Kotter's 8-Step Change Model

Implementing change powerfully and successfully

Implementing new Technology
=
Achieving change

- *Changes of Rutines*
- *Changes of Power*
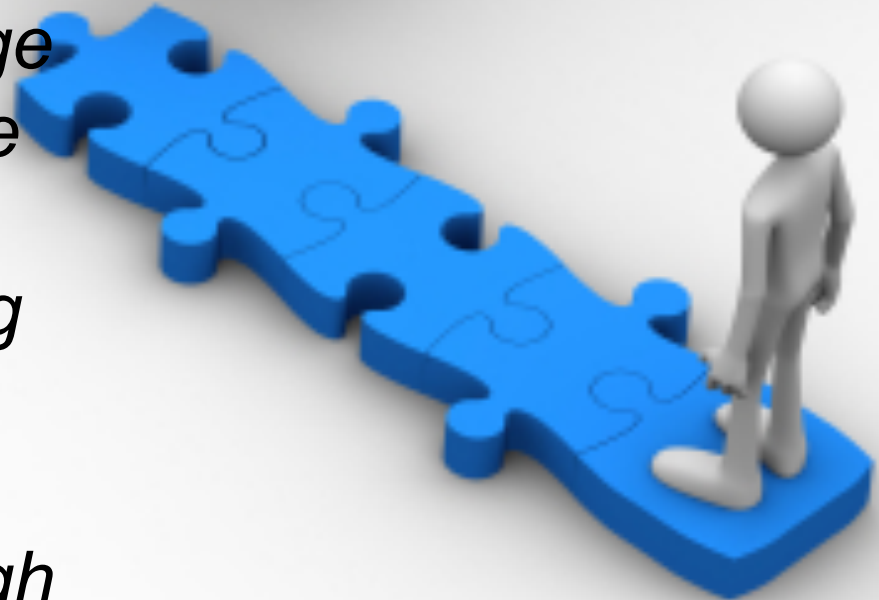- *Changes of Activites*
- *Changes of People…*

The bigger Technological change and the bigger organisation

The bigger amount of complexity

And the bigger need for Change Management

Question

"We know that the change needs to happen, but We don't really know how to go about doing delivering it. Where do We start? Whom do you involve? How do you see it through to the end?"

How come Well educated Technology savy Project Leaders like you

So often fail?

While "Normal" people often do well in creating change?

How do you differ from "Normal" people?

Some "Facts"

- Higher proportion of Dyslexia and ADHD
- Higher proportion of "Blue" personalities in MyerBriggs-tests
- Used to breaking down problems in pieces
- Not that well educated in "feeling" something
- Young, Eager, Ambitious
- "School-clever"
- Not afraid of Technology
- Quick learners
- Extremt Betygsberoende och Regelstyrda

What else?

