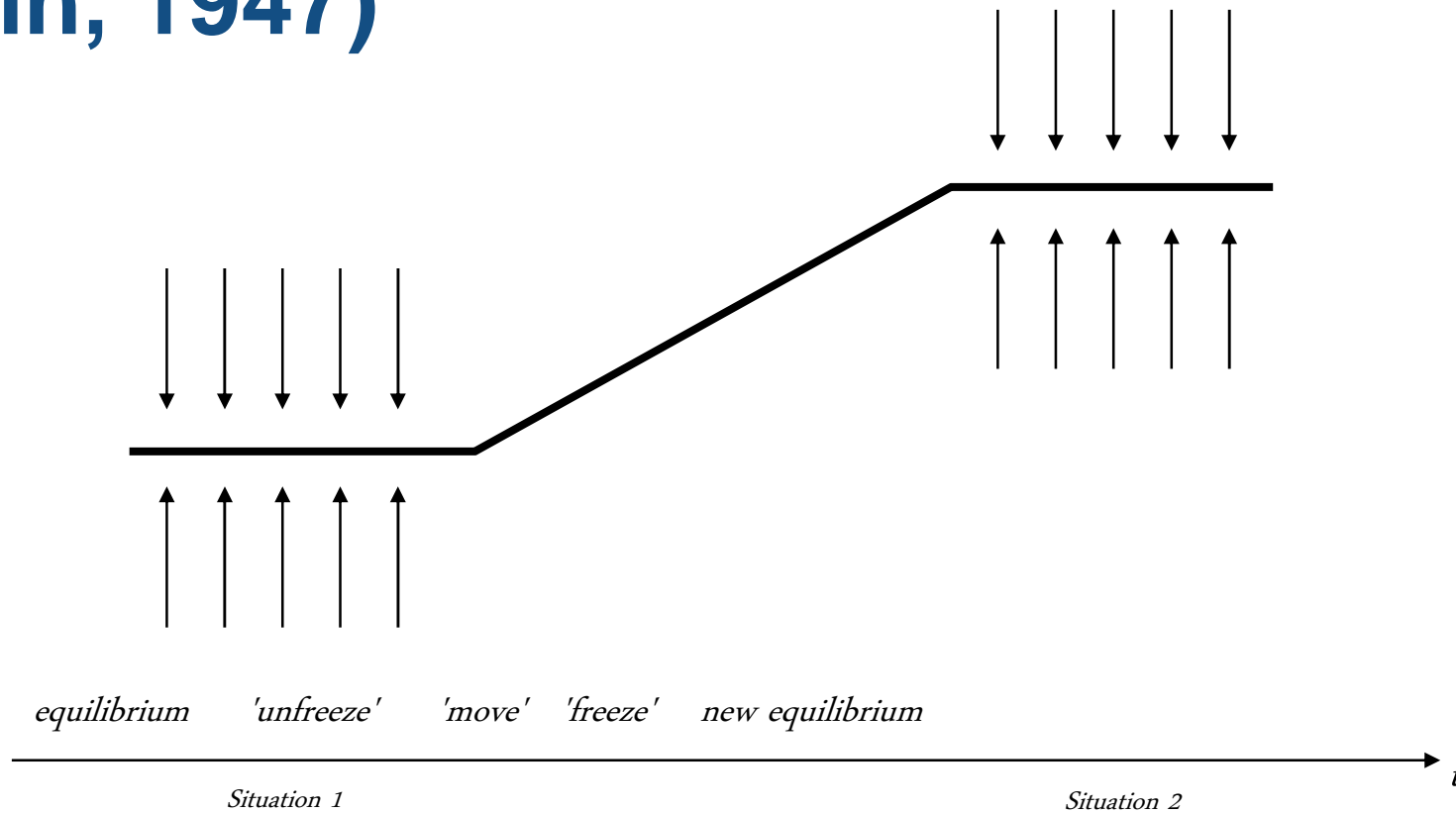




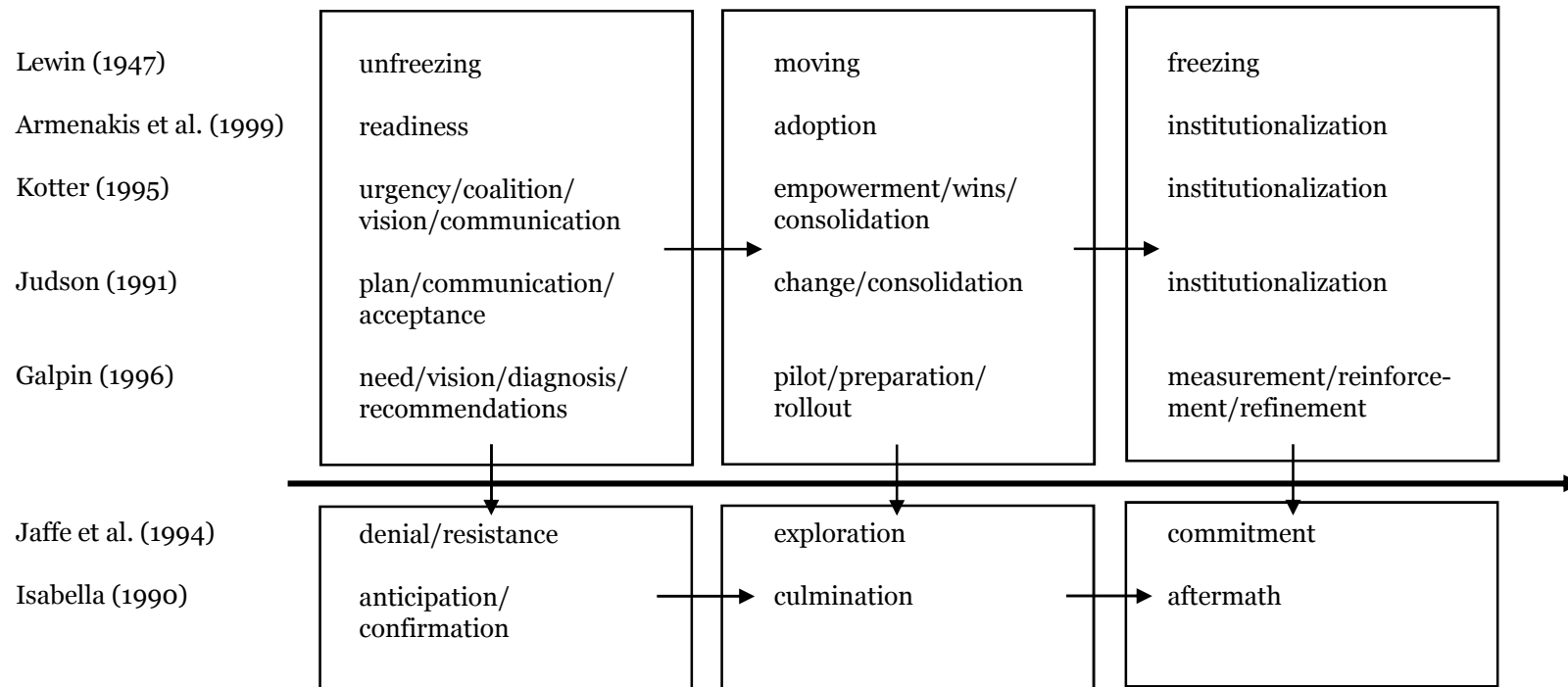
# Classical model of planned change (Lewin, 1947)





# Most change management models build on Lewin

PHASES WITHIN WHICH CHANGE AGENTS ACT



STAGES THROUGH WHICH CHANGE TARGETS PROGRESS

Based on: Armenakis, A.A., & Bedeian, A.G. 1999. Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3): 293-315.



