

**Kotter**  
TRAINING

**KOTTER CHANGE  
CERTIFICATION**



*I was blown away at the transformation of the group from the beginning of the day to the end. I was so impressed.*

– Senior Program Officer, The Bill & Melinda Gates Foundation



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# OUR HISTORY

It all started with the belief Dr. John Kotter – the world-renowned expert in the field of transformation and change – held that **if more people were better leaders, the benefits would be endless.**

The company was founded in 1981 while Dr. Kotter was at Harvard Business School, and in 2009, he brought in partners to grow the firm and achieve its mission, resulting in the firm as it exists today. Our initial team of five has grown, and we now have people located across the United States and Europe.



**1980**

After 8 years on faculty, Dr. John P. Kotter is granted full professorship and tenure, (still) among the youngest at Harvard University to receive that honor



**1996**

*Leading Change* published

**2012**

Harvard Business Review article *Accelerate!* wins First Place McKinsey Award

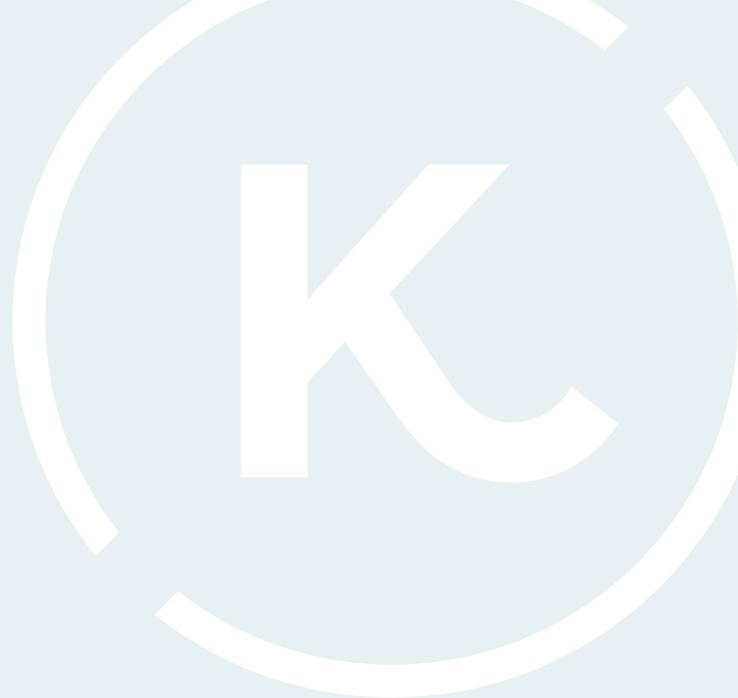


**1995**

*Leading Change: Why Transformation Efforts Fail* published in the Harvard Business Review, eventually becoming HBR's all-time best-selling article

**2010**

Kotter International, Inc. opens with offices in Cambridge and Seattle



**2016**  
Kotter working group begins research into the neuroscience of change

**2022**  
Official launch of the Kotter Change Certification Program



**2014**  
Suite of training programs for change leaders launches  
*Accelerate* published

**2021**  
*CHANGE: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times* published



# THERE'S A SCIENCE TO CHANGE—and Kotter pioneered it

With the level of complexity and uncertainty continuing to increase, today change is more continuous than episodic. Kotter's core methodology introduces the Science of Change—successful approaches to change based on the latest research in brain science, organizational design, behavioral science, and business transformations.

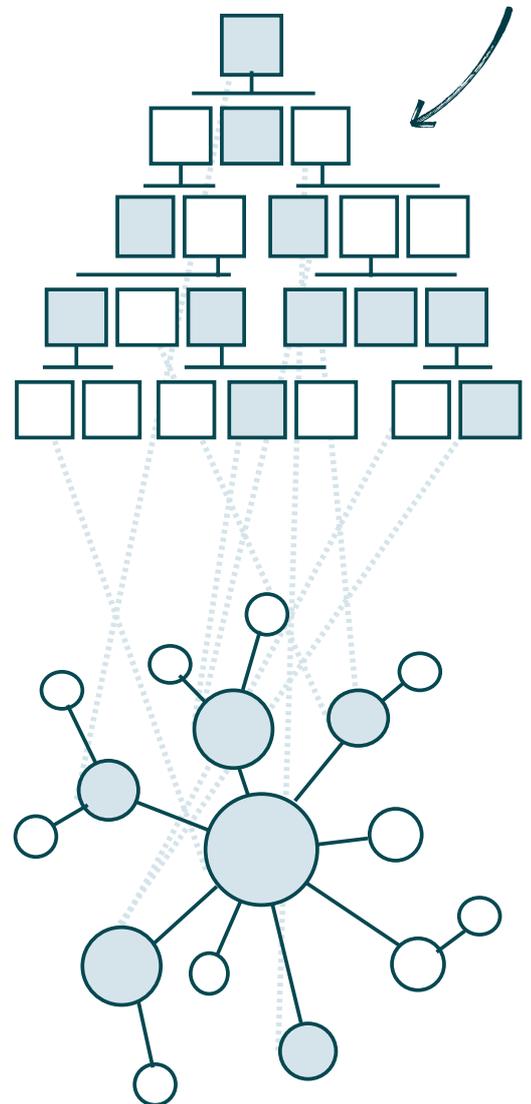
## THE HARDWIRED HUMAN RESPONSE TO CHANGE



**SURVIVE**  
THREAT-SEEKING  
⇓  
BRAIN + BODY +  
EMOTIONS  
⇓  
BEHAVIOR

**THRIVE**  
OPPORTUNITY-SEEKING  
⇓  
BRAIN + BODY +  
EMOTIONS  
⇓  
BEHAVIOR

## LIMITATIONS OF THE MODERN ORGANIZATIONAL STRUCTURE





## KOTTER'S RESEARCH ON LEADING CHANGE

### HIERARCHY

- Reliability
- Repeatability
- Control

### NETWORK

- Agility
- Adaptability
- Speed



8  
ACCELERATORS  
FOR LEADING  
CHANGE



4 CORE  
CHANGE  
PRINCIPLES

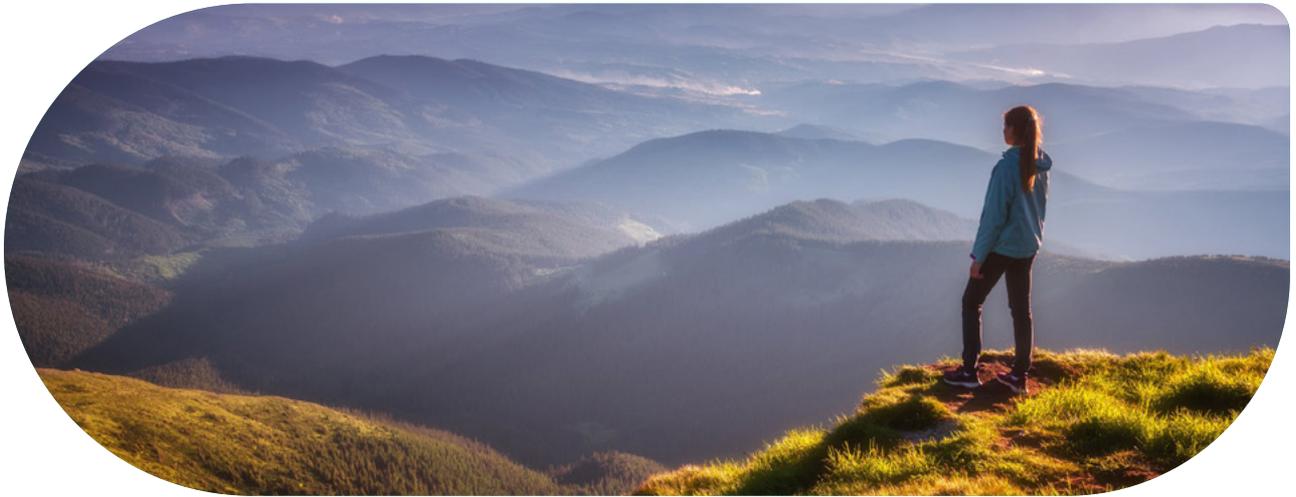
# WELCOME TO KOTTER TRAINING

We know that most organizations struggle to engage large segments of people in even the highest profile strategic initiatives. To deliver meaningful results – especially under today’s conditions of constant change and increasing uncertainty – you need more leaders at all levels within your organization coordinated in their efforts and aligned in their purpose. Across continents, industries, and cultures, Kotter’s learning and development programs allow organizations to provide critical skills to their people – at scale.

These programs, based on Kotter’s industry-leading research, are designed to build capabilities in leaders at all levels that drive shifts in behavior and accelerate results – giving people shared language, skills, and tools to help lead in today’s ever-changing world. Delivered on site at your organization or virtually (live or on-demand), Kotter’s content areas can be used off-the-shelf or mixed and matched, curated in service to your strategy.

