Leading Change

Principle and Practice

Vital Japan
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	Knowledge Oriented	Thought Process Oriented
Open & Interactive	*Instructor*	*Facilitative*
Closed & Directive	**Lecture**	**Consultant?**
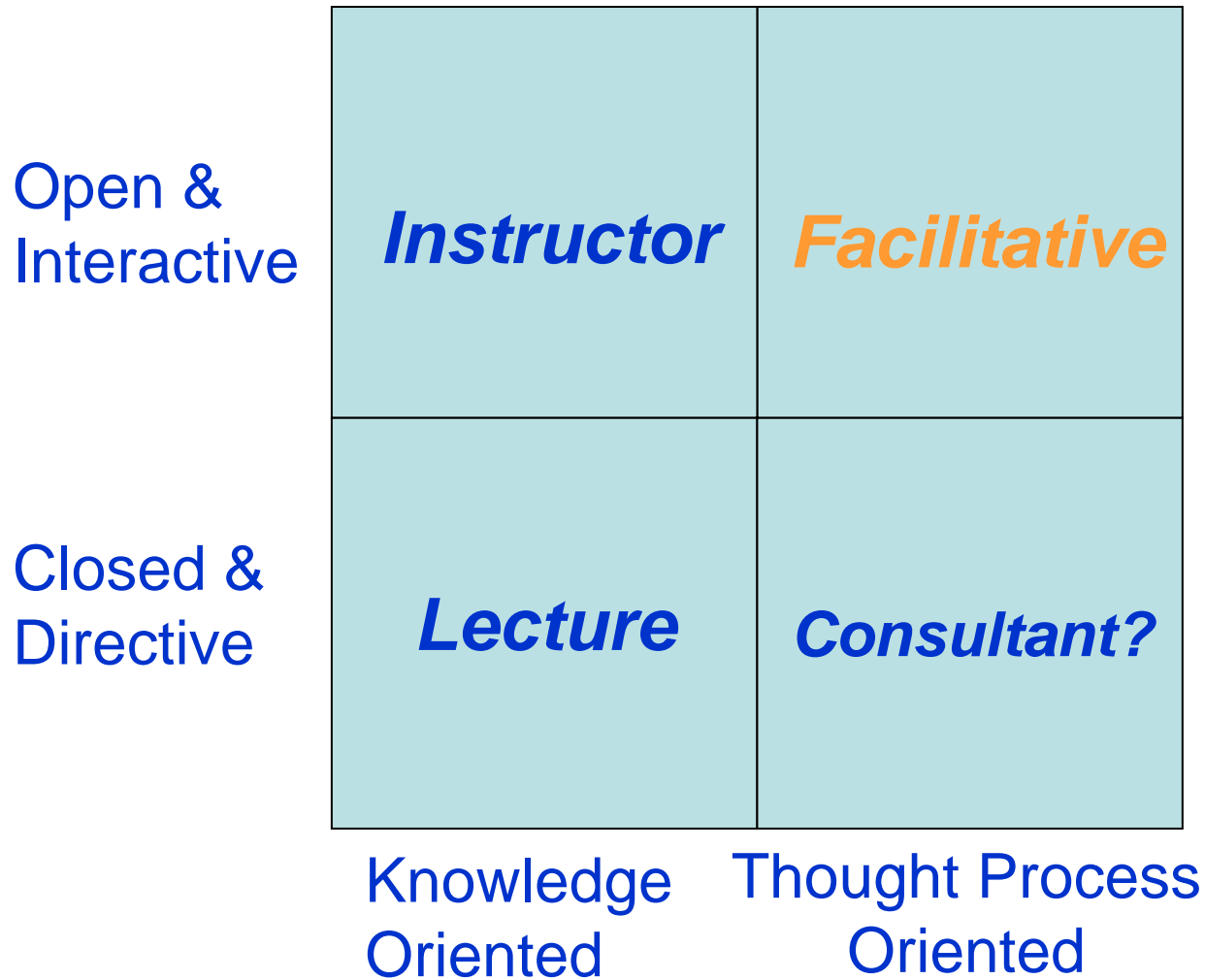
- Does this principle work for your organization?

- What would work, what would not?

- Does this principle work to change your life?

- How would you accelerate the change?

