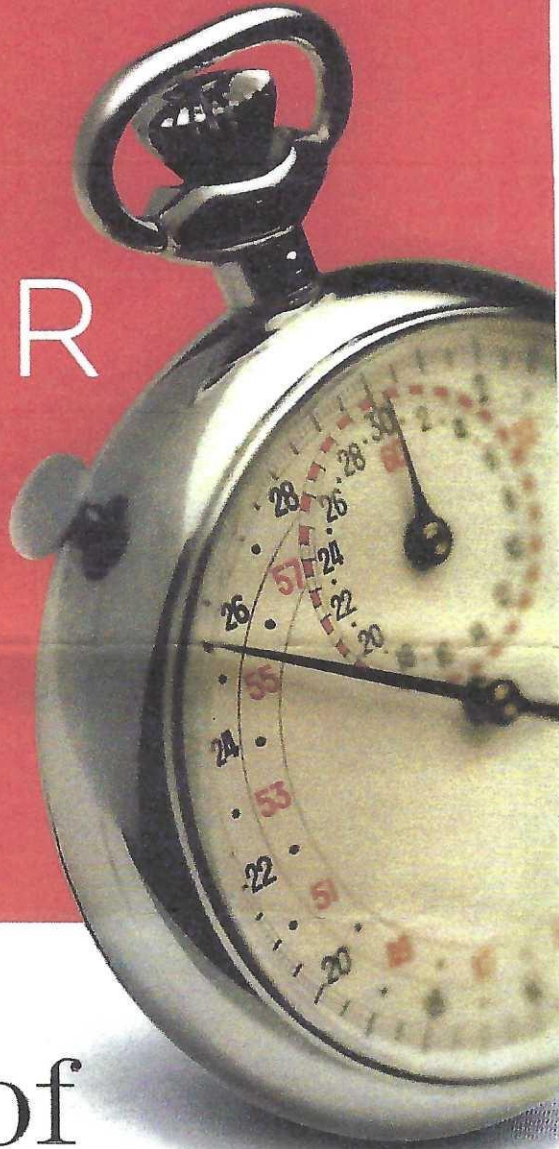


▼▼ and ►►►►

JOHN P.  
KOTTER

*Author of Leading Change and  
Our Iceberg Is Melting*



a sense of  
**urgency**

HARVARD BUSINESS PRESS

# “A Sense of Urgency” by John P. Kotter

Harvard Business Press, c. 2008

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## Key Points:

- ▶ *“The opposite of urgency is not only complacency. It’s also a false or misguided sense of urgency.”*

**“False sense of urgency”** = when a company may well have a great amount of **‘energized action’** but it’s driven by anxiety, anger and frustration and is not a **focused determination to win and win as soon as is reasonably possible.**”

- ▶ *“Urgency is becoming increasingly important because change is shifting from EPISODIC to CONTINUOUS.”*

With **‘episodic’ change**, there is **ONE BIG ISSUE**, (such as a merger or a core conversion), but with **‘continuous’ change**, projects come at you in an almost ceaseless flow and not in occasional spurts... and you have to deal with thus unlike ever before!

■ *“A TRUE sense of urgency is when people don’t move at 35 mph when 65 mph is needed to win!”*