

## EIGHT STEPS FOR SUCCESSFUL, LARGE-SCALE CHANGE

Step 1 starts with acting with increased urgency. This results in a new behavior in which people start telling each other “Let’s go, we need to change things!”

Step 2 starts with acting to build the guiding team. This results in a new behavior in which a group powerful enough to guide a big change is formed and they start to work together well.

Step 3 starts with acting to get the vision right. This results in a new behavior in which the guiding team develops the right vision and strategy for the change effort.

Step 4 starts with acting to communicate for buy-in. This results in a new behavior in which people begin to buy into the change, and this shows in their behavior.

Step 5 starts with acting to empower action. This results in a new behavior in which more people feel able to act, and do act, on the vision.

Step 6 starts with acting to create short-term wins. This results in a new behavior in which momentum builds as people try to fulfill the vision, while fewer and fewer resist change.

Step 7 starts with acting to not let up. This results in a new behavior in which people make wave after wave of changes until the vision is fulfilled.

Step 8 starts with acting to make change stick. This results in a new behavior in which new and winning behavior continues, despite the pull of tradition, turnover of change leaders, et cetera.

**REFERENCES** Kotter, J. P., & Cohen, D. S. (2002). *The Heart of Change*. Boston: Harvard Business School, p. 7.

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