

Different change models

Business, Management



Change is vital in any organizations bid to achieve its objectives. It is thus important for any organization to manage the change process carefully. Different change models such as Lewin's, Mckinsey's 7- s and Kotter's eight step change models can be used to effectively handle the change resulting from the purchase of EEST by QuestCulture. Lewin's model. A basic notion about this model is that change is a journey rather than a simple step. Kurt Lewin identified three stages of change; unfreezing, transition and refreezing.

Unfreezing. According to this model, people in the face of a change will feel uncomfortable and hence various significant efforts will be necessary to get them moving (Janis I. L & Mann, 1977)). This entails the use of push principle and pull methods to keep them going. Transition. For change to occur, time is required. Various levels of misunderstandings may also be witnessed during this stage. Training, counseling and any other psychological support will be necessary.

This is the final stage according to the model which involves putting the change process into action. In most organizations, this stage can have positive or negative impacts. Positive in that it makes the next stage of unfreezing easier and negative in that it might reduce the employees efficiency and effectiveness as a result of the change process Lewin's model is very helpful in explaining human behavior. Every form of learning starts with a state of discomfort or frustration.

Motivation and change mechanisms are thus necessary. Combination and elimination of excess positions as a result of the acquisition might result to

discomfort hence Lewin's model would be most effective in such situations. The advantages of this model include; Innovation. Solutions to problems or new ways to achieve the organizational objectives are established. Provides ways for evaluating progress towards the change hence making the change process easy. It helps in allowing the change process to be easily understood.

It is done in steps which prove it to be an efficient model still applicable today. The main disadvantage of Lewin's model is that it is timely for any change to take place. The other disadvantage is that during the refreezing stage, the employees might be worried of another change resulting to a change shock which might result in their inefficiency or ineffectiveness in discharging their duties. Mckinsey 7-s model This was developed by Tom Peters and Robert Waterman while working for Mckinsey & Co.

and in 1978 by Richard Pascale and Anthony Athos (Janis I. L & Mann, 1977). The model considers a company as a whole by taking into consideration seven different factors: strategy, staff, skills, systems, styles (organizational culture and management styles), structure and shared values such as mission and vision statement. This model would be most effective in situations where change is to be effected in the whole organization as opposed to a single department, product or process.

The advantages of this model include: It provides a better way to study and understand an organization; it is a guide to organizational change as it combines both coherent and emotional parts and since all the parts are interrelated, they must be attended to and addressed. The major disadvantage of this model is that since all parts are interrelated, a change

in one causes the whole system to change. The other disadvantage is that the model ignores differences. Kotter's eight step change model.

Kotter identified eight steps for a successful change (Chapman, A. 2006). These include; Problem definition. This refers to what is causing the change. Identification of a change agent. The agent must have clear knowledge of the situation and experience of the change process. Constructing the vision. This is where the organization wants to be after the change process. Communication. For change to occur, communication (both upwards and downwards is necessary). Empowerment. Everybody involved in the change process needs to be empowered.

Creation of short termgoals. Rewards are very important at this step. Persistence. This is necessary even after meeting the short term goals. Implementation. This is by putting the change into the company's culture and practices. Kotter's eight step model can be most effective in various diverse situations as opposed to the other models. Organizations despite their size, public or private status can use the model. However the model may lack or override nuances or realities that could be specific to a certain type of organization.

The principles may also apply equally to all organizations but how the principles will be implemented might be different from one situation to another. Advantages of this model include; Step by step model. Just like Lewin's model, Kotter's model is a step by step model easy to follow and understand. Enhances change in that instead on concentrating on the change alone, other factors such as acceptance and preparedness for change are also well thought-out.

The major disadvantage of this model is that since each step is necessary, one step cannot be skipped otherwise the whole system will fail. The other disadvantage is that the model is time consuming since the steps involved are numerous. In my view the best model for the acquisition of EEST by Quest corporation is the Kotter's eight step model as it prepares the employees fully before even the mission is created hence enhancing the transition process.