Succeeding in a Changing World

A video written and hosted by the award-winning author and Harvard Business School professor

John P. Kotter

An Enterprise Media Production

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Using the Video to Get Better Results

Succeeding in a Changing World is a 20-minute video written and hosted by Harvard Business School Professor and author John Kotter. Widely regarded as one of the leading international authorities on leadership and change, Professor Kotter has written extensively on both of these topics and has consulted with hundreds of organizations. As a result of his research and consulting work, Professor Kotter has developed an incisive understanding of change and a process for meeting the challenges presented by change.

Professor Kotter has created this video to be used in group settings, both in meetings and in training sessions Its ultimate purpose is to advance your agenda, whether it is to announce a new change effort, create a sense of urgency around an issue, demystify change in peoples' eyes, teach individuals the most effective processes for making change happen, reduce anxiety and resistance to change, or stimulate more initiative from employees to help with a change effort.

This video is most powerful when your goals are clear and it is positioned correctly. Positioning encompasses what is said before it is played, what happens after it is played, and to whom it is shown. The material that follows will help you position the video for maximum effectiveness.

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Audiences

The topic of change has broad applicability. John Kotter's presentation provides a solid framework for understanding change and beginning the process of addressing change in any type of organization: large and small, private or public. Audiences who will find the video particularly useful include:

SENIOR MANAGEMENT: Senior Management has the greatest responsibility to meet the challenges of change. The lessons make clear the cost of failure. Moreover, senior management may fall into the trap that Professor Kotter describes whereby a few consultants are locked in a room to solve the challenge of change. As Professor Kotter's research indicates, this approach is often less successful than the approach taken by organizations like Berkshire Hathaway. For Senior Managers, particular attention should be paid to the Polaroid and Berkshire Hathaway segments. Senior managers will benefit from the question and answer session with Professor Kotter that is found in the DVD extras.

MANAGEMENT AT ALL LEVELS: Managers and supervisors at all levels can meet the challenges of change – whether these challenges are large or small. Kotter's eight-step process for change provides a blueprint for any manager to develop a process to transform change into opportunity. With the video, managers can develop their own action plans to meet the challenges that their individual teams are facing. Managers will also benefit by viewing the question and answer session with Professor Kotter that is found in the DVD extras.

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STAFF AND INDIVIDUAL CONTRIBUTORS: Any organization or group can be overwhelmed by change. If your organization is facing the challenge of change, this video will provide you with an ideal vehicle for stimulating discussion, reducing resistance to change, and encouraging help from employees at all levels.

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The Structure of the Video

Succeeding in a Changing World is divided into several sections – each of which is designed to assist in understanding and dealing with change.

Introduction

Change is a fact of life in today's economy. In the video, Professor Kotter explains that not only is change here to stay as an integral part of the way that our world works, but in fact, the rate of change is accelerating.

Your challenge is simple - to learn about the challenges presented by change and to understand that if you handle change well, it can be rewarding and enjoyable.

Polaroid – Failing to Change

The founder of Polaroid, Edwin Land, was a genius. His invention of instant photography was highly successful. Founded in 1932, Polaroid kept innovating and creating improvements to instant photography technology. As the decades passed, business experts praised Polaroid as one of the "hot" companies of the time. Its success was noted as a model for business everywhere. The realities were more complex.

In this section, Professor Kotter explains how Polaroid, faced with the dual challenges of Japanese competition and the digital revolution, fundamentally failed to adapt. The results were a disaster. Everyone lost out. Shareholders,

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current employees, retired employees, and the community all shared the loss when Polaroid went bankrupt in the late 1990's.

The lesson is simple. Even the smartest team and most highly acclaimed company can fail if they neglect to meet the challenges of change.

The US Labor Movement – Any organization can be challenged by change

Companies are not the only kind of groups that can fail to meet the challenges of change. Other organizations can face similar experiences. The US Labor Movement is a classic example. In the early part of the Twentieth Century, the US Labor Movement was very successful. During the first 50 years of the Twentieth Century, the movement achieved significant success and growth. But the movement hit a plateau. They failed to change as the economy, government, and society changed around them. As a result, the Labor Movement has been shrinking for the past half century.

But does this fate have to happen to every organization? The logical answer is *no*. Organizations *can* succeed – even in competitive and highly regulated industries...

