



UNIVERSITI TEKNOLOGI MALAYSIA

**MBSA2233-01 – MANAGING STRATEGIC
TRANSFORMATION IN ORGANIZATIONS**

Kotter's Change Model

**Kumaraguru
Suchitra**

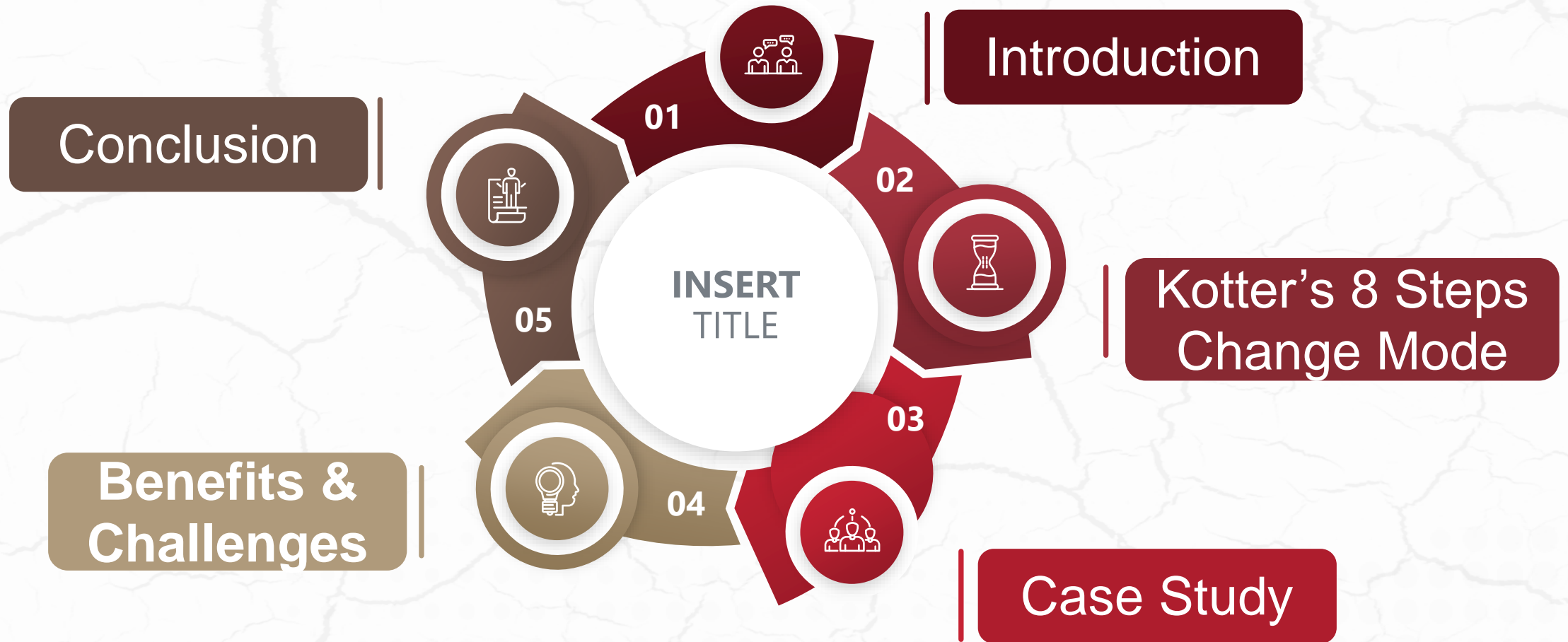
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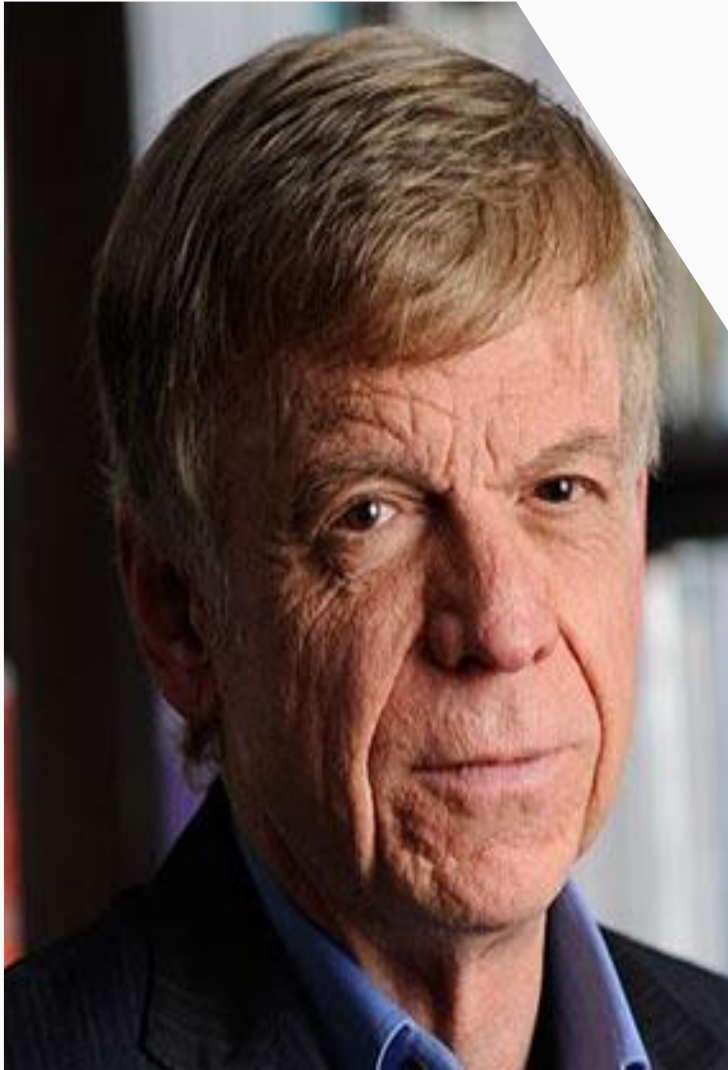
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Outline



