

# Change Checklist

Kotter-Based (from Harvard Business Review's [10 Must Reads on Change Management](#))

## **1. Create Urgency**

Can you clearly articulate why this change matters now? Have you shared the risk of not changing in a way that resonates beyond leadership?

## **2. Build a Guiding Team**

Do you have respected leaders across functions and locations actively supporting the change? Are informal influencers involved, not just those with titles?

## **3. Form a Clear Vision and Strategy**

Is the future state easy to describe in plain language? Can leaders explain what will look different when this change is successful?

## **4. Communicate the Vision Relentlessly**

Are leaders reinforcing the message consistently across meetings, sites, and channels? Are words and actions aligned?

## **5. Remove Barriers**

What systems, processes, incentives, or behaviors are working against this change? Have middle managers been equipped to lead it, not just informed?

## **6. Generate Short-Term Wins**

Have you defined early wins that are visible and meaningful? Are those wins being recognized and shared?

## **7. Sustain Momentum**

Are you using early wins to tackle bigger issues, or are teams losing focus after the initial push?

## **8. Anchor the Change in the Culture**

Is this change reflected in metrics, performance reviews, hiring decisions, and leadership expectations? Would the organization revert if attention shifted?