ORGANIZATIONAL CHANGE
THE WORLD OF WORK PODCAST
SERIES 2
EPISODE 1
J&J discuss organizational change, explore popular frameworks used to consider it and share popular models for how to deliver it. The list of the week is questions you should ask yourself when planning an organizational change.

**DEFINITION DISCUSSION**

<table>
<thead>
<tr>
<th>Change</th>
<th>The process of causing a function, practice, or thing to become different somehow compared to what it is at present or what it was in the past. Companies can undergo changes in a specific division, such as a marketing division, or as a whole</th>
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</thead>
<tbody>
<tr>
<td>Organizational Change</td>
<td>A process in which a large company or organization changes its working methods or aims, for example in order to develop and deal with new situations or markets</td>
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<td>Psychological Change</td>
<td>Change pertaining to, dealing with, or affecting the mind, especially as a function of awareness, feeling, or motivation.</td>
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<tr>
<td>Culture Change</td>
<td>Modification of a society through innovation, invention, discovery, or contact with other societies</td>
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<tr>
<td>Sustainability</td>
<td>The quality of being able to continue over a period of time: the long-term sustainability of the community</td>
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**LIST OF THE WEEK – 4 QUESTIONS TO ASK YOURSELF AT THE START OF A CHANGE PROGRAMME**

1. **DO YOU KNOW WHERE YOU’RE TRYING TO GET TO?**
2. **DO YOUR LEADERS HAVE THE SKILLS TO GET YOU THERE?**
3. **HAVE YOU THOUGHT IMPACTS ON ALL FACTORS OF YOUR ORGANIZATION?**
4. **HAVE YOU GOT A PLAN TO TAKE YOUR PEOPLE WITH YOU?**
5. **HAVE YOU GOT A CONTINGENCY PLAN?**
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### Research Roundup

#### Organizational Change Frameworks and Models

There are many models of behaviour, individual psychological and culture change. In this episode we are only focussing on Models and Frameworks associated with overall Organizational Change.

**Frameworks**
- McKinsey 7 S Models
- Burke-Litwin Model

**Models**
- Kurt Lewin’s 3 stage model of change
- John Kotter’s 8 stage model of change
- The ADAKAR 5 stage model of change
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**FRAMEWORK - THE BURKE-LITWIN CHANGE MODEL**

- **External Factors**
  - External Factors
  - Strategy / Mission
  - Leadership
  - Organizational Culture
  - Structure
  - Management Practices
  - Systems (Policy & Procedure)
  - Individual Skills & Tasks
  - Motivation
  - Work Unit Climate
  - Individual Needs & Values
  - Ind. & Org. Performance

- **Strategic Factors**
  - External Factors
  - Transformational Factors
  - Transactional Factors

- **Operating Factors**
  - Strategy / Mission
  - Management Practices
  - Systems (Policy & Procedure)
  - Individual Skills & Tasks
  - Motivation
  - Work Unit Climate
  - Individual Needs & Values
  - Ind. & Org. Performance

- **Individual Factors**
  - External Factors
  - Transformational Factors
  - Transactional Factors
  - Individual Skills & Tasks
  - Motivation
  - Work Unit Climate
  - Individual Needs & Values
  - Ind. & Org. Performance

- **Outputs**
  - External Factors
  - Transformational Factors
  - Transactional Factors

**FRAMEWORK - THE MCKINSEY 7S CHANGE MODEL**

- **Structure**
  - Strategy
  - Shared Values
  - Style
  - Staff
  - Skills
  - Systems

Change starts externally and transitions to the individual.
**S02.E01 – ORGANIZATIONAL CHANGE**

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**RESEARCH ROUNDUP – CHANGE MODELS**

Many Organizational Change models seek to overcome roughly the same three core challenges. They just do so in slightly different ways.

<table>
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<th>Challenge 1: If people aren’t ready to change, they won’t change.</th>
<th>Challenge 2: If people can’t practice change, they will fail</th>
<th>Challenge 3: If people can’t see the benefits of changes, they will revert</th>
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<td><strong>Response 1:</strong> The starting point of most models is helping individuals prepare to embrace change</td>
<td><strong>Response 2:</strong> Most models help people through the initial, frightening and stressful stage of trying new things</td>
<td><strong>Response 3:</strong> Most models focus on embedding the changes to that they sustain into the future</td>
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**Stage 1: Unfreeze**
- Kurt Lewin’s Change Model (1940s)
- John Kotter’s 8 Step Model (1996)
- ProSci’s ADKAR model (2003)

**Stage 2: Change**
- 1. Urgency
- 2. Coalition
- 3. Vision
- 4. Volunteers
- 5. Remove Barriers
- 6. Short-term wins
- 7. Accelerate

**Stage 3: Freeze**
- 8. Change Culture
- 4. Ability
- 5. Reinforcement

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