Southwest – Keeping Ahead of Change

It is hard to image a business that is more competitive and challenging than the airline business today. In headline after headline, we read that airlines are entering (or leaving) bankruptcy. We hear about service glitches, unhappy customers, and financial pressures. Notwithstanding this complex and competitive industry, one airline has consistently been able to meet these challenges and remain successful and profitable. That is Southwest Airlines.

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Southwest has been able to succeed largely because they have met the challenges of change. They have constantly adapted to the changing realities of their industry.

Year after year, they meet the new challenges presented by the competition and they thrive. Like Southwest Airlines, any organization can adapt to change and thrive. In the following case studies, we learn how that can be done.

Berkshire Hathaway – Succeeding through Inclusion

Many organizations feel that change can be handled by a small group of managers and consultants closeted together in a closed conference room. John Kotter's research shows the exact opposite is true. Change programs succeed when *everyone* is involved.

Perhaps one of the best examples of this is Warren Buffet's incredibly successful company, Berkshire Hathaway. At Berkshire, everyone is involved in keeping the company ahead of the change curve. Shareholder meetings involve thousands and thousands of people. Contribution and information sharing is encouraged at all levels. On the surface, this may look messy, but the reality is that it is a winning formula for navigating the challenges of change.

Rockwell Collins – The Eight-Step Process

So, what can you do to facilitate the process of change? In this section, Professor Kotter explains how Rockwell Collins did it. The solution comes in the form of a simple, straightforward eight-step process.

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This process has worked for Rockwell Collins, Berkshire Hathaway, Southwest Airlines, and countless other organizations that Professor Kotter has researched. And, more importantly, it can work for you.

Conclusion

For the foreseeable future, change is here to stay. As we see in John Kotter's presentation, many organizations have met the challenges of change and have succeeded in significant and important ways. Their stories are inspirational.

In fact, every leader, manager and employee has a choice: They can work together to embrace change or they can resist the realities of change. If you embrace change, you can transform it into something that can provide positive results. It can be interesting, challenging, and even fun. Given the choice, why not make life interesting, challenging, less stressful, and fun

DVD EXTRAS: Interview with John Kotter

The DVD also provides viewers with an 18-minute Q&A session with Professor Kotter. This interview will provide additional ideas on how to use the video and how to start your own change process. The interview also includes advice from John Kotter on confronting fear as well as the anxiety of overcoming complacency. For customers who own a VHS tape of this training program, the Q&A session begins immediately following the main training video.

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The Eight-Step Process:

The eight-step process for successful change is spelled out in the video of the Rockwell-Collins story. That process is:

Step 1: Increase Urgency

Whether at the top of a large private enterprise or in small groups at the bottom of a nonprofit, those who are most successful at significant change begin their work by creating a sense of urgency *among relevant people. In smaller organizations, the "relevant" are more likely to number 100 than 5, in larger organizations 1,000 rather than 50. The less successful change leaders aim at 5 or 50 or 0, allowing what is common nearly everywhere—too much complacency, fear, or anger, all three of which can undermine change. A sense of urgency, sometimes developed by very creative means, gets people off the couch, out of a bunker, and ready to move.*

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Step 2: Build the Guiding Team

With urgency turned up, the more successful change agents pull together a guiding team *with the credibility, skills, connections, reputations, and formal authority required to provide change leadership. This group learns to operate as do all good teams, with trust and emotional commitment. The less successful rely on a single person or no one, weak task forces and committees, or complex governance structures, all without the stature and skills and power to do the job. The organizational landscape is littered with task forces ill equipped to produce needed change.*

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Step 3: Get the Vision Right

In the best cases, the guiding team creates sensible, clear, simple, uplifting visions *and sets of strategies. In the less successful cases, there are only detailed plans and budgets that, although necessary, are insufficient, or a vision that is not very sensible in light of what is happening in the world and in the enterprise, or a vision that is created by others and largely ignored by the guiding team. In unsuccessful cases, strategies are often too slow and cautious for a faster-moving world.*

Step 4: Communicate for Buy-In

Communication of the vision and strategies comes next—simple, heartfelt messages sent through many unclogged channels. The goal is to induce understanding, develop a gut-level commitment, and liberate more energy from a critical mass of people. Here, deeds are often more important than words. Symbols speak loudly. Repetition is key. In the less successful cases, there is too little effective communication, or people hear words but don't accept them. Remarkably, smart people und -communicate or communicate poorly all the time without recognizing their error.

