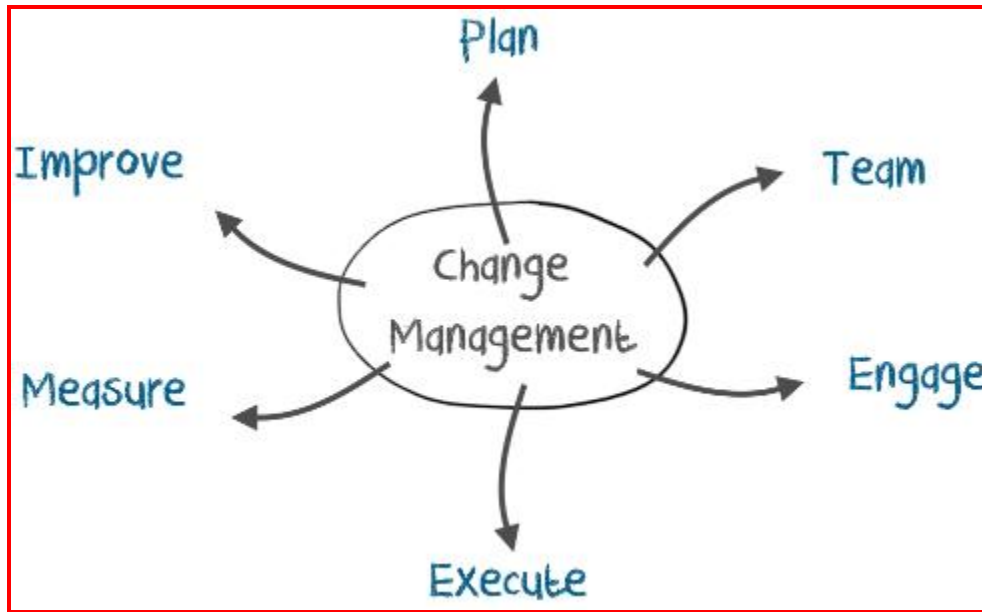


Study Guide: Change Management

10 Change Management Models

What is Change Management?



Change management modules are different guides, designed to help you lead change. Not two change models are the same, but broadly speaking they fall into two categories.

1. **Process focused (Steps to take)**
 - a. Kotter's 8 - Step Change Model
 - b. Lewin's Change Model
 - c. Deming Cycle PDCA
 - d. Mckinsey 7s Model
2. **People focused (Human response to change)**
 - a. ADKAR Model of Change
 - b. Nudge Theory
 - c. Satir Change Model
 - d. Bridges' Transition Model
 - e. The Change Curve
 - f. Maurer 3 Levels of Resistance

To remain competitive, organizations must continuously change. Without change, organizations stagnate, become uncompetitive, and go out of business. To thrive organizations must accelerate the speed of change to execute faster than their competition.

Change management models can help ensure that the change initiatives of an organization are successful.

You can choose a change management model that best fits your circumstances, but you can also combine elements of different models and create your own customized approach.

Process Focused Modules

Kotter's 8-Step Change Model



John P. Kotter's 8-Step Change Model is a widely recognized framework for managing and leading organizational change. Developed by Harvard Business School professor John Kotter, this model provides a structured approach to guide organizations through the process of transformation. The eight steps are divided in three phases and are as follows:

Phase 1. Create the Climate for change. Create a shared understanding of the change you want to make and why you want to make it.

1. Create a Sense of Urgency:

Convey the need for change and create a compelling reason for stakeholders to support it.

Highlight the risks and opportunities that come with not implementing the proposed changes.

2. Build a Guiding Coalition:

Form a cross-functional team of influential individuals who can lead and support the change effort.

Ensure that the coalition has the necessary skills, credibility, and relationships to drive change.

3. Form a Strategic Vision and Initiatives:

Develop a clear and concise vision for the future state of the organization.

Outline specific initiatives and strategies to achieve the desired vision.

Phase 2. Engage and Enable the Organization. Engage the team so they are empowered and enthusiastic about affecting change in the organization.

4. Enlist a Volunteer Army:

Mobilize a broader group of employees who are willing to actively participate in the change effort.

Empower these volunteers to act as change agents and champions within their respective areas.

5. Enable Action by Removing Barriers:

Identify and eliminate obstacles that may hinder the implementation of change.

Empower employees to take action by providing the necessary tools, resources, and support.

6. Generate Short-Term Wins:

Create and celebrate small, visible successes to build momentum and reinforce the belief in the change process.

These wins help to demonstrate that progress is being made.

Phase 3. Implement and Sustain. Press ahead after your initial successes to build momentum and fully embed the change within the organization.

7. Sustain Acceleration:

Continue to build on the momentum generated by celebrating successes.

Reinforce behaviors and practices that contribute to the success of the change initiative.

