Myers Squibb). These efforts have gone under many banners: total quality management, reengineering, rightsizing, restructuring, cultural change, and turnaround. But, in almost every case, the basic goal has been the same: to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment.

A few of these corporate change efforts have been very successful. A few have been utter failures. Most fall somewhere in between, with a distinct tilt toward the lower end of the scale. The lessons that can be drawn are interesting and will probably be relevant to even more organizations in the increasingly competitive



# Establish a sense of urgency

- Examine market and competitive realities
- Identify a crisis, potential crisis or opportunities
- Several potential pitfalls in this step



<https://www.dogonews.com/2021/8/23/un-climate-report-urges-immediate-action-on-climate-change>

# Create a powerful guiding coalition

- Major transformation efforts require broad participation
- Include: key players, broad expertise, high credibility, change agents, frontline staff
- Consider an off-site retreat to communicate goals and gain trust



# Develop a vision

- Clear, concise statement which directs change effort
- Motivates members of organization
- Should appeal to broad group(s) of stakeholders who are vested in the organization

# Communicate vision

- Very common to under-communicate at this step
- Use every possible vehicle to communicate
- Lots of repetition



# **Empower others to act on vision**

- Remove obstacles to change
- Middle managers can derail change process by making employees feel disempowered
- Additional skills training

# **Plan for & acknowledge short-term wins**

- Motivates staff
- Maintains urgency level
- Requires good management skills



# Consolidate improvements

- Do not declare victory too soon
- Very fragile stage
- Use increasing credibility to take on bigger issues

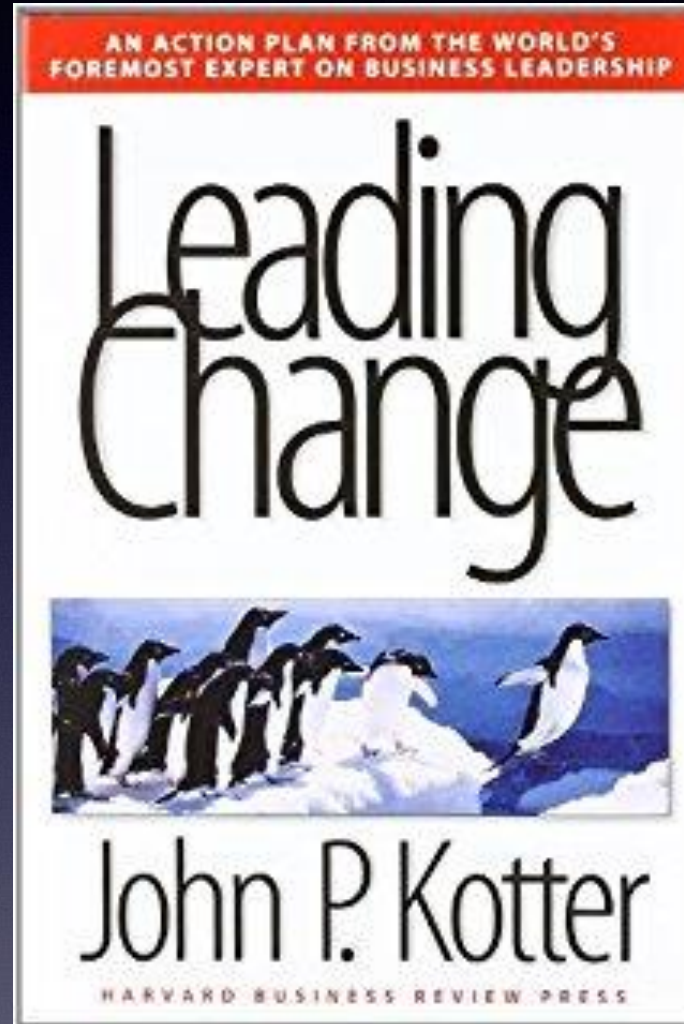
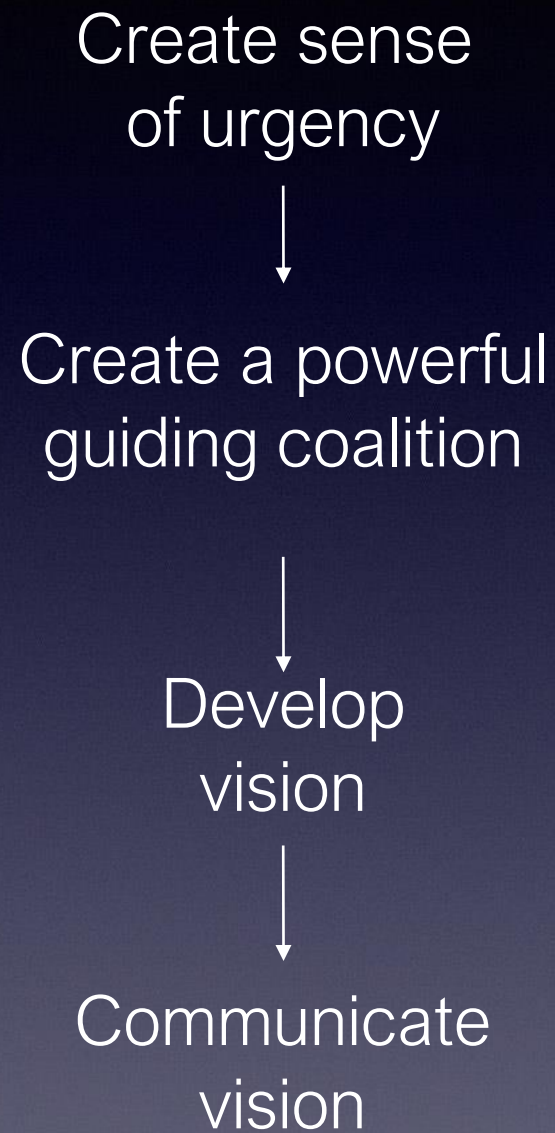
# “Hardwire” improvements into culture

- Link connections between new behaviors and organizational success
- Prioritize hiring, leadership development and succession planning which are congruent with vision



<https://www.linkedin.com/pulse/20140802135854193474826-the-case-for-nurturing-organizational-culture/>





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**Thank You!**