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Step 5: Empower Action

In the best situations, you find a heavy dose of empowerment. Key obstacles that stop people from acting on the vision are removed. Change leaders focus on bosses who disempower, on inadequate information and information systems, and on self-confidence barriers in people's minds. The issue here is removing obstacles, not "giving power." You can't hand out power in a bag. In less successful situations, people are often left to fend for themselves with impediments all around. Frustration increases s, and change is undermined.

Step 6: Create Short-Term Wins

In cases of great success, empowered people work on the vision, which helps them produce short-term wins. The wins are critical. They provide credibility, resources, and momentum to the overall effort. In other cases, the wins come more slowly, less visibly, speak less to what people value, and have more ambiguity as to whether they really are successes. Without a well-managed process, careful selection of initial projects, and timely successes, the cynics and skeptics can sink any effort.

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Step 7: Don't Let Up

In the best cases, change leaders don't let up. Momentum builds after the first few wins. Early changes are consolidated. People shrewdly choose what to tackle next, then create wave after wave of change until the vision is a reality. In less successful cases, people try to do too much at once. They unwittingly quit too soon. They let momentum slip to the point where they find themselves hopelessly bogged down.

Step 8: Make Change Stick

Finally, in the best cases, change leaders throughout organizations make change stick by nurturing a new culture. A new culture— group norms of behavior and shared values—develops through consistency of successful action over a sufficient period of time. Here, appropriate promotions, skillful new employee orientation, and events that engage the emotions can make a big difference. In other cases, changes float fragile on the surface. A great deal of work can be blown away by the winds of tradition in a remarkably short period of time.[1]

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[1] John Kotter & Dan Cohen, The Heart of Change (Boston, Massachusetts: Harvard Business School Press, 2002) 3-6.

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Sample Questions for Discussion and Ideas for Action

- John Kotter explains that the pace of change is accelerating. He uses the example of the changes that have occurred around the MIT campus in Cambridge, Massachusetts. We've all seen change – and we've all seen how this pace of change is accelerating. Ask people in your group to discuss this rate of change. Have them use examples from their own community or work experience. This process can help people understand the necessity of being open to change.

- Part of preparing for a change process is to understand the fears and anxieties that many of your co-workers are experiencing. It is often helpful to get an idea of these concerns in advance of a discussion of change. You may want to informally discuss the change issues that your organization is facing with individual workers, supervisors and leaders. Ask them about their concerns. Build a list of the major concerns that you have heard. Then, as you initiate your presentation on change, try and address these concerns at the beginning. That way, your co-workers will be more open to the program – and to your organization's blueprint for change.

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- Polaroid Corporation was incredibly successful for decades after its founding. But they failed to respond effectively to the competitive pressures they faced. One important initial step in responding to these pressures is to understand the competitive pressures that *you* and *your* organization face. List some of the pressures that you face below:

  _____
  _____
  _____
  _____

- Communication is very important at Berkshire Hathaway and at Rockwell Collins. Warren Buffet and his team believe that good decisions work better in an open environment, not a closed conference room. At Rockwell, communication takes many forms – some of them seemingly crazy. However, all of these communication efforts work. Think about how *you* and *your team* communicate. Do you include lots of people in the process or do you restrict ideas to a small group? Try and act like Warren Buffet – expand communication. Discuss ways you can improve communication by using all of your resources: Meetings, e-mail, voice mail, postings, posters, newsletters, etc. List your ideas below:

  _____
  _____
  _____
  _____
  _____
  _____
  _____

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- Later in this Leader's Guide, we've proposed an exercise for implementing the eight-step process. Before you begin this exercise, however, you may want to get people's reaction to the Rockwell Collins story. Which of the eight steps made the most sense to them? Which one seemed to be the most challenging?

- At Rockwell Collins, story telling and celebration of success were critical to making the change process succeed. The stories that the associates and managers at Rockwell told became part of the organizational culture. They helped build and maintain the momentum of change. Stories are very powerful. They can increase people's comfort level with change and are invaluable as a device for the communication of ideas. They can help demystify change. Ask people to share their own stories of successful change with the group. If one story is particularly powerful, write it down or videotape it and distribute it throughout your organization.

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- Have your team share ideas about the Rockwell Collins story. Which parts of the case study resonated with them? What did they like? Have them share their feedback about this story and about the eight-step process. Put together the best ideas on a spreadsheet or on a list below:

_____
_____
_____
_____
_____
_____
_____

Now share these ideas with your training group. Better yet, share them with everyone in your department.

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Sample Exercise: Customizing Your Change Agenda

Goals: In the video **Succeeding in a Changing World**, John Kotter explains the need to be open to change. He also gives an eight-step formula for facilitating change – and even making it enjoyable. The goal in this exercise is to use the lessons from the program and customize them to your department, team, or organization.

