Models for Managing Change

Description:

This tool provides an overview of the most common and well-known models for working with change.

How it can be used:

In helping your organization work with change, there are many different approaches that can be applied. Below is a brief synopsis of a number of the most well-known models (with website references in footnotes) that, although they feature different steps, all demonstrate common stages of change in individuals and organizations.

John Kotter's Eight Steps[1]: Outlines eight steps to follow when implementing organizational change.

1. Create urgency – Stress the necessity of making the change NOW.
2. Form a powerful coalition – Enlist strong leadership and visible support from key people.
3. Create a vision for change – Link ideas and solutions to overall vision that people can easily grasp.
4. Communicate the vision – Share the message frequently and powerfully.
5. Remove obstacles – Continually check for and remove barriers.
6. Create short-term wins – Ensure "quick wins" early in the process that people can see.
7. Build on the change – Keep looking for improvements and build on what has worked.
8. Anchor the changes – Ensure changes become part of organizational "DNA".

Connor and Patterson[2]: This model proposes a series of milestones that are collated into three phases.

1. Preparation:
   a. Contact – engage with all stakeholders.
   b. Awareness – build awareness of the need for the change and the benefits of the change.
2. Acceptance:
   a. Understanding – ensure all stakeholders understand the change.
   b. Positive Perception – build a positive understanding about the change, ensure clarity.
3. Commitment:
   a. Adoption – create the environment for success, remove barriers.
   b. Institutionalization – integrate the change into organizational processes and practices.

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[1] http://www.kotterinternational.com/the-8-step-process-for-leading-change/
[2] http://www.connerpartners.com/

William Bridges Three Stages of Transitions[3]: Acknowledges that understanding and managing the transitions of people are critical to a successful change outcome.

1. Ending, Losing, Letting Go – people have to accept that something is ending before they can accept the new idea.
2. The Neutral Zone – the bridging stage between the past (old way) and the future (new way).
3. New Beginning – people accept and begin to adopt the change as they build knowledge and skills and see positive outcomes.

ADKAR Model[4]: Based on five milestones an individual must achieve for change to be successful.

Awareness of the reasons for change and the expected outcome of the change.
Desire to engage and participate in the change.
Knowledge about how to change.
Ability to implement the change at the expected performance level.
Reinforcement to ensure the change sticks.

Prochaska and Diclemente[5]: The Transtheoretical Model looks at the stages people move through when modifying behaviour.

1. Precontemplation – people are uninformed or not ready and won't take action soon.
2. Contemplation – people are more aware and intend to change within the next six months.
3. Preparation – people have started taking action or will in the immediate future.
4. Action – people have made specific and measurable modifications.
5. Maintenance – people are more confident about their changes and are less tempted to relapse.
6. Termination – people are no longer tempted by the "old way" as the new habit is now automatic.

Community Readiness Model[6]

To be successful, any change implemented successfully within a community must begin with understanding the community's stage of readiness.

1. **No Awareness –** Seek to raise awareness that the issue exists.

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[3] http://www.wmbridges.com/
[4] https://www.prosci.com/adkar/adkar-model
[5] http://www.prochange.com/transtheoretical-model-of-behavior-change
[6] http://www.triethniccenter.colostate.edu/community-readiness-2/

2. **Denial / Resistance** – To address this level, you have to raise awareness that the problem or issue exists in this community.
3. **Vague Awareness** – Now that people recognize the problem, they have to be aware that the community can do something about it.
4. **Preplanning** – At this level, people are ready to start thinking about how to address the issue.
5. **Preparation** – The goal is information-gathering to lay the groundwork for planning community strategies to deal with the issue.
6. **Initiation** – As a more serious community effort gets under way, you'll need to provide community-specific information to support existing programs and initiatives.
7. **Stabilization** – Now that efforts and programs are in place, it's necessary to stabilize them to maintain the overall community effort.
8. **Confirmation/Expansion** – Once services are stabilized; the task is to expand and enhance them.
9. **High Level of Community Ownership** – Once the community reaches the highest level, the trick is to maintain the momentum and continue growth. At this level, community members have ownership of the efforts and will invest themselves in maintaining the efforts.

Although the models above vary, they all recognize that there are key phases of change – preparing for the change, adopting the change, and ensuring the change is sustained. Applying those phases to your health planning process can be helpful in showing the key stages that an individual moves through and also how your organization can provide support.