

## Organizational Change Management Model Summaries

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### [AIM \(Accelerated Implementation Methodology\)](#)

- Define the implementation
- Generate sponsorship
- Build change agent capability
- Develop target readiness
- Communication
- Develop Reinforcement Strategy

### [Beckhard and Harris Change Management Process](#)

1. Internal Organizational Analysis
2. Identifying the need for change
3. Conducting a gap
4. Action planning
5. Managing the Transition

### [Bridges' Transition Model](#)

- Ending
- Losing
- Letting go

### [Dale Carnegie Training Change Model](#)

1. Motivation for Change
2. Analyze the Situation
3. Plan the Direction

4. Implement the Change
5. Review the Direction
6. A: Adopt or B: Adjust - Back to Step 2.

#### Kotter's 8-Step Process for Leading Change

1. Create a Sense of Urgency
2. Build a Guiding Coalition (building a core coalition)
3. Form a Strategic Vision and Initiatives
4. Enlist a Volunteer Army (get everyone on board)
5. Enable Action by Removing Barriers (and reducing friction)
6. Generate Short-Term Wins
7. Sustain Acceleration
8. Institute Change (in stone)

#### Kubler-Ross' Change Curve

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

#### Lewin's Change Management Model (1951)

- **Unfreeze** your process and perceptions (3 methods)
  - 1. Increase driving forces directing behavior away from existing situation/status quo
  - 2. Decrease restraining forces that negatively effect situation/status quo
  - 3. Find a combination of the two methods.
  - Motivate participants by preparing them for change, build trust and recognition for the need to change, actively participate in recognizing problems and brainstorming solutions with group (Robbins 564-65)
- **Movement.** Make your changes in behavior (3 methods)
  - Persuade employees to agree that status quo is not beneficial and encourage them to view problem from fresh perspective
  - Work together for change of new, relevant information
  - Connect views of the group of well-respected, leader that support change
- **Refreeze** the new status quo. Stabilize new equilibrium of change by balancing both the driving and restraining forces.

#### Lippit Phases of Change Theory (1958)

1. Diagnose problem
2. Asses the motivation and capacity for change
3. Asses the resources and motivation of the change agent. Includes change agent's commitment to change, power, and stamina.

4. Choose progressive change objects. In this step, action plans are developed and strategies are established.
5. The role of the change agents should be selected and clearly understood by all parties so that expectations are clear. Examples: cheerleader, facilitator, expert.
6. Maintain the change. Communication, feedback, and group coordination are essential elements in this step of the change process.
7. Gradually terminate from the helping relationship. The change agent should gradually withdraw from their role over time. This will occur when the change becomes part of the organizational culture.

#### McKinsey 7-S Model

- Strategy
- Structure
- Systems
- Shared values
- Style
- Staff
- Skills

#### Nudge Theory

- Clearly define your changes
- Consider changes from your employees' point of view
- Use evidence to show the best option
- Present the change as a choice
- Listen to feedback
- Limit obstacles
- Keep momentum up with short-term wins

#### Prochaska and DiClemente's Transtheoretical Theory (1977)

1. Precontemplation (unaware or fails to acknowledge problem)
2. Contemplation (consciousness of issue)
3. Preparation (ready for change behavior and plans)
4. Action (increased coping behavior, engage in change activities)
5. Maintenance (actions taken to reinforce change and establish new behavioral change to lifestyle and norms).

#### Prosci ADKAR

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

### PSOCM - People Sustained Organizational Change Management (2015)

1. First Steps
2. Program Kick-Off
3. Data Collection/Assessment/Analysis
4. Stakeholder Feedback
5. Preliminary Diagnosis
6. Planning Change/Designing Interventions
7. Implementing Change/Action
8. Restructuring Organization/Managing Change
9. Institutionalize Change
10. Maintain

### Reasoned Action and Planned Behavior

1. Individual performance of a given behavior is primarily determined by a person's intention to perform that behavior.
2. An individual's attitude towards a desired behavior must be positive for change to occur.
3. The individual's social environment influences the change in behavior (i.e., belief of peers about what the individual should do and the individual's motivation to comply with that).
4. Perceived control over opportunities, resources and skills needed to make the change in behavior.

### Satir Change Management Model (1977)

- Late status quo
- Resistance
- Chaos
- Integration
- New status quo

### Social Cognitive Theory (1986)

- People learn from direct experience, human dialogue and interaction, and observation.
- Behavior change is from environmental influences, personal factors, and attributes of behavior itself.
- Behavior is a result of consequences. People react to how they perceive consequences of their behavior (positive outweigh negative).
- Three methods to increase self-efficacy: provide clear instruction, provide opportunity for skill development/training, and model ideal behavior they can relate to (neat, attractive, compelling, attention grabbing, something they care about).

- Four processes to increase likelihood of employee training success: attentional, retention, motor reproduction, and reinforcement.
- Changed behaviors get greater attention, better rewards, and performed more often.