Change Management Process

Student’s Name

Institution Affiliation

**Introduction**

Changes within an organization play a crucial role in realigning a business with an objective of gaining a competitive position. Therefore, change management has become of paramount importance in the contemporary business world which is characterized by intense competition (Tripon & Dodu, 2011). However, the process of change is usually not welcomed and usually faces resistance within an organization. Various models have been applied in achieve effectiveness in change process such as Lewin’s change management model.

**Lewin’s Change Management Model**

Lewin (1951) contribution to the management theories was based on group members conduct or behavior (Hussain et al., 2016). He observed that individual’s behavior varied from one group to another and that people join groups with different motives. Lewin established that despite the differences in purposes of being in a group, sharing a common objective steers such a group to achieve its objective and goals. Therefore, Lewin emphasized the need for changing a group’s conduct to prevent reverting to the past status quo. His theories were pegged on the fact that planned changes can be successful if planned and through learning by providing individuals with understanding and consequently minimizing conflicts (Tripon & Dodu, 2011). These contributions are essential to change management process not only to groups but an overall organization. Lewin’s work resulted in viewing change within an organization as a three-step process. The three stages focus on intentional change within an organization and initiators of change might choose to apply a range of strategies to be implemented and executed for successful change initiatives.

**Three Stages of Change**

**Unfreezing**

Lewin’s contribution at this stage of the process of change is an emphasis on the need for behavior change that entails letting go of the status quo or existing situation (Kritsonis, 2005). Individuals are usually resistant to change due to the uncertainty on what the future brings. However, unfreezing can be achieved in three ways. First, unfreezing can be made by promoting the driving forces that have the ability to shifts behavior from the existing status. Second, unfreezing can be done by reducing the restraining forces prevent changing from the current condition (Sarayreh, Khudair & Barakat, 2013). Thirdly, a combination of the two methods would contribute significantly to unfreezing. The unfreezing stage in the process of change management can be productive by motivating the participants through adequate preparation, building recognition and trust among, and actively engaging them (Hussain et al., 2016). In this, way the change initiators change the group behavior, a primary factor according to Lewin.

**Initiating Change**

This stage involves shifting the system to the desired level of equilibrium. Employees engage in tasks that implement new approaches to doing things (Sarayreh, Khudair & Barakat, 2013). This process plays a crucial role in the successful implementation of change initiatives. Therefore, change initiators are required to involve all the stakeholders in the process of decision making. Actively engaging participants mainly the employees minimize the chances of resistance. Engaging employees in the process of decision making provides them with a better understanding of the benefits and the need to change (Kritsonis, 2005). This is supported by Lewin’s contribution to the need for sharing a common goal in movement along the same direction. Lewin argued that a group could achieve its purpose by having individuals who share common interests and goals.

**Refreezing**

The freezing stage in the process of change management involves reinforcing the new changes to prevent reverting to the earlier status according to Lewin. Therefore, the step is intended to sustain the implemented changes (Kritsonis, 2005). The success of this stage is enhanced by the acknowledging the contribution of the change participants. They require t be recognized for accepting to be committed to change initiatives by rewarding them. Recognizing and rewarding the change participants reduces the chances of previous behaviors from recurring.

**Modification of Lewin’s Theory to be Applicable within KSA**

Lewin’s model on the change management process demonstrates the impact of forces that either enhance or inhibit change initiatives. The driving forces strengthen change success while the restraining forces inhibit the required change (Sarayreh, Khudair & Barakat, 2013). Therefore, change can only be successful when the driving forces to facilitate change are stronger than the opposing forces.

Lewin’s contribution to change management process can be modified to be applicable in KSA in the contemporary organizations. One of the ways on how the model can be modified is in the refreezing stage. Employee motivation varies from one employee to another. Therefore, it is crucial to establish what motivates specific participant to prevent reverting to the old behaviors.

Another modification can be made through knowledge management. Knowledge management has become of vital importance among organizations in KSA and the entire world (Gonzalez & Martins, 2017). Organizations’ success has been attributable to the effectiveness of knowledge management and the ability to retain key talent in an organization. Effective knowledge management promotes self-efficacy among the participants particularly the employees (Gonzalez & Martins, 2017). Employees become self-motivated to embrace changes for better systems. Lewin’s model on change management assumes a top-down change initiative (Hussain et al., 2016). However, the model can be modified to bottom-up through effective knowledge management where employees have become the initiators of change in the contemporary organizations.

**References**

Gonzalez, R., & Martins, M. (2017). *Knowledge Management Process: A Theoretical Conceptual Research.* Retrieved from [http://www.scielo.br/pdf/gp/v24n2/en\_0104-530X gp-0104530X0893-15.pdf](http://www.scielo.br/pdf/gp/v24n2/en_0104-530X%09gp-0104530X0893-15.pdf)

Hussain, S., Lei, S., Akram, T., Haider, M., Hussain, S., & Ali, M. (2016). *Kurt Lewin’s Process Model for Organizational Change: The Role of Leadership and Employee Involvement: A Critical Review*. Retrieved from <https://core.ac.uk/download/pdf/81217633.pdf>

Kritsonis, A. (2005). *Comparison of Change Theories.* Retrieved from [http://www.nationalforum.com/Electronic%20Journal%20Volumes/Kritsonis,%20Alici %20Comparison%20of%20Change%20Theories%20IJMBA%20V8%20N1%202005.pdf](http://www.nationalforum.com/Electronic%20Journal%20Volumes/Kritsonis,%20Alici%09%20Comparison%20of%20Change%20Theories%20IJMBA%20V8%20N1%202005.pdf)

Sarayreh, B., Khudair, H., & Barakat, E. (2013). *Comparative Study: The Kurt Lewin of Change Management.* Retrieved from <https://ijcit.com/archives/volume2/issue4/Paper020413.pdf>

Tripon, C., & Dodu, M. (2011). *Change Management and Organization Development*. Retrieved from [https://www.apubb.ro/wp content/uploads/2011/02/OD\_Suport\_de\_curs\_masterat.pdf](https://www.apubb.ro/wp%09content/uploads/2011/02/OD_Suport_de_curs_masterat.pdf)