

As part of the CQI's centenary celebrations, *Quality World* has been looking at the past 100 years, focusing on each decade, to highlight an example of a major development that influenced the quality profession



1990s CHANGE MANAGEMENT

John Kotter and the human side of change management



Change management from an organisational perspective refers to any event or programme a business undertakes that causes major disruption to daily operations (CIO.com).

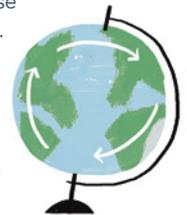
In the 1990s, John Kotter, Emeritus Professor in organisational science and change management at Harvard University, emphasised the human side of change in change management.

Kotter created an eight-step process for understanding and managing change in an article for *Harvard Business Review* in 1996, and later in his book, *Leading Change*.



Food and beverage organisation PepsiCo worked with consultancy firm TMC to ensure all employees – all 90,000 – treated each other with respect and fairness,

demonstrating a sensitivity to difference and appreciation for diverse perspectives and opinions.



Due to the significant complexity of the effort, TMC adapted John Kotter's 8-Step Process for *Leading Change* to create a strategy for building a globally inclusive and unifying organisational culture. For the full report, go to bit.ly/2TJHNS.

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- CREATE A SENSE OF URGENCY**
Help others see the need for change through a bold opportunity statement that communicates the importance of acting immediately.
- BUILD A GUIDING COALITION**
A volunteer army needs a coalition of effective people to guide it, coordinate it and communicate its activities.
- FORM A STRATEGIC VISION AND INITIATIVES**
Clarify how the future will be different from the past and how you can make that future a reality through initiatives linked directly to the vision.
- ENLIST A VOLUNTEER ARMY**
Large-scale change can only occur when massive numbers of people rally around a common opportunity.
- ENABLE ACTION BY REMOVING BARRIERS**
Removing barriers, such as inefficient processes, provides the freedom necessary to work across silos and generate real impact.
- GENERATE SHORT-TERM WINS**
Wins must be recognised, collected and communicated to track progress and energise volunteers.
- SUSTAIN ACCELERATION**
Press harder after the first successes. Your increasing credibility can improve systems, structures and policies.
- INSTITUTE CHANGE**
Articulate the connections between the new behaviours and organisational success, making sure they continue until they become strong enough to replace old habits.

"Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organising, staffing, controlling and problem solving. Leadership is a set of processes that creates organisations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision and inspires them to make it happen despite the obstacles."