John Kotter

"A professor at Harvard Business School and world-renowned change expert, Kotter introduced his eight-step change process in his 1995 book, "Leading Change." We look at his eight steps for leading change"
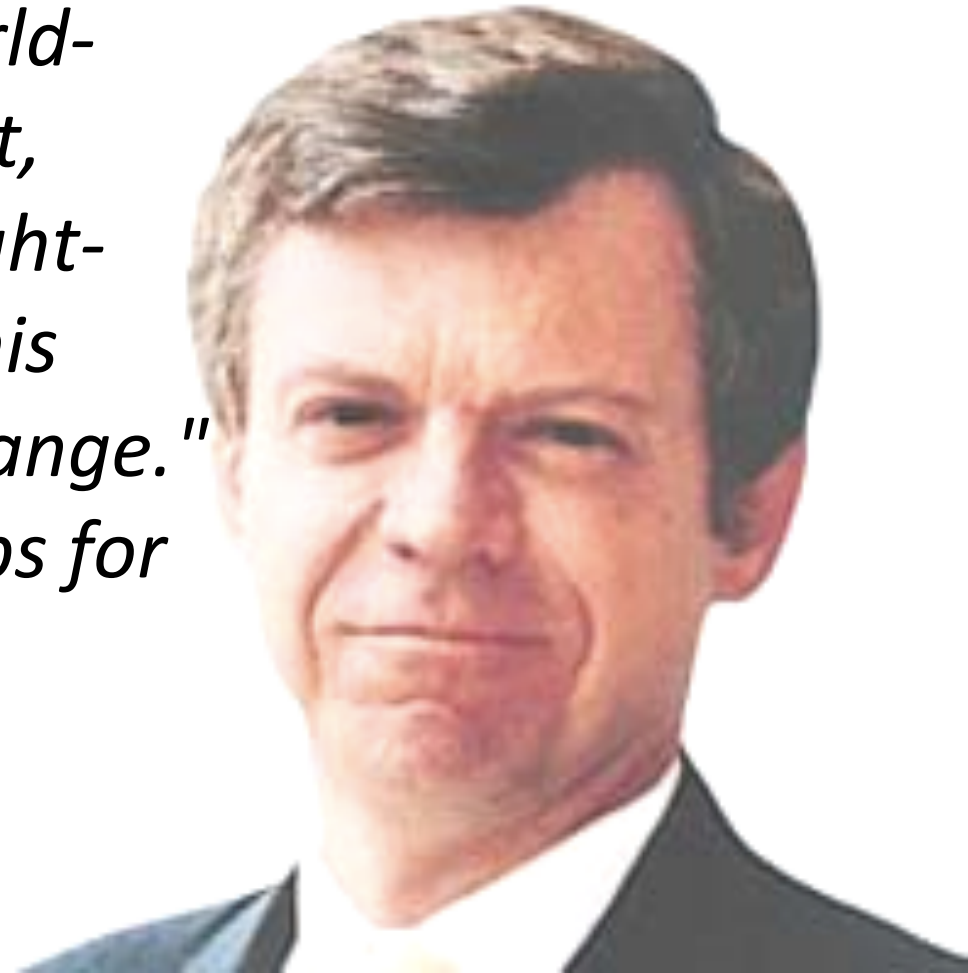
Simple common sense but with a Nobel prize within
USE IT!

Eight Steps To Successful Change - John Kotter

- Institutionalise the change
- Consolidate & build on the gains
- Create short term wins
- Empower people to act on the vision
- Communicate the vision
- Develop a clear shared vision
- Create a guiding coalition
- Establish a sense of urgency

"For change to happen, it helps if the whole company really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving."

