

CHANGE MANAGEMENT

models, theories, & principles



Change management — models, theories, and principles.

In today's constantly evolving business landscape, no company will last long without being adept at implementing change. Whether it's a massive organization-wide transformation or a simple tweak to an HR policy — all change efforts require a clear vision, constant communication, and buy-in from every department.

In this special report, we've collected the best of Business Management Daily's advice on implementing successful change management. Whether you're a small business, Fortune 500 company, in-person, remote, or hybrid — we've got the insight you need.

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The most successful change management principles and initiatives

In today's constantly evolving business landscape, no company will last long without being adept at implementing change. Whether it's a massive organization-wide transformation or a simple tweak to an HR policy — all change efforts require a clear vision, constant communication, and buy-in from every department.

For example, the COVID-19 pandemic made change necessary for thousands of companies nearly overnight.

Physician's offices needed to focus more on virtual visits, restaurants had to rely more on delivery, and some companies completely changed what they do (such as distilleries making hand sanitizer). These organizations had to undergo significant transformational changes at the drop of a hat to survive.

The companies that mastered the change management process were able to make it through the pandemic's peak. Some even came out stronger on the other side.

In short, the effectiveness of your change management strategy will play a massive role in the overall success of your organization. That's why it takes a sound understanding of the guiding principles of change management — which are what we're going to cover today. Along the way, you'll learn how to develop a change management plan that you can implement at your institution.

Why is change management important?

Leading change at any establishment is no simple task. You can't expect to roll out an organization-wide change and expect everyone to adapt to it perfectly.

Instead, effective change management takes a highly strategic approach — requiring buy-in from stakeholders, managers, and employees. In other words, everyone needs to be on the same page for it to work.

But why is it important?

Change management is essential for any organization because it helps resolve the following issues:

- **Lack of a vision.** Does your company lack a clear vision and alignment for new programs? Are your business leaders not sure why your performance is floundering? If so, you need to implement change management principles to get your organization back on the right track. That will align everyone on where change needs to happen the most.
- **Resistance to change.** If your organization can't revamp its operations because your employees are against it — they likely aren't sure why the changes are necessary. Proper change management involves clearly communicating changes to employees while addressing their concerns.
- **Lack of resources.** Do you want to implement change but never have the resources to do so? Then you need a change management model to develop a detailed plan for acquiring the resources you need. That includes planning out the required personnel and equipment to put the change into practice.
- **Lack of planning.** Rolling out a change takes rigorous forethought and impeccable design for it to go off without a hitch. It'll be difficult to find sustainable success if you aren't planning out your changes. That's why you need to familiarize yourself with proven change management principles.

A proper change management approach will resolve all these problems. You'll finally be able to undergo the organizational structure changes you need to stay competitive in your industry.

The 5 core change management principles

Now that you know why change management is so essential, it's time to learn its guiding principles — as they will help you understand how to develop successful change programs for your organization without much resistance.

#1: Identify key stakeholders and engage with them

The first step is to identify the key stakeholders in the change. These are the people who the change will end up affecting the most. Your stakeholders will probably include senior management, functional managers, and, most importantly, the frontline employees.

These are the people that will drive your change forward. They can also provide valuable insight into improving the process and resolving any potential issues.

So how do you go about identifying your stakeholders?

There are a few ways, including using a [stakeholder analysis template](#). It will help you discover who is the most important and most affected by your new change program. It works by breaking down each stakeholder's impact and influence over your new project. Not only is that great for identifying stakeholders, but it can also help you rank their level of importance. The last box on the template deals with how to engage with each stakeholder — such as monthly round table discussions or quarterly meetings.

During the process, do your best to discover their current pain points so you can address them with the change. Also, you can bring up enticing new opportunities to get them excited about the new initiatives.

#2: Change starts at the top

Change can bring about stress, pressure, and uncertainty at all levels of the organization. That's why the team needs staunch leadership that provides support, direction, and encouragement. As such, the leaders must be the first to

adopt the changes to motivate the rest of the company. Essentially, your leaders will become role models for your employees. They'll need to exhibit the behavior that you'll eventually expect from your staff.