## KOTTER CHANGE CERTIFICATION





# PROGRAM LEARNING JOURNEY

4



## ESSENTIAL CHANGE TOOLKIT

Module 1. Barriers to Change

Module 2. Influential Team Members Who Discourage Action

Module 3. Lack of Confidence or Skills

Module 4. Structures + Systems That Prevent Progress

Exam



5



## ACCELERATING RESULTS

Module 1. Elements of a Wins Strategy

Module 2. Activating a Winning Mindset

Module 3. The Practice of Winning

Exam



6



## ACHIEVING LASTING CHANGE

Module 1. Sustaining Acceleration

Module 2. Instituting Change Exam



**ADVANCED CHANGE CERTIFICATION**  
Completion of Courses 1-6



# A LEARNING PROGRAM DESIGNED FOR YOU

How you learn matters to us. Kotter has designed three unique ways to earn your certification, so you can customize your training experience.



## SELF-PACED

Kotter's innovative elearning platform has been designed from the ground up, complete with interactive curriculum, engaging activities, and online case studies.



## VIRTUAL

Our live, instructor-led online program allows you to participate in a cohort of diverse change leaders from the comfort of your home or workplace. Learn more about upcoming events here.



## IN-PERSON

Learn alongside fellow change leaders through live, instructor-led in-person training sessions. Get the most out of your certification experience and learn more about upcoming events below.

[Learn More About Upcoming Events](#)



*[Others have] a process, whereas Kotter is all about change capability and behaviors, making people actually do things differently... and stick with it.*

– Senior Director of Change Management, Liberty Utilities



# WHAT DISTINGUISHES US FROM OTHER CHANGE PROGRAMS

## THE CHANGE TRAINING LANDSCAPE

What was once a nice-to-have has fast become a necessary competency for individuals and organizations to succeed in today’s world – where change is no longer episodic but constant.

What has been true for decades, but has become increasingly clear the more change that comes at us, is that change management is no longer enough. What is most needed today – and for the future – is sustainable change capability that enables organizations to be more adaptable in the face of volatility and uncertainty.

As organizations look to adopt or evolve their preferred change methodologies, the choices can be overwhelming. The table below gives a snapshot of how Kotter’s change programs differ from others in the market.

## THE KOTTER ADVANTAGE

KOTTER	OTHERS
Dynamic, iterative, flexible	Linear, sequential, prescriptive
Human-centered (building lifelong change leadership skills)	Process-centered (learning to use a technology, tool, or template)
Delivers sustainable, lasting, transformative change	Addresses discrete initiatives or projects
Training for leaders at all levels	Training for change practitioners
Training for individuals, groups, and organizations	Training for individuals
Inclusive of multiple, diverse stakeholder groups as the “centers of gravity” that build a movement for change	Assumes top-down sponsorship and those with positional authority as primary influencers of change
Relies on both Management and Leadership	Relies on Management systems
Activates the Diverse Many	Focuses on the Select Few
Uncovers hidden or untapped leadership potential	Highlights the skills and strengths of the usual suspects
Results-focused (combines new skills, behaviors, mindsets, and tools to deliver strategic impact)	Activity-focused (utilizes templates and checklists as primary tools to produce plans as primary deliverables)
Leverages the benefits of both hierarchical structures (predictability, stability) and networks (speed, agility, innovation)	Focuses on optimizing systems and processes within the hierarchy
Can be used in concert with other frameworks to accelerate and amplify benefits organization-wide	Intended to be used as the sole tool for project implementation
Training delivered in the context of current changes (participants learn through doing, workshopping their own changes throughout the training)	Training delivered in isolation (participants learn the components of the framework and how to use the tools before being deployed to implement them)



*This program offers both the theory to change  
as well as tools and methodologies to immediately  
put your learning to work.*

– Course Participant



# BADGES

## SHOWCASE YOUR KNOWLEDGE

Upon successful completion of each course and your demonstration of understanding of the content, you will receive a verified badge that you can share on LinkedIn, in your email signature, and on your CV. Your badge will be unique to you and will be verified by Credly.

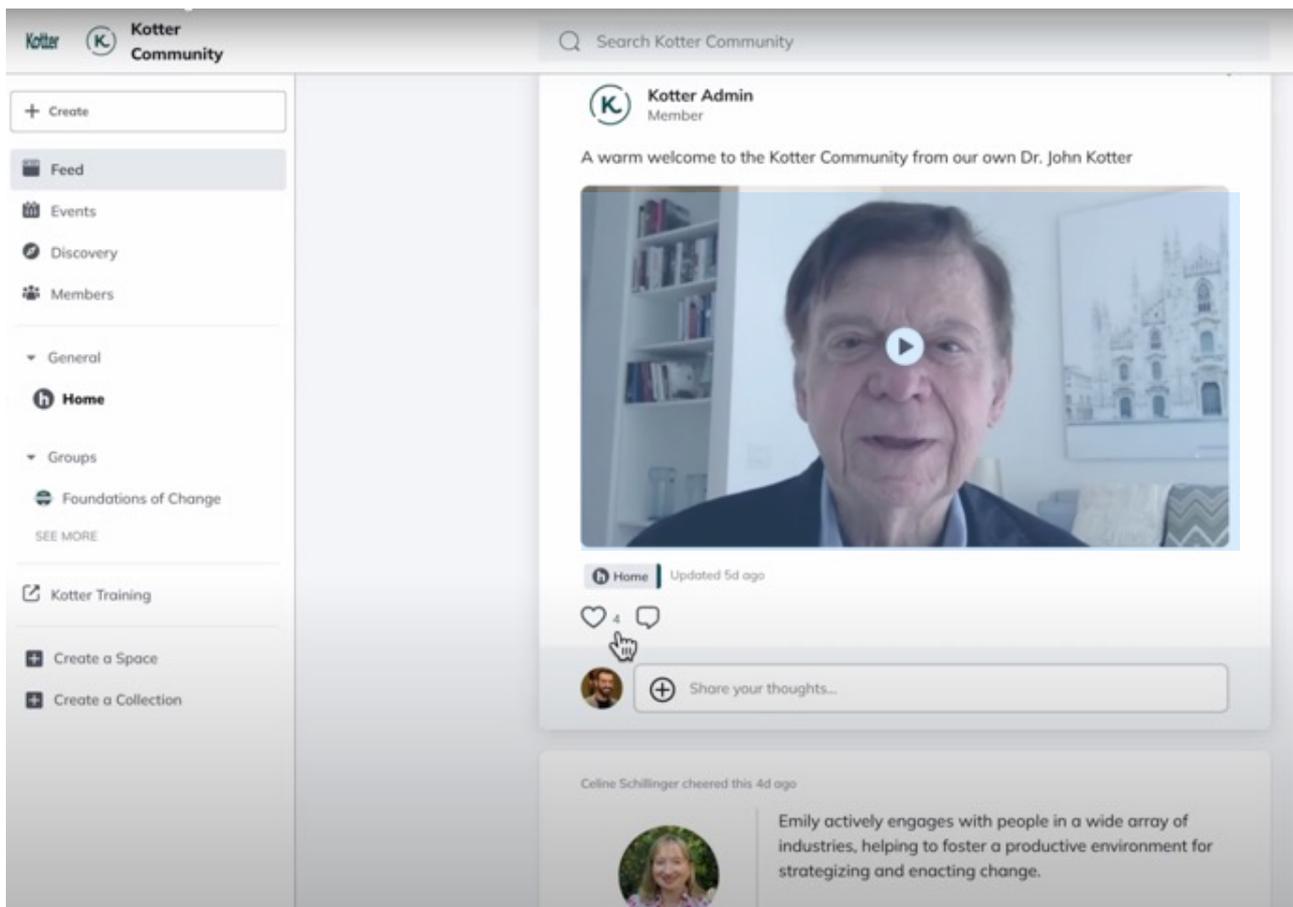
Completion of all six courses earns you the Kotter Change Certification badge.



# THE KOTTER COMMUNITY

## EXCLUSIVE ACCESS

Upon completion of any of our courses, you will receive a complimentary 6-month subscription to the online Kotter Community, where you can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts. Completion of the Kotter Change Certification includes 18 months of access to the Kotter Community.



# FOUNDATIONS OF CHANGE

## THE ART + SCIENCE BEHIND SUCCESSFUL TRANSFORMATION



In our primary training course, participants explore the Science of Change, including our understanding of human nature and our response to threats and opportunities, the limitations of traditional organizational structures, and Kotter's research on effective strategies, principles, and tactics for leading complex change.

In this day-long course (or approximately six hours if taken through our self-directed online platform), they learn how to apply Kotter's 8 Accelerators and 4 Change Principles to dramatically increase their chances of success as they lead change.

## COURSE OUTLINE

*Foundations of Change* is based on three core content modules.

### 1 THE SCIENCE OF CHANGE

Participants begin their journey by learning about the elements of the Science of Change:

1. Human nature, including human hardwiring and how the Survive and Thrive channels impact whether we embrace or resist change
2. The design and limitations of the modern organization
3. Proven strategies and principles for leading change

### 2 CORE CHANGE PRINCIPLES

Next, they take a deep dive into Kotter's Core Change Principles:

- Management + Leadership
- Head + Heart
- Have to + Want to
- Select Few + Diverse Many

Through interactive activities and practical exercises, participants will learn how to apply these principles to create an environment where others are engaged and open to change.

### 3 LEADING CHANGE FRAMEWORK

Finally, participants build on their understanding by learning how to apply the key success factors behind each of the 8 Accelerators to their own work, including the importance of articulating a Big Opportunity and:

1. Creating a Sense of Urgency
2. Building a Guiding Coalition
3. Forming a Strategic Vision
4. Enlisting a Volunteer Army
5. Enabling Action by Removing Barriers
6. Generating Short-Term Wins
7. Sustaining Acceleration
8. Instituting Change

## ABOUT THIS COURSE

Today we expect leaders at all levels of an organization to deliver results under conditions of increasing change, uncertainty, and complexity. However, many feel unprepared and ill-equipped to lead change.

