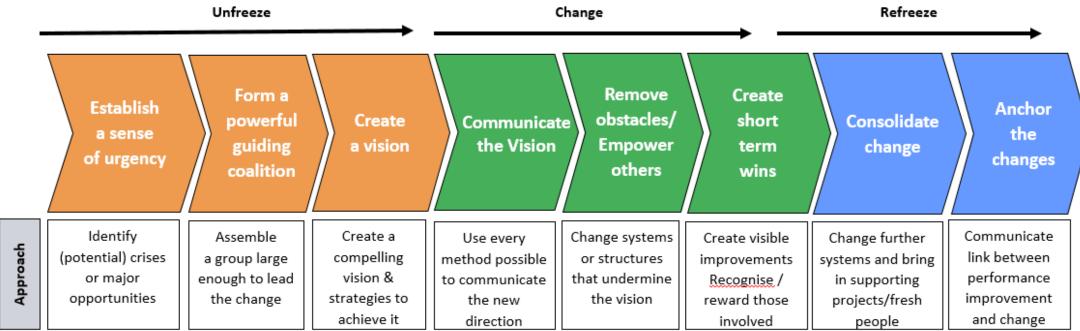
# Kotter's Change Model

Change Superhero Toolkit Resource





### **Kotter's Change Model**





"Our Iceberg is melting" – John Kotter







## **Case Study – Pharmaceutical, 5000 International Staff**

		Unfreeze		Change			Refreeze	
	Establish a sense of urgency	Form a powerful guiding coalition	Create a vision	Communicat the Vision	Remove obstacles/ Empower others	Create short term wins	Consolidate change	Anchor the changes
Approach	Identify (potential) crises or major opportunities	Assemble a group large enough to lead the change	Create a compelling vision & strategies to achieve it	Use every method possible to communicate the new direction	Change systems or structures that undermine the vision	Create visible improvements Recognise / reward those involved	Change further systems and bring in supporting projects/fresh people	Communicate link between performance improvement and change
CASE STUDY	BUSINESS SALE & FLOTATION ON THE HORIZON – NEED TO MAXIMISE SHARE PRICE AND DEMONSTRATE EXCELLENT MANGAGEMENT PROCESSES AND RETAIN TALENT	CENTRAL HR TOOK THE LEAD RECRUITED A CHANGE LEADER WITH NEW VISION. HRBP'S BROUGHT TOGETHER FROM AROUND THE WORLD	VISION OF HIGHLY ENGAGED WORKFORCE WHO FEEL HIGHLY VALUED WITH THE OPPORTUNTY TO DEVELOP. PERFORMCE LINKED TO REWARD	FACE TO FACE COMMS FROM CEO DOWN VIDEOS, TOWN HALLS, NEWSLETTERS, BRIEFINGS REAL TIME DATA UPDATES & FURTHER COMMS	WORLDWIDE HRBP'S LEADING GEOGRAPHIC CLUSTERS LOCAL MANAGEMENT OWNERSHIP & EXPECTATIONS UK HR LED INTERNATIONAL TRAINING	SMART GOALS SET AND ACHIEVED e.g. 90% STAFF WITH OBJECTIVES SET BY END FEB 16 90 % PMP COMPLETED BY END SEPT	FOCUS ON TALENT MANAGEMENT, CAREER DEVELOPMENT & SUCCESSION. NEXT INTEGRATE WITH OTHER SYSTEMS UPSKILLING & EXPANSION OF HR CHAMPIONS	MANAGER & STAFF SYSTEM UTILISATION MONITORED MONTHLY TO BOARD FORMS PART OF STRATEGIC BUSINESS PROCESSES







### How we can use the Kotter Model to be change agents?

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Role of HR Change Agent	Ensure clear start and end time for change with clear sponsorship to support urgency. Understand WHY Change	Make sure the <i>right</i> people are included – consider personal attributes, possible resistors, seniority & availability	Vision needs to be exciting & relevant to staff. It needs thinking through in detail – how to overcome issues?	Must have a senior & convincing sponsor. Ensure a variety of approaches & styles with time for people to ask questions	Ensure that natural reactions to change are accommodat ed. Keep momentum and refocus people positively on the future	Look for little wins and positives and SHOUT. Get senior and visible recognition for change leaders. Have a quiet word with laggards	Don't stop – set ongoing milestones & next steps to embed change. Bring in fresh blood, choose Implementers & Completer Finishers now	Implement monitoring & checks for some time after change has ended. Ensure sponsors communicate value of new way





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