

	KOTTER'S TERMS	EXPLANATION
1	Establishing a Sense of Urgency	Create a sense of necessity to complete the change: "We have no choice: we MUST do it". (The Burning platform).
2	Forming a Powerful Guiding Coalition	Put together a group that can complete the change – establish a change project.
3	Creating a Vision	Create a vision. We need to know where to go.
4	Communicating a Vision	Communicate the vision.
5	Empowering Others to Act on the Vision	Complete the changes and remove the obstacles. The worst are senior managers who – somewhat in hiding – are working against the changes.
6	Planning for and Creating Short-Term Wins	Plan so that there are also small successes that can be celebrated – and motivate.
7	Consolidating Improvements and Producing Still More Change	Don't celebrate the victory too soon. Keep at it for a little longer!
8	Institutionalizing New Approaches	Make sure to incorporate the changes in the company's culture. When the change project is dissolved, the changes must last.

FIGURE 11.23
Kotter's eight-point change method.