In this course, participants will study the Science of Change and how to apply it to changes they are leading today, those that may emerge in the future, or those they may participate in as part of a larger group or organization. Participants will learn about:

- Our understanding of human nature and our response to threats and opportunities
- The limitations of traditional organizational structures
- Kotter's research on effective strategies, principles, and tactics for leading complex change

*Foundations of Change* was designed by the most seasoned Kotter experts. As part of the experience, participants will hear directly from the master facilitators who lead our research and consulting engagements, as well as directly from some of our clients about their stories of leading change.

With the Science of Change and real-life stories as reference and an action plan as your guide, participants will immediately practice applying what they've learned to their specific context.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Be able to articulate how the Science of Change impacts their personal change efforts or those within their organization
- Have a new awareness and understanding of human hardwiring and how our natural Survive and Thrive channels manifest in the context of leading change
- Be able to apply the language of Kotter's 8 Accelerators and 4 Change Principles to their work
- Understand how to apply the core framework of effective change to their own change and identify ways to increase success

### WHO THIS COURSE IS FOR

While *Foundations of Change* is ideal for mid-level managers and change leaders, it is equally relevant for more senior and more junior leaders. As a rich introduction to the fundamentals of the Kotter methodology, everyone can benefit from this essential course.

### WHAT IS THE TIME COMMITMENT

6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of *Foundations of Change*, participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow *Foundations of Change* participants, and Kotter experts.

# ENGAGING STAKEHOLDERS TO SPARK A MOVEMENT

## IGNITING URGENCY + BUILDING A GUIDING COALITION



A Sense of Urgency is arguably the most critical – and often under-leveraged – ingredient in both inspiring and sustaining change. Learn how to create true urgency, and practice how to keep people on board and energized about your change. Then explore how to identify, recruit, engage, and equip a set of people to serve as your Guiding Coalition – spearheading the coordination of efforts over the course of your change.

### COURSE OUTLINE

*Engaging Stakeholders to Spark a Movement* is based on two core content modules.

#### 1 IGNITING TRUE URGENCY

Participants will explore the difference between true urgency, false urgency, and complacency. They will decipher how to identify each, and will learn how to ignite true urgency using an understanding of various change styles that they can expect to encounter in their change efforts. Participants will also practice communicating for urgency using a series of tips and tactics for building and maintaining urgency throughout the course of any transformation.

#### 2 BUILDING A GUIDING COALITION

Once participants have practiced building and maintaining urgency for their changes, they will learn about the role of Guiding Coalitions in coordinating, scaling, and sustaining change. They will explore the characteristics of an effective Guiding Coalition, and learn how to recruit and build a Guiding Coalition that will help them to move changes forward with far greater chances of success.

### ABOUT THIS COURSE

*Engaging Stakeholders to Spark a Movement* was designed by Kotter experts based on all we have learned through decades of empirical research observing, analyzing, and documenting patterns across thousands of change efforts. This course offers a deep dive into Accelerators 1 + 2 in Kotter's change framework: Create a Sense of Urgency and Build a Guiding Coalition.

Dr. Kotter wrote the book *A Sense of Urgency* as, working side by side with organizations undergoing change, he observed that an overwhelming number of those organizations underestimated the importance of creating true urgency as a success factor in achieving their vision.

Too often, leaders believe they have generated a healthy level of urgency across their organization when, in fact, the “urgency” they observe is either insufficient or is masquerading as complacency or false urgency. This course begins by teaching participants how to recognize the characteristics of true urgency, and then practice ways to energize large groups of people to move forward together with a sense of shared purpose.

In this course, participants will also have the opportunity to dive into the construct of a Guiding Coalition. In the dual operating model – the organizational structure outlined in the *Science of Change* – the Guiding Coalition serves as the nucleus of the network and the connective tissue to the hierarchy.

As part of the experience, participants will practice igniting true urgency and building a Guiding Coalition through practical, real-world experiences, including case studies, simulations, and application to their own change initiatives.

With the *Science of Change* and an Action Plan as their guide, participants will immediately practice applying what they’re learning, and will leave the course with tools and techniques for carrying their learning forward.

## WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Apply core principles of effective change to their own change initiative(s) and identify ways to enhance their success
- Recognize behaviors that occur when people are on board, truly urgent, and actively supporting a change
- More effectively engage others in change by addressing their diverse needs, with an emphasis on building an increased sense of urgency
- Articulate why a Guiding Coalition is uniquely positioned as an essential driver for successful change
- Recruit and engage a diverse set of people who can have the greatest impact on guiding the successful realization of the change
- Craft a concrete Action Plan for advancing your individual change initiative(s)

## WHO THIS COURSE IS FOR

*Engaging Stakeholders to Spark a Movement* is ideal for change leaders who are either at the beginning of a change effort or are in the midst of a transformation and are struggling to build sufficient momentum for the change.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

## WHAT IS THE TIME COMMITMENT

4–6 hours of total learning (including interactive activities, practical exercises, and reflection time)

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# SELLING YOUR CASE FOR CHANGE

SHAPING A VISION +  
GAINING BUY-IN



How do you paint a compelling picture of the future, and how do you help people see what will need to be done in order to make that vision a reality? Most importantly, how do you get them bought into this vision so they are inspired to help?

Learn how to craft an inspiring vision, and practice techniques that will allow you to win over even the biggest skeptics by more effectively navigating the objections they throw at you.

## COURSE OUTLINE

Selling Your Case for Change is based on two core content modules.

### 1 FORMING A STRATEGIC CHANGE VISION

While you can build authentic, true urgency around a Big Opportunity, people need to understand what the future should (or could) look like – in terms that are rational, practical, and actionable – to guide their contributions and efforts.

In this module, participants will learn the elements of an inspiring Change Vision and will practice crafting and applying an effective vision

### 2 ENLISTING A VOLUNTEER ARMY TO GAIN BUY-IN

Every change will be faced with barriers to success... and many of those barriers come in the form of people who are not sufficiently bought into the case for change.

In this module, participants will prepare for skeptics and resisters by learning how to handle objections and challenges to their changes.

A fictional story (informed by real-world cases) guides their practice, providing opportunities to test their skills in a fun, interactive format.

## ABOUT THIS COURSE

Selling Your Case for Change spotlights Accelerators 3 + 4 in Kotter's change framework: Form a Strategic Vision and Communicate for Buy-In. It also includes key elements of the Science of Change – particularly the neuroscience of leading change (our natural Survive and Thrive responses to change) and the core principle of Head + Heart.

Perhaps your change is naturally inspiring or you've done a stellar job energizing people around what could be possible in your aspirational future. Lighting that spark is critical to any change effort, but it won't ensure success on its own. Change that delivers results requires a clear articulation – and understanding – of what the future will look like when the aspiration is realized and a robust strategy for building buy-in.

Why? Absent a compelling case and sufficient buy-in, your change risks losing traction, running out of steam before it gets off the ground, or succumbing to the challenges of critics.

Change requires appealing to both the Head and the Heart. It requires aspiration and action. And to inspire people to act, change leaders (that's you!) must be conscious of:

- Balancing an inspiring message with a concrete, tangible, and actionable vision
- Creating a sense of clarity that enables people to focus on the most important activities
- Sending signals that calm people's natural Survive response and activate their Thrive response
- Creating opportunities for people to see themselves in the future state
- Preparing to fend off inevitable objections

Informed by decades of experience and designed by master Kotter instructors, this course utilizes interactive simulations and activities that will challenge participants thinking, offer multiple chances to practice their skills, and build their confidence as they prepare to make their case for change.

With the Science of Change and a robust story as your guide, participants will immediately practice applying what they've learned to their specific context, and will leave the course with an Action Plan and tools they can use in changes today and in the future.

## WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Be able to articulate how the Science of Change impacts their personal change efforts or those within their organization
- Have a new awareness and understanding of human hardwiring and how our natural Survive and Thrive channels manifest in the context of leading change
- Be able to apply the language of Kotter's 8 Accelerators and 4 Change Principles to their work
- Understand how to apply the core framework of effective change to their own change and identify ways to increase their success

## WHO THIS COURSE IS FOR

*Selling Your Case for Change* is for anyone ready to move from initial momentum-building into more concrete execution of change. It is also for those preparing to pitch their change to an unpredictable or challenging audience.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

## WHAT IS THE TIME COMMITMENT

4-6 hours of total learning (including interactive activities, practical exercises, and reflection time)

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# ESSENTIAL CHANGE TOOLKIT

## REMOVING BARRIERS



Barriers to change exist across systems and processes as well as culturally through mindsets, behaviors, and actions. Learn how to identify barriers to change – both the immediate and the persistent – and what you can do to remove those barriers so that you and others are empowered to act more effectively.

### COURSE OUTLINE

*Essential Change Toolkit* is based on four core content modules.

#### **1** RECOGNIZE, IDENTIFY, AND UNDERSTAND BARRIERS TO CHANGE

Every change is met with inevitable roadblocks. The good news is that many of these obstacles are predictable, and all can be overcome.

