**8 STEPS TO ACCLERATE CHANGE – KOTTER INTERNATIONAL**

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**Step 1 – CREATE a sense of urgency**

* Do you see a Big Opportunity that could ignite the hearts and minds of your people?
* Do you know how to identify, articulate and communicate it?
* What are the stakes if you succeed? Consequences if you fail?

**Step 2 – BUILD a guiding coalition**

* Can you get buy –in from 50% of the organisation to drive large-scale change?
* Do you have a way to engage a formal network to take on the innovative change initiatives?
* Is work on strategic initiatives seen as ‘have to’ or ‘want to’?
* Do current hierarchical and silo-based structures stifle communicate and engagement?

**Step 3 – FORM a strategic vision and initiatives**

* Is your organisation aligned under a vision and how to act on it?
* Do people in your organisation speak about the goals in the same way with the same priority?
* If you asked people around your organisation about the change vision, how many different answers would you get?

**Step 4 – ENLIST a volunteer army**

* Is it possible to create and use a volunteer network at your organisation?
* What are the examples of people in your organisation who’ step forward and act’?
* Are employees invited and encouraged to help your organisation implement its strageies?
* How do you ensure successes are repeatable? How do you keep people engaged?

**Step 5 – ENABLE action by removing barriers**

* Do you know where your organisation’s barriers are?
* Have past change initiatives in your organisation failed?
* Which of the most common barriers do you have – silo, parochialism, pressure to meet targets, complacency, rules and procedures, not enough change leaders?

**Step 6 – GENERATE short-term wins**

* Do you generate and celebrate wins?
* What are some examples if initiatives in your organisation that have been successful? Why did they work?
* How often do you hear about successes in your organisation? Is it because there aren’t any, or because they aren’t shared or celebrated?
* Does your organisation have what it takes to collect, correlate and celebrate wins?

**Step 7 – SUSTAIN acceleration**

* Are you balancing change management with leadership management?
* How do you counterweight the tendency to over-manage?
* Where are the opportunities for people up and down your organisation to behave more like leaders?

**Step 8 – INSTITUTE change**

* How can you institute the change?
* How can you balance reliability and agility?