ONE : Create Urgency

> We are moving from episodic to continuous change. With this shift, urgency will move from being an important issue every few years to being a powerful asset *all the time*.
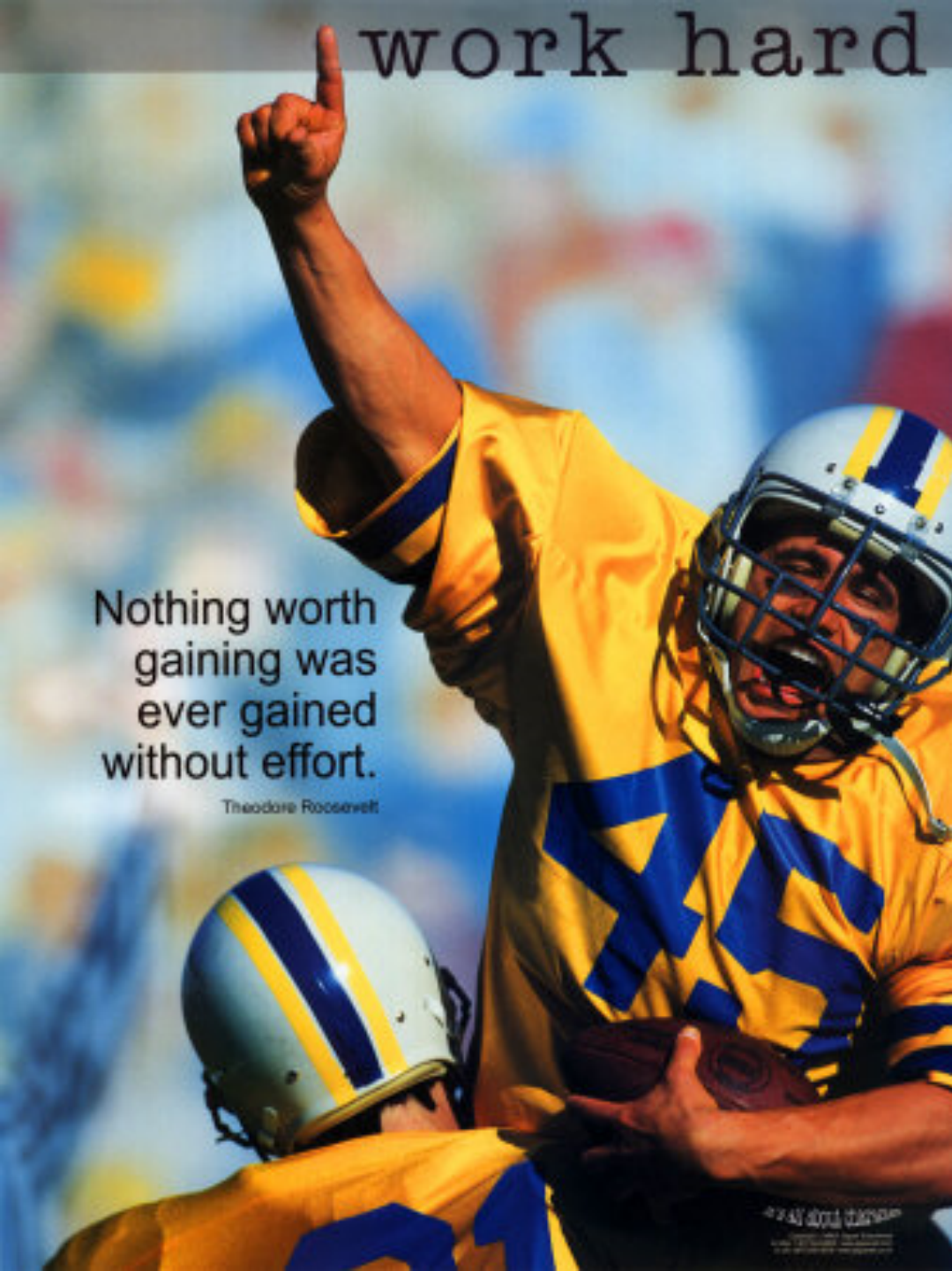
— John Kotter

What We'll Do?

- Identify potential threats, and develop scenarios showing what could happen in the future.

- Examine opportunities that should be, or could be, exploited.

- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.

- Request support from customers, outside stakeholders and industry people to strengthen your argument.

GENERATE URGENCY

work hard

Nothing worth gaining was ever gained without effort.

Theodore Roosevelt

"change to be successful, 75% of a company's management needs to "buy into" the change. In other words, you have to really work hard on."

"if you act without proper preparation, you could be in for a very bumpy ride."

The 8 step model works in this way:

- If you don't manage the first step, the other steps is of no use.

- Every step is "only possible" to take if the previous step is fullfilled!

What is "Urgency"?

"Everything that is Important is being done. Nothing that is considered Un-important is being done"

The best way to learn how this works is to start with yourself: How come you feel something as being urgent?

If you don't feel it being urgent, don't expect others to do.

Competences needed in order to create urgency

1. *Empathy and the art of understanding others*
   - *Don't Expect "them" to feel empathy for you. You are the ones supposed to feel empathy for "them".*
   - *If you where able to live their lives you would see that every opposition to change, is rational – from their point of view*

2. *Capability to "create" Buy-ins*
   1. *What happen if I <u>tell</u> you to? versus*
   2. *What happen if I help you <u>see for yourself?</u> versus*
   3. *What happen if I help you <u>feel</u> the need.*

What is needed?