In this module, participants will learn how to get ahead of the most common barriers to change, including influential team members who discourage action; critical gaps in skills or confidence; and structures and systems that prevent progress.

#### **2-4** ENABLE ACTION BY REMOVING BARRIERS | TOOLS WORKSHOP

It's one thing to be able to recognize barriers to change, but identifying the problem does not solve it. In these modules, participants will practice using specific tools that will help to build support for their change and enable action, including:

- Stakeholder mapping
- Stakeholder engagement planning
- Change impact analysis
- Communications planning

## ABOUT THIS COURSE

When barriers get in the way of our change, it can often take us off guard and derail our progress. How many times have we looked back on a change effort and reflected, “If only I had seen that coming...?”

In this course, participants will explore the most common barriers to change and the factors that influence them so they can more readily anticipate what might slow them down. Participants will then learn how to overcome those obstacles and inspire more action from more people to support their change.

*Essential Change Toolkit* was designed by the most seasoned Kotter experts. As part of the experience, participants will uncover where they might encounter resistance, and then practice various tactics to address the obstacles created by people, systems, and processes.

This course includes an extensive collection of tools and resources that will help participants remove barriers to change – today and in the future.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Be able to describe the most likely sources and types of barriers and resistance to change
- Understand the tools for removing barriers to change
- Know how to create effective stakeholder engagement strategies
- Be able to craft communication plans that broadly engage others in the change vision
- Create conditions for expanding empowered action to accelerate key changes
- Apply practices for equipping others to drive key changes and overcome structural and systemic barriers to change

### WHO THIS COURSE IS FOR

*Essential Change Toolkit* is for anyone looking to acquire a robust set of tools and skills for navigating common roadblocks to change.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

### WHAT IS THE TIME COMMITMENT

4-6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

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# ACCELERATING RESULTS

## GENERATING WINS TO DEMONSTRATE PROGRESS



Wins are the molecules of success – the proof points of progress. Learn how to build momentum around, reinforce, and sustain change through the practice of leading, generating, discovering, communicating, and celebrating wins. Discover why wins are so important and how to drive tangible results along the way to accelerate and embed your change.

## COURSE OUTLINE

*Accelerating Results* is based on three core content modules.

### 1 ELEMENTS OF A WINS STRATEGY

Wins – small and large – are a function of our actions, our environment, and our mindset. In this module, participants will learn to identify barriers to winning and craft a wins roadmap. The model they will use includes how to lead, generate, discover, celebrate, and communicate wins.

### 2 ACTIVATING A WINNING MINDSET

Urgency around a Big Opportunity inspires wins by helping to answer the question “What are we running towards?” Clarity around and belief in the vision of the future encourage the mindset needed to successfully implement change. Simply stated: the message matters. In this module, participants will learn how to move people from “won’t” to “will” through building a winning mindset.

### 3 THE PRACTICE OF WINNING

Our research and our work with clients constantly reminds us of the significance of early, blockbuster results as an accelerant of change. In this module, participants will learn the key ingredients of generating high-impact, short-term wins along with approaches for achieving big, results-focused goals.

## ABOUT THIS COURSE

In order for change to advance, participants must demonstrate progress through visible wins. At the end of the day, people like winning because winning feels good – it feeds our Thrive channel and gives us the confidence and energy to charge ahead.

Wins can take many forms and are exhibited through what we do, the ways we work, and how we think. In this course, participants will learn how to build a wins strategy, generate high-impact, short-term results, and create a winning mindset in your organization. Participants will tackle questions such as:

- What is a win?
- How will I recognize a win when I see it?
- What do I do with a win once I've identified it?
- How can I help my team or organization engineer wins to show what is possible?

*Accelerating Results* was designed by Kotter experts to introduce a model for leading wins and accelerating results that anyone can implement. As part of the experience, participants will see examples of what wins look like and how they can be celebrated and communicated. They'll also have the opportunity to practice sharing and communicating wins by reflecting on their own change.

With the Science of Change and real-life stories as reference, participants will immediately practice applying what they've learned to their change.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Explain how wins motivate teams and create momentum in the context of change
- Lead, engineer, and encourage wins
- Describe the impact that measurable and consistent results can have on accelerating your change
- Capture, celebrate, and communicate wins
- Overcome barriers to winning while creating a winning mindset and environment for your change

### WHO THIS COURSE IS FOR

*Accelerating Results* is ideal for change leaders at all levels who are seeking to drive wins of all sizes to promote urgency and buy-in. It is also for those who must deliver high-impact, strategically important proof points of progress.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

### WHAT IS THE TIME COMMITMENT

4-6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# ACHIEVING LASTING CHANGE

## ENSURING SUSTAINABLE IMPLEMENTATION



Change requires constant reinforcement and support in order to be sustained and fully embedded. Learn how to assess the progress of your transformation, analyze where you are (and how much further you still need to go), and evaluate your systems and processes to ensure they reinforce – and do not detract from – the transformed organization. Leverage the power of storytelling and case studies to institute your change.

## COURSE OUTLINE

*Achieving Lasting Change* is based on two core content modules.

### **1** SUSTAINING ACCELERATION

Change is a marathon, not a sprint. And just like an endurance runner, we must incorporate moments of pause and reflection if we are to keep moving forward at pace. In this module, participants will learn how to diagnose the status of their change, and then explore ways to remain in Thrive and re-energize their organization when Urgency wanes.

### **2** INSTITUTING CHANGE

One of the biggest challenges to any change is getting it to stick. Entrenched cultural behaviors and organizational systems can all-too-easily cause us to fall back into old ways of working. In this module, participants will learn why adaptable cultures are more likely to succeed and how to identify attributes of agility within their organization. They will then learn how to assess their management systems and processes to ensure the new ways of working are positively reinforced.

## ABOUT THIS COURSE

Too often, people give up before a change has truly taken hold. This frequently happens for two very different reasons: either people claim victory too early or they lose momentum as energy wanes. Without continued efforts to sustain acceleration and institute change, transformations risk slipping backward... and sometimes die altogether.

In this course, participants will learn how to manage the ebb and flow of Urgency over time; how to mitigate the risks of implementing sustainable change; and how to evaluate both management-driven systems and leadership-driven ways of working to ensure their change sticks.

*Achieving Lasting Change* was designed by the most seasoned Kotter experts. As part of the experience, participants will gain access to our master consultants, our rich library of research and our deep experience through the application of client stories and a full case study experience.

With the Science of Change and real-life stories as reference, participants will immediately practice applying what they've learned to their specific context.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Define approaches for capitalizing on growing momentum for a change to drive impact
- Reenergize key people who are driving the change to move through setbacks and ongoing resistance
- Capture improvements and results to show how new practices are improving performance
- Identify successful new habits and practices that can make the change sustainable
- Apply strategies for identifying and adjusting key processes and systems required to anchor changes in place

### WHO THIS COURSE IS FOR

*Achieving Lasting Change* is designed for leaders at all levels who are ready to plan for scale and sustainability of the changes they are implementing.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

### WHAT IS THE TIME COMMITMENT

6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.



*[Kotter's training] equips teams with  
the skills to drive transformational changes.*

- Course Participant



## PERSONALIZED LEARNING AT SCALE

# CUSTOM TRAINING PROGRAMS

Empower your team in change leadership. We offer customized and corporate training programs and coaching for teams across an organization, both virtually and in-person.

### BUILDING CHANGE-CAPABLE ORGANIZATIONS

Today, we expect individuals at all levels of an organization to deliver results under conditions of increasing change and uncertainty. Many feel unprepared and ill-equipped to lead the necessary change, resulting in both change fatigue and insufficient progress.

Our custom change training programs –based on Kotter’s industry-leading change research– are designed to build capabilities in leaders at all levels that drive shifts in behavior and accelerate results.

To learn more about our custom training offerings you can contact us. We can tailor change training for your organization to meet your specific needs.

Contact Our Team to Learn More

### CUSTOM PROGRAM DESIGN

We work directly with your team to design your program with your specific organizational needs and long-term transformation goals in mind. We can build off of our existing programs or develop a fully customized change training for your organization from the ground up. Whether an add-on or from-scratch build, our custom program will be designed to explicitly deliver against your organization’s learning objectives and desired outcomes.

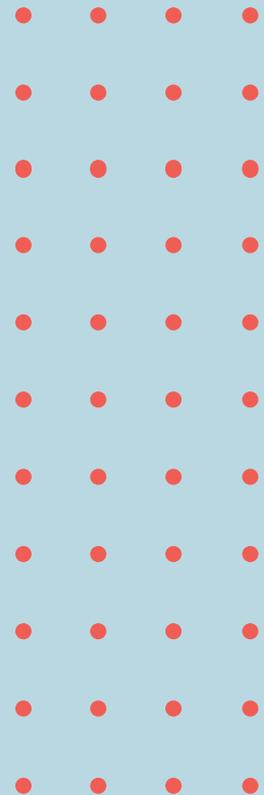
Training formats will also be geared towards your organization’s learning environment. Whether your organization is looking for in-person, virtual, or hybrid programs, truncated or expanded versions of existing training offerings, or for our program to be integrated into an internal conference or larger off-site training, we can support with a fully customized buildout.

