

It all starts with urgency

1. **A sense of urgency:** Winners *first* make sure that a sufficient number of people feel a true sense of urgency to look for an organization's critical opportunities and hazards *now*.
2. **The guiding team:** With a strong sense of urgency, people quickly identify critical issues and form teams that are strong enough, and that feel enough commitment, to guide an ambitious change initiative, even through the team members may already be overworked or overcommitted.
3. **Visions and strategies:** Strong and highly committed teams orchestrate the effort to find smart visions and strategies for dealing with a key issue - even when the best strategies are elusive.
4. **Communication:** High-urgency teams inherently feel a need to relentlessly communicate the visions and strategies to relevant people to obtain buy-in and generate still more urgency in their organizations.
5. **Empowerment:** Those with a true sense of urgency empower others who are committed to making any vision a reality by removing obstacles in their paths - even if it's very difficult to remove those obstacles.
6. **Short-term wins:** High-urgency teams guide empowered people to achieve visible, unambiguous short-term wins that silence critics and disarm cynics.
7. **Never letting up:** After initial successes, groups with a true sense of urgency refuse to let their organizations slide back into a comfortable complacency. They expand the effort, working on every phase of the challenge, and never let up until a vision is a reality.
8. **Making change stick:** High-urgency organizations feel compelled to find ways to make sure any change sticks by institutionalizing it into the structure, systems, and most of all, culture.