CHANGE MANAGEMENT THEORY - BRIEF
KOTTER’S EIGHT-STEP CHANGE MODEL

John Kotter, a professor at Harvard Business School and a leading expert in the field of change management, introduced his eight-step change process in his book Leading Change. The eight steps are summarized as follows:

**Step 1: Create a sense of urgency**
Initiating an open and honest dialogue about the urgent need to change begins to build momentum and garners buy-in for the change.

**Step 2: Forming a guiding coalition**
Garnering leadership and visible support from influential individuals can mobilize more stakeholders. Influence may come from positional or informal influence.

**Step 3: Create a vision**
A clear vision ensures that people can understand the purpose for the change and the desired outcomes for the change. It makes the change more palatable and helps reduce anxiety that emerges naturally from a change process.

**Step 4: Communicate the vision**
Take every opportunity to communicate this vision and link this vision to the purpose of the organization/unit/team to keep the vision top-of-mind.

**Step 5: Removing change barriers**
A change will encounter barriers (e.g., policies, procedures, silos, etc.) that stand in the way. These barriers will need to be tackled on a case-by-case basis to move the change effort forward.

**Step 6: Create quick wins**
Early success are tools to combat change fatigue and reinforce momentum. They should be frequently and publicly recognized, collected and communicated.

**Step 7: Build on the change**
When sufficient momentum is built and early successes are visible, be relentless with the remaining aspects of the change until the vision is a reality.

**Step 8: Institutionalize the change**
Articulate the connections between the new behaviours and organizational success, making sure they continue until they become strong enough to replace old habits.

**Guided Activity Questions**

- Why is the change needed? Who would be positively impacted by the change?
- Who needs to be at your table? Remember- trust, common objective, and various levels of leadership are essential for success.
- What’s your temporary mission statement? How would you create a permanent mission statement?
- Whose feedback might be needed? How would you gather feedback?
- What barriers exist? What leadership support can be leveraged? What kind of supporting information may be needed to identify and address those barriers?
- Identify quick wins. What do you think would bring positive, initial momentum?
- What long term goals can be identified? Do you see evolution/development?
- Do you see expansion of your coalition? What long term impact do you see at your institution?