**Our custom training options may include some or all of the following modular components:**

- Curated Research + Case Studies
- Leadership Intensive Sessions
- Executive Workshops/Coaching
- Individualized Assessments
- Tailored Action Plans
- Speaking Engagements
- On and Off-Site Training Sessions

Get Started with Custom Training





**Kotter**  
TRAINING

# KOTTER CHANGE CERTIFICATION





*I was blown away at the transformation of the group from the beginning of the day to the end. I was so impressed.*

– Senior Program Officer, The Bill & Melinda Gates Foundation



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# OUR HISTORY

It all started with the belief Dr. John Kotter – the world-renowned expert in the field of transformation and change – held that **if more people were better leaders, the benefits would be endless.**

The company was founded in 1981 while Dr. Kotter was at Harvard Business School, and in 2009, he brought in partners to grow the firm and achieve its mission, resulting in the firm as it exists today. Our initial team of five has grown, and we now have people located across the United States and Europe.



**1980**

After 8 years on faculty, Dr. John P. Kotter is granted full professorship and tenure, (still) among the youngest at Harvard University to receive that honor



**1996**

*Leading Change* published

**2012**

Harvard Business Review article *Accelerate!* wins First Place McKinsey Award

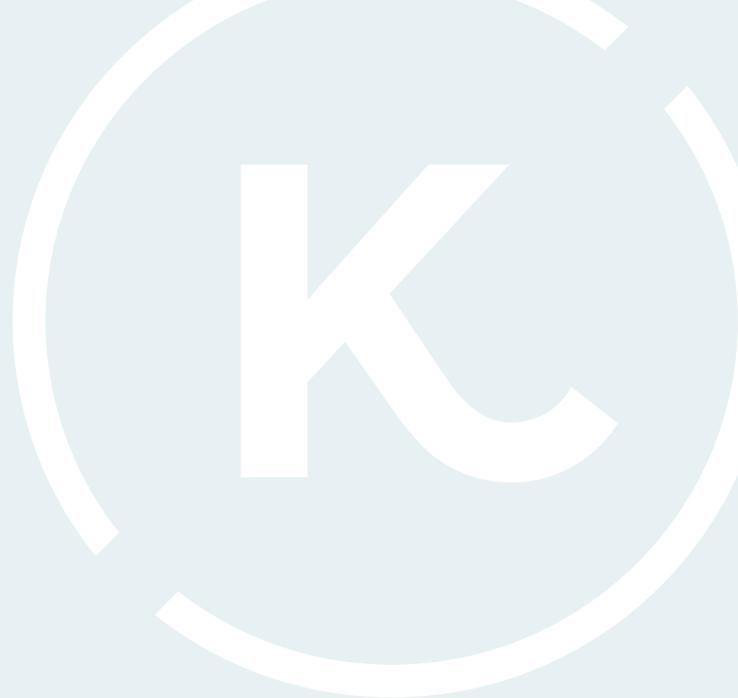


**1995**

*Leading Change: Why Transformation Efforts Fail* published in the Harvard Business Review, eventually becoming HBR's all-time best-selling article

**2010**

Kotter International, Inc. opens with offices in Cambridge and Seattle



**2016**  
Kotter working group begins research into the neuroscience of change

**2022**  
Official launch of the Kotter Change Certification Program

**2014**  
Suite of training programs for change leaders launches  
*Accelerate* published

**2021**  
*CHANGE: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times* published



# THERE'S A SCIENCE TO CHANGE—and Kotter pioneered it

With the level of complexity and uncertainty continuing to increase, today change is more continuous than episodic. Kotter's core methodology introduces the Science of Change—successful approaches to change based on the latest research in brain science, organizational design, behavioral science, and business transformations.

## THE HARDWIRED HUMAN RESPONSE TO CHANGE



### SURVIVE

THREAT-SEEKING



BRAIN + BODY +  
EMOTIONS



BEHAVIOR

### THRIVE

OPPORTUNITY-SEEKING

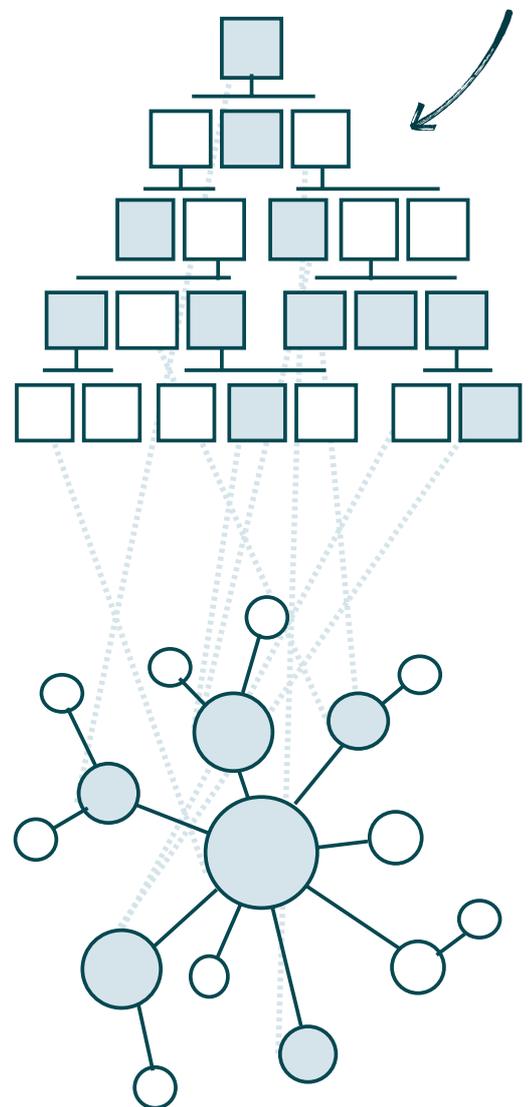


BRAIN + BODY +  
EMOTIONS



BEHAVIOR

## LIMITATIONS OF THE MODERN ORGANIZATIONAL STRUCTURE





## KOTTER'S RESEARCH ON LEADING CHANGE

### HIERARCHY

- Reliability
- Repeatability
- Control



8  
ACCELERATORS  
FOR LEADING  
CHANGE

### NETWORK

- Agility
- Adaptability
- Speed



4 CORE  
CHANGE  
PRINCIPLES

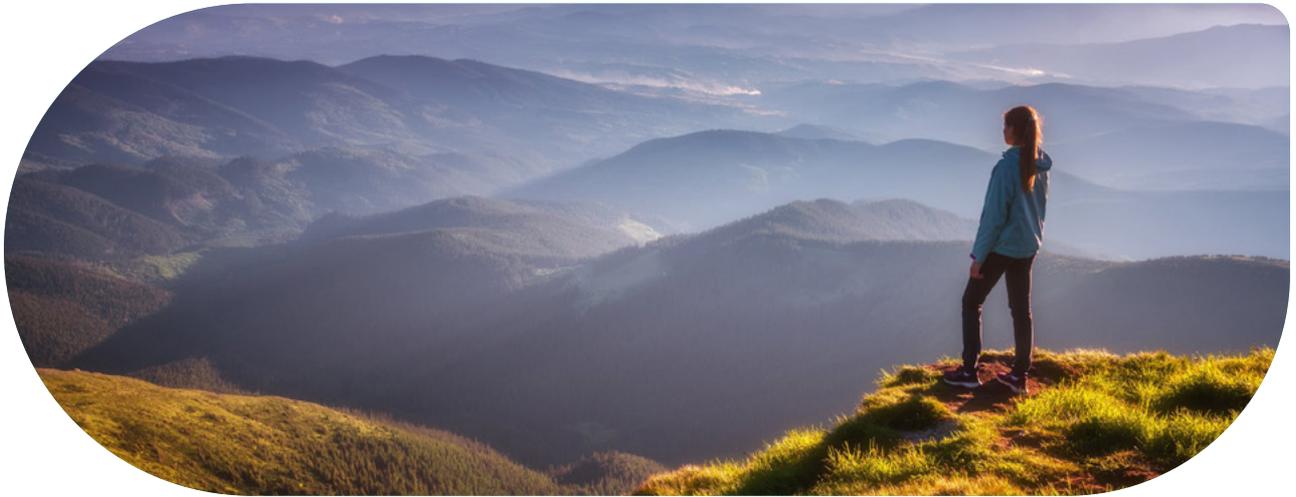
# WELCOME TO KOTTER TRAINING

We know that most organizations struggle to engage large segments of people in even the highest profile strategic initiatives. To deliver meaningful results – especially under today’s conditions of constant change and increasing uncertainty – you need more leaders at all levels within your organization coordinated in their efforts and aligned in their purpose. Across continents, industries, and cultures, Kotter’s learning and development programs allow organizations to provide critical skills to their people – at scale.

These programs, based on Kotter’s industry-leading research, are designed to build capabilities in leaders at all levels that drive shifts in behavior and accelerate results – giving people shared language, skills, and tools to help lead in today’s ever-changing world. Delivered on site at your organization or virtually (live or on-demand), Kotter’s content areas can be used off-the-shelf or mixed and matched, curated in service to your strategy.

## KOTTER CHANGE CERTIFICATION





# PROGRAM LEARNING JOURNEY

4



## ESSENTIAL CHANGE TOOLKIT

Module 1. Barriers to Change

Module 2. Influential Team Members Who Discourage Action

Module 3. Lack of Confidence or Skills

Module 4. Structures + Systems That Prevent Progress

Exam



5



## ACCELERATING RESULTS

Module 1. Elements of a Wins Strategy

Module 2. Activating a Winning Mindset

Module 3. The Practice of Winning

Exam



6



## ACHIEVING LASTING CHANGE

Module 1. Sustaining Acceleration

Module 2. Instituting Change

Exam



**ADVANCED CHANGE CERTIFICATION**  
Completion of Courses 1-6



# A LEARNING PROGRAM DESIGNED FOR YOU

How you learn matters to us. Kotter has designed three unique ways to earn your certification, so you can customize your training experience.



