Change Management models

Change management is a critical part of any project that leads, manages and enables people to accept new processes, technologies, systems, structures and values. It is the set of activities that helps people transition from their present way of working to the desired way of working. The focus of change management is to address the people and organizational factors that will both drive and obstruct change throughout the organization. The ultimate goal of any change initiative is to ensure everyone in the organization is ready, willing and able to appropriately perform their role in the new environment.

This post is to have a quick look at the various Change Management models. The following models are covered - ADKAR model, Satir Change model, Kotter’s 8 step model, Bridge’s Transition Model and the Switch framework by Chip Heath and Dan Heath.

I. ADKAR

The ADKAR model of change was developed by Jeff Hiatt of Prosci Change Management and focussed on 5 actions and outcomes necessary for individual and organizational change. The model was a result of research conducted in over 900 organizations and lays emphasis that successful organizational change occurs when each “individual” is able to transition successfully.

The ADKAR model consists of five sequential steps or actions:

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Table 1: ADKAR model

1. **Awareness of the need for change.**

   A key aspect of successful change is to understand why change is necessary. This step explains the reasoning and thought that underlies a required change. The individual is made aware of the need for change through planned communication.

2. **Desire to participate in and support the change.**

   In this step the individual is able to reach a point where they make a personal decision to support the change and participate in the change. Building desire is partly achieved by addressing incentives for the individual and creating a desire to be a part of the change.

3. **Knowledge on how to change.**
The third building block of the model, providing knowledge about the change, can be achieved through normal training and education methods. Other methods of transferring knowledge, such as coaching, forums and mentoring are also used. Two types of knowledge need to be addressed are knowledge on how to change (what to do during the transition) and knowledge on how to perform once the change is implemented.

4. **Ability to implement required skills and behaviours.**
   Once knowledge on how to change is in place, the practice, or actual performance of the individual, needs to be supported. This can take some time and can be achieved through practice, coaching and feedback.

5. **Reinforcement to sustain the change.**
   This final stage of the model is an essential component in which efforts to sustain the change are emphasised. Ensuring that changes stay in place and that individuals do not revert to old ways can be achieved through positive feedback, rewards, recognition, measuring performance and taking corrective actions.

II. **Satir Change Model**

Virginia Satir, a pioneer of family therapy, developed a model of how individuals experience change. The Satir Change Model says that as we cope with unexpected or significant change, we predictably move through four stages - Late Status Quo, Chaos, Practice and Integration, and New Status Quo.

1. **Late Status Quo**
   Late status quo describes a fairly stable system (individual or group) where occurrences are predictable, familiar and comfortable. This may mean things are working reasonably well, or it may mean that there are familiar solutions for common problems. In organizations, members of the system know ‘what to do’ and ‘how to do it’ and understand where they fit. Depending on the specific circumstances, attitudes may range from general acceptance, to boredom to frustration and complaining as people find ways to get things done in a dysfunctional system.

2. **The Foreign Element**
   Inspired by the desire to improve, a foreign element/s threatens the status quo in an organization. The people within the organisation (system) may try a number of strategies to neutralize the impact of the alien element. The system may reject and expel the foreign element; people may ignore it, use delaying tactics, or may try to encapsulate the foreign element within the “normal” ways of handling things, or they may try to find a scapegoat to attack and blame.
3. **Chaos**

If the foreign element is sufficiently powerful and persistent to create a critical mass of discomfort, the organization enters into chaos. People/systems may react to chaos in a number of different ways: by engaging in random behavior; by seeking stability at any cost, by trying to revert to earlier patterns of behavior, or by searching for magical, sweeping silver bullet solutions — anything, anything, to re-establish some form of normalcy will do (unless someone is skilled in surfing chaos).

4. **Transforming idea**

A transforming idea is an out-of-the-box idea that brings a system out of chaos (sometimes only for a short while). A transforming idea is like an inspiration, a sudden awareness of an understanding of new possibilities. Now that we have keys, what remains is finding the doors for realizing transformation.