Forming | Storming | Norming | Performing

Hard Organization vs Soft Organization

Focus on Behaviors

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Employees for Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

Source: John Kotter, "Leading Change", Harvard Business School Press 1996
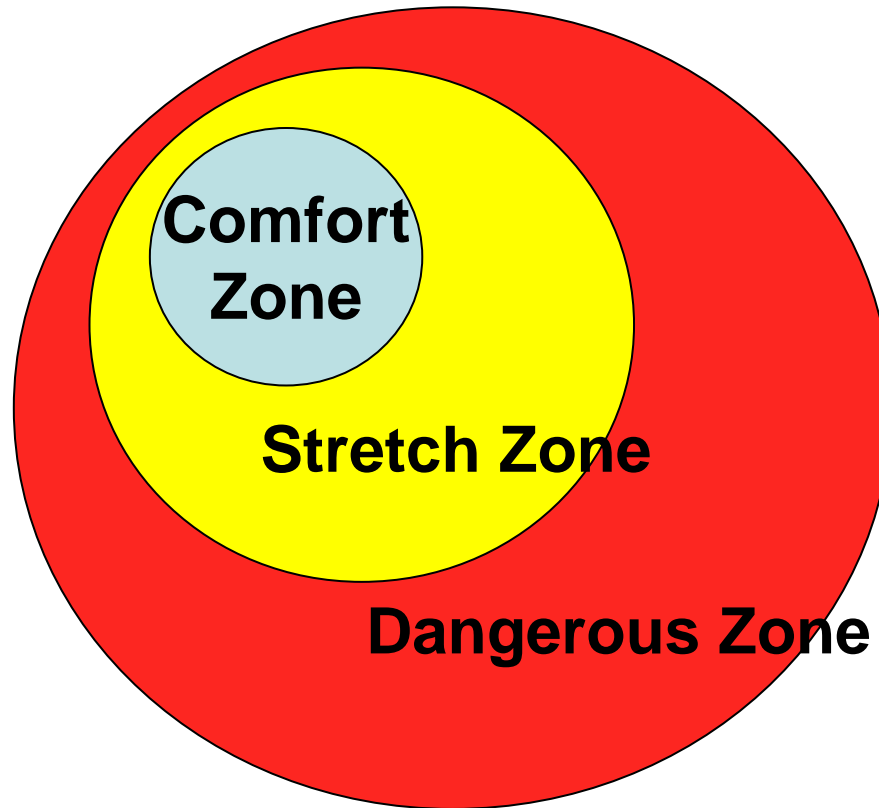
Kotter's 8 Stages

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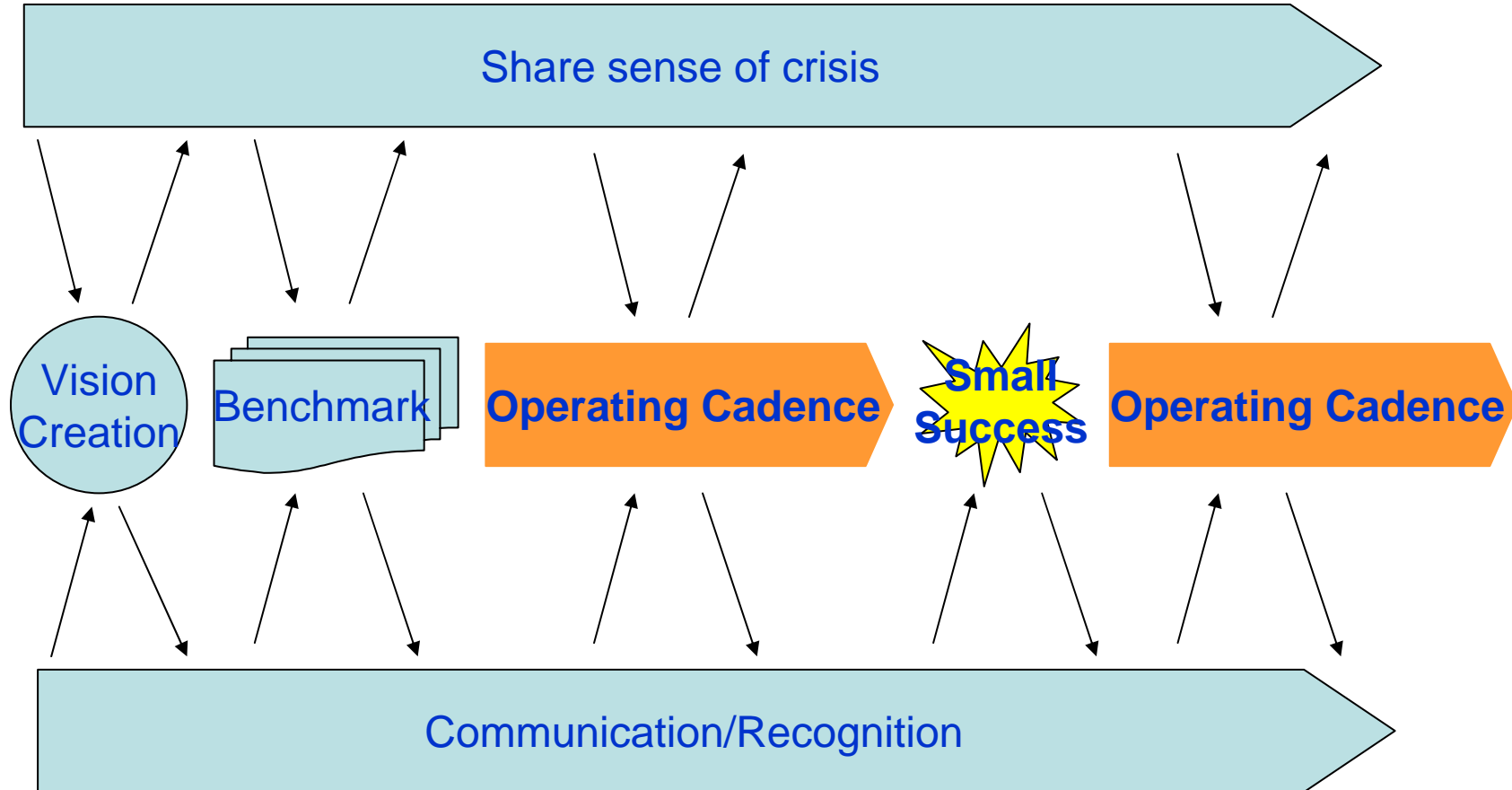
Values of Change Leaders

