Eight steps for organizational change

1. Establish a sense of urgency
   Identify potential crises or major opportunities.

2. Form a powerful coalition
   Assemble a group with enough power to lead change effort.

3. Create a vision
   Compelling, can be communicated in less than 5 minutes

4. Communicate the vision
   Communicate (by words and examples) ten times more than you think you need.

5. Empower others to act on vision
   Remove obstacles (individual & organizational).

6. Create short-term wins
   Systematically plan for (and celebrate) early victories.

7. Consolidate and spread improvements
   Don’t declare victory too soon. Keep spreading change.

8. Institutionalize new approaches
   Connect change to organizational culture and succession.

Keys to organizational change (condensed version)

• Support from the powerful

• Participation of those affected

• Phased approach
15.320 Strategic Organizational Design
Spring 2011

For information about citing these materials or our Terms of Use, visit: http://ocw.mit.edu/terms.