

Simple Guide to Change Management Models



www.changeactivation.com

The enterprise change management resource that supports all change models



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About us



Change Activation specializes in producing resources that support organizational change. We develop change management learning materials and implementation tools that help people understand, plan, communicate and implement changes in an effective manner.

Over 30,000 organizations worldwide utilize Change Activation's change management guides.

Visit us at www.changeactivation.com or reach out via email at info@changeactivation.com. We look forward to assisting your organization to change for the better.



Organizational change methodologies

Organizational change methodologies (also known as 'linear' or 'step-by-step' methodologies) prescribe a recommended pathway of stages or phases, consisting of particular activities to work through in order to achieve lasting change.

Organizational change methodologies

1. AIM (Accelerated Implementation Methodology)

The Accelerated Implementation Methodology features 6 goals that are designed to be approached in a linear manner in order to achieve a successful change.

AIM goals

1. Define the Implementation
2. Generate Sponsorship
3. Build Change Agent Capability
4. Develop Target Readiness
5. Communication
6. Develop Reinforcement Strategy

External link: <http://www.imaworldwide.com/aim-change-management-methodology-description>

2. Beckhard and Harris Change Management Process

The Beckhard and Harris Change Management Process is seven step linear process for implementing a change.

Beckhard and Harris phases

1. Establishing the need for change
2. Building the change team
3. Creating vision and values
4. Communicating and engaging
5. Empowering others
6. Noticing improvements and energizing
7. Consolidating

Beckhard and Harris' originally formula for change (sometimes attributed to David Gleicher) was a mathematical equation for describing how resistance to change can be overcome within an organization:

$$\text{Dissatisfaction} \times \text{Vision} \times \text{First steps} > \text{Resistance to change}$$

The formula suggests that the three components dissatisfaction, vision and first steps must be present in a sufficient quantity to overcome resistance to change.

External link: <https://www.mindtools.com/page...>

3. Bridges Leading Transition Model for Change

The Bridges Leading Transition Model for Change features 3 overarching stages as well as suggested activities within each of these stages.

1. Letting Go

- Describe change reasons
- Communicate during transition
- Consider & encourage 'endings'

2. The Neutral Zone

- Listen, empathize, support
- Develop temporary roles
- Short term goals
- Don't over promise
- Celebrate small wins
- Provide learning opportunities

3. New Beginnings

- Model new attitudes & behaviors
- Be consistent
- Symbolize new identity
- Celebrate successes

Bridges explores human behaviors relating to change and defines typical emotions individuals might exhibit during the change process.

See Bridges. W. (2009). Managing transitions: Making the most of change.

External link: <https://www.mindtools.com/pages/article/bridges-transition-model.htm>

4. The Change Leader's Roadmap

The Change Leader's Roadmap is a linear methodology for approaching organizational changes through a 9 phase process.

Change Leader's Roadmap phases

- Phase I - Prepare to Lead the Change
- Phase II - Create Organizational Vision, Commitment & Capability
- Phase III - Assess the Situation to Determine Design Requirements
- Phase IV - Design the Desired State
- Phase V - Analyze the Impact
- Phase VI - Plan & Organize for Implementation
- Phase VII - Implement the Change
- Phase VIII - Celebrate and Integrate the New State
- Phase IX - Learn and Course Correct

See Anderson, L.A. & Anderson, D. (2010) The change leaders roadmap.

External link: <https://www.beingfirst.com/services/change-leaders-roadmap-methodology/>

5. General Electric Change Acceleration Process (CAP)

The General Electric Change Acceleration Process (CAP) is a linear methodology for organizational change featuring seven phases.

CAP phases

1. Leading Change
2. Creating A Shared Need
3. Shaping a Vision
4. Mobilizing Commitment
5. Making change last
6. Monitoring progress
7. Changing Systems and Structures

External link: <https://bvonderlinn.wordpress.com/2009/01/25/overview-of-ges-change-acceleration-process-cap/>

6. John Kotter Eight Step Model for Change

The Kotter Eight Step Change model is a linear change methodology that focuses on the importance of gaining buy-in. It is relatively simple to understand and works well in organizations that are organized in a relatively narrow organizational structure. One of its key selling points is its simplicity, memorable eight steps and basis in Kotter's years of research into organizational change.

Kotter model steps

1. Establish a sense of urgency
2. Creating the Guiding Coalition
3. Developing a Change Vision
4. Communicating the Vision for Buy-in
5. Empowering Broad-based Action
6. Generating Short-term Wins
7. Never Letting Up
8. Incorporating Changes into the Culture

See Kotter, J.P. (1996). Leading Change and Kotter, J. (1998) Leading change: Why transformation efforts fail , Harvard Business Review.

External link: <https://www.kotterinternational.com/8-steps-process-for-leading-change/>

7. Kurt Lewin Three Stage Change Methodology

One of the most famous approaches to change, the Lewin Three Stage Change Management Methodology is a linear methodology describing 3 stages for approaching an organizational change with activities within each stage.