At the same time, you'll need to designate 'change leaders' at every level of the organization. These are the individual team members who will spearhead the changes for the rest of their departments. That is the first step of a 'cascading' approach to change management. In other words, the change starts at the top and cascades down to the lower levels.

At the top, your primary goal is to establish a strong case for the change program. Your employees will likely be wary of any significant change to the status quo and may question if it's actually necessary. As such, you'll need to craft a bulletproof case for why the changes are not only essential but will benefit everyone in the long term.

That will help you gradually break the barriers on the bottom levels of the organization so the change can 'cascade' down.

#3: The real change happens at the bottom

While change undoubtedly starts at the top, real transformational change happens at the bottom. That means you won't see the results you're after unless the entire organization commits to the changes. That includes individual team members, line managers, and everyone else on the frontline.

It takes clear and constant communication and adequate staff training to make the changes stick and become part of the company culture.

That's where the change leaders will come into play. They must continuously support, train, and encourage the employees around them to adapt to the changes. You'll want to free these leaders up from their current assignments, so they can focus on driving change full-time.

It's imperative to embrace learning and encourage the sharing of knowledge at the bottom level. You should also take ownership of the change while encouraging top-down and bottom-up communication. That's a reliable way to combat any lingering resistance.

#4: Demonstrate faith while confronting reality

One of the most crucial change management principles is confronting the reality of why the change is necessary while demonstrating faith in it. By facing reality, you're being completely transparent with your employees about the state of your organization.

An example would be a company teetering on bankruptcy that needs a significant restructure to stay competitive.

Instead of sugar-coating the situation to employees, the company decides to confront the brutal reality of the problem. The executive team lets everyone know that things are indeed dire and that massive changes are necessary.

It's not all doom and gloom, though, as the team also has an articulate vision to share. They propose a well-thought-out plan for transformational change that will save the company — complete with a roadmap and a timeline. They have steadfast faith in the plan and that everyone will ultimately prevail. It works, as it serves to motivate the employees to work hard in the short term to drive positive change.

That's the power of this principle, and it's worked for many organizations in the past. Honesty is always your friend, even when your reality isn't the best. Combining transparency with a detailed roadmap for success is a tried and true way to initiate change.

#5: Thoroughly address company culture

Nearly every type of change will involve some type of alteration to your company's culture. Whether you're dealing with converging cultures due to a

merger or slight tweaks to an existing process — you'll always need to address your company's cultural center.

That's because an organization's culture is vast and includes:

- Shared history
- Values and beliefs
- Attitudes and behaviors
- Procedures and policies
- Underlying assumptions

As you can see, company culture includes more than a simple mission statement. Culture is how people feel about their work, how they get things done, and what motivates them. That's why no change will work unless it explicitly addresses how it will affect culture.

You'll want to gain a solid grasp of your existing culture to develop a baseline for change. From there, you'll need to define a clear vision for the new culture. That will enable you to form metrics to measure the effectiveness of the cultural change.

The key aspects of a change management plan

Now that you have a grasp of change management principles, it's time to learn how to make them all come together in an actionable strategy. That way, you can elicit a sense of urgency throughout your organization to bring about the changes as soon as possible.

Create a change impact assessment

Any type of change to your operations will inevitably create disruptions. It's an unavoidable part of the change process that you'll need to take into account when devising a plan. You'll want to deliberate with your executive team about the benefits of the change vs. the disruptions it may cause.

Will making the change ultimately hurt your organization? Or will you do more harm by maintaining the status quo?

These are vital questions to ask when devising a change management plan.

To help with this process, you can conduct a change impact assessment. It's a formal way of evaluating the impact of a change on your organization.

The assessment has three steps:

- **Processes.** How will this change affect the way employees do their work?
- **Systems.** Will this change require any changes to your technology infrastructure?
- **Organizational.** How does the change affect/benefit company culture?

Once you've addressed each aspect, you'll need to make an ultimate decision on whether it's worth making the change.

Get the organization ready for the change

Now it's time to start preparing for rolling out the change program across the organization. You'll want to prepare for contingencies here — such as any resistance to the changes. If the change requires new training for employees, now is the time to set up training programs. You'll also want to map out the new way staff will tackle processes and any technological changes.

A great way to prepare your organization for change is to develop new branding materials. That will signal to everyone that changes are coming so they won't get caught by surprise.

