

The Five Essentials

- Knowledge
- Focused vision
- Faith
- Initiative
- Training and Development



Two Important Aspects

Content

- What must change?
- What is our outcome?
- What is our purpose?
- What is our timeline?
- What standards apply?
- What measurements?

Process

- How we will proceed?
- How to build loyalty?
- How to streamline?
- How to be more efficient?
- How to reduce costs?
- How to compete globally?



The “Why” Approach

- Why do we need to change?
- Why do we need to cut costs?
- Why do we need to improve productivity?
- Why do we need to downsize?
- Why do we need to franchise?
- Why do we need to expand internationally?



Module IV

Models and Roles in Change Management?



Kurt Lewin's Concept of Dynamic Stability

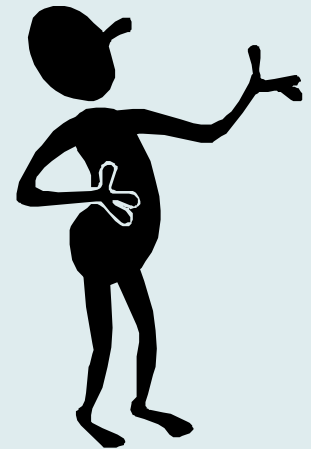
Unfreezing - preparing for the change.

Changing - launching the process.

Refreezing - creating a new state of homeostasis.



Four Basic Change Management Strategies



Empirical-Rational - people are rational and will follow their self-interest. Change is based on the communication of information and the offering of incentives.

Normative-Reductive - People are social beings and will adhere to cultural norms and values. Change is based on redefining and reinterpreting existing norms and values, and developing commitments to new ones.