

## **Modelling Change with Lewin's Model of Change Management**

One way to anticipate how others will feel during the process of change is by understanding your own feelings towards it, which can help you better assist them. Another method to make the concept of change tangible and practical for them is to consider. Change is often perceived as an uncertain and feared concept. By using language that is understandable to individuals, you can initiate a sincere conversation about the current situation and people's emotions.

Kurt Lewin proposed a concise perspective on change in the 1950s. As a physicist, he explained change on a physical level. He compared the process of change to the processes involved in altering the physical properties of water. The model was named "Unfreeze - Change - Refreeze". For more information, please refer to the following article.

By utilizing this model to implement a proposed change, you effectively convey the change process and assist yourself and others in visualizing how it will unfold throughout the project.

Lewin's model describes change as the process of unfreezing and then refreezing a block of ice in a different shape. You will now create a model of an upcoming change using ice.

### **Action:**

Consider a potential upcoming change at your workplace or reflect on a recent change that has occurred. The block of ice below is currently in its existing state.

**Description of Pending Change:**

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**Need for change:**

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The first step towards change can be compared to the process of unfreezing a block of ice and melting it into water. When you unfreeze the ice, it becomes more susceptible to change. In an organization, it is necessary for the organization to be ready to accept change

for it to occur.

Here are eight principles of change that should be considered when introducing a change initiative in an organization.

- **Change needs to be organized and systematic.** This involves gathering information on the current situation, investigating previous change attempts, analyzing the data, and developing a planned approach to reach the desired outcome. If change is not managed properly, it can lead to chaos and cause people to enter survival mode. It is important to assess the organization's readiness for change and its past experiences with change to avoid repeating previous mistakes.
- **Successful change is often initiated or supported by top leadership.** Change can be challenging, even in the most favorable situations. During challenging times, individuals often seek guidance from their leaders. It is important to ensure that leaders are leading by example and demonstrating support for the desired outcome.
- **Change is most effective when everyone is involved.** Change should be led from the top, but it shouldn't be forced onto people. Change should be discussed and planned for at every level of the organization. Securing employee support for the systems and processes that will be put in place once the change initiative is underway is important. The individuals will not feel pressured, but instead, they will feel a sense of responsibility towards the problem and its resolution.
- **Keep communicating.** This is important. Change can be a source of stress, and uncertainty can lead to feelings of fear, doubt, resentment, and anger. A change program should effectively communicate the reasons for change, outline expectations, and encourage continuous feedback from all participants. This ensures effective communication within the company, allowing information to be shared vertically, horizontally, and across various channels to reinforce core messages. When it comes to change, effective communication is essential.
- **Provide specific details in your change message.** It is important to note that changes have an impact on the individuals within the organization. Provide individuals with clear expectations, define their roles and responsibilities, and ensure adequate resources are available to support them throughout the transition period. This demonstrates the organization's dedication to ensuring the success of the change and their concern for the well-being of others.
- **Ensure your changes are in line with the values and ideas that your employees can support.** People are generally resistant to being persuaded to do something they don't want to do or don't believe in. When planning a program for change, it is important to ensure that it aligns with the overall goals of the organization and its employees. When you establish a connection based on shared values and beliefs, you increase the likelihood of achieving success.
- **Have a clear method for measuring success.** The process of change can be lengthy, particularly when considering transformational changes rather than just reactionary ones. It is important to have a clear understanding of what constitutes a

successful change and how to measure its achievement. Create specific metrics that can be regularly monitored and evaluated.

- **Consider the logic behind it.** Most individuals tend to be rational and are likely to respond positively to a well-balanced explanation of the reasons behind the changes. By implementing a comprehensive communication plan, individuals are given the opportunity to form their own opinions and determine whether they can support the proposed changes and take the necessary actions to bring them to fruition. The process of creating a rational argument for the change also increases the change leaders' awareness of the issues surrounding the change, making them less likely to deviate from the course when obstacles arise.
- **Provide reassurance when possible.** When people hear about change, their initial reaction is often concern about their status and job security. People who have succeeded under the current system may have a significant amount at stake. Some individuals may choose to leave their current situation prematurely due to concerns about future changes. It is important to consider ways to minimize the impact of change on people and provide support to those affected.