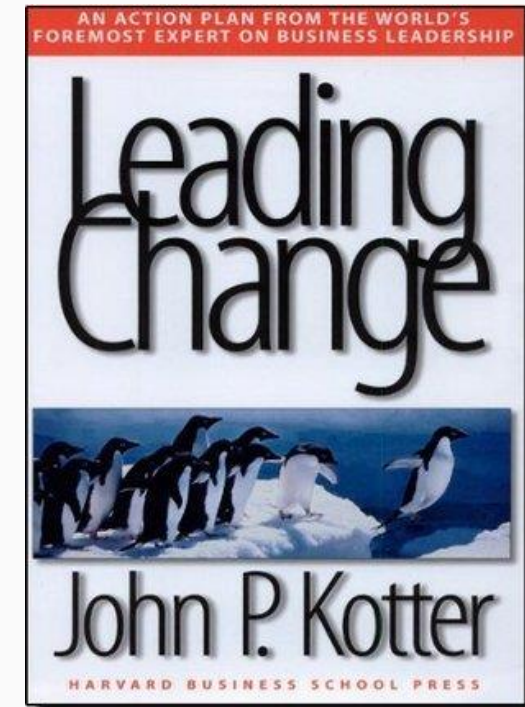
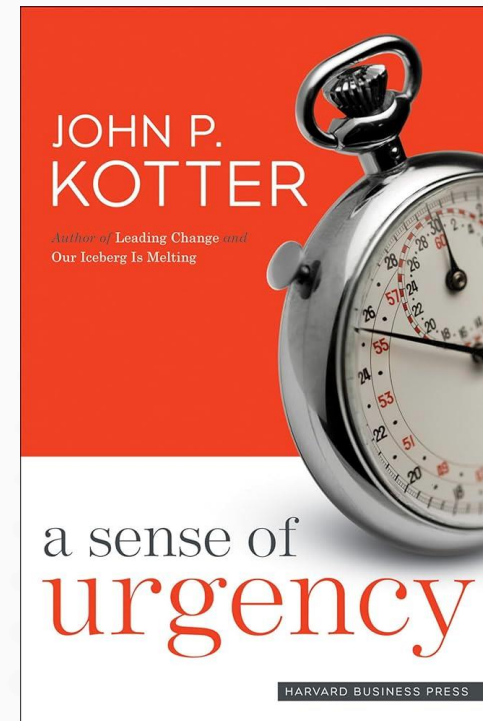
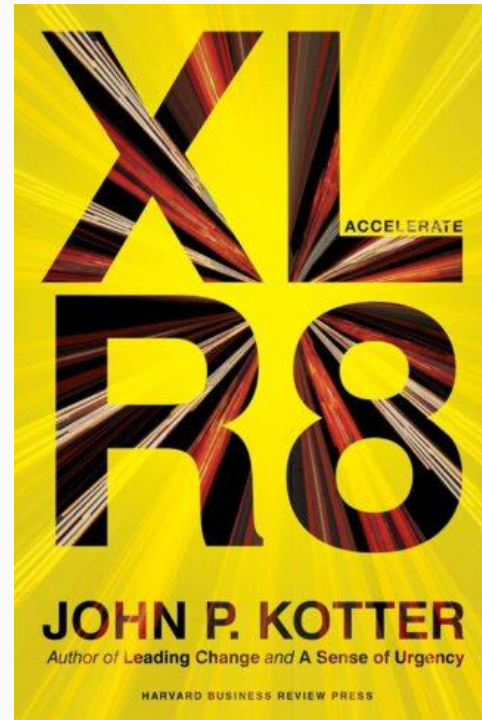
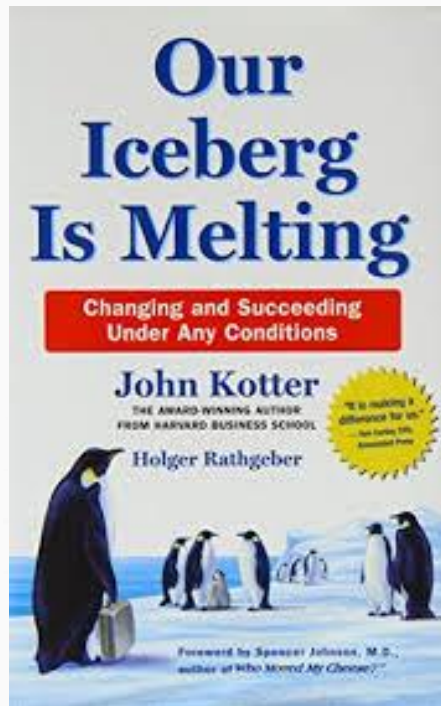