- Thirst for Change
- Action-oriented
- Energetic
- Energizing
- Interactive
- Open and candid
- Externally oriented, not Inwardly
- Future oriented, not backward
- Unyielding Integrity
- Meritocracy

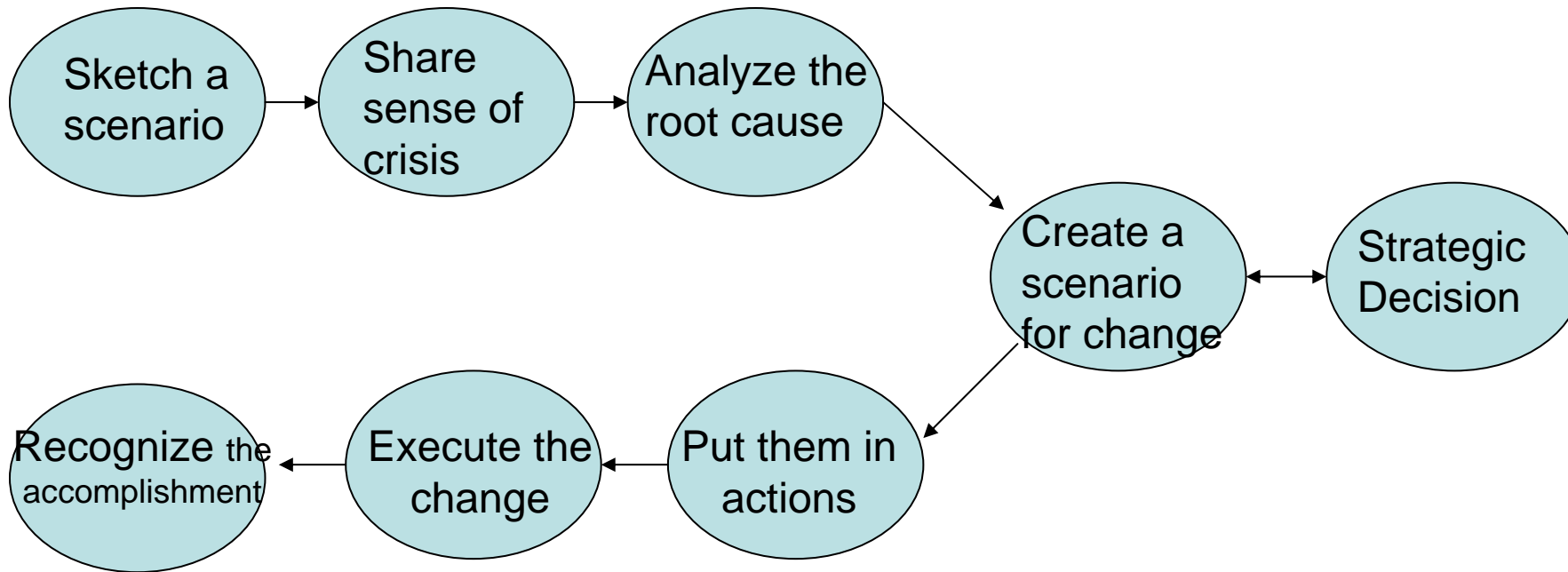**Implanting Change Value Should Help Sustain the Change**

Comfort Zone

Stretch Zone

Dangerous Zone

T Mori's Change Model

Share sense of crisis

Vision Creation

Benchmark

Operating Cadence

Small Success

Operating Cadence

Communication/Recognition

Focus on Behavioral Change and Cadence

2001

Diverge → Converge