Clearly communicate the plan for change

Next, you'll want to address the plan to your employees directly. You'll want to lay out your compelling vision for why the changes are vital for the survival of your organization. That is where the 'confront reality but demonstrate faith' principle

comes into play. Let everyone know that while change may be difficult, it will benefit everyone in the end.

Beyond that, you'll need to provide a clear roadmap for how the changes will occur. This map should include any changes to processes, technology, and culture that you discovered in your assessment.

Roll out the changes

Now it's time to make it happen. To generate excitement, you can plan a fun launch party for the first day of the change program. Also, let your employees know about any 'quick wins.'

What are those?

A **quick win** is a clear benefit of making the changes that you see within a few days or weeks. They're great for boosting morale because they let everyone see that the changes are working and that the future is bright.

During the rollout, you'll want to maintain transparent communication with all employees. Encourage them to ask questions and embrace the new training.

Measure success and sustain the change

After a few months of implementing the changes, check your metrics to see how it's going. Have you noticed improvements in your target areas? If not, where are you falling short?

If you don't see the results you want, you may need to make additional tweaks to the change.

For example, if a technology issue holds you back, it may be time to retool your infrastructure.

If you see the improvements you wanted, you have an additional challenge — sustaining the change. It's normal for employees to want to return to the way things were, especially if their new tasks are more complex.

Sustained change takes effort from all parts, including from leadership. You'll need to continue the narrative of why the change was necessary and why it's working. Sharing the benefits will keep your employees and stakeholders motivated to continue the evolution.

Concluding thoughts: successful change management principles and initiatives

Those are the principles and steps it takes to achieve organizational change management. In a nutshell, it's about convincing everyone that your vision for the future is far better than the status quo. Sometimes, change is also necessary for a business or organization to survive.

As such, it's critical for any establishment to have a solid grasp of how to deal with change.

It takes buy-in from the executive team and all levels of the organization. That's the only way a significant shift in company and culture can occur.

6 essential change management tools

It's a well-known fact that organizational change never comes easy. Change management is a vast topic that encompasses a lot, so it's easy to get lost when rolling out new changes. For example, workflow changes will have different needs than an IT change (such as switching to another system or implementing new software).

As such, you need a diverse array of change management tools to help you meet the needs of each type of change. More often than not, those tools include

software. These tools and programs will help provide order to the often chaotic change management process.

The best change management tools will help you with:

- Employee engagement
- IT service management
- Speeding up processes through automation
- New employee training programs
- New technology
- Avoiding disruptions and eliminating resistance

As you can see, the right tools can help you implement changes with ease. But where can you find the most reliable change management software?

That's the question that we're going to answer today. Stay tuned to discover the highest-rated and most effective change management tools for 2022.

What Are Change Management Tools?

If you've never spearheaded major changes at a company before, you may not know why you need tools in the first place. After all, isn't creating a robust change management plan and sticking to it enough to get the job done?

While a plan is undoubtedly necessary, implementing the changes included in the plan is far easier said than done. Consider this statistic — while nearly every company goes through changes these days — over [half of all change management initiatives fail](#). In fact, only 34% report clear success, with 16% showing mixed results.

Organizational change is so difficult to pull off due to the nature of change itself. As humans, we're naturally averse to change, especially if we're used to things going a certain way for so long. For example, it's almost always the case that some employees will resist change and want to maintain the status quo. It can be

incredibly challenging to implement a change and sustain it into the future. That's especially true whenever a change is highly urgent and necessary for the organization's survival.

Luckily, specific software tools make managing change far easier. They can help you stay on track with your deadlines by using checklists and other helpful templates. These tools can assist with decision-making, project management, change control, etc. They can also help you engage with your employees to get them excited about the change instead of dreading it.

Let's consider a brief example of software assisting with successful change management.

Say that a company has floundering returns and decides to reinvent itself with a brand-new focus. In doing so, their salespeople will have to sell completely new products. They'll also need to learn how to use tablets and a new software program so they can pitch to clients on the go.

It's a steep challenge that can go south without the proper plan and tools in place. The organization needs to fully support its employees as they go about redefining their roles and what it means to work for the company. To help, they use software to aid with employee engagement and training. They use the program to track changes and see which department needs help — such as a particular team struggling to grasp the selling points of the new product.

