10 Change Management Models

What They Cover & How to Use Them For Best Results

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Lewin's Change Model

1

1. Unfreeze   2. Change   3. Refreeze

Developed in the 1940s, Kurt Lewin's 3 step model for change is also known as the **"unfreeze, change, refreeze" system**. **Lewin's model** is most commonly used in system and process improvements.
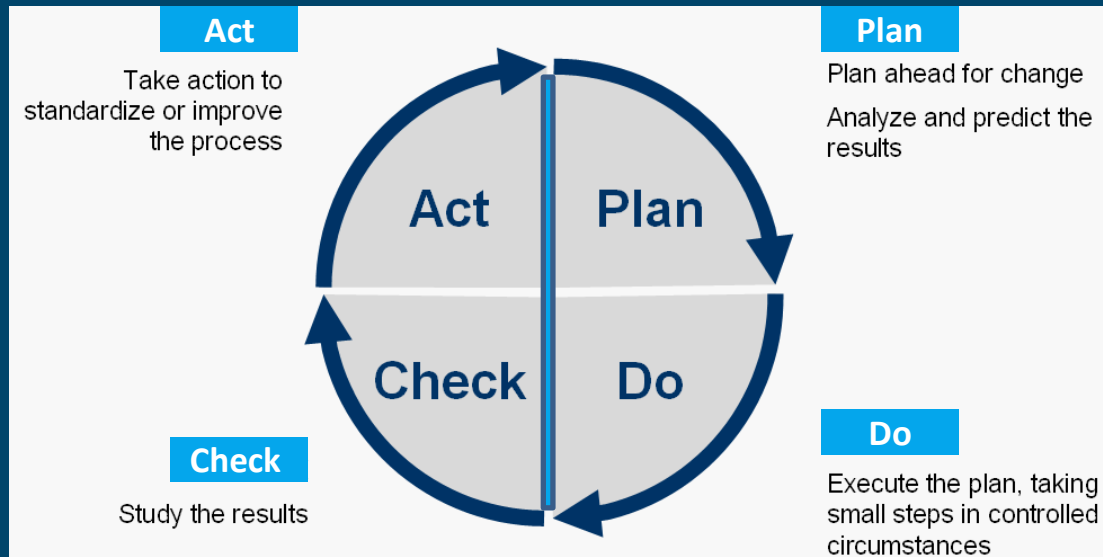
Unfreezing allows an in-depth analysis of current systems and procedures and creation and buy-in for the reason to change

Changing ensures future business capability is built and the organisation is onboarded

Refreezing anchors the change in the systems and culture of the organisation

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The Deming Cycle

2

Act — Take action to standardize or improve the process

Plan — Plan ahead for change. Analyze and predict the results

Check — Study the results

Do — Execute the plan, taking small steps in controlled circumstances

The Deming Cycle, also referred to as PDSA, short for Plan, Do, Study, Act, was developed in the 1980's.

These four steps work in a continuous loop and systematise change management within continuous improvements programs.

The Deming cycle is best suited to process orientated changes designed to provide consistency and incremental improvements.

The ISO 9001 standard quality process model is modelled on the Deming cycle.

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McKinsey 7S Framework

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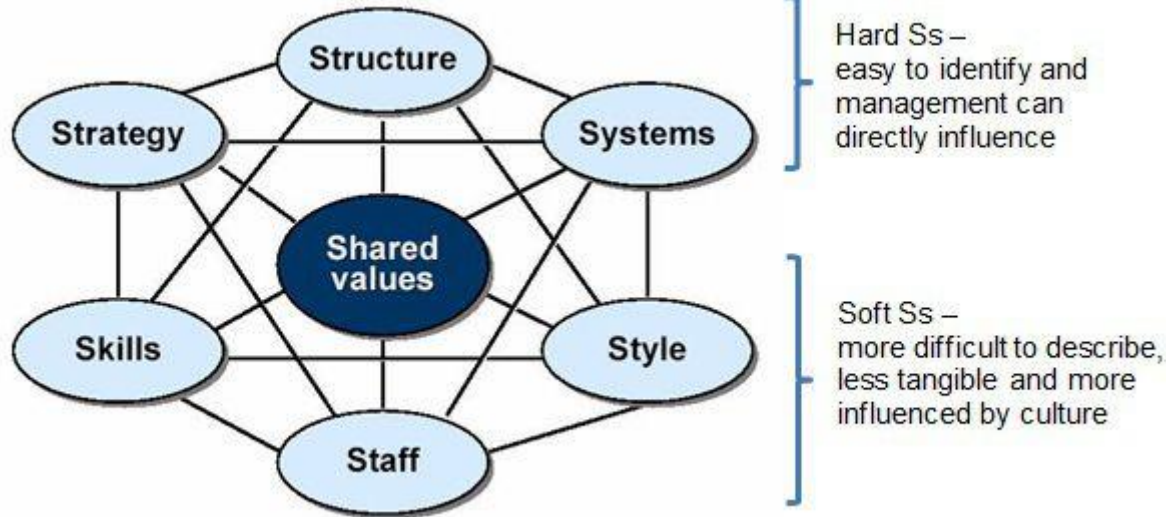
McKinsey 7-S is an overarching framework developed in the 1980's for driving what its originators Tom Peters and Robert Waterman term "organisational effectiveness".