5. **Practice and Integration**

In this state, the system begins to try out the new. It seems all problems have been resolved and things will be wonderful, and we’re all very excited. And, with time, by the system practicing new ways of doing things, some effects begin to appear in substance. In an organization, this is the time when people are learning to use a new tool or work according to a new process or tasks within a
new structure, and usually a period of reduced productivity — performance and outcomes may actually be worse than prior to the change.

6. New Status Quo
During integration, benefits of the new models become apparent and are experienced as useful. Gradually a new status quo is formed. What began as an idea becomes a normal state of affairs.

III. Kotter’s 8 step model
According to John Kotter, 70% of all major change efforts in organizations fail because organizations often do not take the holistic approach required to see the change through. Organizations can increase their chances of success in transformational change by following the 8 step model.

Fig 2. Kotter’s 8 step model  http://www.solitaireconsulting.com/embedding-change-following-a-systems-implementation-project-2/

**Step 1: Create a sense of urgency**
One would need to develop a sense of urgency around the need for change. This could provide the spark for initial motivation to get things moving. Identify potential threats, and develop scenarios what could happen in the future, examine opportunities that could be exploited and having an open
an honest and convincing dialogue about what's happening in the marketplace and with your competition.

**Step 2: Form a guiding Coalition**
Convince people that change is necessary. This often takes strong leadership and visible support from key people within the organization. To lead change, you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, your "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change.

**Step 3: Create a Vision for Change**
A clear vision can help everyone understand why you’re asking them to do something. When people see for themselves what you’re trying to achieve, then the directives they’re given tend to make more sense. One the vision is known, a well defined strategy is to be created to execute the vision.

**Step 4: Communicate the Vision**
It is important to communicate the vision to the organization frequently and powerfully and embed the vision with everything that the leader does. It is important to “walk the talk” and demonstrate the kind of behaviour that the leader expects of others.

**Step 5: Empowering broad based action**
A structure for change needs to be put in place and continually check for barriers to it. It also involves changing systems or structures that undermine the change vision. One would also need to get rid of obstacles and empower the people who execute the vision and help the change move forward.

**Step 6: Create Short-Term Wins**
It is important to have some quick wins to motivate the employees in pursuit of the larger goal of change in the organization. Without this, critics and negative thinkers might hurt the progress of change.

**Step 7: Build on the Change**
Kotter argues that many change initiatives fail because victory is declared too early. An early win is not enough. This is the time to increase the activity, change all systems and structures and processes
that don’t fit with the change initiative, and bring “new blood” into the coalition. This now all about continuous improvement and each success (and failure) is an opportunity to analyze what worked, what did not, and what can be improved.

**Step 8: Anchor the Changes in Corporate Culture**

For any change to be sustained, it needs to become embedded in the new “way we do things around here” – that is, the culture. A major part of this is for the change leader to articulate the connections between new behaviours and organizational success. This is where the coalition tea talks about progress at every opportunity. Tell success stories about the change process, and repeat other success stories.

**IV. William Bridges – Transition Model**

The Transition Model was created by William Bridges, and was published in his book "Managing Transitions."

The main strength of the model is that it focuses on transition, not change. The difference between these is subtle but important. Change is something that happens to people, even if they don’t agree with it. Transition, on the other hand, is internal: it’s what happens in people’s minds as they go through change. Change can happen very quickly, while transition usually occurs more slowly.

![Transition Model](http://imjoeboe.wordpress.com/2011/04/27/transitions/)

The model highlights three stages of transition that people go through when they experience change. These are:

1. **Ending, Losing, and Letting Go**

People enter this initial stage of transition when you first present them with change. This stage is often marked with resistance and emotional upheaval, because people are being forced to let go of something that they are comfortable with
At this stage, people may experience emotions such as anger, sadness, fear, denial, frustration and uncertainty. It's important to accept people's resistance, and understand their emotions. It is important to allow them time to accept the change and let go, and try to get everyone to talk about what they're feeling. In these conversations, one needs to make sure that you listen empathically and communicate openly about what's going to happen.

People often fear what they don't understand, educating them about a positive future and communicating how their knowledge and skills are an essential part of getting there, the likelier they are to move on to the next stage.

