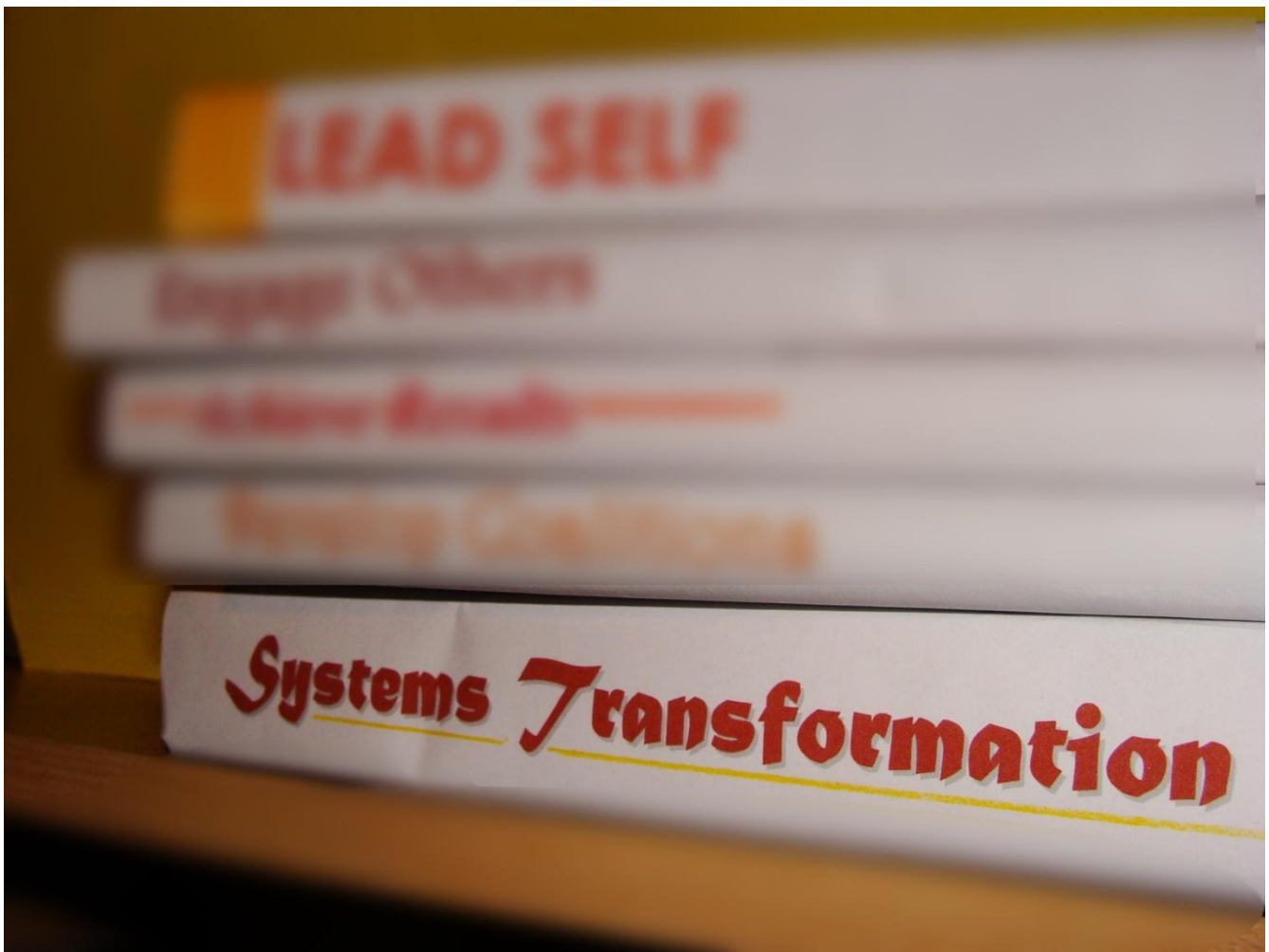


## ***Systems Transformation (Byte 20)***

### **Champion and Orchestrate Change**

Understanding the mechanics and theory behind the change process helps leaders navigate endings, the neutral zones (those times where there is great uncertainty), and new beginnings. *Managing Transitions: Making the Most of Change*, William Bridges.



## *SYSTEMS TRANSFORMATION (Byte 20)*

### *E-mail Question: Is change always messy business?*



John Kotter, who teaches Leadership at Harvard Business School, contends that change is often messy and full of surprises. He has studied both success and failure in change initiatives in business and has found that the more successful change efforts go through a series of phases and usually require a considerable length of time. There are no short cuts! Peter Coutts (2000) wrote the article *John Kotter on Leading Change*. He lists Kotter's eight phases for successful change: (1) establish a sense of urgency; (2) form a powerful guiding coalition; (3) create a vision; (4) communicate a vision; (5) empower others to act on the vision; (6) plan for and create short-term wins; (7) consolidate improvements and keep momentum for change moving; and (8) institutionalize the new approaches. Kotter states that even if the change effort is successful, it is still a messy business because it is, in reality, changing people's lives and circumstances.

Coutts, P. (2000). *John Kotter on Leading Change*. St. Andrew's Presbyterian Church, Calgary, AB. [www.telusplanet.net/public/pdcoutts/leadership/Kotter.htm](http://www.telusplanet.net/public/pdcoutts/leadership/Kotter.htm)