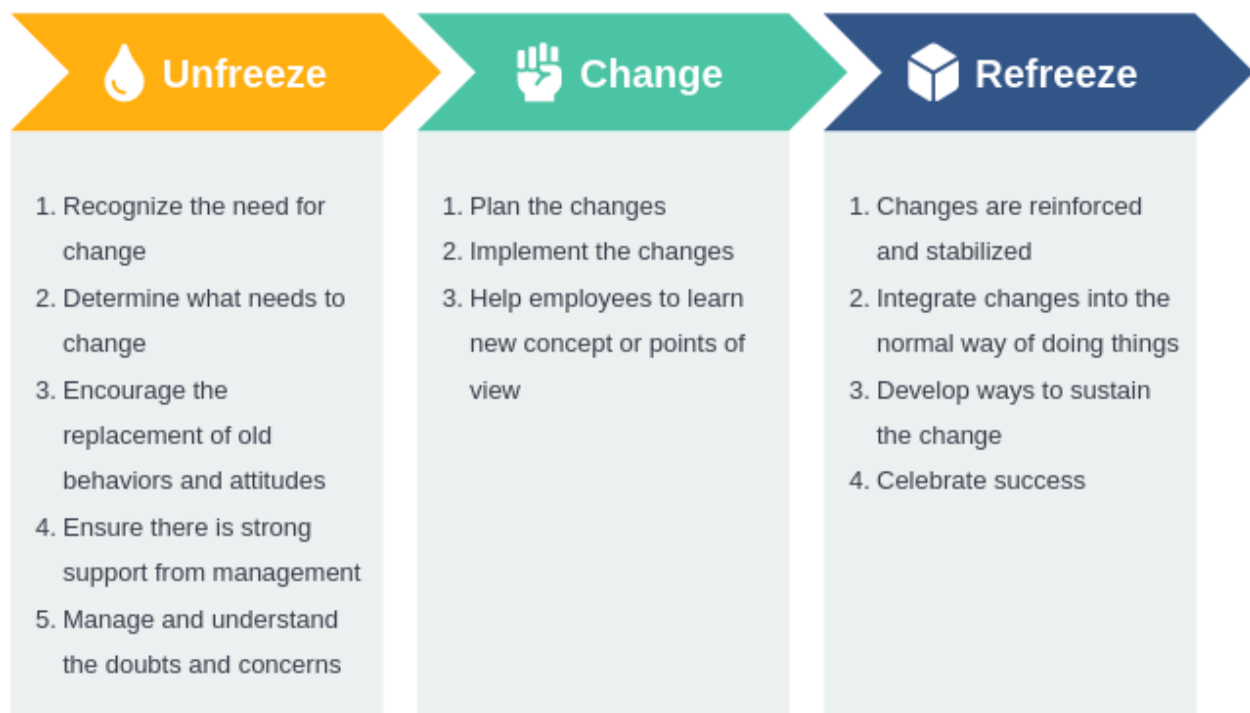
8. Institute Change:

Embed the changes into the organization's culture, policies, and practices.

Ensure that the new ways of working become the norm.

Kotter's 8-Step Change Model emphasizes the importance of both strategic and emotional aspects of change, recognizing that successful change initiatives require not only a well-thought-out plan but also the engagement and commitment of people throughout the organization. It provides a structured roadmap for leaders to navigate the complexities of organizational transformation.

Lewin's Change Model



Lewin's Change Model, developed by psychologist Kurt Lewin, is a three-stage model that provides a framework for understanding the process of change within organizations. The three stages are:

1. Unfreeze:

- In this stage, the organization prepares for change by acknowledging the need for it.
- Existing patterns and behaviors are "unfrozen" to create a sense of readiness for change.

2. Change (Transition):

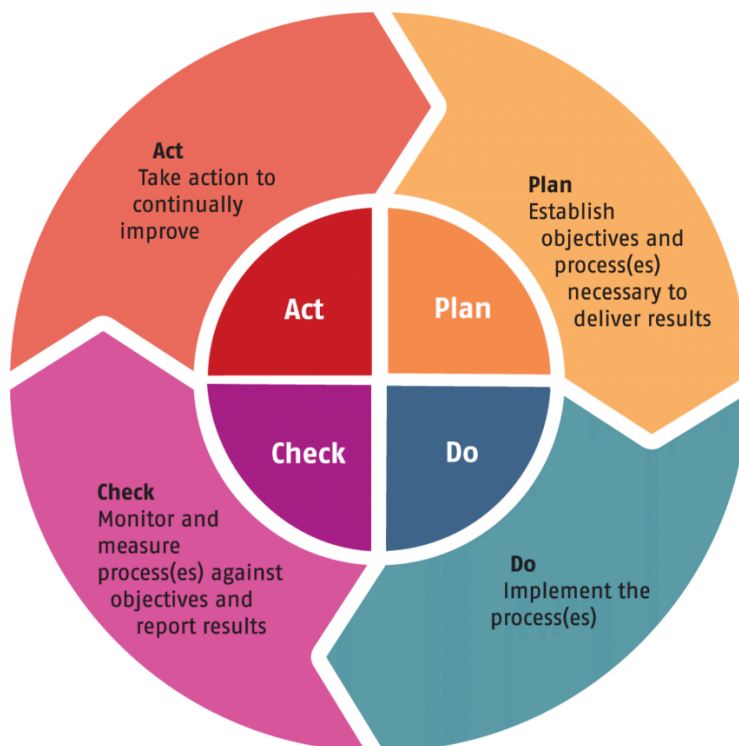
- This is the phase where the actual change is implemented.
- New processes, structures, or behaviors are introduced, and the organization undergoes the transition from the old state to the new one.

