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Hi, welcome back. In the last video, you were introduced to the eight steps of the Kotter's eight-step model. To remind you, these are step one, create a sense of urgency. Step two, build a powerful coalition. Step three, develop a strategic vision. Step four, enlist change advocates. Step five, enable action by removing obstacles. Step six, generate short-term wins. Step seven, sustain change acceleration. Step eight, institute change. Let's look at how to execute each step in practice. To create a sense of urgency, you need to communicate the benefit and the missed opportunity if the organization does not act on a particular recommended change. A few questions you could consider as you're building initial support. Why is now the best time to make the change? What will happen in one, five, and 10 years if we don't take this opportunity for change now? What are the potential benefits of making the change for the people working for the company and the business itself if we act now instead of waiting? It's helpful to think of communicating the benefits and missed opportunities to two types of audience. Employees and leadership. The messages should be geared toward the specific audience to make sure you get their attention, support, and advocacy. Kotter suggests that you gain at least 75% of management support to make change successful. It's a hefty goal, and getting people's support takes time. Practically, I suggest spending more time in preparing your business case for change upfront by asking a few leaders to ask challenging questions about what you have come up with. This way, you can be prepared to go full speed as you begin to socialize the business case with the rest of the organization. A deliverable of step one is most often a slide deck. In other words, a presentation that explains the urgency, the benefits and missed opportunities of doing nothing. While you're communicating a sense of urgency, you can start identifying people who support you and begin building your coalition around change. This is part of step two, but it is vital to step one as the momentum of gaining support is critical, it's difficult to get it back once it's lost. Now we turn to step two, where we need to build a powerful coalition. How do you know whose support is essential? Stakeholder power-interest grid can help identify people who are absolutely critical for success. How do you track those whose support you secured? Stakeholder matrix can be a powerful tool in helping track your progress toward the 75% number needed for effective management support. There are plenty of templates available online. I recommend doing a quick Google search for the power-interest grid and the stakeholder matrix template. By checking out a few versions you will be able to find the one that appeals most to you. During the second step, you're building a network of people who will not only support you, but who will also advocate and promote the opportunity for change. It's like pyramid marketing. The more people you enlist to support you, the better you will be able to enable change across different layers of an organization. You must be strategic in whom you select. The power-influence grid should help you identify those people. As you're looking at the leaders, don't forget to include leaders at different levels, especially people who can act on behalf of frontline employees. You will need their support as you start taking action. At this point of the process, I usually have individual conversations with leaders, present to groups, have hallway conversations, and even hold coffee chats. The goal is to get people's support and you will need to figure out what format of delivery works best for your skill set and for your audience. Now, for step three, develop a strategic vision for your change, once you convey the urgency and gain sufficient support. Think of it as creating a clear road map of what you're seeking and what has to happen to get you there. Begin with the end in mind and design a way to achieve the end goal. Strategic vision will become your elevator speech. Once you develop one, ensure that the coalition you have built is supportive of this vision. You will also need to communicate the importance of staying consistent when messaging the upcoming change to leaders who are supporting the change. During the third step, you have an opportunity to connect multiple projects together and show how together they will make your vision a reality. Often a strategic vision will provide context for projects that are already on their way, and the new ones, and will help stakeholders grasp the importance of all of them coming together. It's also important to align the strategic vision with the culture of the organization. You will want to be able to communicate how this change will support the values of the organization. Sometimes change will force cultural values to change or evolve. This evolution will need to be considered with a plan developed for such circumstances. This plan will come handy during the last step when you are making sure we're changes sustained throughout their organization. In the fourth step, you are enlisting change advocates. This means that you are creating a group of people who are ready and excited to support the change and share their enthusiasm with others. How would you build this group? By holding employee town halls, heavy hallway conversations, by facilitating [inaudible] focus groups, and doing your due diligence. This would include understanding what barriers different stakeholder groups may encounter and planning to support each in the most user-friendly way. [inaudible] focus groups is a facilitated conversation with five to eight employees who answer questions related to their awareness about the need for change, their desire to adopt it, existing and potential knowledge gaps related to the change, ability to make it happen and making this change sustainable in the long run. By asking questions, you can uncover fears, concerns, and gather ideas of how to make this change a success. By asking employees about their opinion, you're also building credibility in the employee buy-in. By demonstrating that you have done your due diligence and you have a plan for helping everyone through the process, sharing the specifics of the plan, you will be able to continue generating positive momentum for change. In step five, enable action by removing obstacles, your goal is to spot the challenges and risks and to address them quickly. At this stage, you and your team are in the execution mode. It can be helpful to have a regular cadence of

touch-points to monitor for risks. You can delegate risk monitoring to one person on your team who will be responsible for consolidating the risks identified throughout the week and bringing them to a core team meeting for discussion. The McKinsey 7S Framework is a great tool that can be applied during this stage. You can prepare for the impacts of change and remove obstacles proactively as much as possible. You will have to continue to monitor for human-related barriers, especially if there are known pockets of change-resistant groups within your organization. In step six, your mission is to create quick wins. This will help keep your team energized and motivated. Because most organizations are results-focused, celebration and recognition is one aspect of change that gets forgotten or let go of the most. If you truly want to get to the end goal you hope to achieve, you must protect these moments of celebration and make sure they happen. By demonstrating small and quick wins to the leadership, you can begin the process of telling the story of success. Use these moments as an opportunity to reiterate the overall vision. In step seven, Kotter suggest building your own change. A lot of things are at your advantage at this point. You have leadership support, buying from employees, and your team just delivered a few quick wins, so now it's time to passionately re-commit and double-down on change. There is a very quick, almost invisible transition between step six and seven. When you're declaring your first few victories, be sure to have absolute clarity of what the next steps are. Then, be sure to communicate them as you're congratulating the team on the wins. When I work with teams, I prepare the leader to have these talking points available. Otherwise, the team might think that this is the end, we did the work, and we're now celebrating. Psychologically, it may feel like a closure unless it's clear what we have to do next. In the final step, you're making sure it changes institutionalized. What do I mean by that? You have to ensure that the new change becomes a part of the new culture. You need to continue to communicate success stories and track results at 30, 60, and 90 days after the official close out of the project. If after 90 days change seems to be sustained based on data, you may move to maintenance. This is where you will continue to communicate the impact of the change but on a less frequent basis. To summarize, Kotter's 8-Step Model consists of the following. Step one, create a sense of urgency. Step two, build a powerful coalition. Step three, develop a strategic vision. Step four, enlist change advocates. Step five, enable action by removing obstacles. Step six, generate short-term wins. Step seven, sustain change acceleration. Step eight, institute change. The model can be used for creating a change management plan for projects of any scope and complexity. As illustrated earlier in this video, once you're familiar and have a working knowledge of a number of change management models, you can begin applying them in a creative way and cross utilizing them based on your needs in change at hand. In the next video, you will be introduced to the last change management theory of this course. Thanks for watching. I will see you in the next lesson, and we will discuss the Kubler-Ross five-stage model. I'll see you there.