

8 STAGE PROCESS OF CREATING MAJOR CHANGE

1. ESTABLISH A SENSE OF URGENCY

- * Examining the market and competitive realities
- * Identifying and discussing potential crisis and major opportunities

2. CREATING THE GUIDING COALITION

- * Putting together a group with enough power to lead the change
- * Getting the group to work together like a team

3. DEVELOPING A VISION AND A STRATEGY

- * Creating a vision to help direct the change effort
- * Developing strategies for achieving that vision

4. COMMUNICATING THE CHANGE VISION

- * Use every communication vehicle to constantly communicate the new vision and strategies possible
- * Having the guiding coalition role model the behaviour expected of employees

5. EMPOWERING BROAD BASED ACTION

- * Getting rid of obstacles
- * Changing systems or structures that undermine the change vision
- * Encouraging risk taking and non-traditional ideas activities and actions

6. GENERATING SHORT TERM WINS

- * Planning for visible improvement in performance, or wins
- * Creating those wins
- * Visibly recognising and rewarding those people who made it possible

7. CONSOLIDATING GAINS AND PRODUCING MORE CHANGE

- * Using increased credibility to change all systems, structures, and policies that don't fit together and don't fit the transformation vision
- * Hiring, promoting and developing people who can implement the change vision
- * Reinvigorating the process with new projects themes, and change agents

8. ANCHORING NEW APPROACHES IN THE CULTURE

- * Creating better performance through customer and productivity oriented behaviour, more and better leadership, more effective management
- * Articulating the connections between new behaviours and organisational success
- * Developing means to ensure leadership development and succession