

MS(HR) 552-Dimensions of change and Change process

Lecture 18



Recap from last lecture

In the last lecture, we discussed:

- Major elements of Organizational Culture
- Diagnosing Organizational culture
- ➤ Behavioral approach
- ➤ Competing values approach
- ➤ Deep Assumptions approach

Topics to be covered today:

- ➤ Dimensions of Change
- ➤ Change process
- ➤ Lewin's change model

Dimensions of change

- Scope of change—radical or incremental
- Pace of change—punctuated or continuous
- Source of change—top-down or bottom-up
- Process of change—planned or emergent

Change process

Lewin's Three Stage Change Process - Practical Steps

Lewin's Change Model

Unfreeze Refreeze Change Communicate oftern Anchor the changes into Determine what needs the culture to change Dispel rumors Ensure there is strong Develop ways to sustain **Empower action** support from upper the change management Involve people in the Provide support and process training Create the need for change Celebrate success! Manage and understand the doubts and concerns Source: Kurt Lewin

Lewin's change model

Lewin suggested that change is a three stage process

- 1. Unfreezing: The old behaviour or situation
- 2. Moving: To a new level of behaviour
- 3. Refreezing: The behaviour at a new level
- This model is a powerful tool for understanding change situations

Three stage model

- 1. Unfreezing:
- a. Disconfirmation or lack of confirmation
- b. Creation of guilt or anxiety
- c. Provision of psychological safety
- 2. Changing through cognitive restructuring:
- a. Identifying with a new role model, mentor, etc.
- b. Scanning the environment for new relevant information
- 3. Refreezing:
- a. The total personality and self concept
- b. Significant relationships

Summary

In today's lecture, we discussed:

- Dimensions of Change
- Change process
- Lewin's change model

Thank you

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