MODULE OVERVIEW

Kotter's eight steps: Mobilize, act, and anchor change

Adaptive module | ~20 min

John Kotter's model is still taught everywhere, but it was designed for hierarchical organizations where senior management decided alone. This module adapts it for flatter structures: the vision is co-created instead of handed down, the coalition can shrink to four people, and a single running example (a team adopting AI) shows what each of the eight steps means in practice.

LEARNING OBJECTIVES

01 Use data to make the urgency visible, then form a small coalition of people with complementary profiles.

02 Co-create the vision with those who will live it, and repeat it while listening to feedback.

03 Remove concrete obstacles (time, access to tools, permission to experiment) and aim for a visible win within six to eight weeks.

04 Consolidate instead of declaring victory too soon, then build the new practices into routines and the onboarding of newcomers.

WHO IT'S FOR

Managers and team members who want to lead a transformation within their own team and make it last.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- 8-step model for leading change – John Kotter (Leading Change, 1996).
- Three phases to bring the model to life and apply it at team level: mobilize, set in motion, and anchor – Afthonios method.
- Guiding coalition, quick wins, and anchoring change in the culture – based on John Kotter.

SOURCES & REFERENCES

- John Kotter (Harvard Business School) – 8-step model for leading change, "Leading Change" (1996)
- John Kotter – more than 70% of organizational transformations fall short of their goals
- Stouten, Rousseau & De Cremer (2018) – review of the factors behind successful change
- William Bridges – the three stages of transition people go through during change

- Module created by Afthonios.com.
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