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## **Change Management**

### Classic Process Models of Organizational Change

# Defining organizational change

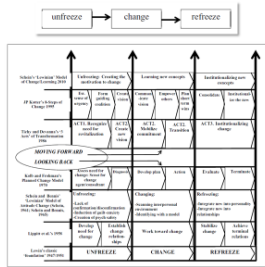
- **Organizational change defined** – Organizational change refers to the process through which a company or organization goes through a transformation or modification of its structures, strategies, processes, technologies, or culture.
- **Triggers of change** – This change process is often undertaken to respond to evolving market conditions, competitive pressures, or internal factors, with the goal of improving efficiency, effectiveness, or adaptability.
- **Changes big and small** – Organizational change can take various forms, ranging from minor adjustments in processes or systems to major overhauls of a company's entire business model or strategic direction.
- **Process-oriented** – Organizational change is often seen as a process model, involving a series of steps. This structured approach facilitates systematic implementation, reducing resistance and enhancing success.

# Four key process models each emphasizing crucial elements of organizational change management

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## Lewin's «changing as three steps» (CATS): Unfreeze, Change, Refreeze

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- Kurt Lewin first described change as a three step model:
  - Unfreeze
  - Change
  - Refreeze
- Several subsequent approaches follow a processual model of sequential steps, which can be broadly mapped to Lewin's initial concept

Source: Cummings, 2010: Unfreezing change as five steps: Reaffirming Kurt Lewin's legacy for change management, Human Relations, 63(1)  
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## Kübler-Ross five stages of grief applied to organizational change

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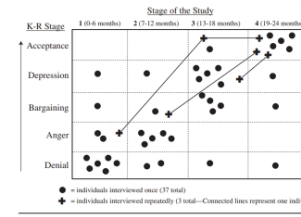


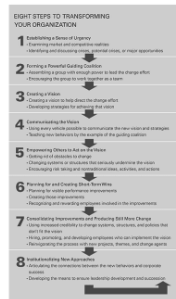
FIGURE 1: Progression of Faculty Through Kübler-Ross (1969) Stages Over Time

- In the 1990s, researchers and practitioners of organizational change applied psychologist Kübler-Ross model of five stages of grief to change management:
  - Denial
  - Anger
  - Bargaining
  - Depression
  - Acceptance
- Focus lies on the individual reaction to change and the stages individual go through as they deal with major change

Source: Gill, B. (2003). Organizational Change as a Process of Death, Dying, and Rebirth. The Journal of Applied Behavioral Science 39(3). Also see Elrod P.D., Tippett, B.D. (2002). The Death Valley of Change. Journal of Organizational Change Management 15(3)  
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## Kotters 8 steps

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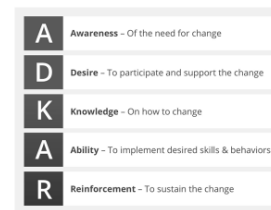


- Kotters 1990's 8 steps process model of organizational change has been devised for change practitioners from the start, providing clear imperatives for action:
  1. Establishing a Sense of Urgency
  2. Forming a Powerful Guiding Coalition
  3. Creating a Vision
  4. Communicating the Vision
  5. Empowering Others to Act on the Vision
  6. Planning for and Creating Short-Term Wins
  7. Consolidating Improvements and Producing Still more Change
  8. Institutionalizing New Approaches

Source: John P. Kotter (2007) Leading Change: Why Transformation Efforts Fail, Harvard Business Review: <https://hbr.org/2007/03/leading-change-why-transformation-efforts-fail>  
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## Prosci's ADKAR model of change

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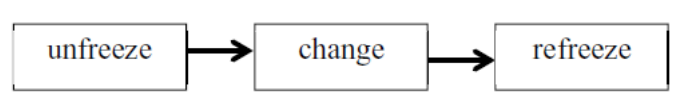


- Another practitioner model, ADKAR distinguishes 5 phases of change
  - Awareness
  - Desire
  - Knowledge
  - Ability
  - Reinforcement

Source: [www.prosci.com](https://www.prosci.com)  
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# Lewin's «changing as three steps» (CATS): Unfreeze, Change, Refreeze