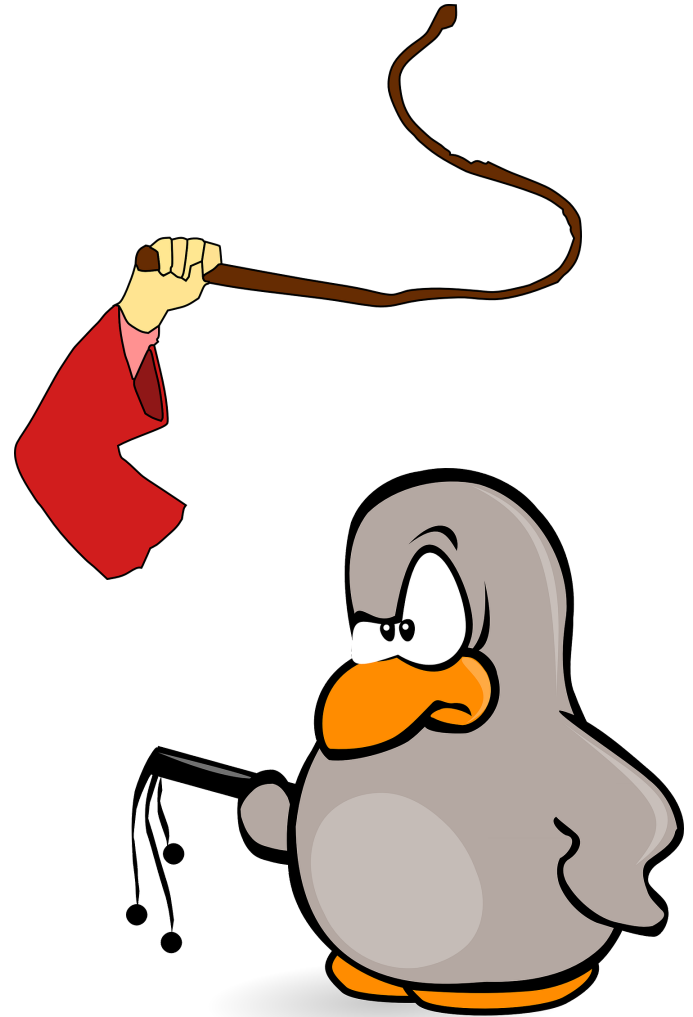*"Hi, If we don't do this we go bancrupt!"*

Versus

"Hi, There is a potential for great life lying ahead of us!"

