

Eight Steps to IT Organizational Transformation

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(Derived from the original steps by John Kotter)

Step 1 – Establish a Sense of Urgency:

- Examine the business need, the market trends and competitive realities
- Identify and discuss the crises, potential crises, or major opportunities

Step 2 – Form a Guiding Coalition:

- Identify and assemble a group with enough power to lead the change effort
- Encourage the group to work together as a team

Step 3 - Create a Vision:

- Create a vision to help direct the change effort
- Ensure the vision is aligned to the vision and strategy of the organization
- Develop strategies to achieve the vision

Step 4 – Communicate the Vision:

- Use every vehicle possible to communicate the new vision and strategy
- Be open to ideas and questions and welcome feedback
- Teach new behavior by the example of guiding coalition

Step 5 – Empower Others to Act on Vision:

- Get rid of obstacles to change
- Change systems or structures that undermine the vision
- Encourage risk taking and nontraditional ideas, activities, and actions.

Step 6 - Plan for and Create Short-Term Wins:

- Plan for visible performance improvements
- Recognize and award participants and agents of change

Step 7 – Consolidate Improvements and Produce Still More Changes:

- Use increased credibility to change systems, structures, and policies that don't fit vision
- Hire, promote, and develop employees who can implement the vision
- Reinvigorate the process with new projects, themes, and change agents

Step 8 – Institutionalize New Approaches:

- Articulate the connections between new behaviors and corporate success
- Develop means to ensure leadership development and succession

Cycle of Problem Solving

