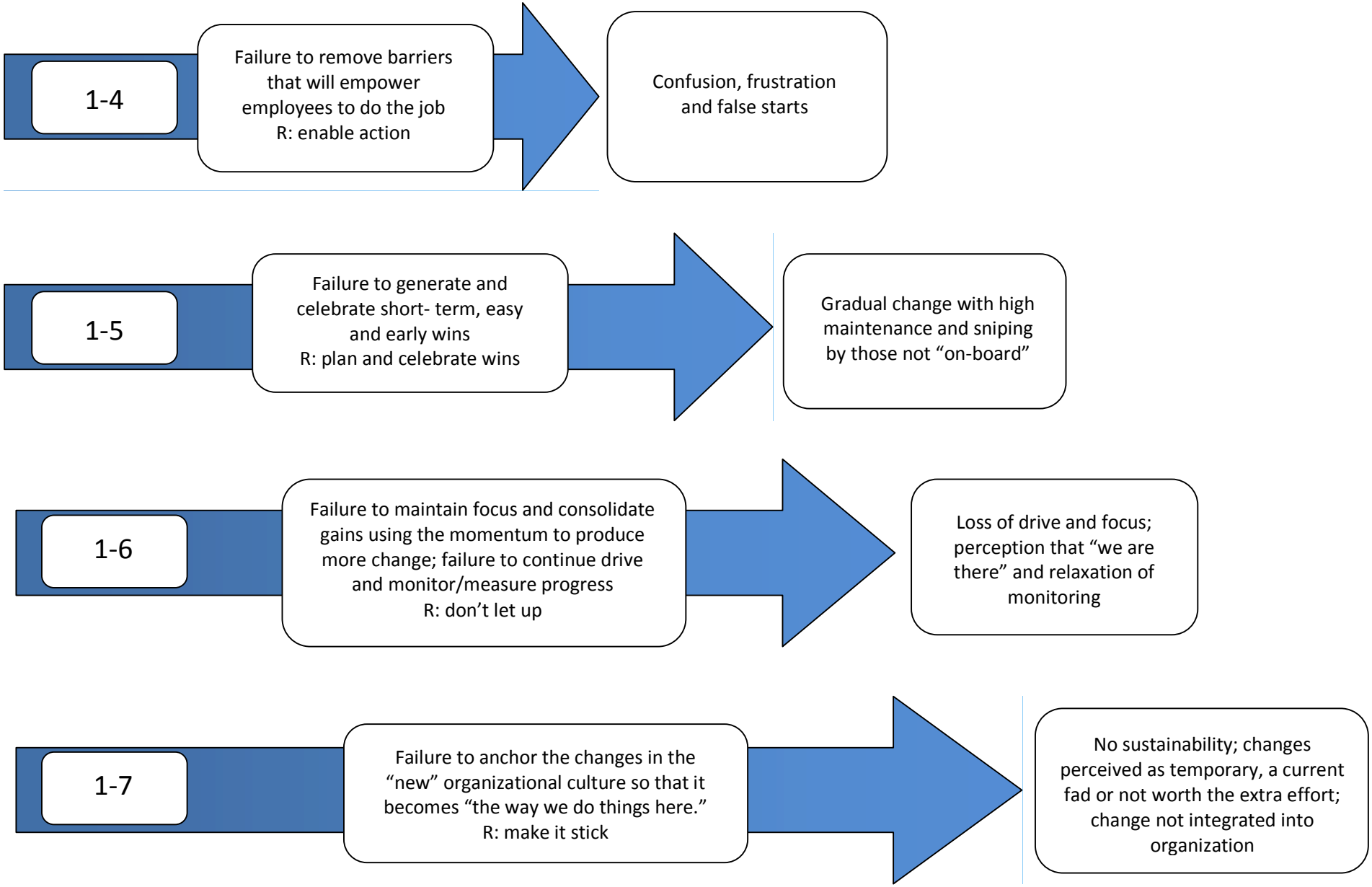
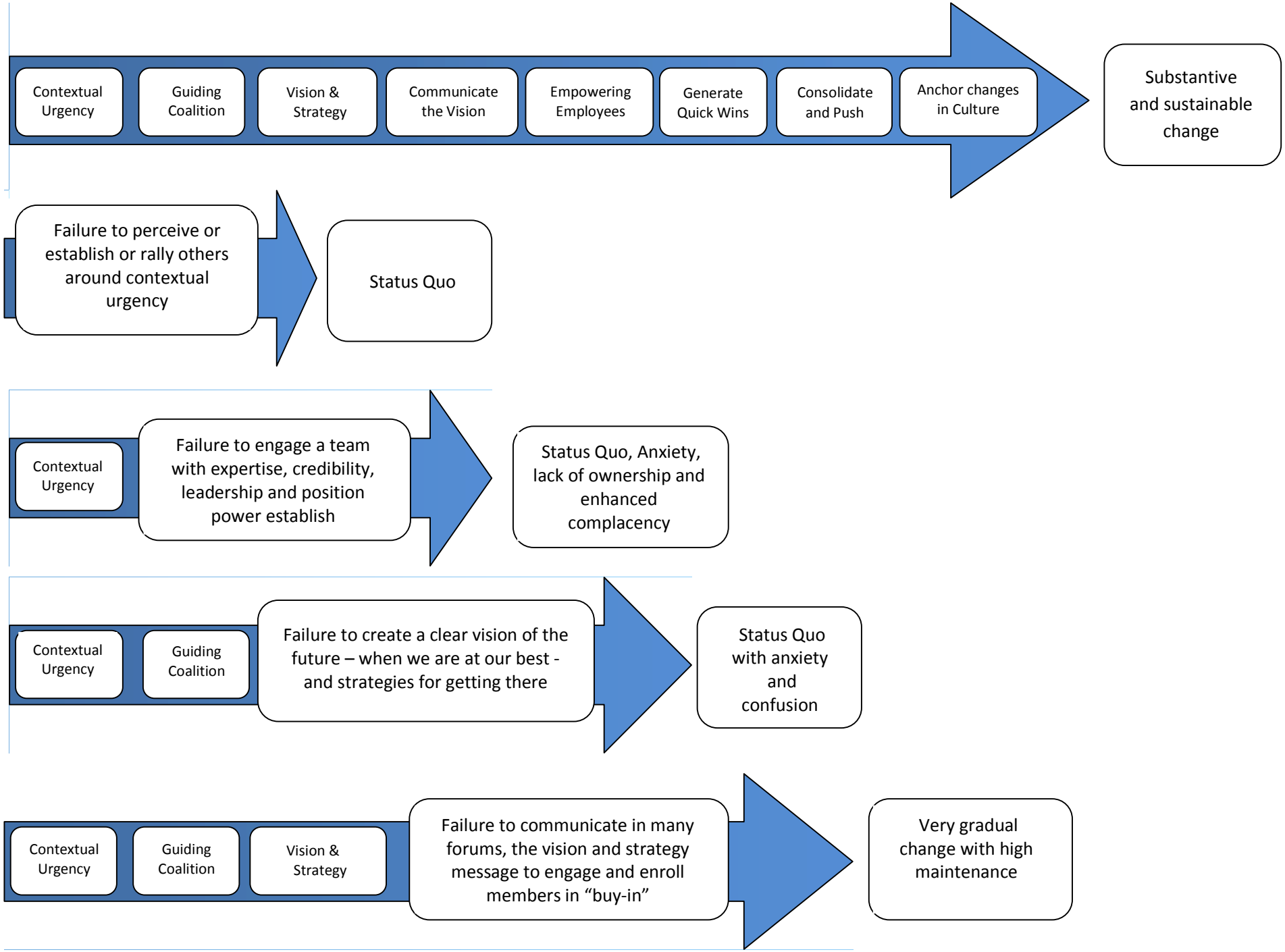

1-4
Failure to remove barriers that will empower employees to do the job
R: enable action
Confusion, frustration and false starts
1-5
Failure to generate and celebrate short- term, easy and early wins
R: plan and celebrate wins
Gradual change with high maintenance and sniping by those not “on-board”
1-6
Failure to maintain focus and consolidate gains using the momentum to produce more change; failure to continue drive and monitor/measure progress
R: don’t let up
Loss of drive and focus; perception that “we are there” and relaxation of monitoring
1-7
Failure to anchor the changes in the “new” organizational culture so that it becomes “the way we do things here.”
R: make it stick
No sustainability; changes perceived as temporary, a current fad or not worth the extra effort; change not integrated into organization

Kotter's *Leading Change*: Pitfalls in the Eight Steps