"Why should I care if a company go bancrupt?
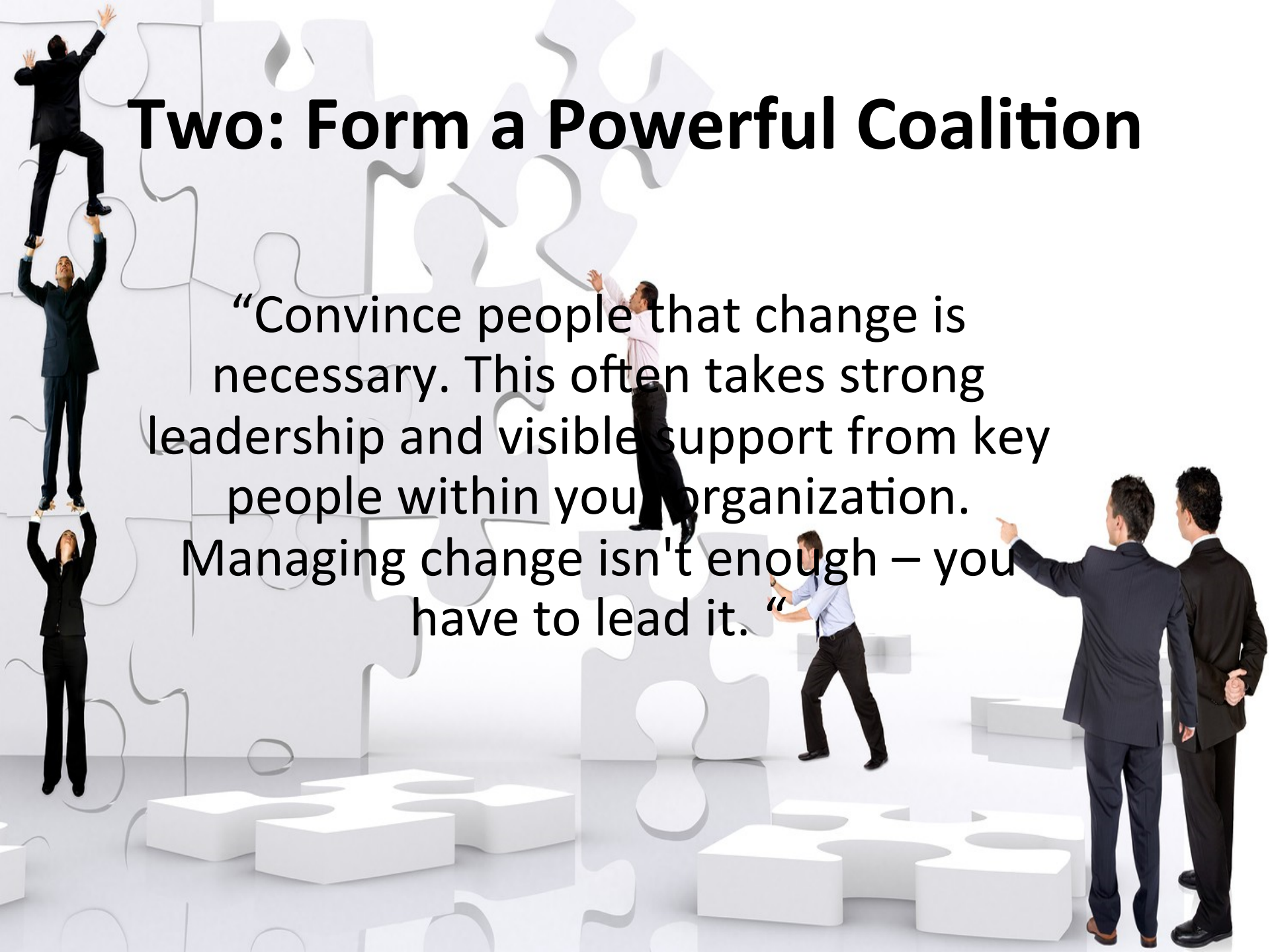*I already have a good life!"*

