

THE HEART OF CHANGE

Real-Life Stories of How People
Change Their Organizations

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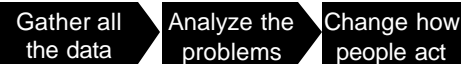
The Web site for this book is at www.theheartofchange.com.

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MAIN IDEA

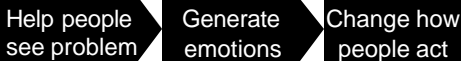
What is the most effective way to actually get organizations to make and put into effect permanent changes?

Analysis – Think – Change



This is the approach most often tried. First, detailed information is gathered and analyzed. Reports are written and formal presentations about the problem are developed. Then the information is presented to staff who are encouraged to think carefully about what they are doing. Hopefully, these new thoughts will then help people to change their behavior or, alternatively, will reinforce their efforts to change their behavior.

See – Feel – Change



This is a better approach. Instead of gathering exhaustive data, gather examples that dramatically illustrate what the problem is. Help people see why there is a problem at present, and let them feel the pain associated with that problem. Once they have been emotionally charged, they then become internally motivated to make the changes themselves, so as to avoid the problem which has been so graphically demonstrated to exist.

“People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings. This is especially so in large-scale organizational change, where you are dealing with new technologies, mergers and acquisitions, restructurings, new strategies, cultural transformation, globalization and e-business. In an age of turbulence, when you handle this reality well, you win. Handle it poorly, and it can drive you crazy, cost a great deal of money, and cause a lot of pain.”
– John Kotter and Dan Cohen

1. The Eight Stages of Successful Large-Scale Change Page 2

Those organizations which are leaping into the future more successfully than others tend to handle eight key steps better than their peers:

The Change Process	1	Establish a sense of urgency.
	2	Create a guiding coalition.
	3	Develop both a vision and a strategy.
	4	Communicate the vision.
	5	Empower employees to act.
	6	Generate short-term wins.
	7	Consolidate gains to build momentum.
	8	Anchor changes in the culture.

2. Applying the See-Feel-Change Cycle to Each Stage

Stage 1 – Establish a sense of urgency Page 3
 Stage 2 – Create a guiding coalition Page 3
 Stage 3 – Develop both a vision and a strategy Page 4
 Stage 4 – Communicate the vision Page 4
 Stage 5 – Empower employees to act Page 5
 Stage 6 – Generate short-term wins Page 5
 Stage 7 – Consolidate gains to build momentum Page 6
 Stage 8 – Anchor changes in the culture Page 7

3. The Need For Change Heroes. Page 8

The most successful change leaders become highly adept at using the see-feel-change cycle. They don't try and win people over with reams of data. Instead, effective change leaders are sensitive to the emotions as facilitators of change. They find ways to enhance the positive feelings that are generated by change programs whilst minimizing the negative emotions and fears which are also attached. By doing this, change leaders are helping their organizations leap forward into the future.

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