


















SME Major Theme Fit - Gap to Kotter

	ATTRIBUTES		
	PURPOSE	PERSONAL LEADERSHIP	STRATEGY
Kotter			
1. Establishing a Sense of Urgency			
Examining the market and competitive realities			
Identifying and discussing crises, potential crises, or major opportunities			
2. Creating a Guiding Coalition			
Putting together a group with enough power to lead the change			
Getting the group to work together like a team			
3. Developing A Vision & Strategy			
Creating a vision that to help direct the change			
Developing Strategies for achieving that strategy			
4. Communicating the Change Vision			
Using every vehicle possible to constantly communicate the new vision and strategies			
Having the guiding coalition role model the behavior expected of employees			
5. Empowering Broad Based Action			
Get Rid of Obstacles			
Changing systems or structures that undermine the change vision			
Encourage risk taking and nontraditional ideas, activities, and actions			
6. Generating Short Term Wins			
Planning for visible performance, or "wins"			
Creating those "wins"			
Visibly recognizing and rewarding people who made the wins possible			
7. Consolidating Gains and Producing More Change			
Using increased credibility to change all systems, structures, and policies that don't fit together and don't fit the transformation			
Hiring, promoting, and developing people who can implement the change vision			
Reinvigorating the process with new projects, themes, and change agents			
8. Anchoring New Approaches in the Culture			
Creating better performance through customer and productivity oriented behavior, more and better leadership, and more effective management			
Articulating the connections between new behaviors and organizational success			
Developing means to ensure leadership development and succession		