Introduction :

- Introduced by Dr. John Kotter in his book, “Leading Change” in 1996
- Through observation of countless leaders and organisations as they were trying to transform or execute their strategies over four decades
- Common success factors from real transformation later transformed into the 8 steps of Kotter's’ change model



John P. Kotter as Author



Kotter's 8-Step Change Model



Create A Sense Of Urgency



Objective

Motivate people to recognise the need for change.

How

Communicate the risks of not changing, share data, and create compelling narratives about the benefits of change.

Example

Example: Highlight market shifts, declining performance, or opportunities that require immediate action.



Build A Guiding Coalition

Objective

Assemble a group of influential leaders to champion the change

How

Form a team with diverse expertise, authority, and commitment to drive the initiative.

Example

Bring together senior leaders, managers, and key influencers across departments

Form A Strategic Vision



Objective

Clarify the direction of the change and the steps needed to get there

How

Craft a vision that is simple, clear, and aligned with organizational goals

Example

Create a roadmap for the change with milestones and actionable steps

Enlist A Volunteer Army



Objective

Ensure that everyone understands and supports the vision

How

Use multiple channels to communicate consistently and repeatedly

Example

Share the vision through emails, town halls, and team meetings



Remove Obstacles

Objective

Remove barriers and enable people to act on the vision.

How

Address resistance, improve processes, and provide resources or training

Example

Eliminate unnecessary hierarchies or outdated systems that hinder progress

Generate Easy Wins



Objective

Build momentum by achieving and celebrating small successes

How

Breakdown the whole process into phases and recognize quick wins or low hanging fruits throughout the early stages of change

Example

Complete a pilot project or improve a specific KPI within a short timeframe

Increase The Pace



Objective

Keep stakeholders engaged and maintain momentum

How

Analyse lessons learned and expand the change efforts

Example

Scale successful pilot programs across the organization

Institute Change



Objective

Embed the change into the organization's culture to sustain it

How

Align new behaviours with core values and recognize contributors to the change

Example

Update policies, reward systems, and onboarding processes to reflect the new way of working.