3. Refreeze:

- The final stage involves stabilizing the changes and integrating them into the organization's culture.
- The new state is "refrozen" to become the new status quo.

Lewin's model emphasizes the importance of creating a psychological and organizational readiness for change, implementing the change, and then reinforcing and stabilizing the new state. It is a foundational model in the field of change management and provides a simple yet effective framework for understanding the dynamics of organizational change.

The PDCA Cycle



The PDCA cycle, also known as the Deming Cycle or Plan-Do-Check-Act cycle, is a four-step iterative management method used for continuous improvement and problem-solving. It was developed by Walter A. Shewhart and later popularized by W. Edwards Deming. The four stages of the PDCA cycle are as follows:

Plan:

- **Objective:** Clearly define the problem or the goal of the improvement.
- **Analysis:** Gather relevant data and analyze the current situation.
- **Planning:** Develop a plan to address the problem or achieve the goal.
- **Predictions:** Make predictions about the outcomes of the plan.

Do:

- **Implementation:** Execute the plan on a small scale or in a controlled environment.
- **Document:** Record any changes made during the implementation.
- **Collect Data:** Gather data on the results and outcomes of the implemented plan.

Check:

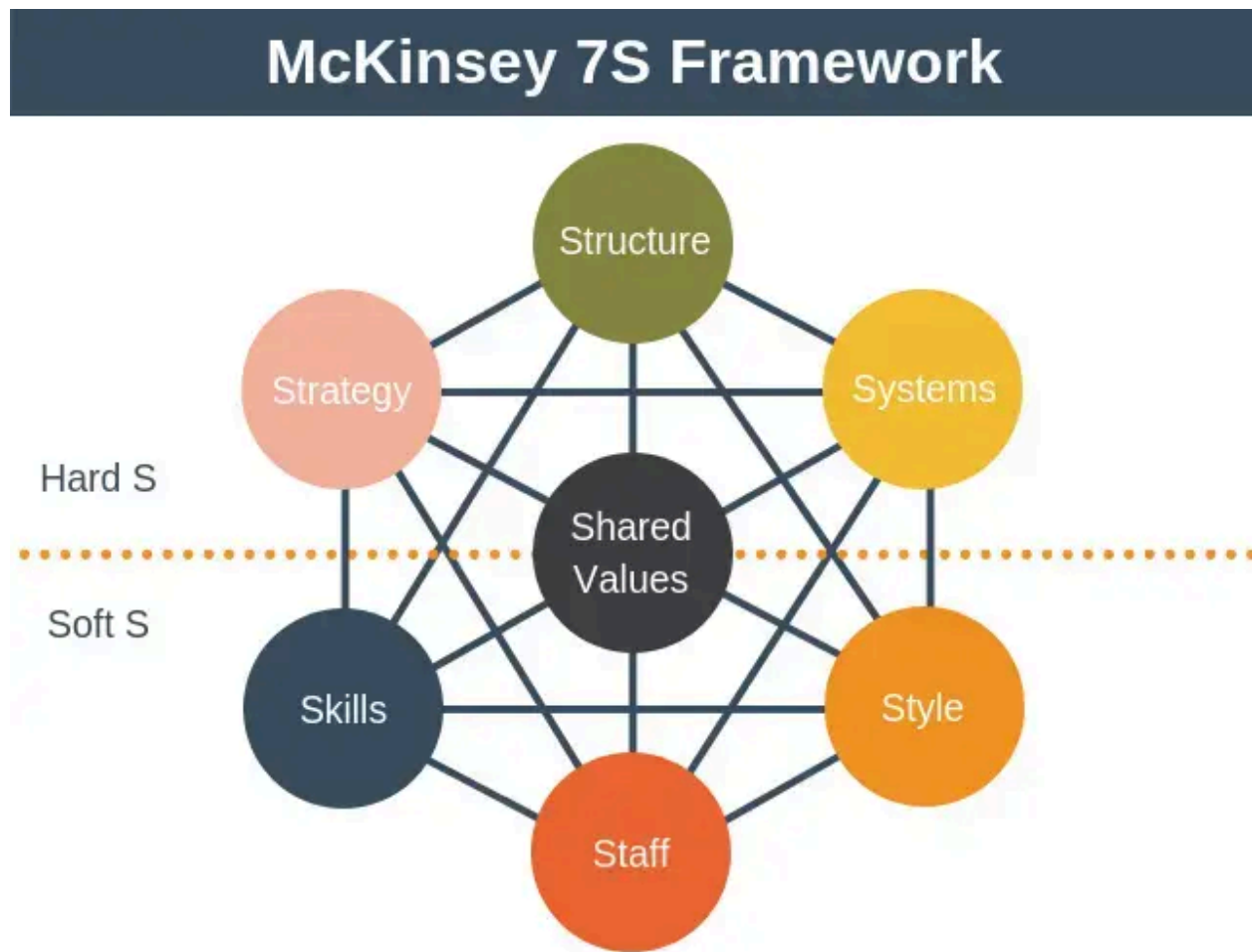
- **Comparison:** Compare the actual results with the predicted outcomes.
- **Data Analysis:** Analyze the data collected during the "Do" stage.
- **Identify Deviations:** Identify any deviations or variations from the expected results.
- **Evaluate:** Evaluate the effectiveness of the implemented changes.