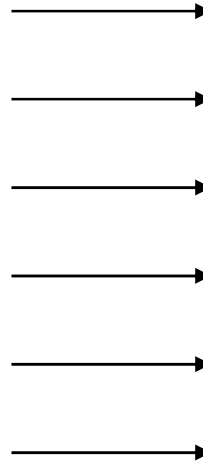
# Force field analysis (example)

## *DRIVING FORCES*

In the environment  
 market changes  
 internationalization  
 global markets  
 societal changes  
 new technologies

On the organizational level  
 management change  
 new employees  
 new information system  
 restructuring

On the individual level  
 intellectual curiosity  
 incentive structures

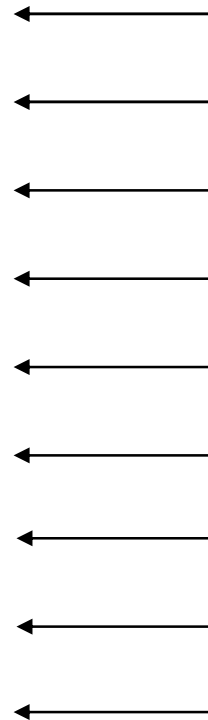


## *HINDERING FORCES*

In the environment  
 legislation  
 economic policy  
 consumer expectations

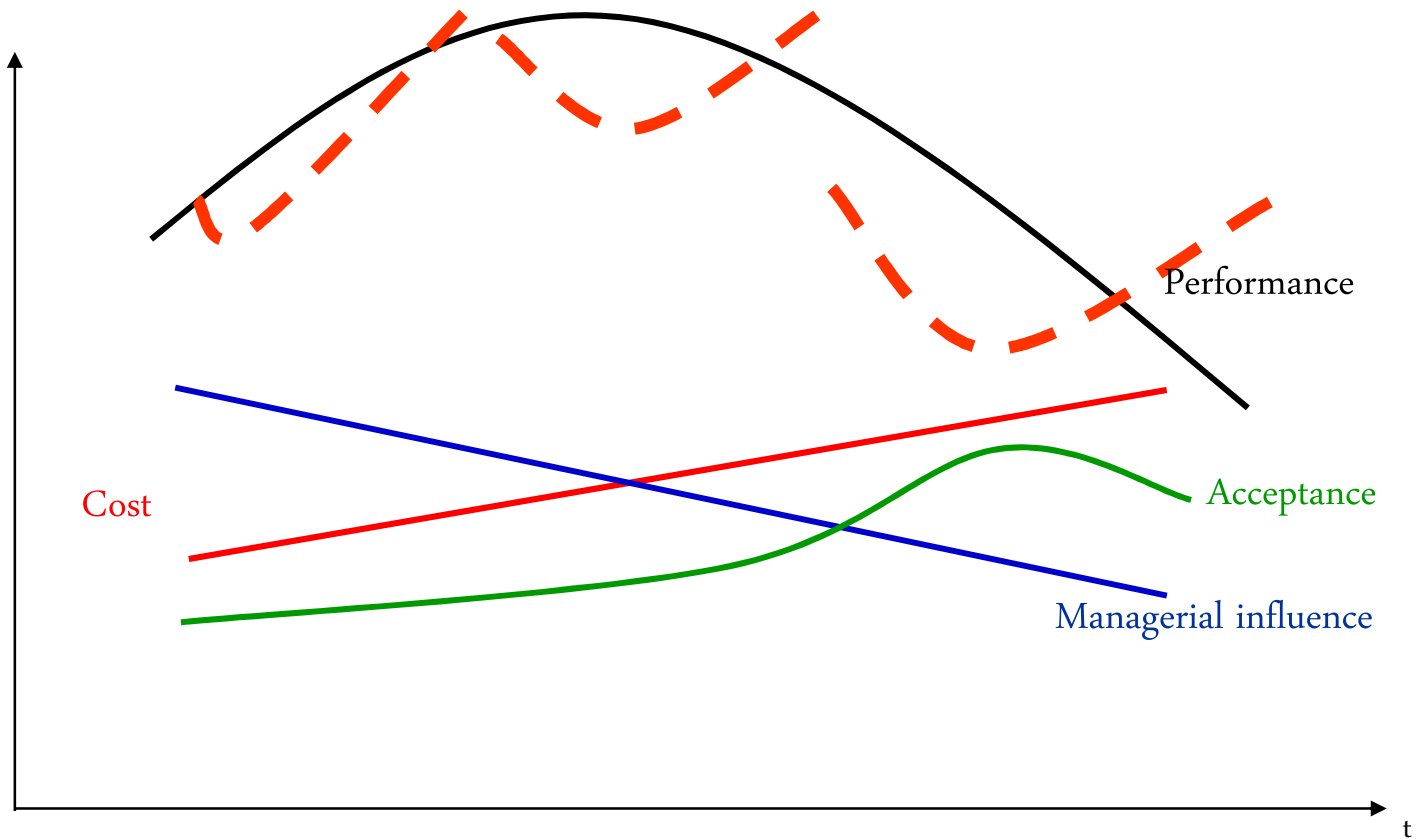
On the organizational level  
 strength/rigidity of culture  
 sunk costs  
 lack of resources  
 contractual agreements  
 fixed rules for evaluating  
 entrepreneurial initiatives

