# The Heart of Change Real-Life Stories of How People

Real-Life Stories of How People Change Their Organizations



# John P. Kotter

Author of the Worldwide Bestseller Leading Change

and Dan S. Cohen

HARVARD BUSTNESS SCHOOL PRESS

สแกนพาย Camocant

#### CONTENTS

PREFACE ix

ACKNOWLEDGMENTS xiii

#### INTRODUCTION

# The Heart of Change 1

Why people succeed and why they fail at large scale-change. The eight-step path to success. The primary challenge at each stage in the process. How people meet the challenge. The critical distinction between see-feel-change and analysis-think-change.

#### STEP 1

# Increase Urgency 15

Raising a feeling of urgency so that people start telling each other "we must do something" about the problems and opportunities. Reducing the complacency, fear, and anger that prevent change from starting.

#### STEP 2

# Build the Guiding Team 37

Helping pull together the right group of people with the right characteristics and sufficient power to drive the change effort. Helping them to behave with trust and emotional commitment to one another.

#### STEP 3

# Get the Vision Right 61

Facilitating the movement beyond traditional analytical and financial plans and budgets. Creating the right compelling vision to direct the effort. Helping the guiding team develop bold strategies for making bold visions a reality.

### STEP 4

# Communicate for Buy-In 83

Sending clear, credible, and heartfelt messages about the direction of change. Establishing genuine gut-level buy-in that shows up in how people act. Using words, deeds, and new technologies to unclog communication channels and overcome confusion and distrust.

#### STEP 5

# Empower Action 103

Removing barriers that block those who have genuinely embraced the vision and strategies. Taking away sufficient obstacles in their organizations and in their hearts so that they behave differently.

#### STEP 6

## Create Short-Term Wins 125

Generating sufficient wins fast enough to diffuse cynicism, pessimism, and skepticism. Building momentum. Making sure successes are visible, unambiguous, and speak to what people deeply care about.

#### STEP 7

# Don't Let Up 143

Helping people create wave after wave of change until the vision is a reality. Not allowing urgency to sag. Not ducking the more difficult parts of the transformation, especially the bigger emotional barriers. Eliminating needless work so you don't exhaust yourself along the way.

#### STEP 8

# Make Change Stick 161

Ensuring that people continue to act in new ways, despite the pull of tradition, by rooting behavior in reshaped organizational culture. Using the employee orientation process, the promotions process, and the power of emotion to enhance new group norms and shared values.

#### CONCLUSION

# We See, We Feel, We Change 179

Feeling and thinking. The need for more than a few heroes in a turbulent world.

STORY INDEX 187

ABOUT THE AUTHORS 189