Act:

- **Decision Making:** If the results are as expected or better, decide to implement the changes on a larger scale.
- **Adjustment:** If needed, make adjustments to the plan based on the feedback and analysis.
- **Learning:** Document lessons learned during the process.
- **Standardization:** If successful, standardize the new process or solution as the new baseline.

The PDCA cycle is a continuous and iterative process, and the completion of one cycle leads to the beginning of the next cycle. It promotes a systematic approach to problem-solving and improvement, encouraging organizations to learn from each cycle and make incremental enhancements over time. The PDCA cycle is widely used in various industries and sectors as a foundational framework for quality management, process improvement, and organizational development.

McKinsey 7S Framework



The McKinsey 7S Framework is a management model developed by consulting firm McKinsey & Company. It is a strategic planning tool that helps organizations analyze and align seven key internal elements to ensure effective organizational performance and success. The seven "S" elements represent different aspects of an organization, and they are interrelated and interdependent. The framework is named after the first letter of each element. The seven elements are:

1. Strategy:

- This refers to the organization's plan for achieving its goals and objectives. It involves defining the direction the organization should take to be successful in the long term.

2. Structure:

- Structure represents the organizational design and arrangement of roles, responsibilities, and reporting lines. It defines how various parts of the organization relate to each other.

3. Systems:

- Systems include the processes and procedures used to carry out the organization's work. This can encompass both formal and informal systems that support daily operations.

4. Skills:

- Skills refer to the capabilities and competencies of the organization's workforce. This includes the knowledge, expertise, and abilities needed to execute the organization's strategy.

5. Staff:

- Staff involves the people within the organization, including their numbers, roles, and the effectiveness of the workforce. It also considers factors such as recruitment, training, and development.

6. Style:

- Style relates to the leadership and management styles within the organization. It reflects the culture and behavior of leaders, as well as the overall organizational culture.

7. Shared Values:

- Shared values are the core beliefs and principles that guide the organization. They represent the fundamental values that the organization holds, shaping its identity and guiding decision-making.

The McKinsey 7S Framework suggests that all seven elements must be aligned and mutually reinforcing for an organization to be effective and successful. Changes in one element may require adjustments in others to maintain alignment. The framework is often used as a diagnostic tool to assess organizational effectiveness, guide strategic planning, and facilitate organizational change. By examining these seven elements, leaders can gain insights into the current state of the organization and identify areas for improvement or realignment.

People Focused Modules

ADKAR Model of Change



The ADKAR model is a change management framework that focuses on individual change within an organization. Developed by Prosci, a leading change management research and advisory firm, ADKAR is an acronym that represents the five key elements critical for successful change at the individual level. The five elements are:

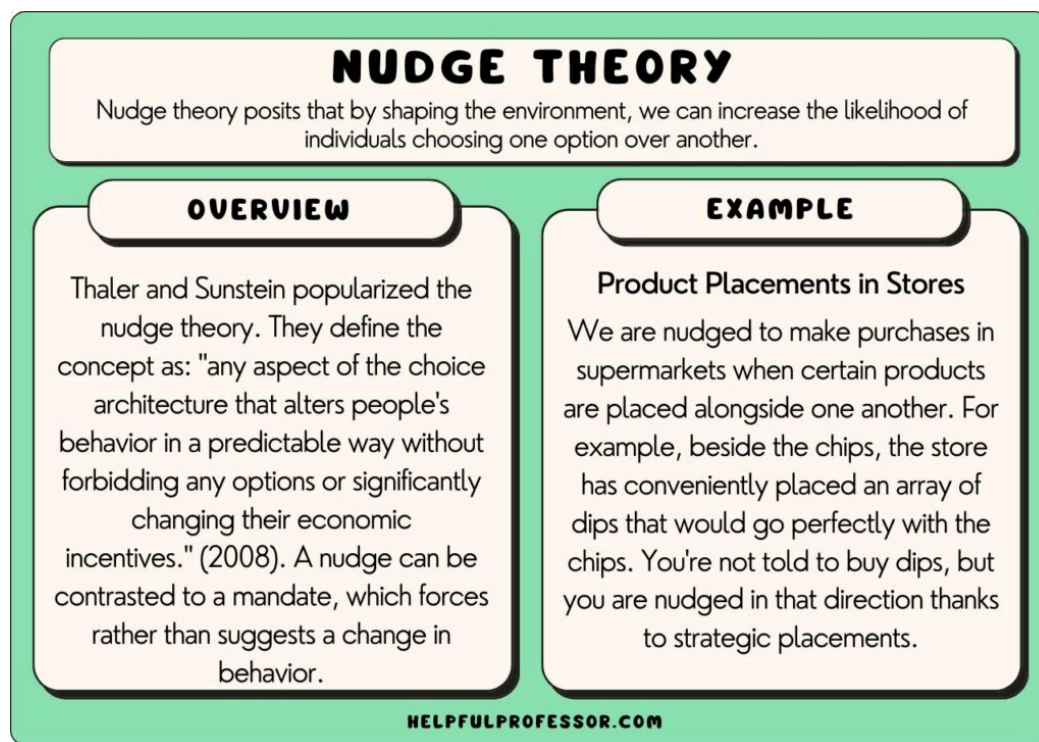
- 1. Awareness:**
 - Understanding why change is needed and the reasons behind it.
 - Recognizing the necessity and importance of the change.
- 2. Desire:**
 - Developing a personal motivation and commitment to support the change.
 - Internalizing the benefits and advantages of the change.
- 3. Knowledge:**
 - Acquiring the information and skills necessary to implement the change.
 - Understanding how to change and what specific actions are required.
- 4. Ability:**
 - Developing the capability and competence to implement the change successfully.
 - Gaining the practical skills and confidence to perform the new tasks.
- 5. Reinforcement:**
 - Ensuring that the change is sustained over time.

- Providing ongoing support, recognition, and reinforcement to maintain the new behaviors and prevent a relapse into old habits.

The ADKAR model is often used as a tool to guide organizations through the process of managing individual transitions during times of change. It emphasizes that for change to be successful, individuals must progress through each of the five stages in the ADKAR sequence. The model is particularly useful for change managers and leaders to assess and address the specific needs of individuals affected by a change initiative.

By focusing on these elements, organizations can tailor their change management strategies to address the unique challenges and concerns of individuals, increasing the likelihood of successful adoption and sustained change. The ADKAR model is applicable across various types of organizational change, including technology implementations, process improvements, and cultural transformations.

Nudge Theory



Nudge theory, also known as behavioral economics or libertarian paternalism, is an approach to influencing people's behavior without imposing strict rules or regulations. It was popularized by behavioral economists Richard Thaler and Cass Sunstein in their book "Nudge: Improving Decisions About Health, Wealth, and Happiness."