Materials: The group leaders will need flip charts, black or white boards, or other visual aids intended to help the group follow the agenda and keep track of the discussion.

Purpose: The purpose of this exercise is to take the communication, training and talent ideas that John Kotter explains and highlight and transform them into an agenda specifically designed for your department, division, or company.

Step One: Watch the John Kotter video ***Succeeding in a Changing World*.**

Step Two: The leader states the purpose of this exercise, and then asks the group to break into small work groups. Each group is provided with a list of the key lessons in this program:

- Increase Urgency
- Build the Guiding Team
- Get the Vision Right
- Communicate for Buy-In
- Empower Action

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- Create Short-Term Wins
- Don't Let Up
- Make Change Stick

Step Three: Each group will then discuss, point by point, how they can ensure that the action agenda is achieved at the company. Have the group use the following checklist as a starting point for discussion.

- What am I doing now that supports the key learning points that John Kotter presents?
- What am I doing now that doesn't support Dr. Kotter's ideas?
- What should (or can) I be doing better?

List the ideas on a flip chart or use the space below:

_____
_____
_____
_____
_____
_____

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Step Four: Have each work group present their findings to the larger group.

Step Five: Combine the recommendations on a master list and discuss how you can implement them in your department.

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Tools That Can Supplement the Video

Professor Kotter's has assembled a large collection of resources on change that can be useful supplements to this video, including books, articles, videos, and several innovative web sites. Information on all these resources can be found at www.ouricebergismelting.com, the web site for his newest book, ***Our Iceberg is Melting: Changing and Succeeding Under Any Conditions.*** Below are some additional resources, including excerpts from three of his books.

Leading Change

THE IMPORTANCE OF SEQUENCE

Successful change of any magnitude goes through all eight stages, usually in the sequence shown in exhibit 2. Although one normally operates in a multiple phases at once, skipping even a single step or getting too far ahead without a solid base almost always creates problems.

I recently asked the top twelve officers in a division of a large manufacturing firm to assess where they were in their change process. They judged that they were about 80 percent finished with stage #1, 40 percent with #2, 70 percent with #3, 60 percent with #4, 40 percent with #5, 10 percent with #6 and 5 percent with #7 and #8. They also said that their progress, which had gone well for eighteen months, was now slowing down, leaving them increasingly frustrated. I asked what they thought the problem was. After much discussion, they kept coming back to "Corporate headquarters." Key individuals at corporate, including the CEO, were not sufficiently a part of the guiding

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coalition, which is why the twelve division officers judged that only 40 percent of the work in #2 was done. Because higher-order principles had not been decided, they found it nearly impossible to settle on the more detailed strategies in #3. Their communication of the vision (#4) was being undercut, they believed, by messages from corporate that employees interpreted as being inconsistent with their new direction. In a similar way, empowerment efforts (#5) were being sabotaged. Without a clearer vision, it was hard to target credible short-term wins (#6). By moving on and not sufficiently confronting the stage 2 problem, they made the illusion of progress for a while. But without the solid base, the whole effort eventually began to teeter.

Normally, people skip steps because they are feeling pressures to produce. They also invent new sequences because some seemingly reasonable logic dictates such a choice. After getting well into the urgency phase (#1), all change efforts end up operating in multiple stages at once, but initiating action in any order other than that shown in exhibit 2 on page 21 rarely works well. It doesn't build and develop in a natural way. It comes across as contrived, forced, or mechanistic. It doesn't create the momentum needed to overcome enormously powerful sources of inertia.[2]

(Total length of book: 186 pages)

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[2] John P. Kotter, Leading Change (Boston, Massachusetts: Harvard Business School Press, 1996) 23-24.

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So I shifted my entire focus. Instead of saying "Let's spend Friday working on the vision statement," I'd say, "Our maintenance program is disintegrating around our ears so let's do something about it." This tactic got the senior team's attention and started to make a difference. But then, while putting out the fires, we encouraged a discussion of what we needed to do in the future to avoid the problems we had. So while we were dealing with what we needed to spend money on to get this sorted out, and sorted out *now*, we also talked a bit about how we would need to structure the investment program in the future. This helped to build the basis for wanting to go on to the really big issues. This started to build interest in, and urgency for, the bigger transformation problems. We should have done more of this from the start.