On the IT side, they use a program to create an interactive guide on how to use the new technology they're rolling out (the tablets and software). The guide is user-friendly and contains PDFs, videos, and infographics — so the staff has no problem learning how to use their new gadgets.

Because of these tools, employees receive the proper training and support they need for a seamless change. That's a simple example of how you can use software tools to make organizational change management more manageable and less chaotic.

The 6 Best Change Management Tools

By now, you should understand why tools are necessary for the change management process. Like anything else, not all change management software is created equal. That's why you'll want to use these criteria when evaluating a new tool:

- It should have an attractive and logical **user interface (UI)**.
- There should be ample **training and support** available for the program.
- The tool should have helpful **metrics** that you can use to measure your success.
- There should be **visualization tools** like flowcharts and process maps.
- Integrations are often useful and help you combine the functionality of two tools into one.
- The **pricing** should be fair and include a lot of features for the money.

Without further ado, let's look at the most effective change management tools out there today.

#6: [WhatFix](#)

Best for: Employee onboarding and adopting new software.

Organization size: All sizes.

Most desirable feature: Intuitive step-by-step walkthroughs for adopting changes.

First, we have WhatFix, a platform best used for adopting new technology. It has a flexible pricing structure, and there is a free trial available, which is a plus. You can easily create workflows that serve as interactive guides for your employees. In other words, you can create customizable training programs for your staff on new software and more.

If you're rolling out a new application at your company, WhatFix is a great tool to have by your side. You can seamlessly create contextual pop-ups and guided

widgets to make instruction a breeze. Its dashboards also provide you with real-time updates on your change activity.

You'll get to view:

- How many queries you've served
- How many times employees have played your workflows
- Your most popular workflows

You can also track user progress to see how your employees are doing. That will enable you to discover who's struggling with the changes the most so you can provide them with assistance.

Do you have zero experience with coding? That's not a problem when you use WhatFix. You can create guides and workflows without writing a single line of code. That comes in handy for project managers that want to create instructional guides but aren't familiar with code.

Additionally, if you have disabled employees at your organization, WhatFix, has built-in accessible technology that meets the compliance requirements of section 508 of the US Rehabilitation Act.

The walkthroughs you create with WhatFix can appear in several different formats, including:

- Videos
- PDFs
- Slideshows
- Screenshots

This versatility comes in handy, as it grants you the freedom to select the best format for each guide. For example, you may find that your employees respond better to videos showing them what to do instead of PDFs with plain text. You can easily insert each guide into any help desk or LMS (learning management system).

#5: [Wrike](#)

Best for: Collaborating with teams.

Organization size: All sizes.

Most desirable feature: 400+ native integrations with popular applications.

Do multiple teams in your organization need to coordinate as part of your change management plan? If so, you'll benefit from using Wrike. It's a fantastic team collaboration software with over 400 integrations with other apps.

It's also incredibly intuitive, so your staff can get started using it straight away — no training required. Users can effortlessly navigate dashboards, messages, reports, notifications, etc. That makes interdepartmental communication more accessible than ever. Managers can communicate and coordinate as well as stakeholders and executives.

Wrike comes with plenty of visualization tools as well, such as:

- Business continuity templates
- One-click Gantt charts
- Kanban boards
- Flowcharts

You also have the option to start using Wrike completely free — regardless of the size of your organization. If you're interested in their premium version, you can enjoy a 14-day free trial, and plans start at \$9.80 a month per user.

Clear, concise communication is one of the core components of any successful change management plan. Poor communication is one of the leading causes of resistance and disruptions. That's why a tool like Wrike is so helpful. It makes it extremely easy for departments to coordinate and communicate at all times. Due to its many integrations, employees can use Wrike in conjunction with apps like Salesforce, Dropbox, and offerings from Microsoft and Google.

Should a team member have an essential question for staff from another department, they can simply leave them a message on Wrike.

Lastly, Wrike has fantastic customer support in place at all times for its users. Should you hit a snag with the program, there's a bustling support community online ready to help you. Wrike also has interactive training guides and videos to use whenever you're getting started.

