

# Transforming Your Organization



Step 1

Establish a sense of urgency

Examine market & competitive realities  
Identify potential crises & opportunities



Step 2

Form a guiding coalition

Assemble a group with the power to lead the change effort

Communicate the vision

Step 4

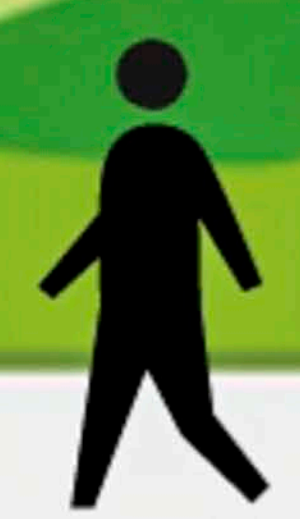
Use every vehicle possible to communicate the vision & strategies  
Use the guiding coalition to model new behaviors



Create a vision

Step 3

Develop strategies to achieve the vision



Step 5

Empower others to act on the vision

Address obstacles to change  
Change systems or structures that undermine the new vision  
Encourage risk taking and non-traditional ideas & activities

Step 6

Create short-term wins

Plan for & create visible performance improvements  
Recognize & reward involved employees



Step 8

Institutionalize new approaches

Articulate the connections between the new behaviors & corporate success  
Ensure leadership development & succession



Step 7

Consolidate improvements & produce more change

Use increased credibility to further change systems that don't fit the vision  
Hire, promote, & develop employees who can implement the vision  
Reinvigorate the process with new projects, themes, & change agents



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Kotter, J. *Leading Change*. Boston, MA: Harvard Business School Press; 1996.

