

# Our Iceberg is Melting

"Life—which means the past—can be a pretty bad teacher."

How organizations (or penguin colonies!) can successfully navigate change



## 1 Create a sense of urgency

Demonstrate the looming threat or missed opportunity that demands immediate attention.

## 2 Pull together a guiding team

Assemble a small, committed group with complementary skills and credibility.

## 3 Develop the change vision and strategy

Paint a clear picture of the desired future and outline the steps to get there.

## 4 Communicate for understanding and buy-in

Share the vision frequently, using clear and consistent messaging.

## 5 Empower others to act

Remove barriers (e.g., outdated processes or hierarchical blocks) and give people the authority to implement changes.

## 6 Produce short-term wins

Seek out achievable goals that show momentum and reinforce confidence in the change.

## 7 Don't let up

Build on early successes and keep driving progress—don't slow down.

## 8 Create a new culture

Institutionalize the changes so they become the new norm.

# 4

## Key Insights:

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by John Kotter & Holger Rathgeber

### 1 When crisis looms, there's no time for denial

Confront reality before disaster strikes. Leaders must recognize when their organization's knowledge and skills have become outdated and promptly take action. Above all, encourage your team to accept the truth, and move with urgency.

### 2 Communication is key for successful change management

Start by assembling a small, credible group with diverse skills that can champion the change. Then, craft a compelling, actionable picture of the future, complete with steps on how to get there. Communicate that vision early and often—using clear, consistent messages to foster understanding, inspire commitment, and encourage everyone to move forward together.

### 3 Small wins can have a big impact

Celebrate small, short-term wins. This motivates your colleagues and reinforces their belief in your vision. Equally important is the element of empowerment: When people feel they can contribute they go the extra mile and find ways to help.

### 4 A culture of change protects your organisation

If you want to lead change yourself, support those who eagerly and curiously seek out new paths and processes. Such an open culture of transformation not only helps you weather crises—it can even prevent them.