On the individual level  
 fear of failure  
 loss of status  
 inertia, routines  
 fear of the unknown  
 loss of friends



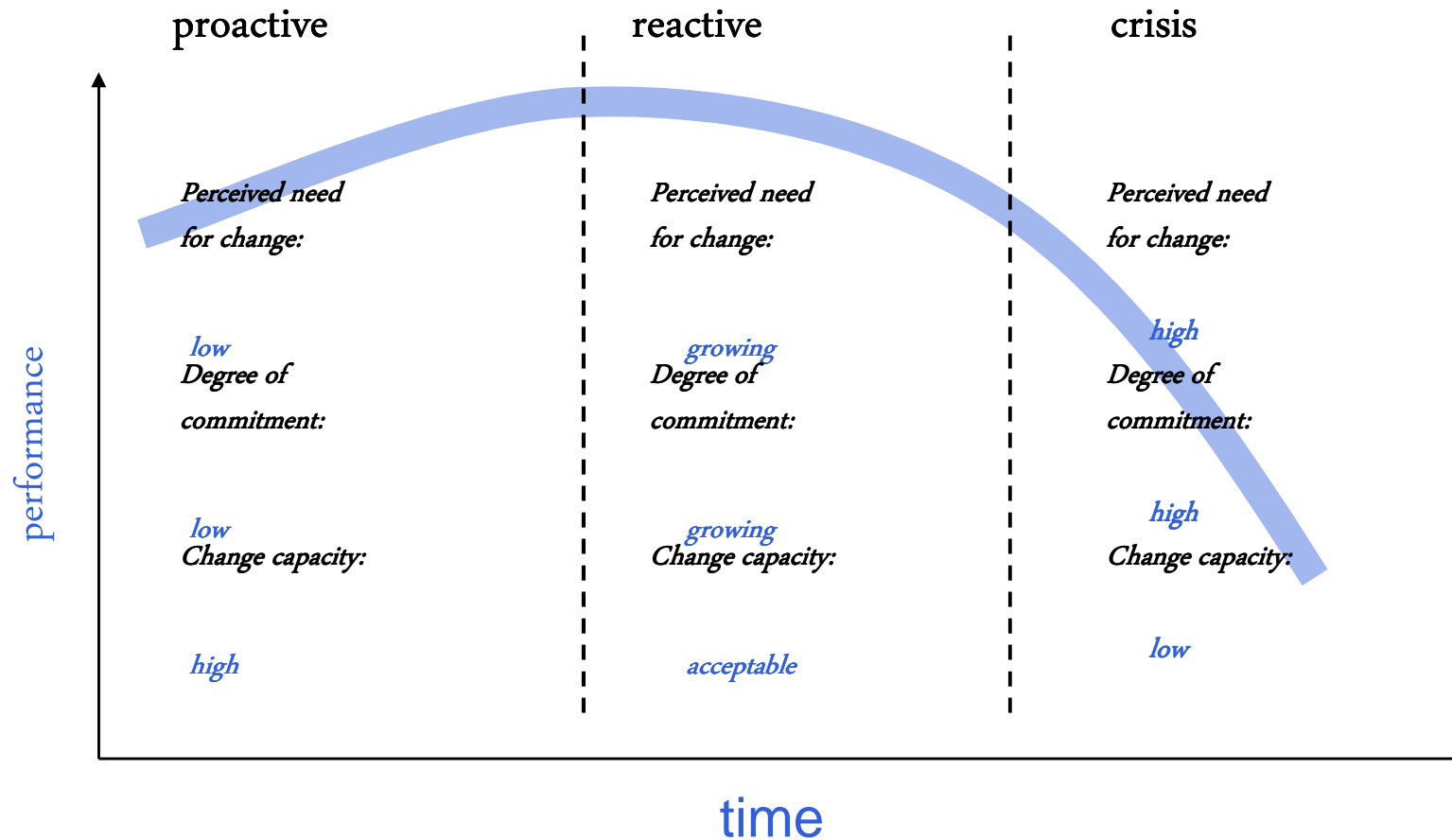


# Finding the right point in time





# Proactive, reactive and crisis change



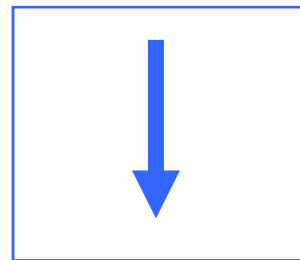
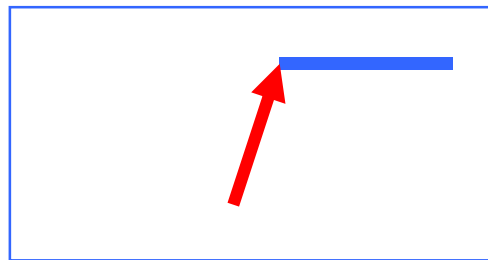


# Theory E and Theory O (Beer & Nohria, 2000)

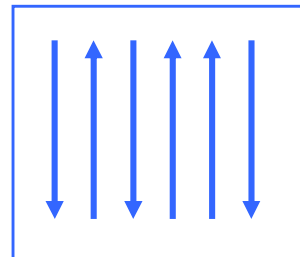
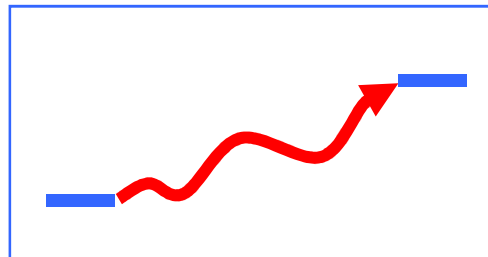
	Theory E	Theory O	E/O Combination
<b>Goals</b>	Maximize shareholder value	Develop organizational capabilities	Embrace the paradox ...