CASE STUDY :



Objective:

To model financial restructuring during the global financial crisis on 2008

Steps taken

Implementation of Kotter's eight-step change model led by CEO Alan Mullaney

Outcomes

Improve operational efficiency, reduce debt, restore profitability and regain confidence

CASE STUDY via Kotter's 8 Steps Change Model

Step 1: Creating sense of urgency



- Communicate The Crisis
- Highlight The Opportunity

Step 2. Building a Guiding Coalition



- Assembling The Leadership Team
- Engaging Stake Keyholders

- Defining The Vision
- Identifying Key Initiatives With Goals



Step 3. Form a strategic vision

- Engaging and Empowering teams
- Sense of Ownership



Step 4. Enlist a volunteer army



Step 5: Removing obstacles



- Streamlining Decision Making
- Securing Financial Resources

Step 6 : Generate easy-wins



- Achieving early success
- Communicating progress

- Building On Success
- Continuous Improvement



Step 7 :Increase the pace

- Embedding “One-ford” Philosophy
- Aligning Incentives With Restricting Goals



Step 8: Institute the change

Kotter's 8-Step Change Model

BENEFITS

Structured and Clear Framework

Addresses Resistance to Change

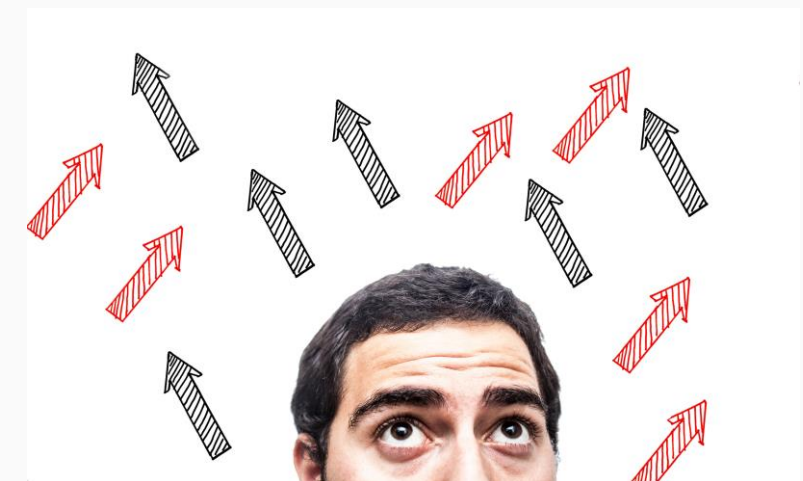
Focus on Leadership and Vision

Adaptable to Various Contexts

Builds Momentum with Short-Term Wins



Kotter's 8-Step Change Model



Conclusion:

Kotter's 8-Step Change Model provides a structured and dynamic approach to organisational transformation.

Key Take Aways

1. Encourages urgency and vision-driven change.
2. Empowers leadership and collaboration across teams.
3. Fosters adaptability and sustains cultural shifts through consistent reinforcement.

Reflection

Navigate Change With Resilience And Purpose

Achieving Sustainable Success



About US



Kumaraguru Lahandrahasan is a seasoned professional with 12 years of diverse experience spanning IT, highway, insurance, manufacturing, and automotive industries. A subject matter expert in Learning and Development, Organizational Development, Talent Management, Succession Planning, and Change Management, Kumaraguru drives transformative initiatives that enhance organisational growth and employee capability. With a proven track record as a trainer and strategist, Kumaraguru brings a wealth of knowledge and practical insights to create impactful, sustainable solutions tailored to varied business landscapes



Suchitra is a dynamic professional with over six years of experience in the quarry and premix industry, where she has honed her expertise in operations, leadership, and strategic decision-making. As a certified shot-firer, she brings a unique blend of technical knowledge and managerial expertise to her work, making her a versatile and results-driven leader. Currently excelling in her MBA program, Suchitra is passionately working toward her goal of securing a top management position by 2026.

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