

*Tavistock College Talent Management Programme*

*The Tavistock "Aspirational Leader" Programme and The Tavistock "New to Leadership" Programme*

*Succeeding in Middle Leadership*

*Brad Turner - Head of English, Tavistock College*



## **8-Step Process for Leading Change**

1. **CREATE A SENSE OF URGENCY** - Help others see the need for change through a bold, aspirational opportunity statement that communicates the importance of acting immediately.
2. **BUILD A GUIDING COALITION** - A volunteer army needs a coalition of effective people – born of its own ranks – to guide it, coordinate it, and communicate its activities.
3. **FORM A STRATEGIC VISION AND INITIATIVES** - Clarify how the future will be different from the past and how you can make that future a reality through initiatives linked directly to the vision.
4. **ENLIST A VOLUNTEER ARMY** - Large-scale change can only occur when massive numbers of people rally around a common opportunity.
5. **ENABLE ACTION BY REMOVING BARRIERS** - Removing barriers such as inefficient processes and hierarchies provides the freedom necessary to work across silos and generate real impact.
6. **GENERATE SHORT-TERM WINS** - Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to track progress and energize volunteers to persist.
7. **SUSTAIN ACCELERATION** - Press harder after the first successes. Your increasing credibility can improve systems, structures and policies. Be relentless with initiating change after change until the vision is a reality.
8. **INSTITUTE CHANGE** - Articulate the connections between the new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits.



More information available at:

<https://www.kotterinternational.com/8-steps-process-for-leading-change/>