

EIGHT STEPS TO PROFESSIONAL TRANSFORMATION:

Establish a Sense of Urgency

- Identify and discuss crises, potential crises, or major opportunities.
- Examine market and competitive realities.

Form a Powerful Guiding Coalition

- Assemble a mentoring group.
- Encourage the group to work together as a team.

Create a Vision

- Create a vision to help direct the change effort.
- Develop strategies for achieving that vision.

Communicate the Vision

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

Empower Others to Act on the Vision

- Get rid of obstacles to change.
- Change systems or structures that seriously undermine the vision.
- Encourage risk taking and nontraditional ideas, activities, and actions.

Plan for and Create Short-Term Wins

- Plan for visible performance improvements.
- Create those improvements.
- Recognize and reward those involved in the improvements.

Consolidate Improvements and Produce Still More Change

- Use increased credibility to change things that don't fit the vision.
- Reinvigorate the process with new projects, themes, and change agents.

Institutionalize New Approaches

- Articulate the connections between the new behaviors and your success.
- Develop the means to ensure leadership development and succession.

Figure 1: 8 Steps to Transformation adopted from John P. Kotter "Leading Change" 1995/2007