

	KOTTER'S DESIGNATION	EXPLANATION
1	Establishing a Sense of Urgency	Create a feeling of necessity in order to carry out a change: <i>"We have no choice, we MUST do it". "The burning platform".</i>
2	Forming a Powerful Guiding Coalition	Set up a group that can carry out a change – establish a change project.
3	Creating a Vision	Create a vision. We must know where we're heading.
4	Communicating a Vision	Communicate the vision that has been created.
5	Empowering Others to Act on the Vision	Carry out the change and remove obstacles. The worst in this connection is top managers who – rather clandestinely – are working against it.
6	Planning for and Creating Short-Term Wins	Plan in such a way as to also achieve minor elements of success that can be celebrated – and provide motivation.
7	Consolidating Improvements and Producing Still More Change	Don't celebrate the change prematurely. Keep quiet for a little while yet!
8	Institutionalizing New Approaches	Make sure you incorporate the change into the company culture. When the change project comes to an end, the change must remain in effect.

FIGURE 4.94  
Kotter's eight-point plan for change.