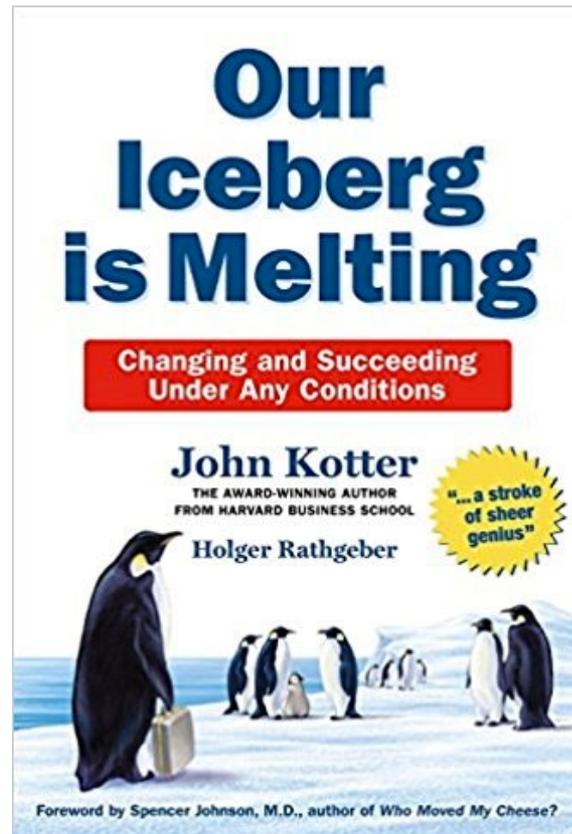




Leading change: Our Iceberg is Melting

John Kotter

A recommended read



step 1

Create a Sense of Urgency

Help others see the need for change and the importance of acting immediately.



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Set the Stage

Good Questions to ask

- Have we communicated the problem clearly to our colony or do we have a task force working on it behind closed doors trying to come up with a solution?
- Who are the NoNos in our colony with the attitude and power to keep people from acknowledging or addressing the problem? What are they doing to undermine our efforts?
- Despite all efforts, is our colony mostly concerned with catching fish for today or is it brutally clear to enough penguins that we must change and do something, now?
- If asked today, what percentage of the penguins of our colony, including the colony leaders, would agree that there is a major problem or missed opportunity? Is it high enough?

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step 2

Pull Together the Guiding Team

Make sure there is a powerful group guiding the change—one with leadership skills, bias for action, credibility, communications ability, authority, analytical skills.



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Set the Stage

Good Questions to ask

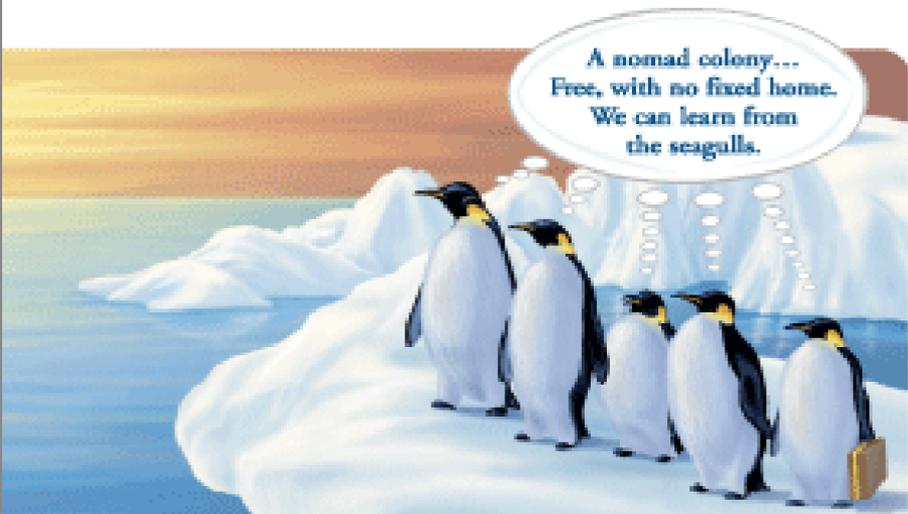
- Have we assembled the equivalent talents of a Louis, Alice, Buddy, The Professor and Fred in our guiding team?
- Does our guiding team work well together or do they need to go for a squid hunt?
- Do we have penguins with egos as big as killer whales or even NoNos in our guiding team, eroding trust and energy?
- Is our guiding team working on project plans, budgets etc., or are they thinking about "Pointing East", the creation of a change vision and a strategy?