## SELF-PACED

Kotter's innovative elearning platform has been designed from the ground up, complete with interactive curriculum, engaging activities, and online case studies.



## VIRTUAL

Our live, instructor-led online program allows you to participate in a cohort of diverse change leaders from the comfort of your home or workplace. Learn more about upcoming events here.



## IN-PERSON

Learn alongside fellow change leaders through live, instructor-led in-person training sessions. Get the most out of your certification experience and learn more about upcoming events below.

[Learn More About Upcoming Events](#)



*[Others have] a process, whereas Kotter is all about change capability and behaviors, making people actually do things differently... and stick with it.*

– Senior Director of Change Management, Liberty Utilities



# WHAT DISTINGUISHES US FROM OTHER CHANGE PROGRAMS

## THE CHANGE TRAINING LANDSCAPE

What was once a nice-to-have has fast become a necessary competency for individuals and organizations to succeed in today’s world – where change is no longer episodic but constant.

What has been true for decades, but has become increasingly clear the more change that comes at us, is that change management is no longer enough. What is most needed today – and for the future – is sustainable change capability that enables organizations to be more adaptable in the face of volatility and uncertainty.

As organizations look to adopt or evolve their preferred change methodologies, the choices can be overwhelming. The table below gives a snapshot of how Kotter’s change programs differ from others in the market.

## THE KOTTER ADVANTAGE

KOTTER	OTHERS
Dynamic, iterative, flexible	Linear, sequential, prescriptive
Human-centered (building lifelong change leadership skills)	Process-centered (learning to use a technology, tool, or template)
Delivers sustainable, lasting, transformative change	Addresses discrete initiatives or projects
Training for leaders at all levels	Training for change practitioners
Training for individuals, groups, and organizations	Training for individuals
Inclusive of multiple, diverse stakeholder groups as the “centers of gravity” that build a movement for change	Assumes top-down sponsorship and those with positional authority as primary influencers of change
Relies on both Management and Leadership	Relies on Management systems
Activates the Diverse Many	Focuses on the Select Few
Uncovers hidden or untapped leadership potential	Highlights the skills and strengths of the usual suspects
Results-focused (combines new skills, behaviors, mindsets, and tools to deliver strategic impact)	Activity-focused (utilizes templates and checklists as primary tools to produce plans as primary deliverables)
Leverages the benefits of both hierarchical structures (predictability, stability) and networks (speed, agility, innovation)	Focuses on optimizing systems and processes within the hierarchy
Can be used in concert with other frameworks to accelerate and amplify benefits organization-wide	Intended to be used as the sole tool for project implementation
Training delivered in the context of current changes (participants learn through doing, workshoping their own changes throughout the training)	Training delivered in isolation (participants learn the components of the framework and how to use the tools before being deployed to implement them)



*This program offers both the theory to change  
as well as tools and methodologies to immediately  
put your learning to work.*

– Course Participant



# BADGES

## SHOWCASE YOUR KNOWLEDGE

Upon successful completion of each course and your demonstration of understanding of the content, you will receive a verified badge that you can share on LinkedIn, in your email signature, and on your CV. Your badge will be unique to you and will be verified by Credly.

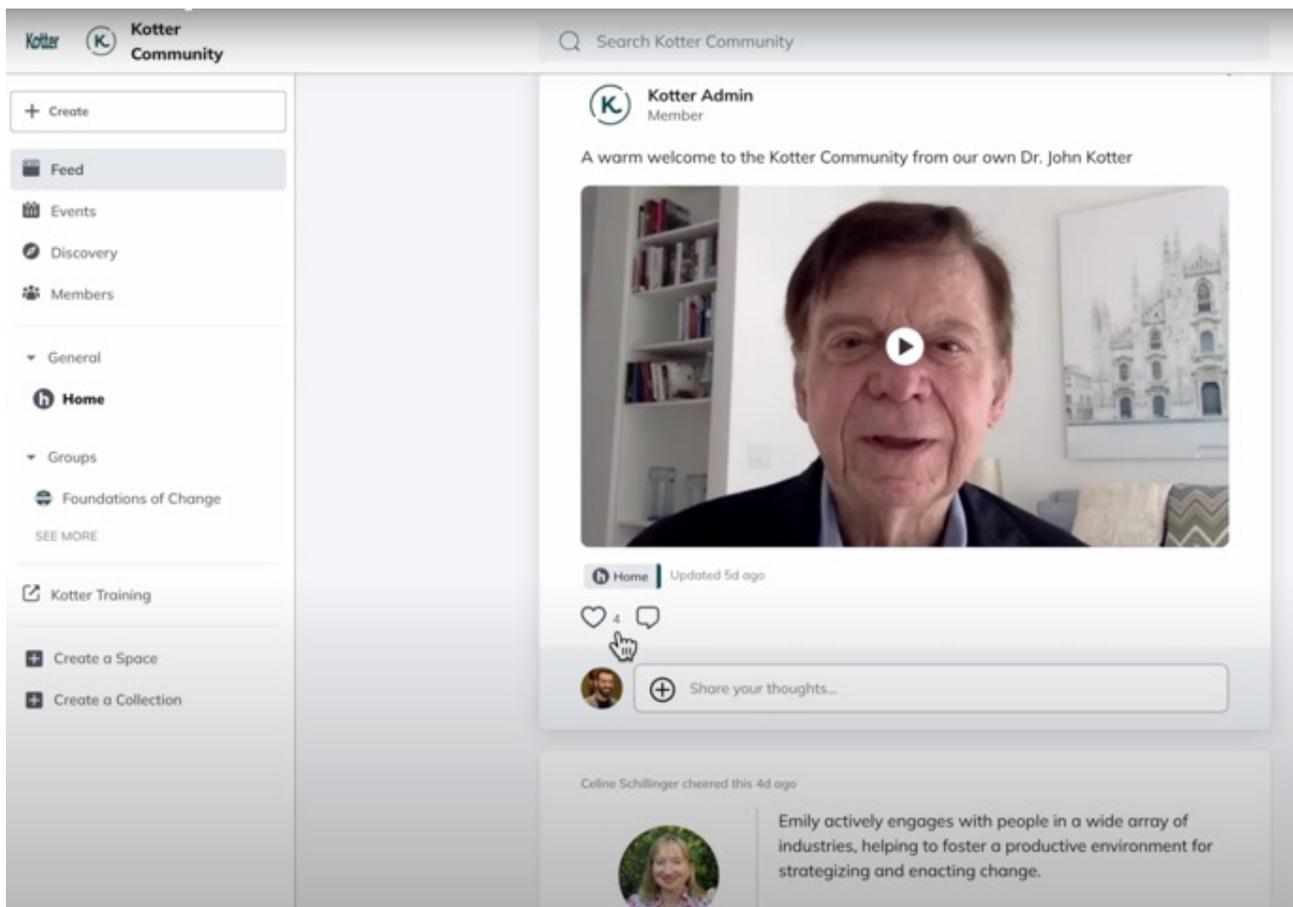
Completion of all six courses earns you the Kotter Change Certification badge.



# THE KOTTER COMMUNITY

## EXCLUSIVE ACCESS

Upon completion of any of our courses, you will receive a complimentary 6-month subscription to the online Kotter Community, where you can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts. Completion of the Kotter Change Certification includes 18 months of access to the Kotter Community.



# FOUNDATIONS OF CHANGE

## THE ART + SCIENCE BEHIND SUCCESSFUL TRANSFORMATION



In our primary training course, participants explore the Science of Change, including our understanding of human nature and our response to threats and opportunities, the limitations of traditional organizational structures, and Kotter's research on effective strategies, principles, and tactics for leading complex change.

In this day-long course (or approximately six hours if taken through our self-directed online platform), they learn how to apply Kotter's 8 Accelerators and 4 Change Principles to dramatically increase their chances of success as they lead change.

## COURSE OUTLINE

*Foundations of Change* is based on three core content modules.

### 1 THE SCIENCE OF CHANGE

Participants begin their journey by learning about the elements of the Science of Change:

1. Human nature, including human hardwiring and how the Survive and Thrive channels impact whether we embrace or resist change
2. The design and limitations of the modern organization
3. Proven strategies and principles for leading change

### 2 CORE CHANGE PRINCIPLES

Next, they take a deep dive into Kotter's Core Change Principles:

- Management + Leadership
- Head + Heart
- Have to + Want to
- Select Few + Diverse Many

Through interactive activities and practical exercises, participants will learn how to apply these principles to create an environment where others are engaged and open to change.

### 3 LEADING CHANGE FRAMEWORK

Finally, participants build on their understanding by learning how to apply the key success factors behind each of the 8 Accelerators to their own work, including the importance of articulating a Big Opportunity and:

1. Creating a Sense of Urgency
2. Building a Guiding Coalition
3. Forming a Strategic Vision
4. Enlisting a Volunteer Army
5. Enabling Action by Removing Barriers
6. Generating Short-Term Wins
7. Sustaining Acceleration
8. Instituting Change

## ABOUT THIS COURSE

Today we expect leaders at all levels of an organization to deliver results under conditions of increasing change, uncertainty, and complexity. However, many feel unprepared and ill-equipped to lead change.