<b>Leadership</b>	Top down management	Bottom up participation	Direction and participation
<b>Focus</b>	Structures and systems	Culture, behavior and attitudes	Focus on hard and soft dimensions
<b>Process</b>	Programs	Experimentation, evolution	Plan for spontaneity
<b>Motivation</b>	Financial incentives	Commitment	Incentives reinforce but do not drive
<b>Consultants</b>	Analysis and solutions	Support for managers	Expert resources empowering managers



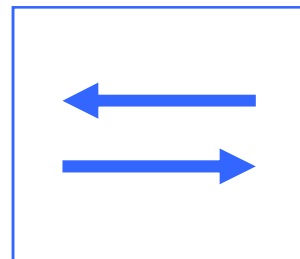
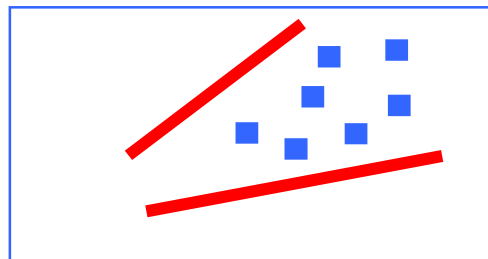
# Three approaches to managing change



**discontinuous,  
disruptive**



**incremental,  
developing**



**dissolution,  
self-organizing**