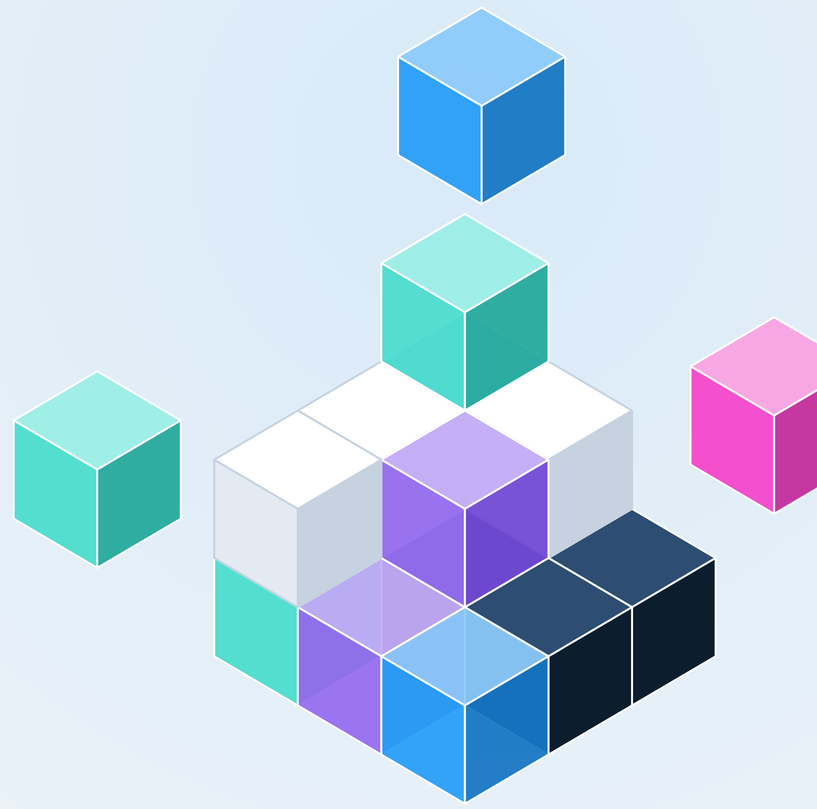
CHANGE & TRANSFORMATION

Kotter's Eight-Step Change Model

John Kotter's model describes eight stages that successful organizational changes go through, from creating urgency to anchoring new approaches in the culture.



01 THE CORE MODEL

EIGHT STAGES · FROM URGENCY TO CULTURE

01 — Create urgency
Show honestly why staying the same is risky.

→ **02 — Build a coalition**
A group with power, expertise and credibility.

→ **03 — Develop the vision**
A clear picture of the future and the strategy.

→ **04 — Communicate it**
Often, simply, and by example.

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05 — Remove obstacles
Change structures and systems that block action.

→ **06 — Generate quick wins**
Visible early results build belief.

→ **07 — Build on the gains**
Use credibility to change more.

→ **08 — Anchor in culture**
Link new behaviors to success and promotion.

Urgency
A shared, honest view of why staying the same is riskier than changing.

Guiding coalition
A group with enough power, expertise and credibility to lead the change.

Short-term wins
Visible, early results that build belief and momentum.

02 WHY CHANGES STALL

Changes stall when early stages are skipped or victory comes too soon.

RUSHED — STAGED

COMMON ERRORS

- Too little urgency at the start
- Vision under-communicated
- Victory declared too early

FOLLOWING THE STAGES

+ A strong coalition from the start
+ Obstacles removed, not ignored
+ Change anchored in daily routines

03 WORKED EXAMPLE

PLANT-WIDE LEAN TRANSFORMATION · FIRST YEAR

STAGE 1
Customer losses shared
with all employees

→ **STAGE 2**
Steering team
management and works council

→ **STAGE 6**
Pilot line wins
lead time shortened

→ **STAGE 8**
Promotion criteria
now include coaching

04 MANAGEMENT TAKEAWAYS

01 — Earn urgency with facts
Customer data and comparisons work better than slogans.

02 — Plan quick wins deliberately
Choose early projects that are visible and likely to succeed.

03 — Anchor in systems
Hiring, promotion and routines must reflect the new way.

05 COMMON MISTAKE

LIMITATION

Treating it as a checklist
The stages overlap and loop back. Ticking them off in order misses the ongoing leadership work.