In this course, participants will study the Science of Change and how to apply it to changes they are leading today, those that may emerge in the future, or those they may participate in as part of a larger group or organization. Participants will learn about:

- Our understanding of human nature and our response to threats and opportunities
- The limitations of traditional organizational structures
- Kotter's research on effective strategies, principles, and tactics for leading complex change

*Foundations of Change* was designed by the most seasoned Kotter experts. As part of the experience, participants will hear directly from the master facilitators who lead our research and consulting engagements, as well as directly from some of our clients about their stories of leading change.

With the Science of Change and real-life stories as reference and an action plan as your guide, participants will immediately practice applying what they've learned to their specific context.

## WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Be able to articulate how the Science of Change impacts their personal change efforts or those within their organization
- Have a new awareness and understanding of human hardwiring and how our natural Survive and Thrive channels manifest in the context of leading change
- Be able to apply the language of Kotter's 8 Accelerators and 4 Change Principles to their work
- Understand how to apply the core framework of effective change to their own change and identify ways to increase success

## WHO THIS COURSE IS FOR

While *Foundations of Change* is ideal for mid-level managers and change leaders, it is equally relevant for more senior and more junior leaders. As a rich introduction to the fundamentals of the Kotter methodology, everyone can benefit from this essential course.

## WHAT IS THE TIME COMMITMENT

6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of *Foundations of Change*, participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow *Foundations of Change* participants, and Kotter experts.

# ENGAGING STAKEHOLDERS TO SPARK A MOVEMENT

## IGNITING URGENCY + BUILDING A GUIDING COALITION



A Sense of Urgency is arguably the most critical – and often under-leveraged – ingredient in both inspiring and sustaining change. Learn how to create true urgency, and practice how to keep people on board and energized about your change. Then explore how to identify, recruit, engage, and equip a set of people to serve as your Guiding Coalition – spearheading the coordination of efforts over the course of your change.

### COURSE OUTLINE

*Engaging Stakeholders to Spark a Movement* is based on two core content modules.

#### 1 IGNITING TRUE URGENCY

Participants will explore the difference between true urgency, false urgency, and complacency. They will decipher how to identify each, and will learn how to ignite true urgency using an understanding of various change styles that they can expect to encounter in their change efforts. Participants will also practice communicating for urgency using a series of tips and tactics for building and maintaining urgency throughout the course of any transformation.

#### 2 BUILDING A GUIDING COALITION

Once participants have practiced building and maintaining urgency for their changes, they will learn about the role of Guiding Coalitions in coordinating, scaling, and sustaining change. They will explore the characteristics of an effective Guiding Coalition, and learn how to recruit and build a Guiding Coalition that will help them to move changes forward with far greater chances of success.

### ABOUT THIS COURSE

*Engaging Stakeholders to Spark a Movement* was designed by Kotter experts based on all we have learned through decades of empirical research observing, analyzing, and documenting patterns across thousands of change efforts. This course offers a deep dive into Accelerators 1 + 2 in Kotter's change framework: Create a Sense of Urgency and Build a Guiding Coalition.

Dr. Kotter wrote the book *A Sense of Urgency* as, working side by side with organizations undergoing change, he observed that an overwhelming number of those organizations underestimated the importance of creating true urgency as a success factor in achieving their vision.

Too often, leaders believe they have generated a healthy level of urgency across their organization when, in fact, the “urgency” they observe is either insufficient or is masquerading as complacency or false urgency. This course begins by teaching participants how to recognize the characteristics of true urgency, and then practice ways to energize large groups of people to move forward together with a sense of shared purpose.

In this course, participants will also have the opportunity to dive into the construct of a Guiding Coalition. In the dual operating model – the organizational structure outlined in the Science of Change – the Guiding Coalition serves as the nucleus of the network and the connective tissue to the hierarchy.

As part of the experience, participants will practice igniting true urgency and building a Guiding Coalition through practical, real-world experiences, including case studies, simulations, and application to their own change initiatives.

With the Science of Change and an Action Plan as their guide, participants will immediately practice applying what they’re learning, and will leave the course with tools and techniques for carrying their learning forward.

## WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Apply core principles of effective change to their own change initiative(s) and identify ways to enhance their success
- Recognize behaviors that occur when people are on board, truly urgent, and actively supporting a change
- More effectively engage others in change by addressing their diverse needs, with an emphasis on building an increased sense of urgency
- Articulate why a Guiding Coalition is uniquely positioned as an essential driver for successful change
- Recruit and engage a diverse set of people who can have the greatest impact on guiding the successful realization of the change
- Craft a concrete Action Plan for advancing your individual change initiative(s)

## WHO THIS COURSE IS FOR

*Engaging Stakeholders to Spark a Movement* is ideal for change leaders who are either at the beginning of a change effort or are in the midst of a transformation and are struggling to build sufficient momentum for the change.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

## WHAT IS THE TIME COMMITMENT

4–6 hours of total learning (including interactive activities, practical exercises, and reflection time)

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# SELLING YOUR CASE FOR CHANGE

SHAPING A VISION +  
GAINING BUY-IN



How do you paint a compelling picture of the future, and how do you help people see what will need to be done in order to make that vision a reality? Most importantly, how do you get them bought into this vision so they are inspired to help?

Learn how to craft an inspiring vision, and practice techniques that will allow you to win over even the biggest skeptics by more effectively navigating the objections they throw at you.

## COURSE OUTLINE

Selling Your Case for Change is based on two core content modules.

### 1 FORMING A STRATEGIC CHANGE VISION

While you can build authentic, true urgency around a Big Opportunity, people need to understand what the future should (or could) look like – in terms that are rational, practical, and actionable – to guide their contributions and efforts.

In this module, participants will learn the elements of an inspiring Change Vision and will practice crafting and applying an effective vision

### 2 ENLISTING A VOLUNTEER ARMY TO GAIN BUY-IN

Every change will be faced with barriers to success... and many of those barriers come in the form of people who are not sufficiently bought into the case for change.

In this module, participants will prepare for skeptics and resisters by learning how to handle objections and challenges to their changes.

A fictional story (informed by real-world cases) guides their practice, providing opportunities to test their skills in a fun, interactive format.

## ABOUT THIS COURSE

Selling Your Case for Change spotlights Accelerators 3 + 4 in Kotter's change framework: Form a Strategic Vision and Communicate for Buy-In. It also includes key elements of the Science of Change – particularly the neuroscience of leading change (our natural Survive and Thrive responses to change) and the core principle of Head + Heart.

Perhaps your change is naturally inspiring or you've done a stellar job energizing people around what could be possible in your aspirational future. Lighting that spark is critical to any change effort, but it won't ensure success on its own. Change that delivers results requires a clear articulation – and understanding – of what the future will look like when the aspiration is realized and a robust strategy for building buy-in.

Why? Absent a compelling case and sufficient buy-in, your change risks losing traction, running out of steam before it gets off the ground, or succumbing to the challenges of critics.

Change requires appealing to both the Head and the Heart. It requires aspiration and action. And to inspire people to act, change leaders (that's you!) must be conscious of:

- Balancing an inspiring message with a concrete, tangible, and actionable vision
- Creating a sense of clarity that enables people to focus on the most important activities
- Sending signals that calm people's natural Survive response and activate their Thrive response
- Creating opportunities for people to see themselves in the future state
- Preparing to fend off inevitable objections

Informed by decades of experience and designed by master Kotter instructors, this course utilizes interactive simulations and activities that will challenge participants thinking, offer multiple chances to practice their skills, and build their confidence as they prepare to make their case for change.

With the Science of Change and a robust story as your guide, participants will immediately practice applying what they've learned to their specific context, and will leave the course with an Action Plan and tools they can use in changes today and in the future.

## WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Be able to articulate how the Science of Change impacts their personal change efforts or those within their organization
- Have a new awareness and understanding of human hardwiring and how our natural Survive and Thrive channels manifest in the context of leading change
- Be able to apply the language of Kotter's 8 Accelerators and 4 Change Principles to their work
- Understand how to apply the core framework of effective change to their own change and identify ways to increase their success

## WHO THIS COURSE IS FOR

*Selling Your Case for Change* is for anyone ready to move from initial momentum-building into more concrete execution of change. It is also for those preparing to pitch their change to an unpredictable or challenging audience.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

## WHAT IS THE TIME COMMITMENT

4-6 hours of total learning (including interactive activities, practical exercises, and reflection time)

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# ESSENTIAL CHANGE TOOLKIT

## REMOVING BARRIERS



Barriers to change exist across systems and processes as well as culturally through mindsets, behaviors, and actions. Learn how to identify barriers to change – both the immediate and the persistent – and what you can do to remove those barriers so that you and others are empowered to act more effectively.

### COURSE OUTLINE

*Essential Change Toolkit* is based on four core content modules.

#### **1** RECOGNIZE, IDENTIFY, AND UNDERSTAND BARRIERS TO CHANGE

Every change is met with inevitable roadblocks. The good news is that many of these obstacles are predictable, and all can be overcome.

In this module, participants will learn how to get ahead of the most common barriers to change, including influential team members who discourage action; critical gaps in skills or confidence; and structures and systems that prevent progress.