The framework maps 7 interlocking S-factors that help people work more effectively together to drive improved corporate performance.

Changes to any single S-factor will likely have effects on other factors. The framework is best suited to company-wide organisational change.

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Kotter's 8-Step Process For Leading Change

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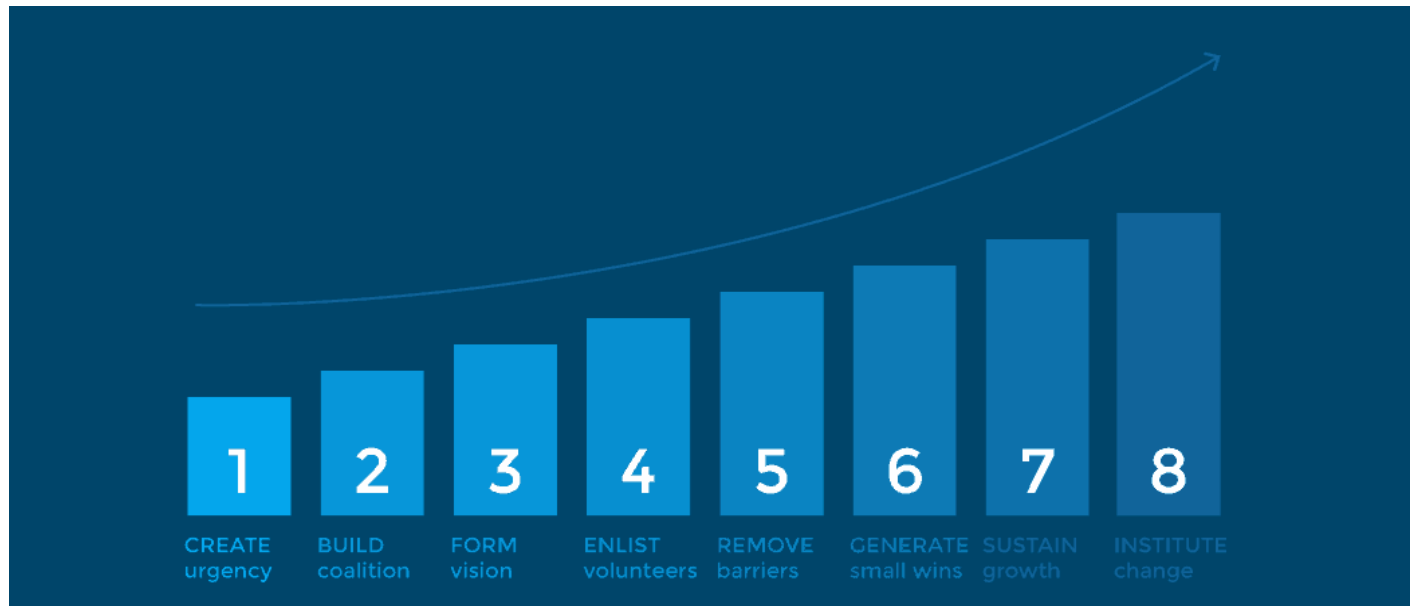
John Kotter set out this popular 8 step change process in his book **"Leading Change"** published in 1996.

The first 3 steps are grouped into a stage referred to as creating a climate for change.

Step 4 to 6 drive engagement and enablement of change. Steps 7 to 8 accelerate and anchor the change.

