

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

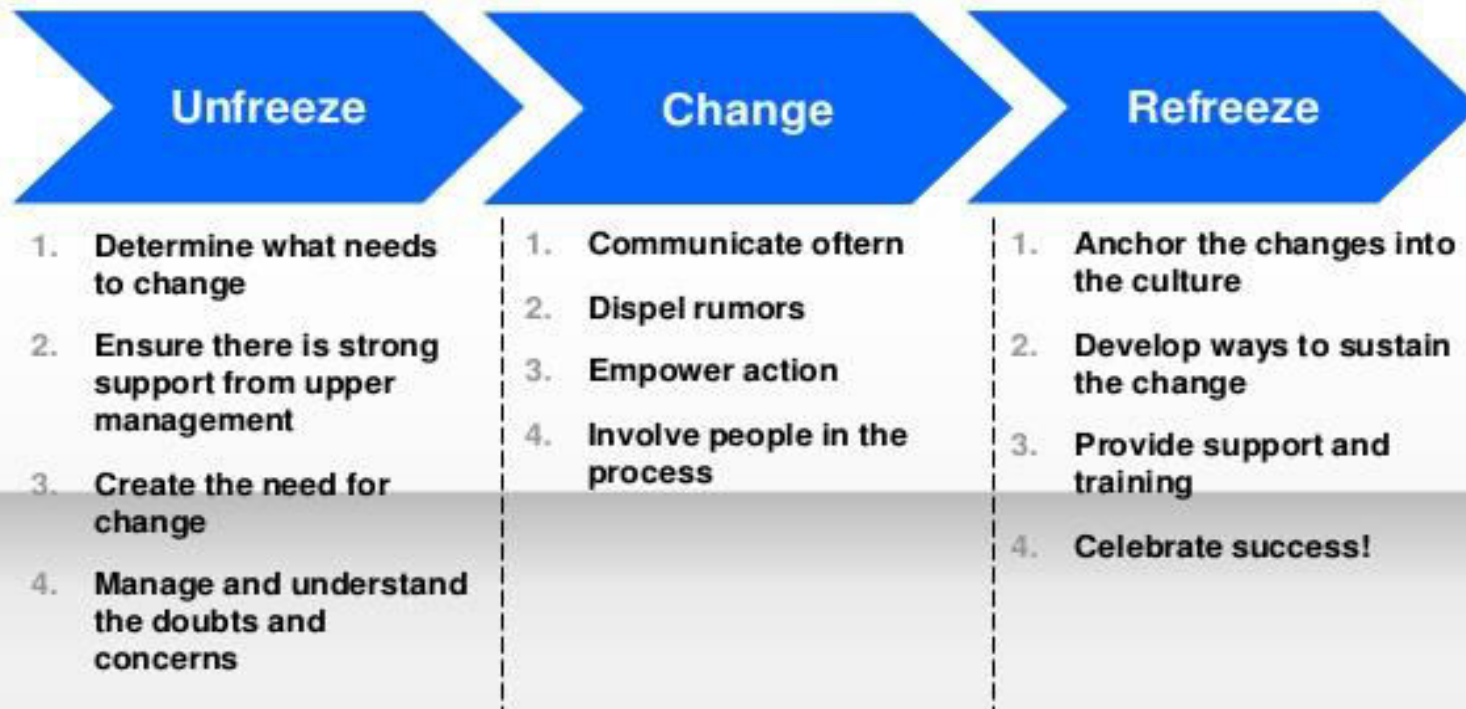
Dimensions of change

- 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



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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