People look on carrots and sticks differently

Two: Form a Powerful Coalition

"Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough – you have to lead it. "

What We'll Do …

- Identify the true leaders in your organization.
- Ask for an emotional commitment from these key people.
- Work on team building within your change coalition.
- Check your team for weak areas, and ensure that you have a good mix of people from different departments and different levels within your company.

Three: Create a Vision for Change

- When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember.

- A clear vision can help everyone understand <u>why</u> you're asking them to do something. When people see for <u>themselves</u> what you're trying to achieve, then the directives they're given tend to make more sense.

Consider this

- What kind of <u>mental process</u> have you been going thru in order to "see the need for change"

- What if you could help others going thru the same kind of mental process, <u>but quicker</u>?

What We'll Do ...

- Determine the values that are central to the change.

- Develop a short summary (one or two sentences) that captures what you "see" as the future of your organization.

- Create a strategy to execute that vision.

- Ensure that your change coalition can describe the vision in five minutes or less.

- Practice your "vision speech" often.

what makes a **LEADER**?

Communicate the Vision

Four:
Communicate the Vision

- What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day-to-day communications within the company, so you need to communicate it frequently and powerfully, and embed it within everything that you do.

- It's also important to "walk the talk." What you do is far more important – and believable – than what you say. Demonstrate the kind of behavior that you want from others.
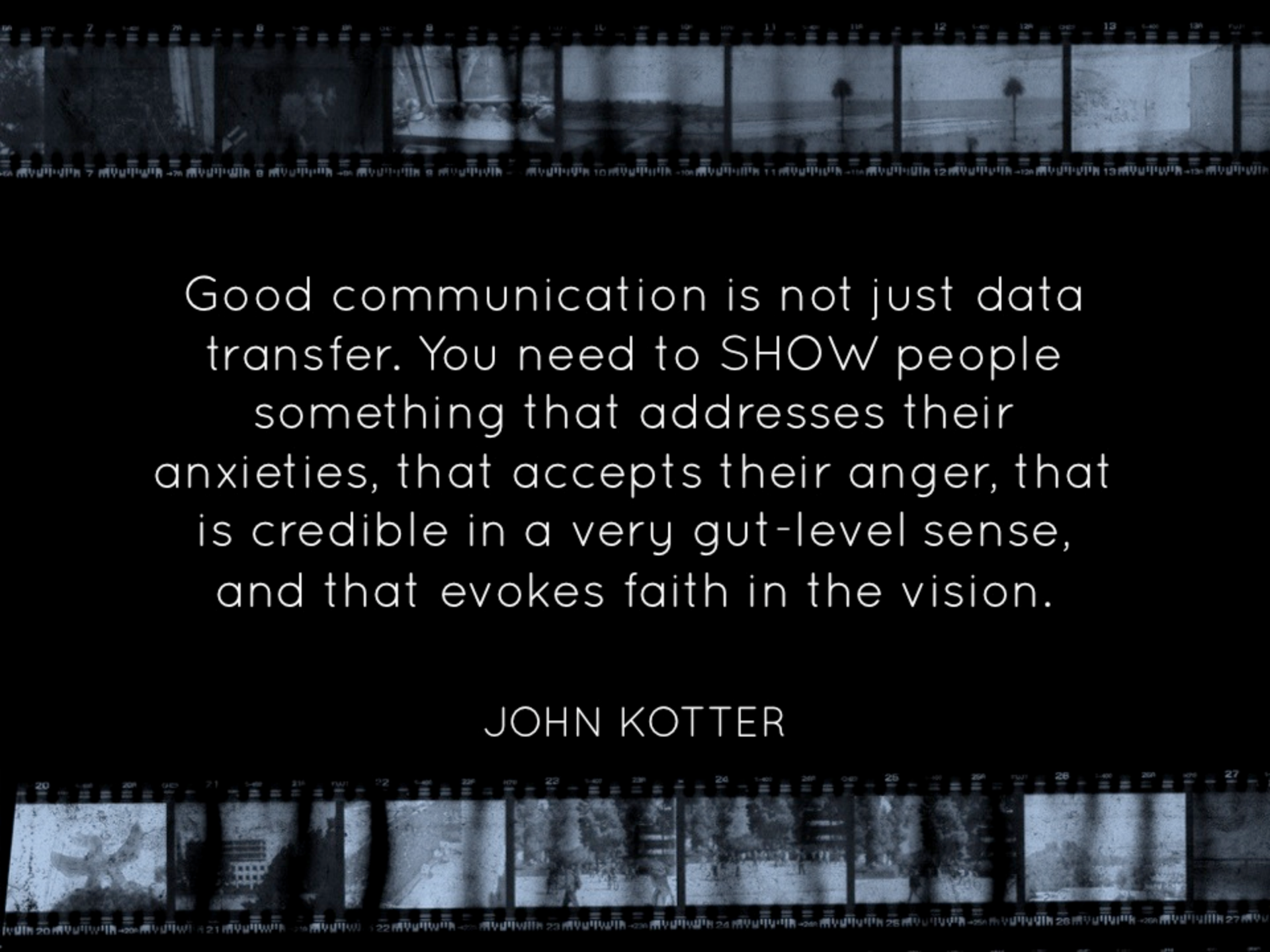
Walk-the-talk means:

