

# 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:

### Guided Activity Questions

#### 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.

Why is the change needed? Who would be positively impacted by 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.

Who needs to be at your table? Remember- trust, common objective, and various levels of leadership are essential for success

#### 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.

What's your temporary mission statement? How would you create a permanent mission statement?

#### 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.

Whose feedback might be needed? How would you gather feedback?

#### 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.

What barriers exist? What leadership support can be leveraged? What kind of supporting information may be needed to identify and address those barriers?

#### 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.

Identify quick wins. What do you think would bring positive, initial momentum?

#### 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.

What long term goals can be identified? Do you see evolution/development?

#### 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.

Do you see expansion of your coalition? What long term impact do you see at your institution?

*Adapted from Source:*

*Change Management Theory – Brief: Kotter's Eight-Step Change Model. (n.d.). Retrieved from [https://www.cymh.ca/resource-hub-files/t\\_change\\_kotter\\_eight\\_step\\_change\\_model.pdf](https://www.cymh.ca/resource-hub-files/t_change_kotter_eight_step_change_model.pdf)*