**Action:**

Consider the change principles listed above and prepare to inform and involve your team, co-workers, stakeholders, and the organization to facilitate their acceptance of the change.

**Unfreezing**

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Once the organization is properly prepared, it is necessary to create a new reality. Using the water model, water is poured into a new molded shape. This is the change that occurs. During this stage of change, the organization and its people start to exhibit behaviors that align with the desired change. To achieve success in this, it is important to have knowledge about effective change strategies.

John Kotter is widely recognized as an authority on change management tactics. He is a Harvard professor and an authority on leadership and change. He is also the author of the book "Winning at Change Leader to Leader" published in 1998. These are the first seven steps he has identified for implementing successful transformations.

**Establish Urgency** – The importance of acting is highlighted by providing a clear understanding of the current situation. What factors contribute to the necessity for change? The consequences of not changing can be significant, while successful change can lead to positive outcomes.

**Form a Guiding Coalition** – Create a Guiding Coalition by assembling a group of leaders who possess the capability to motivate others and foster collaboration. The individuals should possess both emotional and rational dedication to the change and have the capacity to share their enthusiasm throughout the organization.

**Create a Strategic Vision** – Develop a strategic plan to determine where you want to go and create a strategic vision that will guide your journey. Ensure that both change leaders and the entire team have a clear understanding of the vision.

**Communicate the Vision** – Utilize all available communication channels to effectively convey the vision for change, including the intended changes, reasons behind them, and the proposed methods. It is important to remember that one way to communicate effectively is by having leaders demonstrate the desired behavior.

**Empower your Employees to Act** – Enable your employees to act by eliminating barriers and offering ample support, resources, and feedback. It is important to acknowledge and empower employees to make changes in their own unique way.

**Create Short-Term Wins** – Create short-term milestones to achieve change goals, allowing for early success and enjoyment. This helps create a sense of progress and encourages everyone to move forward and get involved.

**Consolidate your Gains to Produce More Gains** – As your momentum for change increases, use the successful outcomes to generate more ideas for change and further consolidate your gains. Please evaluate all your systems and policies for any inconsistencies with the current change movement. Taking breaks is important to maintain enthusiasm and dedication.

### **Action:**

Consider Kotter's tactics for implementing change and determine how you can assist your organization in adopting a new structure and implementing the desired changes. What is the expected outcome and the necessary behavior and mindset for individuals to bring about the desired change? What actions can be taken to support this process? Please write your ideas in the cylinder mold on the next page.

### Changing Shape Change Tactics...

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The final step in Lewin's model involves refreezing the water to create the new shape. You are confirming that the change has been successfully completed. The process of ensuring that the change is implemented across all aspects of the organization is called refreezing.

Kotter's final step in implementing successful transformations is related to the process of refreezing.

**Make the Changes Part of the Culture** – To achieve lasting results, it is important for the change to be deeply ingrained in the corporate culture. When bringing new people into the organization, it is important to ensure that their behavior aligns with the implemented changes. Develop plans for leadership success that guarantee the sustained realization of the vision. Make sure to consistently link changes to organizational success whenever possible.

### Action:

Consider ways to ensure that the change is fully integrated into the organization. How will it be implemented in your reward and recognition program? How will the changes be announced? How can you encourage a sense of pride and ownership among the employees in the organization? Please enter your ideas in the container that is frozen.

[illegible]

## Key Learning Points

Having an understanding of how change is perceived and being able to provide support to yourself and others during a change initiative is a valuable skill, whether you are leading the change, or a member of the team being led. Understanding your reaction to change and your personal tolerance for it can provide valuable insight into how others may perceive the situation. Lewin's model offers a practical interpretation that can be easily applied to communication and planning in change initiatives.

It is likely that you will have the opportunity to participate in change management in some form or another. Being prepared and understanding the impact on yourself and others will enable you to contribute positively and effectively to the overall process.