#4: [Giva eChangeManager](#)

Best for: Controlling IT changes

Organization size: Large

Most desirable feature: Dedicated ITIL (information technology infrastructure library) processes

If your large organization is rolling out IT changes, Giva eChangeManager is a must-have tool to have by your side.

It's fantastic for tracking and navigating:

- Server upgrades
- System patches
- Software implementation
- Application changes
- Compliance audits

You can use Giva not only to roll out change but also to plan it. There are detailed analytics in place that will help you measure KPIs with ease. It's also one of the few programs with processes designed explicitly for ITIL. These speed up approval times and make document management effortless.

For larger organizations, it can be challenging to keep track of their IT changes due to moving at such a rapid pace. Luckily, Giva has an extensive reporting system in place. It keeps detailed records of all IT changes for long-term visibility. That means you'll have an easier time keeping track of everything you've done so far in

your IT department. As such, you're far less likely to hit a snag or become confused by a new change.

Giva's interface is highly customizable — so you'll be able to tweak it to your heart's content. You can customize fields, screens, business rules engines, and options to align with your needs. There are also workflow processes for routing new IT changes. That will help your staff keep all their ducks in a row when tweaking servers and networks.

Give enables you to send out notifications to your staff through several different methods, including:

- Pager
- Email
- Cell phone
- PDA

That way, you can always keep your staff informed with status updates and messages. Give eChangeManager has a 30-day free trial, and monthly plans start at \$29 a month per user.

#3: [BMC Ready Change Management 9](#)

Best for: IT service management

Organization size: Medium to large

Most desirable feature: Documenting, monitoring, and coordinating change management requests

When rolling out a change, you'll want to make sure your IT department is ready to handle all your process requests. A perfect tool to assist with that is BMC Ready Change Management 9, an ITSM (IT service management) tool from BMC software. It's also an ITIL compliant process and has a customizable dashboard that's easy to navigate.

IT staff can monitor change requests, create change plans, and manage new releases in one convenient location with this tool. Its automated notifications will go out to stakeholders to help streamline communication. The program also works on desktop or mobile phones, thanks to its cloud capabilities (it works on-premise too). That's a valuable feature for managing change from any location, such as a hotel room or from home.

Other useful features include its automated collision detection and impact analytics. A collision occurs whenever you have two change requests with overlapping implementation schedules. As you can imagine, that will drastically affect the success of your change management plan. If a collision goes unnoticed, it can cause serious timeline problems for your strategy. BMC Ready Change Management 9 will automatically detect collisions, so you'll never have to worry about them throwing a wrench in your plans.

The program's impact analytics will help you identify key stakeholders in a change and assess the overall impact on your organization as a whole. That is invaluable information to have when creating a change management plan.

There are free trials available, and you can find information about pricing on [their website](#).

#2: [ChangeGear Change Manager](#)

Best for: ITIL and DevOps

Organization size: Enterprise

Most desirable feature: SLA (service level agreements) management

ChangeGear Change Manager was specifically designed to serve three roles: IT, DevOps, and business.

Change Manager has many valuable features, from PCI compliance to limiting bottlenecks in DevOps. In fact, it has built-in change model workflows for all three of its roles. The program also makes heavy use of automation to streamline

changes and improve communication. The dashboard features visual reporting, key metrics, and KPIs that are easy to understand.

If you're attempting to manage a significant change at an enterprise-level organization, ChangeGear Change Manager is the perfect tool. With it, you'll have a central hub for all the changes that occur throughout the organization. That makes it easier to stay on track with your timelines and measure your success so far.

If you're interested in ChangeGear, you can sign up to [take a free test drive](#).

#1: [WalkMe](#)

Best for: Managing changes for employees and customers

Organization size: Any

Most desirable feature: Error-preventing guidance tools

Do you need employee onboarding for Salesforce? If so, WalkMe is a tool you can use to simplify the process. That's because the program has built-in guidance tools and onboarding for Salesforce, Jira, NetSuite, and many others. There are also guidance tools that can help you encourage desired behaviors from employees and customers.

For this reason, WalkMe is an essential tool for companies eager to make changes with their employees and their customer base. The tool also comes in handy for resource planning during changes via the way it simplifies back-office functions.