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step 3

Develop the Change Vision and Strategy

Clarify how the future will be different from the past, and how you can make that future a reality.



A nomad colony...
Free, with no fixed home.
We can learn from
the seagulls.

Decide What To Do

Good Questions to ask

- Is our guiding team reaching out to other penguins? Do they walk around to pick up ideas or are they sitting in meeting rooms?
- In our situation, what would be the equivalent of a seagull? Is there a role model for change?
- Do we have a simple enough message for our change vision to be understood and remembered? Can we draw a sensible and appealing picture of what our future as nomads may look like?
- Is our change strategy a set of simple enough logical steps of how this future can be created, so that it has a chance to be understood and be remembered by our penguins?

step 4

Communicate for Understanding and Buy-in

Make sure as many others as possible understand and accept the vision and the strategy.



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Make It Happen

Good Questions to ask

- Is it important to remind our colony on "Who we really are"?
- Can we tell an inspiring seagull story?
- What could be the equivalent of ice posters? Do we have enough penguins working on it? Where else can we put the posters, so that the colony cannot ignore them, even when they are annoyed?
- If asked today, what's the percentage of penguins in our colony who can see the new way and believe the idea has merit? Is it high enough?

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step 5

Empower Others to Act

Remove as many barriers as possible so that those who want to make the vision a reality can do so.



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Make It Happen

Good Questions to ask

- Who are our scouts? Do we have enough capable scouts that volunteer? Who else would be thrilled by the challenge?
- Now that change starts to become real and obstacles build up, is there something that sucks confidence and attention away from our vision and strategy?
- Do we have a plan to deal with crying kindergarteners, NoNo and NoNos' converts, the infighting among leadership team members and the we-can't-both-prepare-for-winter-and-feed-scout crowd?
- Which old rules that are in the way of making change happen need to be bent or abandoned ?

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step 6

Produce Short-Term Wins

Create some visible, unambiguous successes as soon as possible.



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Make It Happen

Good Questions to ask

- Have we planned for the scouts' success, something safe and not too demanding to win? Is there enough support for them to win?
- Have we communicated clearly that everyone can help?
- Can we organize the equivalent of a "tribute for our heroes" day that clearly communicates that we will prevail?
- Have we thought of publicly recognizing the contributions of our change heroes--- the scouts and our youngster hero?

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step 7

Don't Let Up

Press harder and faster after the first successes. Be relentless with instituting change after change until the vision is a reality.



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Make It Happen

Good Questions to ask

- Have we raised the bar enough for our 2nd wave scouts?
- Have we found a new iceberg to move to? Is the colony ready for the move?
- Which meetings and other routines are irrelevant and can be eliminated to avoid exhausting ourselves along the way?
- Are we allowing urgency to sag? What else could we do to keep the momentum up?

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step 8

Create a New Culture

Hold on to the the new ways of behaving, and make sure they succeed, until they become a part of the very culture of the group.

Being a nomad is fun. But where is home, Suzy?

It's simple Tom: "Home is where the ones you love are."



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Make it Stick

Good Questions to ask

- Do we make sure only the best birds make it to scouts? Do they get extra fish?
- What is the equivalent of teaching "scouting" in school? What else could we do to ensure people act in the new way despite the pull of tradition?
- Have we thought about succession of our Louis? Is Alice ready to take over? Have we made the necessary changes in our leadership team? Are those that drove change in the right spots to make it stick?
- How do we pass on the story of our change to the next generation?

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The 8-Step Process of Successful Change

SET THE STAGE

- **1. Create a Sense of Urgency.**
Help others see the need for change and the importance of acting immediately.
- **2. Pull Together the Guiding Team.**
Make sure there is a powerful group guiding the change—one with leadership skills, bias for action, credibility, communications ability, authority, analytical skills.

DECIDE WHAT TO DO

- **3. Develop the Change Vision and Strategy.**
Clarify how the future will be different from the past, and how you can make that future a reality.

MAKE IT HAPPEN

- **4. Communicate for Understanding and Buy-in.**
Make sure as many others as possible understand and accept the vision and the strategy.



The 8-Step Process of Successful Change

5. Empower Others to Act. Remove as many barriers as possible so that those who want to make the vision a reality can do so.

6. Produce Short-Term Wins.

Create some visible, unambiguous successes as soon as possible.

7. Don't Let Up.

Press harder and faster after the first successes. Be relentless with instituting change after change until the vision becomes a reality.

MAKE IT STICK

8. Create a New Culture.

Hold on to the new ways of behaving, and make sure they succeed, until they become a part of the very culture of the group.