

The 8 most common errors in leading change (John P. Kotter)

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- ① Allowing too much complacency.
- ② Failing to create a sufficiently powerful guiding coalition (only top management, only one faction...)
- ③ Underestimating the power of vision.
- ④ Undercommunicating the vision by a factor of 10 (100, 1000)
- ⑤ Permitting obstacles to block the new vision.
- ⑥ Failing to plan, achieve, declare quick wins.
- ⑦ Declaring victory too soon.
- ⑧ Neglecting to anchor changes firmly in the organization's culture.

8-step process for leading change^{4/1} (John P. Kotter)

- ① Create a sense of urgency
- ② Build a guiding coalition for change
- ③ Develop a vision and a strategy
- ④ Communicate the vision widely and enlist supporters
- ⑤ Enable action by removing barriers (blocking the road toward the vision)
(empower action)
- ⑥ Generate quick wins
- ⑦ Consolidate gains and sustain momentum
- ⑧ Anchor new approaches in the organization's culture