WalkMe has:

- Effortless HelpDesk access
- Custom desktop notifications
- Insights into employee and customer behavior
- Error-preventing tools

WalkMe has a free demo and starts at \$7,500 a year. They also have custom pricing plans based on many factors.

Concluding thoughts: Essential change management tools for 2022

Since effective change management never comes easy - it's best to use every tool at your disposal to simplify the process. All the tools on this list will help streamline the change process and assist with essential tasks for IT, HR, sales, and DevOps.

No matter the size of your organization, software tools are often necessary for analyzing metrics, measuring success, and managing timelines.

An Overview of Lewin's Change Management Model

If you've ever attempted to roll out new changes for an organization, you likely know how challenging the change management process can be — even for the smallest of alterations to the status quo.

That's because change inevitably brings about resistance, as some employees will be hesitant to adapt to new behaviors and tasks.

For this reason, you'll need a winning step change model to act as a template for successful change.

None of the change management models out there are more popular than **Kurt Lewin's three-step model**.

It likens the change process to manipulating an ice cube's shape. To reform the cube, you must unfreeze it, change it to its new state, and then refreeze it.

To Lewin, the organizational change process is no different. To get employees to adapt to a change, you need to **unfreeze** their current behaviors, **change** them, and then **refreeze** them, so the change sticks.

If you want to learn more about Lewin's change management model, you've come to the right place. Read on for a complete overview of Lewin's 3-stage model as well as how you can use it to bring about effective change at your company.

Who Was Kurt Lewin?

[Kurt Lewin](#) was a highly influential German-American psychologist who was one of the pioneers of modern social psychology. He focused on applied research, action research, and **group dynamics** during his career.

He believed that groups drastically alter the behavior of the individuals within them, which contributed to his change management philosophy.

For example, he conducted an experiment shortly after the close of World War II that attempted to influence the dietary habits of a group. In particular, his goal was to guide them toward less popular cuts of meat (heart, kidney, brains), as the US was 'protein starved' after sending most of its domestic meat abroad to feed soldiers.

In a nutshell, Lewin found that as a group, the individuals were far more likely to change their habits than if they were on their own.

The participants appreciated openly discussing the dietary options with the other group members. They were also able to hold each other accountable for the change, solidifying it into the future.

Lewin's Force Field Theory

Another critical theory of Lewin's is the **force field theory**. To Lewin, an individual's behavior is entirely determined by 'forces' in their environment or field.

In this sense, everyone has a 'force field' that affects how they think and act.

Force field analysis also plays a significant role in the process of change. In order for a change to occur, driving forces and restraining forces must be in balance.

What are those?

Driving forces are what move the change process forward at an organization. Examples of driving forces include ambitions, goals, needs, and even fears.

After all, nothing conveys the need for change like the fear of losing your business!

For Lewin, driving forces are what initiate the need for change in an organization. Yet, there's always a yin to every yang, which is where restraining forces come into play.

If driving forces are what motivate change, restraining forces are what fight against it. Instead of being an independent force, a **restraining force** must always stand in opposition to a driving force.

For example, if the driving force is ambition, the restraining force would be laziness.

To bring about a new status quo, you'll want to strengthen your driving forces and inhibit your restraining forces.

Lewin's Three-Step Model for Change Management

Now that you have a little bit of background on Kurt Lewin and how he viewed human psychology, let's dive into Lewin's change theory.

The three stages of the model are:

- Unfreeze
- Change

- Refreeze

Once you have your change initiatives in place and have identified key stakeholders, you can begin to implement this model.

Lewin's change model is linked to his force field theory - in that change leaders must embrace driving forces and inhibit restraining ones.

This model aims to examine your current state and determine what it would take to change to your future desired state.

From there, you'll want to entertain all the options that can get you from point A to point B and then settle on the strongest one. That ensures that you wind up with the most effective strategy instead of taking the easiest, most straightforward route.

For change to work, it takes buy-in from all levels of the organization, not just the top. That's where the unfreeze and refreeze stages start to shine.

These two stages involve creating a compelling narrative for why the change is necessary and ensuring that the new behaviors you implement stick with your employees. That's why they're the most critical stages in the entire theory.

Sure, implementing change can be tricky, but the real challenges come with getting rid of the old ways and maintaining the new ones. Now let's take a deeper look at each stage in the model.