Don't park your car in the garage at the head office of Swedish Police if you are the General Director!
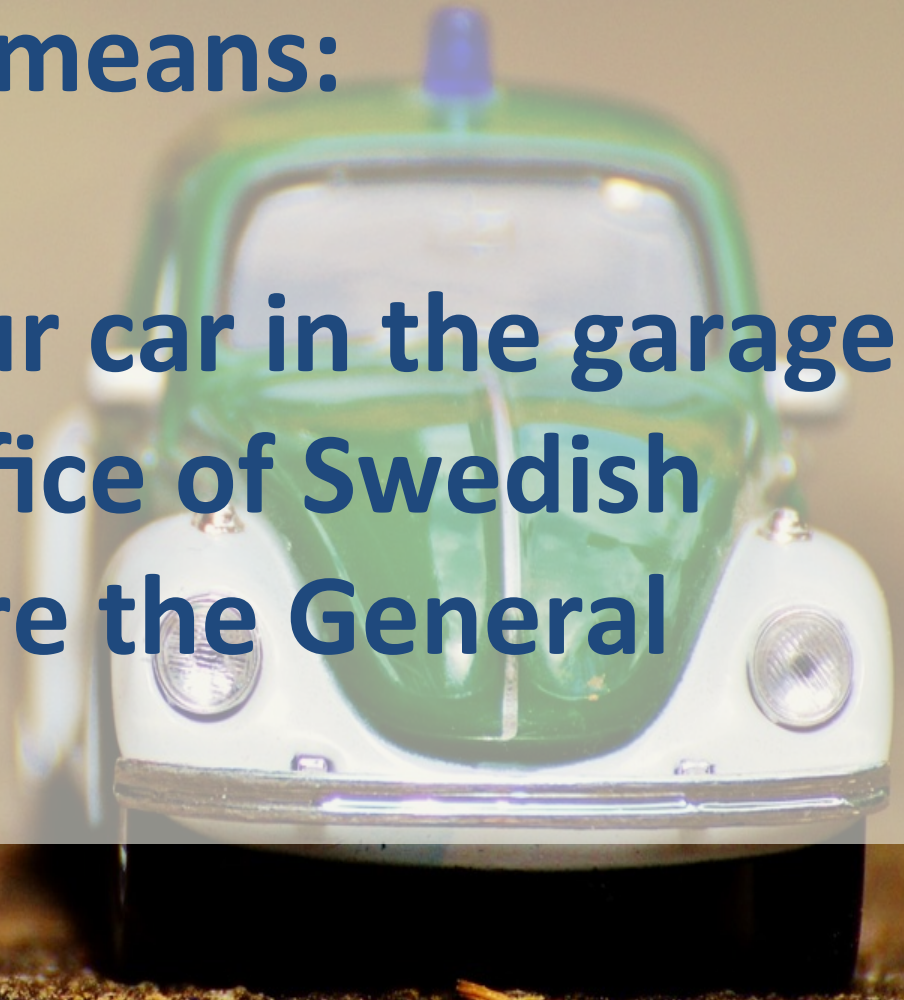
What We'll do...

- Talk <u>often</u> about your change vision.

- <u>Openly and honestly (people are not idiots, they see thrue bad ideas)</u> address peoples' concerns and anxieties.

- Apply your vision to all aspects of operations – from training to performance reviews. Tie everything back to the vision.

- Lead by example.

Lead By Example, Not By Force

Good communication is not just data transfer. You need to SHOW people something that addresses their anxieties, that accepts their anger, that is credible in a very gut-level sense, and that evokes faith in the vision.

JOHN KOTTER

Five: Remove Obstacles

Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

What We'll Do...

- Identify, or hire, change leaders whose main roles are to deliver the change.
- Look at your organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with your vision.
- Recognize and <u>reward people</u> for making change happen.
- Identify people who are resisting the change, and help them see what's needed.
- Take action to quickly remove barriers (human or otherwise).

Six: Create Short-term **Wins**

Nothing motivates more than success. Give your company a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have results that your staff can see. Without this, critics and negative thinkers might hurt your progress.

What is a **Reward?**

What We'll Do …

- Look for sure-fire projects that you can implement without help from any strong critics of the change.

- Don't choose early targets that are expensive. You want to be able to justify the investment in each project.

- Thoroughly analyze the potential pros and cons of your targets. If you don't succeed with an early goal, it can hurt your entire change initiative.

- Reward the people who help you meet the targets.

Continuous improvement causes us to **think about upstream process NO** **downstream** damage control

Seven: Build on the Change

- **Many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.**

- **Each success provides an opportunity to build on what went right and identify what you can improve.**

What We'll Do ...

- After every win, analyze what went right and what needs improving.

- Adjust. Try again.

- Set goals to continue building on the momentum you've achieved.

- Keep ideas fresh by bringing in new change agents and leaders for your change coalition.

Transmission

Corporate Culture **is the DNA of the Company.**

Culture eats strategy for lunch

Eight: Anchor the Changes in Corporate Culture

- **Your corporate culture often determines what gets done, so the values behind your vision must show in day-to-day work.**

- **Make continuous efforts to ensure that the change is seen in every aspect of your organization. This will help give that change a solid place in your organization's culture.**

What We'll Do …

- Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.

- Include the change ideals and values when hiring and training new staff.

- Publicly recognize key members of your original change coalition, and make sure the rest of the staff – new and old – remembers their contributions.

- Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten.

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