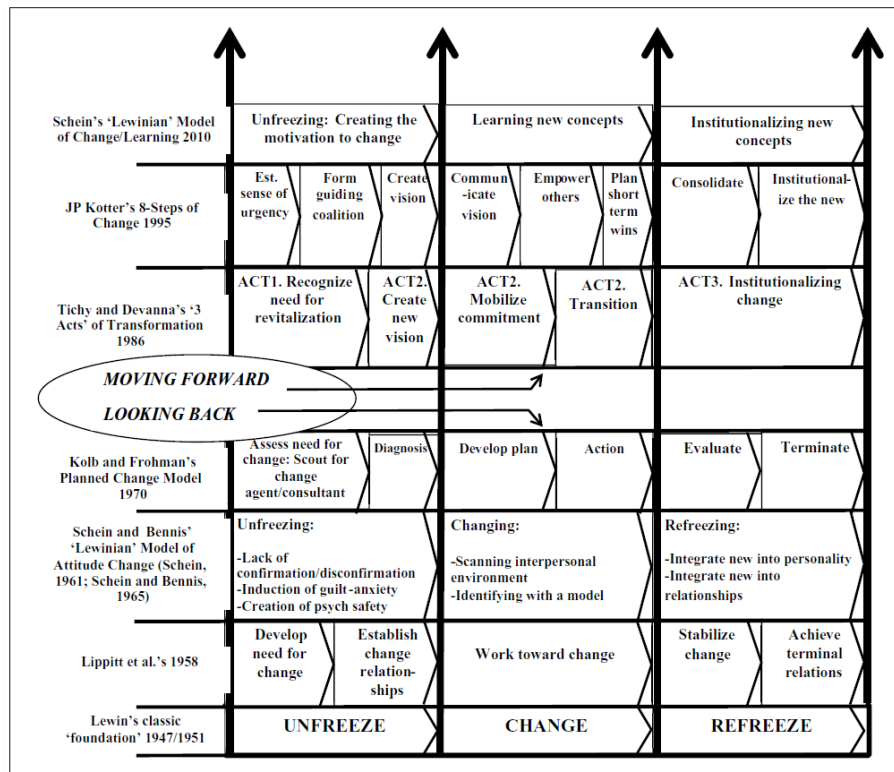
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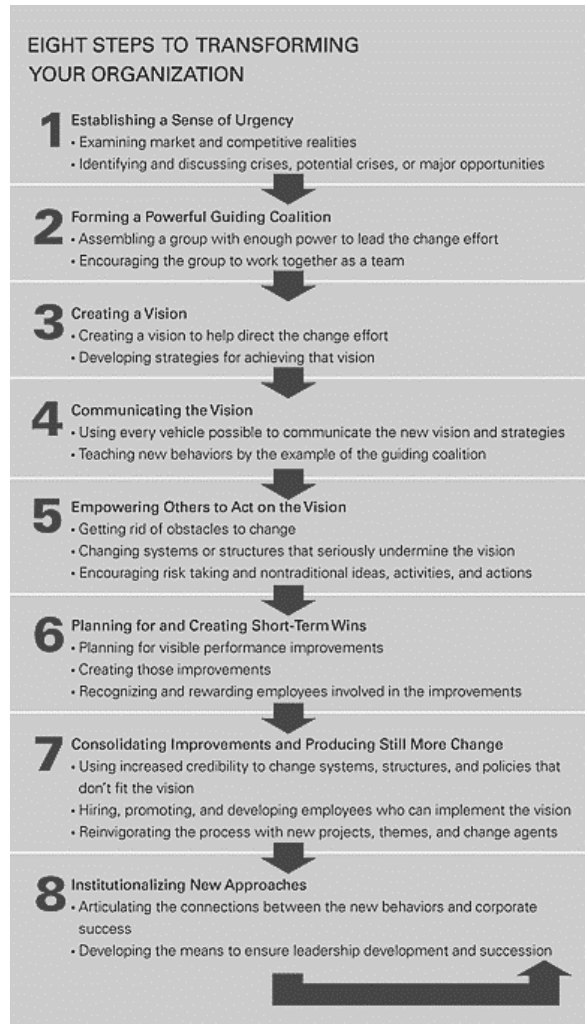
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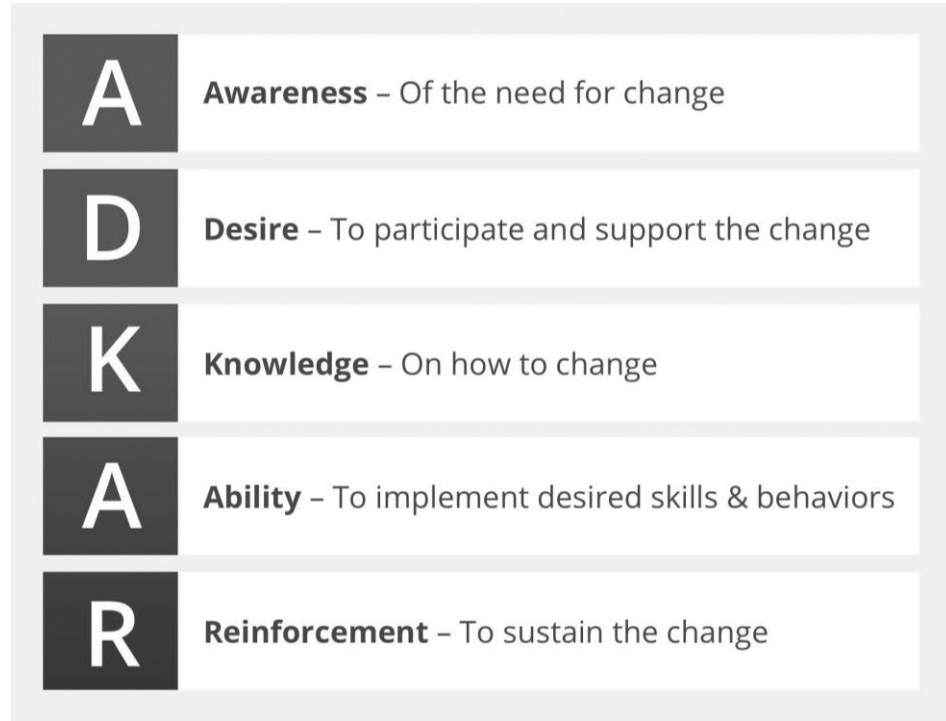