Step #1: Unfreeze

The first stage in Lewin's plan involves 'unfreezing' the current state of your organization. You may need to unfreeze your organizational structure or company culture depending on what your changes entail.

The unfreezing stage is about preparing your organization for future changes. That includes getting your employees to realize that the changes are necessary for your organization's survival.

For this reason, you should focus on weaving a convincing narrative on why changes are needed and spread awareness among employees.

When creating your organization's change narrative, make sure to back up your claims with data.

For example, convincing everyone to go along with the changes will be easier when you provide dwindling sales numbers and negative customer satisfaction surveys. The narrative should elicit a sense of urgency amongst staff, which will help in stage #2.

The more you can get your employees to accept the new changes, the more effective you'll be at 'unfreezing' the status quo.

Just as an ice cube won't be able to change shape without unfreezing, nor will the behavior of your employees.

Challenges of the unfreezing phase

One of the biggest challenges associated with managing change is dealing with resistance. Even if your change narrative is compelling and convincing, you'll still likely be met with some resistance.

Why is that?

It's because you throw everyone off balance when you change anything at an organization. Instead of doing their jobs as they always have, they need to get used to new systems, tasks, and changes to the organizational culture.

In a sense, you're creating a controlled crisis amongst your people, which can elicit some strong reactions from some.

The good news is that chaos will serve as motivation for seeking out a new equilibrium. In other words, chaos is a necessary evil that will aid in the implementation of change.

You can soften the blow by introducing a reward system - wherein employees earn rewards by adapting to the changes successfully. These perks can include bonuses, stocks, person-based pay, and more. It's imperative to provide ample support for your employees throughout all the stages of change, and rewards are always reliable.

Step #2: Change

By now, your organization should be 'unfrozen' and ready to mold into a new shape. That's when it's time to enter step #2 of Lewin's change management model, the actual change process. During this stage, you'll roll out all the changes you've been gearing your staff up for - so it's imperative to do it right.

During the change stage, your goal should be to combat any lingering resistance. To do so, you'll need a concise communication strategy that covers your entire organization.

That way, if employees are struggling with the changes at any level, you can quickly find out about it and provide assistance, such as additional training.

Another way to fight resistance is by pointing out **short-term wins** to your staff.

A short-term win is a positive result of your changes that occur within a couple of weeks. An example would be seeing a slight boost in sales due to your change initiatives.

It's crucial to point these out to your staff whenever they happen, as they reinforce that the changes are not only working but that they were the right decision.

Also, do your best to win over key influencers in your organization. If you do, they'll become a 'cheerleader' for change, convincing the rest of your employees that the changes are the right way to go. Key influencers include managers, executives, and department chairs.

Step #3: Refreezing

Okay, now that the changes are set in place, it's time to make them the new norm. The refreezing process effectively solidifies the changes, making them part of the new status quo. It's a crucial stage that should not get overlooked, as it's pretty easy for employees to revert to their old ways.

That's why the refreezing methodology is all about eliminating old bad habits and replacing them with new, productive ones.

Take stock of all the changes that you've made so far, and evaluate how successful they've been.

Is there any resistance left among employees? Are there still any issues left from the change process that you need to deal with?

These are vital questions to ask during the refreezing stage. You'll also want to openly celebrate any apparent successes with your employees and reward their commitment to maintaining the changes.

Criticizing Lewin's Model

That's an overview of the unfreeze-change-refreeze model for change management. In recent years, Lewin's change management model has received a fair amount of criticism for its simplicity. [Modern scholars](#) claim that the model lacks the flexibility required for our fast-moving, modern age.

Despite this, Lewin's model provides an essential view of change management theory and still has its defenders and practitioners. In particular, the model works best for rolling long-term changes at larger organizations.