Unlike older process driven models, Kotter's 8 steps focus on the essential truth about change that people drive change and momentum matters. As a result, Kottler's model is often used in organisational and cultural change programs

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ADKAR Change Model

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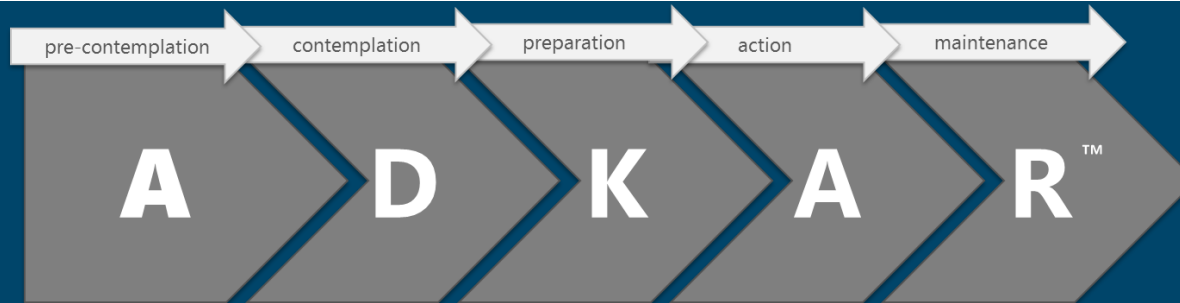
The **ADKAR** model was created by Jeffery Hiatt, founder of Prosci, in 2003 as a change management model that focuses on people change because organisational change can only happen when individuals change. It contains these elements:

Awareness (of the need to change)
Desire (to participate and support the change)
Knowledge (on how to change)
Ability (to implement the change)
Reinforcement (to sustain the change)

ADKAR is perhaps best suited to small-scale incremental change at the individual/team level

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EASIER Change Model

6

EASIER

Envision
1

Activate
2

Support
3

Install
4

Ensure
5

Recognise
6

The **EASIER** method is a top down change process set out in D.E. Hussey's book How to Manage Organizational Change, published in 2000.

Steps 1 to 3 are motivational tasks where the leadership team sets the vision, inspires participation and offers support.

Steps 4 to 6 are implementation, measurement and feedback tasks designed to keep the change process on track.

EASIER shares some commonality with the more widely-practiced Kotter and ADKAR change methodologies.

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Kübler-Ross Change Curve

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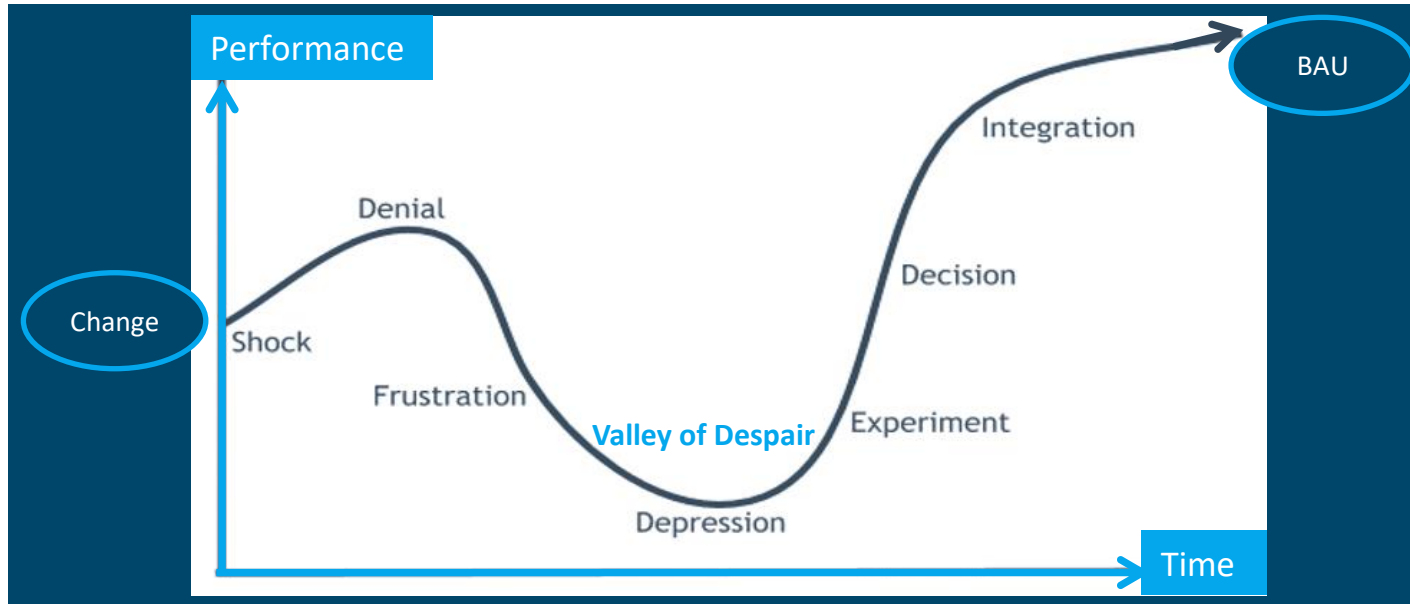
Swiss psychiatrist, Elisabeth **Kübler-Ross** introduced the world to her five stage grief model in her 1969 book On Death and Dying.