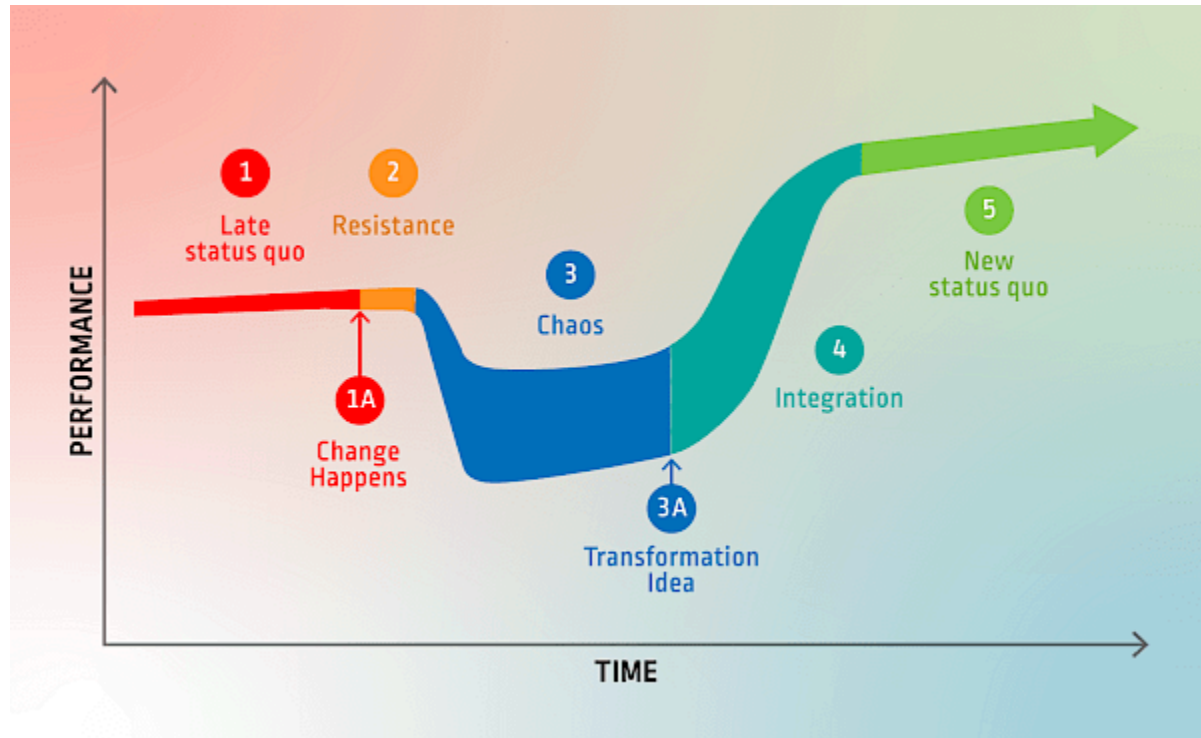
The key idea behind nudge theory is to design interventions that guide individuals toward making better decisions, often by leveraging insights from behavioral psychology. Nudges are subtle, positive influences that alter people's behavior in predictable ways without restricting their choices. Some characteristics of nudge interventions include:

1. **Choice Architecture:** Nudges focus on how choices are presented or structured to influence decision-making. By changing the way options are framed or organized, individuals can be guided toward more beneficial decisions.
2. **Defaults:** Setting default options that encourage desired behavior is a common nudge. People tend to stick with default choices, so altering defaults can significantly impact decision outcomes.
3. **Feedback:** Providing timely and relevant feedback can nudge individuals to make better choices. Feedback mechanisms highlight the consequences of certain actions and encourage positive behavior.
4. **Incentives and Rewards:** Nudges often use positive reinforcement through incentives or rewards to encourage desired behaviors. This can include discounts, recognition, or other forms of positive reinforcement.
5. **Social Norms:** Highlighting social norms or comparing an individual's behavior to that of their peers can influence decision-making. People often adjust their actions to align with perceived social norms.
6. **Ease of Access:** Making desired options more accessible and convenient while making less desirable options less accessible is another nudge strategy. This takes advantage of people's inclination toward the path of least resistance.

Nudge theory has been applied in various fields, including public policy, healthcare, finance, and organizational management. Governments and organizations use nudges to improve public health, promote sustainability, enhance financial decision-making, and address a wide range of behavioral challenges.

It's important to note that while nudges can be powerful tools for positive change, ethical considerations must be taken into account to ensure that individuals are not manipulated or coerced into making decisions against their best interests. Nudges are intended to guide choices while maintaining individual freedom and autonomy.

Satir Change Model



The Satir Change Model, developed by family therapist Virginia Satir, is a psychological model that focuses on the process of change within individuals, groups, and organizations. Virginia Satir was renowned for her work in family therapy, and her model has been adapted for use in various contexts, including organizational change. The Satir Change Model describes the typical stages that individuals and systems go through when facing change. The model consists of five stages:

1. Late Status Quo:

- In this stage, there is a sense of stability, but underlying issues and dissatisfaction may exist.
- People may be resistant to change, but the need for it is becoming apparent.

2. Resistance:

- As change is introduced, individuals or groups may experience resistance.
- This resistance can manifest as anxiety, fear, or attempts to maintain the status quo.

3. Chaos:

- In the chaos stage, the old ways of doing things break down, and there is a sense of disorganization.

- This stage can be challenging and uncomfortable, but it is a necessary part of the change process.

4. Integration:

- Integration involves the development of new ways of thinking, behaving, and working together.
- People and systems start to adapt to the changes, and a new equilibrium is established.