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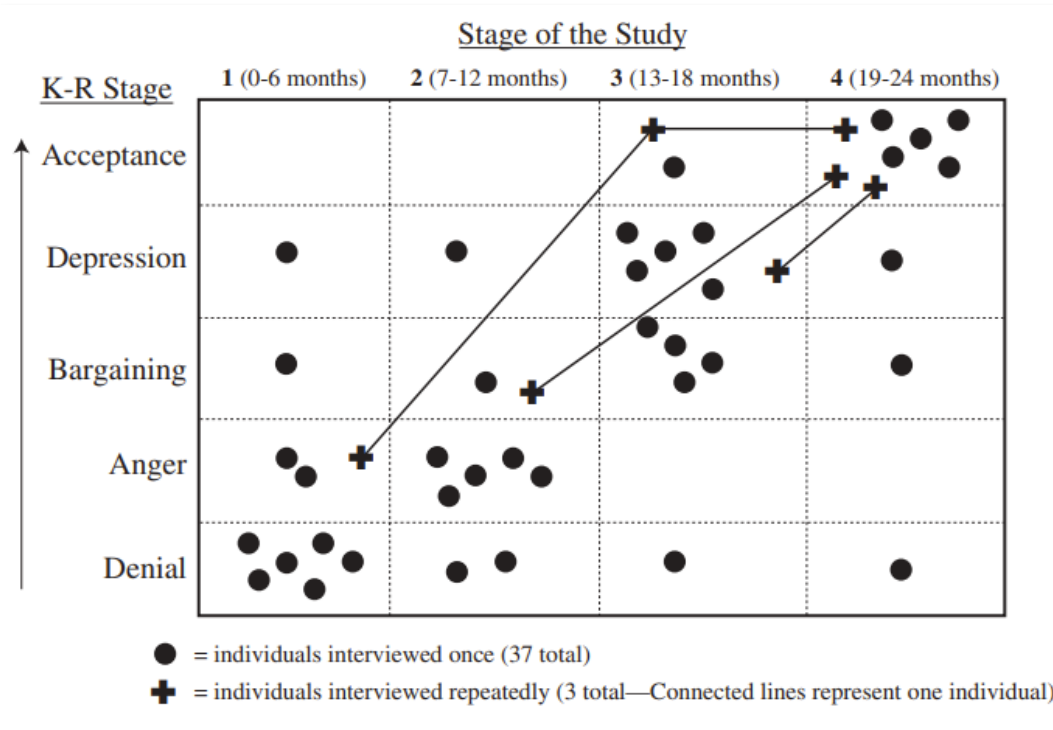


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