

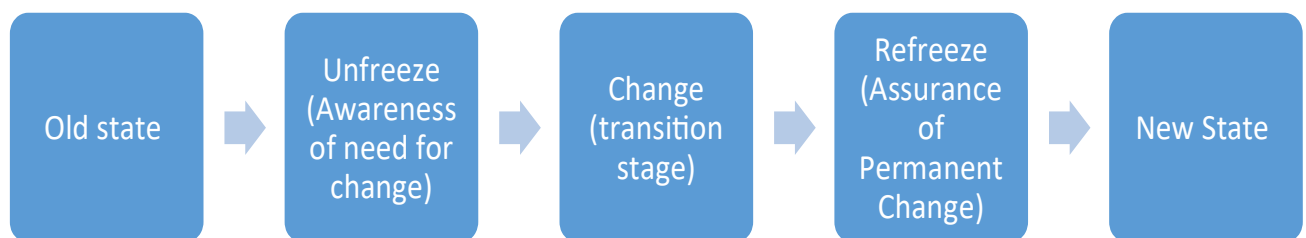
Quadrant II – Notes

Paper Code: UC0C101

Module Name: Change Process

Change Process

Today's business environment is dynamic and there is always a need for a constant change. Those businesses that learn to cope up with the change will be able to thrive and flourish, others which fail to do so will struggle. In order to make the change process to be more effective, Kurt Lewin in (1940s) proposed a three stage process of Change Management 0 unfreezing, change and refreezing.



1. **Unfreezing stage:** the process of unfreezing means to make employees aware and prepare them for change. Change should not come as a surprise. Any sudden or unannounced change would be socially destructive. The key factor in unfreezing stage is making employees understand the importance of change and how their jobs will be affected by it. A compelling message should go out employees indicating the pressing need for change to take place. For examples: employees may be told about poor financial performance, fall in sales revenue or decline in customer satisfaction etc. This communication would motivate the employees to discard their old behaviour, break the status quo and prepare them to move ahead.
2. **Changing stage:** at this stage change occurs in the organisation. People start to believe and act in ways that support new direction. The members of the organisation are fully prepared to accept the change. This stage is a transition stage. Major changes in organisational structure, policies and practices happen at this stage. It is essential at this stage that change agents keeps communicating how the change will benefit them. Changes can be major or minor based on the organization's needs. The organization needs to provide sufficient training and support for the employees to embrace the changes.
3. **Refreezing stage:** refreezing occurs when new behaviour becomes a normal way of life. Employees feel confident and comfortable doing work in new way. People's comfort is

restored. New attitudes and behaviour are established as the new status quo. For successful change to take over the new behaviour must replace the former behaviour completely. Ensure that the employees are provided regular support, education and training. Communication must be constant with employees to make the change process successful.