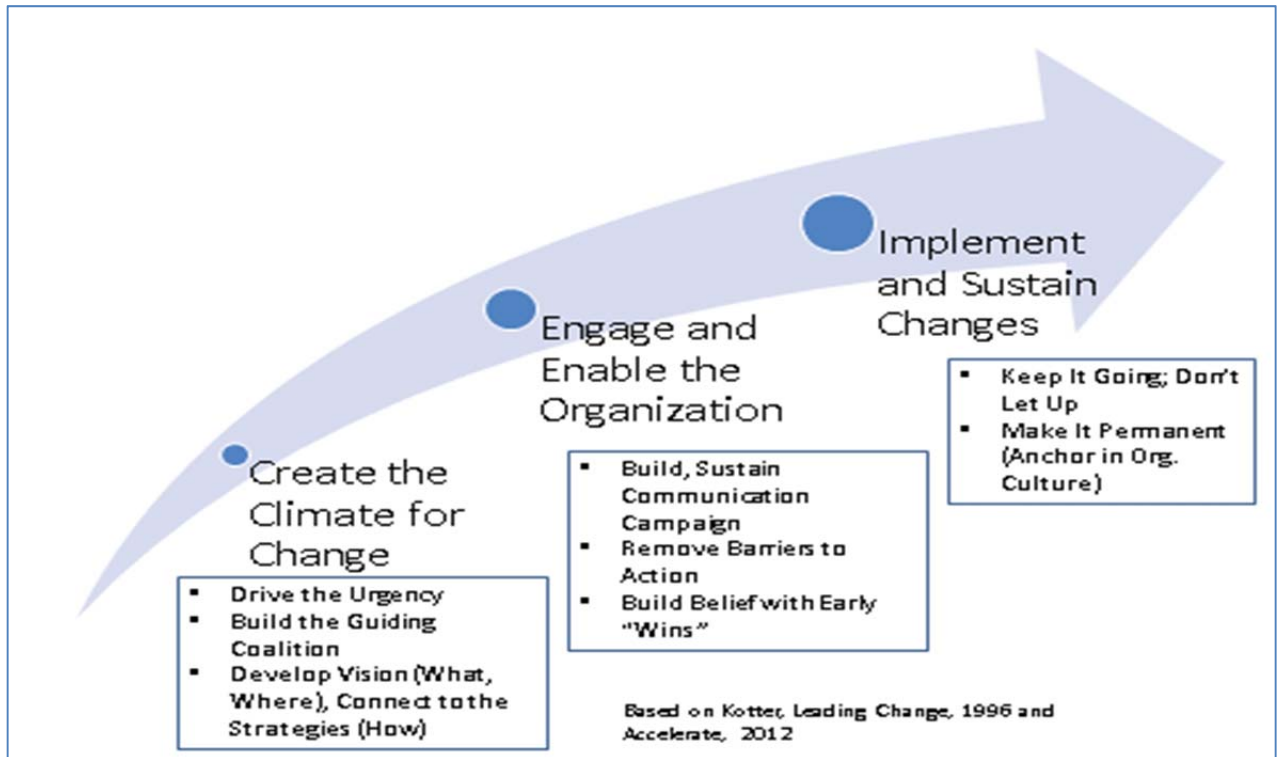


A Framework for Leading Change



Change is hard. Seventy percent of large change initiatives fail because they end prematurely or because results fall far short of expected outcomes. Even change initiatives that succeed can eventually fail when the changes in “how we do things here” are not securely anchored in the organizational culture. These are the risks for all organizations engaged in change and improvement. John Kotter’s model for leading change is derived from the evidence from organizations that have succeeded and those that have failed; it offers a framework and roadmap for leading change that can create the opportunity for more success in the process of change and in the process of securing the results of change.

Eight Steps for Leading the Process of Change

The eight steps describe the basic patterns associated with significant change and they help an organization and its leaders to navigate the territory of change which will present many barriers and obstacles, including that of changing the behavior of people who do the work of the organization.

Phase	Step	Actions	New Behavior
Create the Climate for Change	1	Create a sense of urgency around an important opportunity for the organization. Appeal to heart and mind in making the case.	People begin to see, feel, say: “Let’s go. We need to change things” because they understand the urgency around the opportunity.
	2	Build and maintain a guiding coalition .	A group of people who have the right skills, credibility, information about the organization, drive, commitment are recruited to participate in the guiding coalition and they work together as a non-hierarchical team to lead the changes. This group usually grows as change is tested, implemented and spread and as new changes are introduced. They are key participants in all of the steps for guiding the change process.

Phase	Step	Actions	New Behavior
Create Climate for Change	3	Formulate a strategic vision and develop change initiatives designed to capitalize on the opportunity (strategies)	The vision paints a vivid and motivating picture of what the changes will produce for the organization and its key stakeholders, e.g., patients, staff, providers. It is pragmatic framed with emotional resonance. People become interested, understanding increases, commitment grows. Resistance can begin to ebb among many staff.
Engage and Enable the Whole Organization	4	Create a communication campaign to share the vision and strategies throughout the organization. Communicate a lot; use all means possible; be creative	Design communication to be memorable and authentic. Be creative; think about creating communication that everyone is talking about. This attracts those who buy-in to the ambition of the goals and increases the commitment to them. Resistance can continue to ebb among staff.
	5	Accelerate movement toward the vision and enable action by removing barriers	In this step, using the Model for Improvement, changes are tested and then implementation and spread begin which is where barrier can be encountered. These can be the result of policies or people at all levels of the organization. Leaders take action to confront and address barriers. Action is essential to empower the willing and to maintain the credibility of the change effort as a whole.
	6	Celebrate visible, significant, early wins.	Early wins are the result of a strategy designed to offer the opportunity to create them. The early wins build belief that the change is achievable and that the results are beneficial. The early wins should be obvious, unambiguous and clearly related to the vision. Recognizing these accomplishments adds fuel for further work. Success breeds success.
Implement and Sustain Change	7	Don't declare victory too soon or let up on the work.	To achieve transformative change, there will be many cycles of change. By continuing to learn from the experience of the changes and improvements, you are able to build a more "change fit" organization, able to handle continuous cycles of change. Stopping the work allows resistance to re-emerge. This is why urgency is so important: it keeps people going.
	8	Anchor the changes and the new way of working into the culture of the organization	Anchoring means changing all relevant facets of the organization to ensure that the changes continue. Leaders show people how the new approaches, behaviors, attitudes have helped to improve performance. This will require communication. Policies, hiring, performance and accountability systems are changed to support the changes. Keep working to ensure that the top leadership personifies the new culture.

Building an Incubator, or Laboratory, for Change in the Organization

There is one additional feature for ensuing effective change: creating a space in the organization where the work of testing change and learning what works to achieve the transformation goals, can be carried out without being encumbered by the day-to-day policies and processes that are designed to run the organization effectively. The work of change is messy and requires room to experiment using methods that keep the process safe but effective. In this way, the organization can both run the daily operation and create the new way of working that achieves the outcomes of the change initiative.

Building and protecting this "laboratory for change" is vital to the success of the transformation effort. It is always connected to the day-to-day organization but operates differently until the changes are ready to be implemented.