

Kotter: Leading change

Stage	Actions needed	Pitfalls
1. Establish a sense of urgency	Must be powerful, must be a team	Paralyzed by risk, underestimating inertia
2. Forming a powerful guiding coalition	Must be powerful, must be a team	No team experience at top, leadership must be with senior line manager (don't give to HR)
3. Create the vision	Vision and strategy	Too complicated or vague (5 min test)
4. Communicate the vision	Constant communication, find good cases/-examples	Undercommunicating, behaving in anti-ethical ways to the vision
5. Empowering others to act on the vision	Remove obstacles, more risk, change systems / structures	Failing to remove powerful resistors
6. Planning for and creating short term wins	Plan for visible improvements, reward the employees who do them	Leaving quick wins to chance, failing to score success in first 12-24 months
7. Consolidating improvements and producing still more change	Use increased credibility to change system	Declaring victory too soon (get more data), allowing resistors to convince their troops they won
8. Institutionalize new approaches	Show connections between new behaviour and success - ensure leadership development	Not creating new norms and values, promoting people who do not personify the approach

Change when biz is good

Gather employees input	Open discussion, let them air it out
Analyse input	Find themes
Revise your values	..and invite input again
Identify obstacles to living them	Look at feedback to find obstacles
Launch initiatives to remove obstacles	Empower
Instead of galvanizing people through fear of failure, you have to galvanize them through hope and aspiration.	

Tempered radicals

Disruptive self-expression	Demonstrate values through language, dress, decor, behaviour	Most personal
Verbal Jujitsu	Redirect negative actions to positive change (the "Sue" case)	
Variable term opportunism	Grasp short term opportunities, plan long term opportunities. Also, share power etc with employees to brand your department	
Strategic alliance building	Focus less on enemies, more on alliances. Don't think of opponents as enemies.	Most public
Organisations change in two ways: drastic action or through evolutionary adaption. Incremental changes can be so incremental that they do not merit notice - which is why they work.		
Case on p 72 (canteen)		

asd

2. Change through persuasion

Phase 1: Set the stage for acceptance	Well in advance! Develop a bold message that provides compelling reasons to do things differently. 3rd party reports are good.
Phase 2: Frame the turnaround plan	Present your turnaround plan in a way that helps people interpret your ideas correctly



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2. Change through persuasion (cont)

Phase 3: Manage the mood	Strike a balance of optimism and realism, make employees feel cared for (pain of layoffs, then focus on creating a world class medical facility (in their honour))
Phase 4: Prevent backsliding	Provide opportunities for employees to practice desired behaviour, publicly criticize wrong behavior
Planning it	Page 23 has a plan
Communicate	Repeat, repeat, repeat, get it into all conversations.
Ways to stop change:	Reason:
A culture of "no"	Two symptoms: a culture of analysis and criticism, and complex multi-approval decision processes.
The show must go on	Spending too much time on powerpoints than on the decisions. Too much form, not enough content
The grass is always greener	Ignore the problem, build new products. Problem doesn't go away.
After the meeting, debate begins	Coop meetings followed by resistance. Meddling and politics.
Ready, aim, aim...	Analysis paralysis, too many reports, not enough decisions
This too shall pass	People ignore the initiative, because of failed earlier attempts.

They did a memo for phase 2, in 3 parts. 1st section was to mollify critics and reduce fears by being positive and uplifting and laying out what would remain the same (world class etc). 2nd section set expectations for hard measures and pointed to 3rd party report. 3rd section anticipated and responded to prospective concerns, looking at past plans and their failure.

Tipping point

Break through the cognitive hurdle	Make them experience the pain
Sidestep the resource hurdle	80/20 or most bang for the buck - no inflated budgets
Jump the motivational hurdle	Influence key influencers and the rest will follow
Knock over the political hurdle	Hire an oldtimer who knows the game and finds the opponents who can then be dealt with
Manage your environment:	
Operate in and above	Dancefloor to balcony
Court the uncommitted	You want the uncertain ones, they are the critical mass
Cook the conflict	Raise the temperature to confront hidden conflicts, lower it to prevent turmoil
Place the work where it belongs	Plppen case
Manage yourself:	Restrain your need for control and importance. Anchor yourself.
Overall: Once the critical mass has been moved, the rest of the organisation will follow	



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