Unfreeze

1. Determine what needs to change
2. Ensure there is strong support from upper management
3. Create the need for change
4. Manage and understand the doubts and concerns

Change

1. Communicate often
2. Dispel rumors
3. Empower action
4. Involve people in the process

Refreeze

1. Anchor the changes into the culture
2. Develop ways to sustain the change
3. Provide support and training
4. Celebrate success!

The Lewin 3 stage approach is increasingly at odds with approaches that suggest that organizational change is constantly occurring and an ongoing process.

External link: <https://www.mindtools.com/page...>

8. LaMarsh Managed Change™ Model

The LaMarsh Managed Change™ model is a 4 stage linear methodology to implementing organizational changes.

LaMarsh phases

1. Identify the Change
2. Plan and Prepare the Change
3. Implement the Change
4. Sustain the Change

External link: <http://www.lamarsh.com/>

9. Prosci Enterprise Change Management

The Prosci Enterprise Change Management methodology is a linear methodology for approaching organizational changes. It features 3 main stages, each with activities within designed to guide the implementation of change.

Vision

- Define future state
- Assess current state

Strategy

- Engage primary sponsor
- Form & prepare project team
- Select deployment strategy

Implementation

- Build project plan
- Create change management plan
- Create and present business case
- Implement integrated plan

External link: <https://www.prosci.com/>

10. Viral Change Roadmap

The Viral Change Roadmap is a linear change management methodology featuring 5 phases:

Viral Change Roadmap phases

1. Discovery
2. Development
3. Engagement
4. Diffusion
5. Sustain

External link: <http://www.viralchange.com/how...>

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Personal change models

Rather than showing how to implement a change project from an organizational perspective, these two models focus on the psychological journey through which individuals typically move as they experience change. These models are useful when considering change from the perspective of the individual.

Personal change models

1. ADKAR Model for Change Management

ADKAR is an acronym that describes the five stages that individuals ideally progress through in order to successfully move through a change.

ADKAR Goals

1. Awareness
2. Desire
3. Knowledge
4. Ability
5. Reinforcement

ADKAR is Prosci's model for understanding the shifts that individuals make rather than a step-by-step methodology for implementing organizational changes.

The ADKAR change management model was first published in the 1998 book "The Perfect Change" by Jeff Hiatt, founder and CEO of Prosci Research. See Hiatt, J.M. (2006) ADKAR: a Model for change in business, government and our community.

External link: <https://www.prosci.com/adkar/adkar-model>

2. Kubler Ross Change Curve Model

The Kubler Ross Change Curve model of individual change originally described how individuals react to grief, and has subsequently been applied to the context of individuals reactions to change.

These 5 stages are a linear model that describes the journey that individuals undergo during changes. The aim for those leading changes being to ensure that the final stage of 'acceptance' is reached quickly.

Kubler Ross phases

1. Shock
2. Denial
3. Anger
4. Bargaining
5. Depression
6. Acceptance
7. Integration

External link: <https://www.cleverism.com/unde...>

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The background of the slide features a close-up, slightly blurred image of a pencil tip resting on a technical drawing or blueprint. The drawing consists of various geometric lines and shapes. A semi-transparent orange rectangular overlay covers the middle portion of the image, serving as a background for the text.

Organizational change capability models

These three models prescribe broad interconnected organizational competencies that are required for effective change management. Organizations that wish to build the ability to make successful changes (change agility) can use the competencies as benchmarks to work towards.

Organizational change capability models

1. Boston Consulting Group (BCG) Change Delta

Boston Consulting Group's 'Change Delta' approach to change management is a non-linear approach to change featuring four 'Change Deltas' that organizations require in order to effectively manage portfolios of change successfully. Each of the change deltas is an ongoing process and feeds in and reinforces the other deltas in building long lasting capability.

BCG Change Delta factors

1. Executional Certainty
2. Enabled Leaders
3. Engaged Organization
4. Governance & PMO

External link: <https://www.bcg.com/expertise/...>

2. People Centered Implementation (PCI) Model

The People Centered Implementation (PCI) Model proposes 6 interdependent critical success factors that enable organizations to achieve successful changes.

Like BCG's Change Deltas and Prosci's Change Levers, this is an approach to important factors that contribute to organizational change capability rather than a step-by-step guide to executing changes.

PCI Critical Success Factors

1. Shared Change Purpose
2. Effective Change Leadership
3. Powerful Engagement Processes
4. Committed Local Sponsors
5. Strong Personal Connection
6. Sustained Personal Performance

External link: <https://www.changefirst.com/kn...>

3. Prosci Change Management Levers

In addition to both its Enterprise Change Management methodology and ADKAR model for individual change, Prosci suggests there are 5 change management 'levers' that are critical to enabling organizational change effectiveness.

Prosci change levers

1. Communications lever
2. Sponsor roadmap lever
3. Coaching lever
4. Training lever
5. Resistance management lever

The 5 Prosci change levers may be seen as analagous to BCG's Change Deltas in that they constitute overarching interdependent capabilities that organizations should build in order to maximize their ability to make effective changes.

External link: <https://www.prosci.com/>

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