I now believe that you can't, and shouldn't, worry about vision and long-term transformation when the house is burning down. When you are committed to helping your bosses rebuild the organization, and you see all the change that is going on around you, and you see the probable magnitude of the required transformation, you want to get on with it. Even if you acknowledge the size of the immediate crisis, you want to use the crisis only to get people's attention and then to run ahead to vision. In our case, this did not work well in making people want to deal with the bigger issues. Not at all.

When alligators are nipping at your heels, you need to deal with the alligators. To some degree at least, I think you have to get the crises under control. You have to focus on putting out the big fires and on anything that can quickly restart those fires. Otherwise, there will be no energy for a bigger transformation, and, worse case, you will get into such trouble that you will never be able to build a strong organization.

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A CEO, not ours, once took over an ailing business and said, “The last thing we need now is a vision.” I didn’t understand his point. I do now.

The CEO was probably Lew Gerstner after he took over IBM. At the time, many people didn’t see his point. What IBM needed, as in “Alligators,” was first to stop the bleeding, then to generate some minimum urgency for the bigger task. Vision was not the issue yet – not even close. Gerstner may have had the beginnings of a vision in his own mind. But that was not the key organizational challenge, and refining the vision was not where he spent his time.

The more general issue is jumping ahead. People do this all the time, especially to stage 3, the vision step. They do so in situations with short-term crises, like that in “Alligators,” and in situations with no crises at all. Jumping to vision, or perhaps even more often to strategy, is tempting because it seems so logical. Obviously, you cannot have sensible change without sensible direction. So setting direction must come first. Then you implement it with some variation of “change management.”

The problem with this logic is that really good change visions and strategies are increasingly difficult to create. The world is complex and turbulence is growing. Even the issues facing a small company department in a much larger organization can be very complicated. The idea of one hero who figures it all out himself is increasingly a myth. A team is needed that has the right people, a commitment to the hard task, and the capacity to work together well.

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Creating that team (step 2) has to happen before you work on vision (step 3). Finding the right people and gaining commitment to a hard task and to each other is greatly facilitated by a sense of urgency (step 1).[3]

(Total length of book: 190 pages)

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[3] John Kotter & Dan Cohen, The Heart of Change (Boston, Massachusetts: Harvard Business School Press, 2002) 24-25.

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Our Iceberg is Melting

In preparation for his meeting with the leaders, Fred considered writing a speech in which he would give statistics about the shrinking size of their home, the canals, the caves filled with water, the number of fissures obviously caused by melting, and so on. But when he asked a few of the older members of the colony about the Group of Ten, he learned that:

- Two of the birds on the Leadership Council loved to debate the validity of any statistics. And they loved to debate for hours and hours and hours and hours. These two were the more vocal advocates lobbying for longer meetings.

- One of the Leadership Council members would usually fall asleep – or at least come awfully close – during a long presentation with statistics. His snoring could be disruptive.

- Another bird was very uncomfortable with numbers. He tried to hide his feelings, usually by nodding his head a great deal. All the head nodding tended to annoy some other members of the group, which could lead to bad moods and bickering.

- At least two other Council members made it pretty clear that they did not like to be TOLD much of anything. They saw it as their job to be doing the TELLING.

After much thought, Fred chose an approach to the upcoming meeting that was different from his original plan.

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Fred constructed a model of their iceberg. It was four feet by five feet and made of real ice and snow. The construction was not easy for Fred (especially since he had no hands, fingers, and opposable thumbs).

When he was done, Fred knew it was not perfect. But Alice thought it was a very creative idea and definitely good enough to help the leaders begin to see the problem.

The night before the meeting, Fred and his friends moved the model to were the leadership team met, which, unfortunately, was on the highest mountain of the iceberg. Half way up the hill, the grumbling began. "Remind me why I'm doing this" was one of the kinder comments from his friends. [4]

(Total length of book: 147 pages)

For more information on "Our Iceberg is Melting,"
Visit: www.ouricebergismeling.com

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[4] John P. Kotter & Holger Rathberger, Our Iceberg is Melting (New York, NY, St. Martin's Press, 2006) 20-21.

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The Iceberg Manifesto

We strongly believe that the world needs much more action from a broader range of people—action that is informed, committed, and inspired—to help us all in an era of increasing change.

The web site www.ouricebergismelting.com, and the bodies of knowledge on which it is based, is offered here in the hope that others will join us and together we can create a global source of information and inspiration for those committed to help lead successful change.