2. The Neutral Zone

In this stage, people affected by the change are often confused, uncertain, and impatient. Depending on the way change is managed, people may experience a higher workload as they get used to new systems and new ways of working.

This phase acts as the bridge between the old and the new - people will still be attached to the old, while they are also trying to adapt to the new. People might experience resentment and scepticism towards the change initiative, low morale and low productivity and anxiety about their role and status.

It is important to give a sense of direction, give encouragement and provide feedback. A few quick wins will boost their morale to a great extent.

3. The New Beginning

The last transition stage is a time of acceptance and energy. People have begun to embrace the change initiative. They're building the skills they need to work successfully in the new way, and they're starting to see early wins from their efforts.

The 4Ps comes into play during this stage - Purpose, Picture, Plan and Part.

- Purpose is the ‘why we are doing this?’
- Picture is the shared vision of what it will look like, feel like or even sound like
- Plan is the detailed plan for getting there using good project management;
- Part is all about giving people a part to play in the change through having a role that builds ownership and buy in.

At this stage, people are likely to experience high energy, openness to learning and renewed commitment to the group or their role. It is important to help the group sustain the change by
regularly highlighting success stories brought about by the change and prevent any occurrence of slipping back to the previous stages.

V. Switch Framework

Psychologists have discovered that our minds are ruled by two different systems—the rational mind and the emotional mind—that compete for control. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort—but if it is overcome, change can come quickly.

Chip Heath and Dan Heath in their book “Switch – How to change things when change is hard” ask us to imagine an Elephant and its Rider (the mahout). The Rider represents the rational and logical. Tell the Rider what to do, provide a good argument and the Rider will do it. The Elephant, on the other hand, represents our emotions, our gut response. If the Rider can direct the Elephant down a well-prepared path then there is a good chance for change. Otherwise, the massive elephant is bound to win.

This framework consists of three primary parts: direct the rider, motivate the elephant, and shape the path.

1. **Direct the Rider**

   The rider is logical and needs to be persuaded rationally.
• **Bright Spots**
When trying to change things, find out what is already working. Look for these “bright spots” and build on those successes. Replicate that success elsewhere. Sometimes the best solutions are small ones, even to big problems.

• **Script the Critical Moves**
Establish checklists or rules that help people along to the change without having to make decisions. People will be paralyzed by indecision and will revert to their default behavior. With a script, they overcome the ambiguity and uncertainty and won’t get worn out by constantly having to think about what to do.

• **Point to the Destination**
Paint a “destination postcard” of what life will be like once the change is completed. This will help people visualize what they are working towards. Establish clear black and white goals that leave no room for misinterpretation – either you are moving towards your goal or you aren’t.

2. **Motivate the Elephant**
The elephant is significantly larger than the rider. It is the emotional side of each person that needs to be motivated or change will never happen.

• **Find the Feeling**
People don’t change because they think about it. People change because they feel the need for it. Feelings and emotions are more powerful for creating change than just a logical understanding. Instead of following a pattern of “analyze-think-change” try “see-feel-change”.

• **Shrink the Change**
Help people feel closer to their goal than they already are. Give people a head start to help keep them motivated. Break down tasks into small components so that people can’t help but feel a sense of victory and accomplishment.

• **Grow Your People**
Teach your people what they can be and what they can achieve. They may be stuck in a restrictive mindset that limits their ability to reach new heights and their full potential. Work on changing those mindsets and attitudes to enable the change you need.

3. **Shape the Path**
Make it obvious and easy for the rider to guide the elephant down the path you want them to travel.
• **Tweak the Environment**
  People often act a certain way because of their environment, not because of some inherent personality trait. Change the situation to help move your people towards your goal.

• **Build Habits**
  Once your changes are set in stone — as a habit — it will be easy for your people to continue doing them. Help people form habits by setting up triggers that remind them to do certain things or giving them scripts/checklists to guide them.

• **Rally the Herd**
  Social proof is a powerful psychological tool to persuade people to change. Get your people surrounded by others that are in favor of your change and the group will follow.

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