5. New Status Quo:

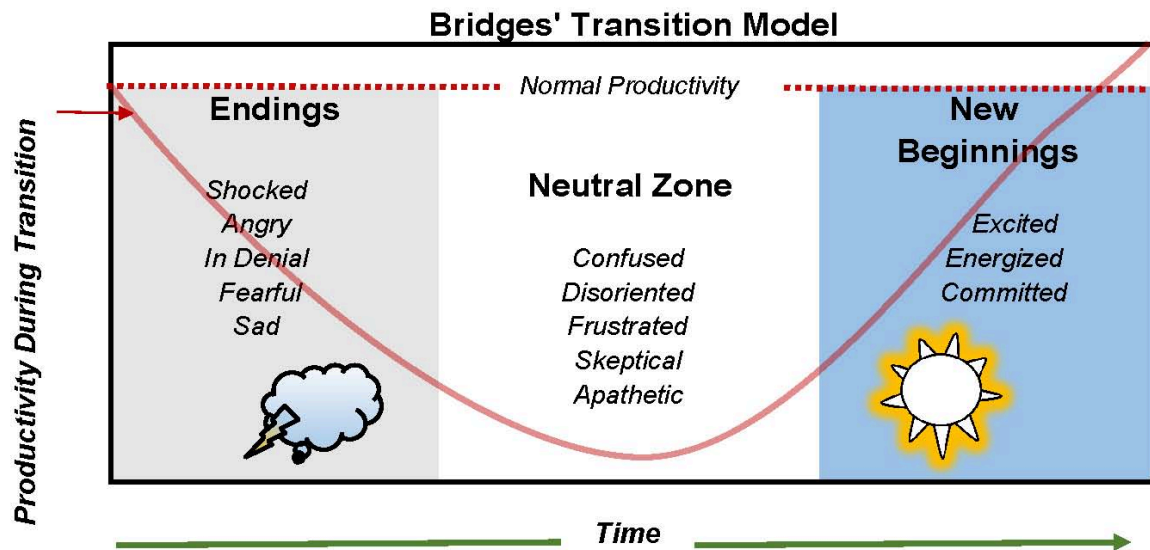
- The final stage is the establishment of a new status quo.
- The changes are accepted, and there is a renewed sense of stability and balance.

The Satir Change Model recognizes the emotional and psychological aspects of the change process. It emphasizes that change is not just a rational process but also an emotional and social one. The model suggests that resistance and chaos are natural reactions to change and that they should be acknowledged and addressed rather than ignored.

One unique aspect of Satir's approach is her focus on enhancing communication, self-esteem, and relationships as part of the change process. She believed that fostering open communication and addressing underlying emotional issues were essential for successful and sustainable change.

While the Satir Change Model was initially developed for family therapy, its principles have been applied to organizational change, leadership development, and other contexts where understanding and managing the human side of change is crucial.

Bridges' Transition Model



Adapted by Career Vision from
Managing Transitions: Making the Most of Change (W. Bridges, 1991).

The Bridges' Transition Model, developed by organizational consultant William Bridges, is a framework designed to help individuals and organizations navigate the process of transition during times of change. Bridges distinguishes between change and transition, emphasizing that change is an external event, while transition is the internal psychological process that individuals go through to come to terms with the new situation. The model is particularly useful for managing the human side of change and addressing the emotional and psychological aspects of transitions. The model consists of three main stages:

1. Ending, Losing, and Letting Go:

- In this initial stage, individuals are confronted with the reality of the change, and they must acknowledge what they are losing or leaving behind.
- People may experience a range of emotions, including resistance, denial, or grief, as they come to terms with the ending of the familiar.

2. The Neutral Zone:

- The Neutral Zone is a period of ambiguity and uncertainty, where the old ways have ended, but the new ways are not yet fully established.

- This stage is characterized by a sense of disorientation and can be challenging, but it also provides opportunities for creativity, innovation, and experimentation.

3. The New Beginning:

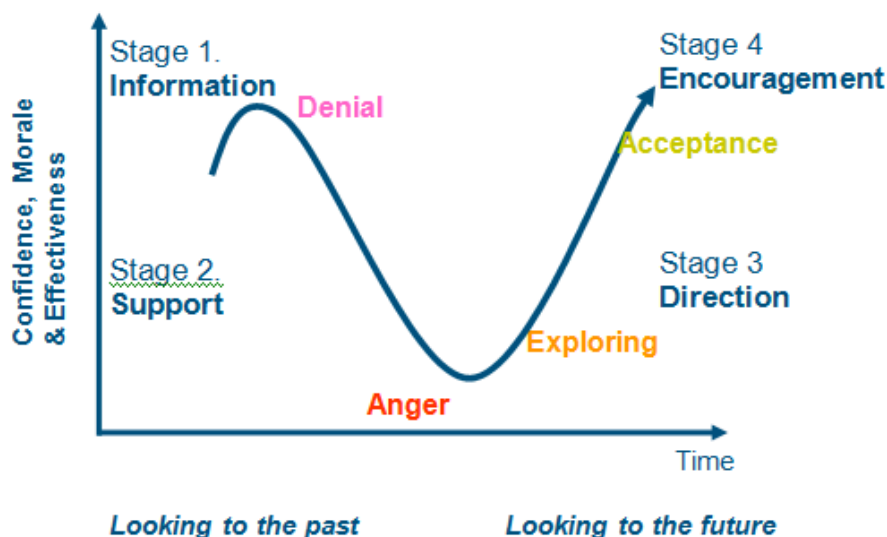
- In the final stage, individuals begin to embrace the new reality and establish a sense of stability in the changed environment.
- People start to understand and accept the new roles, processes, or ways of working, and a renewed sense of commitment and productivity emerges.