We have assembled here everything we have discovered or developed that can be useful in helping groups transform themselves in this rapidly changing world. And you have our pledge that we will keep looking, keep developing, keep asking questions and finding answers, and keep offering all we find to you.

Our vision for this site is that it becomes the most useful resource in the world for change leaders in all kinds of groups and organizations. So keep checking back with us and let us hear from you about your own change efforts!

- *Our Iceberg Is Melting,* the book
- Tips for Change Leaders (videos and case studies from organizations)
- Products, Services, and Freebies
- Related Books and Links

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Seminars: Leading Bold Change

Here is what you'll do DURING this workshop	Here is what you'll be able to do AFTER this workshop
• Identify a change that you have an ownership in leading • Learn how to raise the level of importance of your needed change so that it gets enough attention in your organization • Create elements of a vision of what would happen if the change is achieved • Identify others whose skills, attitudes, reputations and support you need to get buy-in • Identify additional forces that will increase or decrease the likelihood of being able to achieve this change • Discover additional changes that need to occur as a result of making the first change or to support it • Identify "NoNo" behavior across the organization and take steps to eliminate it • Create a Team or Individual Action Plan that will keep you focused on how to achieve this change	• Create a Sense of Urgency around changes that are needed • Identify team member traits and characteristics needed to assemble Leadership Teams capable of guiding change efforts effectively • Create a vision of the future that is compelling and helps people focus on the benefits of change • Develop communications plans and key messages that generate buy-in to your vision of the change • Identify and remove obstacles that prevent people from taking action • Create and celebrate small wins to sustain momentum for change • Know when it's time to push harder for more change • Develop strategies for instilling a new culture based upon new ways of doing things • Instill and develop leadership for change amongst others on your team and across the organization • Lead others to Take the Lead in promoting a change-ready organization

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For more information on this training seminar, visit www.johnkotter.com or www.ouricebergismelting.com

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About John Kotter

Harvard Business School Professor John Kotter is widely regarded as the world's foremost authority on leadership and change. His is the premier voice on how the best organizations actually "do" change.

John Kotter's international bestseller ***Leading Change***—which outlined an actionable, 8-step process for implementing successful transformations—became the change bible for managers around the world. In October 2001, *Business Week* magazine rated Kotter the #1 "leadership guru" in America based on a survey they conducted of 504 enterprises.

His newest work released September 2006, ***Our Iceberg Is Melting***, puts the 8-step process within an allegory, making it accessible to the broad range of people needed to affect major organizational transformations.
John Kotter's articles in *The Harvard Business Review* over the past twenty years have sold more reprints than any of the hundreds of distinguished authors who have written for that publication during the same time period. His books are in the top 1% of sales from Amazon.com.

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He is a graduate of MIT and Harvard. He joined the Harvard Business School faculty in 1972. In 1980, at the age of 33, he was given tenure and a full professorship.

Professor Kotter is the author of 15 books, a collection that has given him more honors and awards than any other writer on the topics of leadership and change. In addition to ***Our Iceberg is Melting*** (2006) and ***Leading Change*** (1996), Professor Kotter is the author of ***The Heart of Change*** (2002), ***John P. Kotter on What Leaders Really Do*** (1999), ***Matsushita Leadership***

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(1997), ***Corporate Culture and Performance*** (1992), **A *Force for Change*** (1990), ***The Leadership Factor*** (1998), ***Power and Influence*** (1985), ***The General Managers*** (1982), and five other books published in the 1970s. He has created two executive videos; one on "**Leadership**" (1981), and one on "**Corporate Culture**" (1993), and an educational CD-ROM (1998) based on the *Leading Chang*e book. His educational articles in the *Harvard Business Review* have sold a million and a half copies. Professor Kotter's books have been printed in over seventy foreign language editions, and total sales exceed two million copies.

Professor Kotter's honors include an Exxon Award for Innovation in Graduate Business School Curriculum Design, and a Johnson, Smith & Knisely Award for New Perspectives in Business Leadership. In 1996, Professor Kotter's *Leading Change* was named the #1 management book of the year by *Management General*. In 1998, his *Matsushita Leadership* won first place in the *Financial Times*, Booz-Allen Global Business Book Competition for biography/autobiography.

Professor Kotter talks to groups with one and only one goal: to motivate action that gets better results. For additional information, see:

- www.johnkotter.com
- www.ouricebergismelting.com
- www.theheartofchange.com

John Kotter lives in Cambridge, Massachusetts and Ashland, New Hampshire with his wife, Nancy Dearman, and children, Caroline and Jonathan.

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