The **'change curve'** derived from her work, describes the internal emotional journey that individuals typically experience when dealing with change and transition.

This original journey consists of 5 stages: shock and denial, anger, bargaining, depression and acceptance.

In change management these have been adapted and extended. Kubler Ross has undergone a renaissance as a result of the global pandemic as loss and sudden change has widely impacted individuals throughout the world.

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Bridges Transition Model

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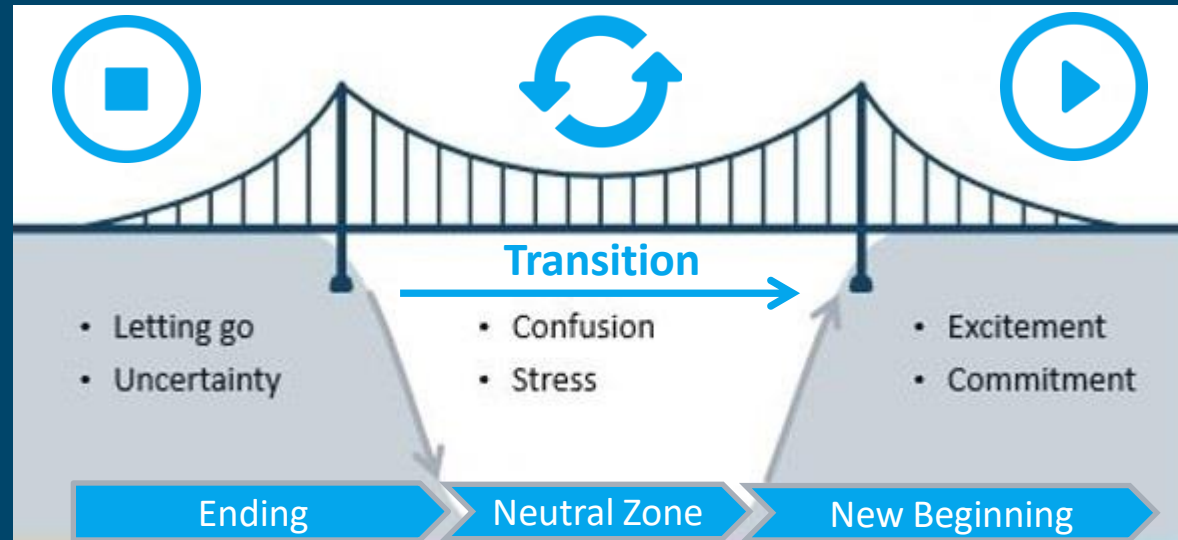
The **Bridges Transition Model** was developed by William Bridges some 30 years ago.
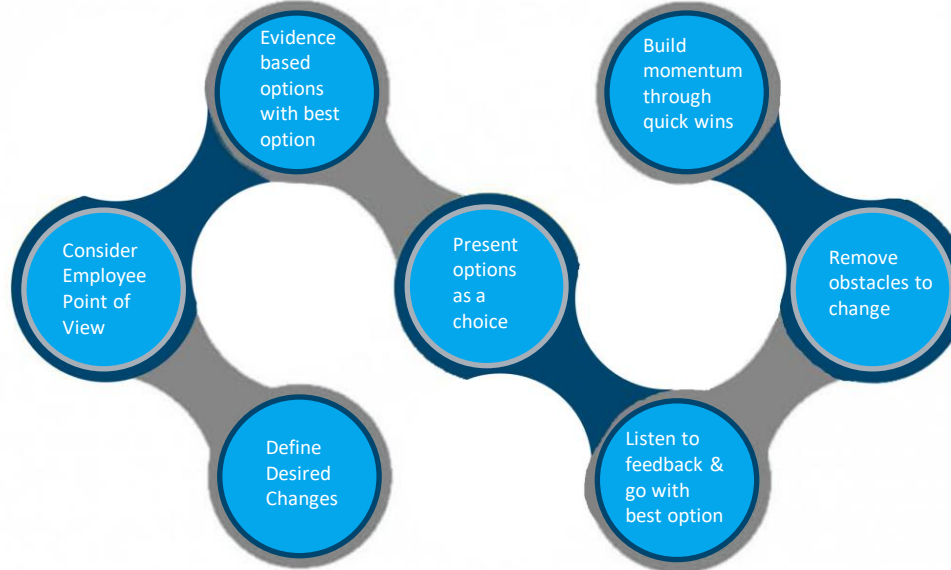
Like Kubler Ross, the **Bridges Transition Model** helps organisations and individuals understand and more effectively work through the human elements of change.