#### **2-4** ENABLE ACTION BY REMOVING BARRIERS | TOOLS WORKSHOP

It's one thing to be able to recognize barriers to change, but identifying the problem does not solve it. In these modules, participants will practice using specific tools that will help to build support for their change and enable action, including:

- Stakeholder mapping
- Stakeholder engagement planning
- Change impact analysis
- Communications planning

## ABOUT THIS COURSE

When barriers get in the way of our change, it can often take us off guard and derail our progress. How many times have we looked back on a change effort and reflected, “If only I had seen that coming...?”

In this course, participants will explore the most common barriers to change and the factors that influence them so they can more readily anticipate what might slow them down. Participants will then learn how to overcome those obstacles and inspire more action from more people to support their change.

*Essential Change Toolkit* was designed by the most seasoned Kotter experts. As part of the experience, participants will uncover where they might encounter resistance, and then practice various tactics to address the obstacles created by people, systems, and processes.

This course includes an extensive collection of tools and resources that will help participants remove barriers to change – today and in the future.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Be able to describe the most likely sources and types of barriers and resistance to change
- Understand the tools for removing barriers to change
- Know how to create effective stakeholder engagement strategies
- Be able to craft communication plans that broadly engage others in the change vision
- Create conditions for expanding empowered action to accelerate key changes
- Apply practices for equipping others to drive key changes and overcome structural and systemic barriers to change

### WHO THIS COURSE IS FOR

*Essential Change Toolkit* is for anyone looking to acquire a robust set of tools and skills for navigating common roadblocks to change.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

### WHAT IS THE TIME COMMITMENT

4-6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# ACCELERATING RESULTS

## GENERATING WINS TO DEMONSTRATE PROGRESS



Wins are the molecules of success – the proof points of progress. Learn how to build momentum around, reinforce, and sustain change through the practice of leading, generating, discovering, communicating, and celebrating wins. Discover why wins are so important and how to drive tangible results along the way to accelerate and embed your change.

## COURSE OUTLINE

*Accelerating Results* is based on three core content modules.

### 1 ELEMENTS OF A WINS STRATEGY

Wins – small and large – are a function of our actions, our environment, and our mindset. In this module, participants will learn to identify barriers to winning and craft a wins roadmap. The model they will use includes how to lead, generate, discover, celebrate, and communicate wins.

### 2 ACTIVATING A WINNING MINDSET

Urgency around a Big Opportunity inspires wins by helping to answer the question “What are we running towards?” Clarity around and belief in the vision of the future encourage the mindset needed to successfully implement change. Simply stated: the message matters. In this module, participants will learn how to move people from “won’t” to “will” through building a winning mindset.

### 3 THE PRACTICE OF WINNING

Our research and our work with clients constantly reminds us of the significance of early, blockbuster results as an accelerant of change. In this module, participants will learn the key ingredients of generating high-impact, short-term wins along with approaches for achieving big, results-focused goals.

## ABOUT THIS COURSE

In order for change to advance, participants must demonstrate progress through visible wins. At the end of the day, people like winning because winning feels good – it feeds our Thrive channel and gives us the confidence and energy to charge ahead.

Wins can take many forms and are exhibited through what we do, the ways we work, and how we think. In this course, participants will learn how to build a wins strategy, generate high-impact, short-term results, and create a winning mindset in your organization. Participants will tackle questions such as:

- What is a win?
- How will I recognize a win when I see it?
- What do I do with a win once I've identified it?
- How can I help my team or organization engineer wins to show what is possible?

*Accelerating Results* was designed by Kotter experts to introduce a model for leading wins and accelerating results that anyone can implement. As part of the experience, participants will see examples of what wins look like and how they can be celebrated and communicated. They'll also have the opportunity to practice sharing and communicating wins by reflecting on their own change.

With the Science of Change and real-life stories as reference, participants will immediately practice applying what they've learned to their change.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Explain how wins motivate teams and create momentum in the context of change
- Lead, engineer, and encourage wins
- Describe the impact that measurable and consistent results can have on accelerating your change
- Capture, celebrate, and communicate wins
- Overcome barriers to winning while creating a winning mindset and environment for your change

### WHO THIS COURSE IS FOR

*Accelerating Results* is ideal for change leaders at all levels who are seeking to drive wins of all sizes to promote urgency and buy-in. It is also for those who must deliver high-impact, strategically important proof points of progress.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

### WHAT IS THE TIME COMMITMENT

4-6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.

# ACHIEVING LASTING CHANGE

## ENSURING SUSTAINABLE IMPLEMENTATION



Change requires constant reinforcement and support in order to be sustained and fully embedded. Learn how to assess the progress of your transformation, analyze where you are (and how much further you still need to go), and evaluate your systems and processes to ensure they reinforce – and do not detract from – the transformed organization. Leverage the power of storytelling and case studies to institute your change.

## COURSE OUTLINE

*Achieving Lasting Change* is based on two core content modules.

### **1** SUSTAINING ACCELERATION

Change is a marathon, not a sprint. And just like an endurance runner, we must incorporate moments of pause and reflection if we are to keep moving forward at pace. In this module, participants will learn how to diagnose the status of their change, and then explore ways to remain in Thrive and re-energize their organization when Urgency wanes.

### **2** INSTITUTING CHANGE

One of the biggest challenges to any change is getting it to stick. Entrenched cultural behaviors and organizational systems can all-too-easily cause us to fall back into old ways of working. In this module, participants will learn why adaptable cultures are more likely to succeed and how to identify attributes of agility within their organization. They will then learn how to assess their management systems and processes to ensure the new ways of working are positively reinforced.

## ABOUT THIS COURSE

Too often, people give up before a change has truly taken hold. This frequently happens for two very different reasons: either people claim victory too early or they lose momentum as energy wanes. Without continued efforts to sustain acceleration and institute change, transformations risk slipping backward... and sometimes die altogether.

In this course, participants will learn how to manage the ebb and flow of Urgency over time; how to mitigate the risks of implementing sustainable change; and how to evaluate both management-driven systems and leadership-driven ways of working to ensure their change sticks.

*Achieving Lasting Change* was designed by the most seasoned Kotter experts. As part of the experience, participants will gain access to our master consultants, our rich library of research and our deep experience through the application of client stories and a full case study experience.

With the Science of Change and real-life stories as reference, participants will immediately practice applying what they've learned to their specific context.

### WHAT PARTICIPANTS WILL LEARN

At the completion of this course, participants can expect to:

- Define approaches for capitalizing on growing momentum for a change to drive impact
- Reenergize key people who are driving the change to move through setbacks and ongoing resistance
- Capture improvements and results to show how new practices are improving performance
- Identify successful new habits and practices that can make the change sustainable
- Apply strategies for identifying and adjusting key processes and systems required to anchor changes in place

### WHO THIS COURSE IS FOR

*Achieving Lasting Change* is designed for leaders at all levels who are ready to plan for scale and sustainability of the changes they are implementing.

While not required, we recommend completing *Foundations of Change* prior to taking this course.

### WHAT IS THE TIME COMMITMENT

6 hours of total learning (including interactive activities, practical exercises, and reflection time).

## AFTER THE COURSE

### COMPLETION BADGE

Upon successful completion of this course and demonstration of understanding of the content, participants will receive a verified badge that they can share on LinkedIn, in their email signature, and on their CV. Their badge will be unique to them and will be verified by Credly.



### COMMUNITY ACCESS

Upon completion of this course participants will receive a complimentary 6-month subscription to the online Kotter Community, where they can access exclusive content and connect with other Kotter change practitioners, fellow course participants, and Kotter experts.



*[Kotter's training] equips teams with  
the skills to drive transformational changes.*

- Course Participant



## PERSONALIZED LEARNING AT SCALE

# CUSTOM TRAINING PROGRAMS

Empower your team in change leadership. We offer customized and corporate training programs and coaching for teams across an organization, both virtually and in-person.

## BUILDING CHANGE-CAPABLE ORGANIZATIONS

Today, we expect individuals at all levels of an organization to deliver results under conditions of increasing change and uncertainty. Many feel unprepared and ill-equipped to lead the necessary change, resulting in both change fatigue and insufficient progress.

Our custom change training programs –based on Kotter’s industry-leading change research– are designed to build capabilities in leaders at all levels that drive shifts in behavior and accelerate results.

To learn more about our custom training offerings you can contact us. We can tailor change training for your organization to meet your specific needs.

Contact Our Team to Learn More

## CUSTOM PROGRAM DESIGN

We work directly with your team to design your program with your specific organizational needs and long-term transformation goals in mind. We can build off of our existing programs or develop a fully customized change training for your organization from the ground up. Whether an add-on or from-scratch build, our custom program will be designed to explicitly deliver against your organization’s learning objectives and desired outcomes.

Training formats will also be geared towards your organization’s learning environment. Whether your organization is looking for in-person, virtual, or hybrid programs, truncated or expanded versions of existing training offerings, or for our program to be integrated into an internal conference or larger off-site training, we can support with a fully customized buildout.

**Our custom training options may include some or all of the following modular components:**

- Curated Research + Case Studies
- Leadership Intensive Sessions
- Executive Workshops/Coaching
- Individualized Assessments
- Tailored Action Plans
- Speaking Engagements
- On and Off-Site Training Sessions

Get Started with Custom Training



