

# Eight Steps to Transforming Your Organization

1

## Establishing a Sense of Urgency

Examining market and competitive realities  
Identifying and discussing crises, potential crises, or major opportunities



2

## Forming a Powerful Guiding Coalition

Assembling a group with enough power to lead the change effort  
Encouraging the group to work together as a team



3

## Creating a Vision

Creating a vision to help direct the change effort  
Developing strategies for achieving that vision



4

## Communicating the Vision

Using every vehicle possible to communicate the new vision and strategies  
Teaching new behaviors by the example of the guiding coalition



5

## Empowering Others to Act on the Vision

Getting rid of obstacles to change  
Changing systems or structures that seriously undermine the vision  
Encouraging risk taking and nontraditional ideas, activities, and actions



6

## Planning for and Creating Short-Term Wins

Planning for visible performance improvements  
Creating those improvements  
Recognizing and rewarding employees involved in the improvements



7

## Consolidating Improvements and Producing Still More Change

Using increased credibility to change systems, structures, and policies that don't fit the vision  
Hiring, promoting, and developing employees who can implement the vision  
Reinvigorating the process with new projects, themes, and change agents



8

## Institutionalizing New Approaches

Articulating the connections between the new behaviors and corporate success  
Developing the means to ensure leadership development and succession