Bridges emphasizes the importance of acknowledging and addressing the psychological and emotional aspects of transition. Leaders and change agents are encouraged to support individuals through each stage by providing clarity, communication, and guidance. Additionally, recognizing and managing the emotional impact of the change can contribute to a smoother transition process.

The Bridges' Transition Model is widely used in organizational change management to guide leaders in understanding and facilitating the human experience of change. It is particularly relevant when dealing with major organizational changes, such as mergers, restructures, or significant shifts in strategy.

The Change Curve

The Change Curve



The Change Curve is a change management model that illustrates the typical emotional and psychological stages that individuals go through when faced with change. Developed by Elisabeth Kübler-Ross in the context of grief and adapted for organizational change by David Rock, the Change Curve helps leaders and change agents understand and manage the reactions of individuals to change. The model is often used to guide communication and support strategies during times of change. The Change Curve typically consists of several stages:

1. Shock or Shock and Denial:

- In the initial stage, individuals may experience shock or denial in response to the news of impending change.
- There is a sense of disbelief or resistance to accepting the reality of the change.

2. Anger and Frustration:

- As the shock wears off, individuals may enter a stage of anger and frustration.
- This can manifest as resistance, blaming, or expressing dissatisfaction with the change.

3. Depression and Detachment:

- During this stage, individuals may feel a sense of loss, sadness, or hopelessness.
- There is often a decrease in motivation and engagement as individuals come to terms with the impact of the change.

4. Experiment:

- In the Experiment stage, individuals begin to explore and test the new reality.
- There may be a willingness to try out new ways of working or adapting to the change.

5. Decision and Integration:

- The final stage involves making decisions and integrating the change into one's routine.
- Individuals come to accept the change, and a new sense of stability and productivity emerges.

It's important to note that not everyone goes through all stages of the Change Curve, and individuals may progress through the stages at different rates. The model serves as a general guide to understanding common emotional reactions to change and helps leaders tailor their communication and support strategies accordingly.

By recognizing where individuals are on the Change Curve, leaders can address concerns, provide appropriate support, and facilitate a smoother transition through the change process. Effective communication, empathy, and a focus on the emotional aspects of change are key components of successfully navigating the Change Curve.

Maurer 3 Levels of Resistance

Level 1: I don't get it.

I need more info to understand the purpose of the change.

Level 2: I don't like it.

Purely emotional, irrational reaction to the change.

Level 3: I don't like you.

Regardless of what you are saying, I don't trust you.

The Maurer 3 Levels of Resistance is a model developed by Rick Maurer, a consultant and expert in organizational change. This model categorizes resistance to change into three distinct levels, each representing a different aspect of how individuals may respond to change. Understanding these levels helps change leaders and managers address resistance more effectively. The three levels of resistance are:

1. Intellectual Resistance:

- **Description:** Intellectual resistance is the first level and involves concerns or objections that are rational and fact-based.
- **Characteristics:** Individuals at this level may question the need for change, raise logical arguments against it, or express skepticism based on facts and data.
- **Approach:** Addressing intellectual resistance requires providing clear and compelling information, addressing misconceptions, and engaging in open communication to build understanding.

2. Emotional Resistance:

- Description: Emotional resistance goes beyond rational objections and involves individuals' emotional reactions to the change.
- Characteristics: People may feel fear, anxiety, frustration, or other emotions related to the change. Emotional resistance often stems from personal concerns about how the change will impact individuals or their work.
- Approach: Managing emotional resistance involves acknowledging and validating individuals' feelings, providing support, and creating a safe space for expressing emotions. Communicating the positive aspects of the change and emphasizing support mechanisms can help alleviate emotional concerns.

3. Political Resistance:

- Description: Political resistance is the third level and involves resistance that is influenced by power dynamics and organizational politics.
- Characteristics: Individuals may resist the change due to concerns about how it might impact their position, influence, or relationships within the organization. Political resistance is often rooted in self-interest.
- Approach: Addressing political resistance requires engaging with key stakeholders, building coalitions, and addressing concerns related to power and influence. Change leaders need to navigate organizational politics and ensure that the change aligns with broader organizational goals.

By recognizing and addressing resistance at each of these levels, change leaders can tailor their strategies to effectively manage and overcome resistance during the change process. The Maurer 3 Levels of Resistance model provides a framework for understanding the complexity of resistance and guiding interventions that address both rational and emotional aspects of individuals' reactions to change.