







Eight Steps to Transforming Your Organization

- 1 Establishing a Sense of Urgency**
 - Examining market and competitive realities
 - Identifying and discussing crises, potential crises, or major opportunities
- 2 Forming a Powerful Guiding Coalition**
 - Assembling a group with enough power to lead the change effort
 - Encouraging the group to work together as a team
- 3 Creating a Vision**
 - Creating a vision to help direct the change effort
 - Developing strategies for achieving that vision
- 4 Communicating the Vision**
 - Using every vehicle possible to communicate the new vision and strategies
 - Teaching new behaviors by the example of the guiding coalition
- 5 Empowering Others to Act on the Vision**
 - Getting rid of obstacles to change
 - Changing systems or structures that seriously undermine the vision
 - Encouraging risk taking and nontraditional ideas, activities, and actions
- 6 Planning for and Creating Short-Term Wins**
 - Planning for visible performance improvements
 - Creating those improvements
 - Recognizing and rewarding employees involved in the improvements
- 7 Consolidating Improvements and Producing Still More Change**
 - Using increased credibility to change systems, structures, and policies that don't fit the vision
 - Hiring, promoting, and developing employees who can implement the vision
 - Reinvigorating the process with new projects, themes, and change agents
- 8 Institutionalizing New Approaches**
 - Articulating the connections between the new behaviors and corporate success
 - Developing the means to ensure leadership development and succession