The change process begins with "ending what currently is", then enters the uncomfortable "neutral zone" where the transition from the old state to the new state actual happens and ends with the "new beginning".

The model can be used with changes to individual or team roles and responsibilities.

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Nudge Theory

Evidence based options with best option

Build momentum through quick wins

Consider Employee Point of View

Present options as a choice

Remove obstacles to change

Define Desired Changes

Listen to feedback & go with best option

Nudge Theory derives from behavioural science. It is based upon the idea that by shaping the environment, also known as the "choice architecture", businesses can influence employees to choose the preferred change option over other choices or the status quo..
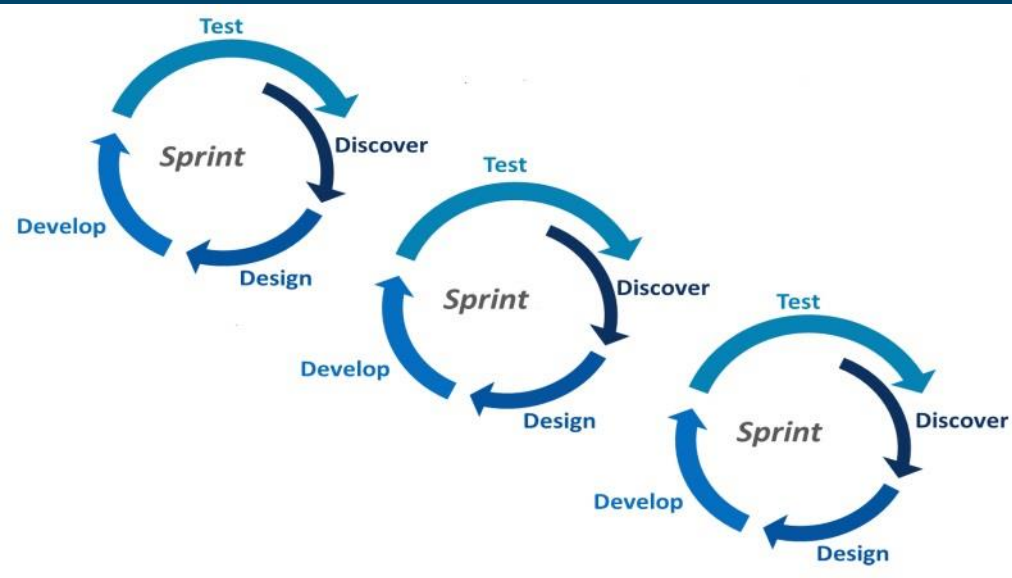
Nudges offer choices and empower individuals to feel in control of the decisions they make.

Within change management nudge theory works on individuals and teams to encourage and reinforce positive change.

Nudge theory can be effective in improving team dynamics and cross-functional working-practices.

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Agile

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The **Agile** movement began in software development. Rather than fully developing a product only to find that it didn't work as customers required, software companies built in iterations which they tested on real-life customers and then further developed by repeating the cycle.

Today **Agile** is everywhere but the core principle have not changed. Work is done in small autonomous cross-functional teams working in short time cycles known as "sprints" and receiving continuous feedback from the ultimate customer or end-user.

The **Agile** approach is perhaps best suited to products and processes where hypotheses can be tested and improvements continually made.

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About The Author

Chris Dunn is passionate about the power of digital transformation and customer experience to create brand value, customer loyalty and competitive advantage.

His career stretches back 35 years during which time he has developed fast growing, profitable businesses serving B2B and B2C markets in the UK and internationally.

His company Chris Dunn Consulting Services Limited provides business coaching and management consultancy to companies to help them drive change management and business development.

Chris is a long-standing mentor on the Cambridge Venture Project run by the Cambridge Judge Business School.

He writes a regular blog on **change management** as well as posting handy hints and tips through regular posts on LinkedIn and Facebook.

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