Tips for Implementing Lewin's Change Management Model

If you're going to implement Lewin's model at your organization, or any change for that matter, you'll want to have these fundamentals in place:

- Identify key stakeholders. Who will your changes affect the most? Who will play the most significant role in implementing the changes? These are your stakeholders, and you'll want to identify them and form a change team.
- Use rewards to bring about new behaviors. Employees won't change by themselves, so you'll need to coax them into it through rewards and leading by example. If you want your employees to communicate more, you can reward them for successfully communicating.
- Use a clear set of metrics to measure your success. If you don't have any metrics in place, you won't be able to tell if your changes are working or not. You'll want to establish key performance indicators that align with your goals. Once you do that, there are plenty of [change management tools](#) out there that will help you measure your KPIs.
- Elicit a sense of urgency. The last thing you want is for your employees to think they can put their feet up and ignore the changes for a while. After all, the chances are high that if you're implementing a change, it's an urgent one that requires immediate action. As such, you should convey this urgency to your people during the unfreezing stage.[Text Wrapping Break]
- Have a plan to combat resistance. Even before you mention a change to your employees, you'll want to develop some strategies for fighting resistance. Tactics include 'bridging' activities that will slowly bring hesitant employees on board. An example would be introducing a new training program that familiarizes them with the basics of a new platform.

Once you have these necessities, you'll have a much easier time introducing a planned change to your organization.

Concluding thoughts: Lewin's Change Management Model

By now, you should have a solid understanding of Lewin's approach to change management. His three-step model remains one of the most well-known and widely adapted change management models.

Just like an ice cube or a frozen steak - you need to thaw out or unfreeze the habits of your employees if you want them to change.

Only then can you mold the ice or food into something new.

From there, it's back into the freezer to solidify the changes, making them the new normal for your company. It remains an effective way to visualize the change management process, even despite recent criticisms.

Understanding the ADKAR Change Management Model

Organizational change can't happen without buy-in from employees at all levels, which is always challenging. It's just human nature for some to resist the change process, ranging from minor setbacks to completely derailing your change initiatives. Enter ADKAR: a model for change in business from Prosci that focuses on the people side of change.

In particular, it places the focus on individual change above all else. After all, an organization is simply a collection of individuals, so for changes to work, everyone must play their part.

The Prosci ADKAR model remains the industry standard for change management projects around the globe. It's effective for change both at an individual and an organizational level.

The philosophy behind the ADKAR model is that change happens one individual at a time. That means getting them to realize the need for a change, embrace that change, and then reinforce it into the future.

The acronym ADKAR stands for:

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

Each letter represents an outcome for each stage of the model.

Once employees are **aware** that a change needs to happen, it will build the **desire** to make it happen. After that, you need to provide the **knowledge** to take on the change through training — and the **ability** to put the training into practice through exercises. Lastly, the final outcome is reinforcing the change to sustain your future state.

Read on to learn more about the ADKAR model and how to use it to implement change in your organization.

What is the ADKAR Change Management Model?

In 2003, Jeff Hiatt, the founder of Prosci, developed the ADKAR change model after closely examining the change habits of over 700 organizations.

During his research, he discovered the importance of **individual change**, as organizational change management begins and ends at the individual level.

If you can't align everyone on the same goal, there's no way to implement a successful change that sustains well into the future. Instead, you'll get met with resistance, and some individuals will harken back to their old ways.

States of change

This realization led Hiatt to create the five elements of the ADKAR model, awareness, desire, knowledge, ability, and reinforcement. In addition to the elements, there are also **three states of change** that take place during the ADKAR process. They are:

- Current State
- Transition state
- Future state

Your **current state** is where you are now, and it refers to what needs to change at your organization. It could be that legacy software is slowing your operation, or your sales and conversions are nose-diving.

The **awareness and desire** stages of ADKAR take place during your current state. This is where you'll want to let your employees know why change is necessary and build desire by letting them know how the change will improve their life individually.

Next, you'll enter the **transition state** to take you from your current state to your future goal. This is where the **knowledge and ability** stages of ADKAR occur. At this time, you'll need to train your employees and stakeholders on how to implement the new changes.

That usually means rolling out training programs as well as hands-on exercises.

Once everyone knows what to do, you will enter your future state, where you achieve your desired goals. Once you've hit the mark, you're not done yet, though. You'll need to put efforts in place to sustain the changes, also known as the **reinforcement** stage of the ADKAR model.

Following the ADKAR order

It's critical to note that the ADKAR acronym **is in a particular order that you must follow in order to see effective results**. For example, many organizations make the mistake of beginning with the knowledge stage and attempting to win over employees through training programs. What they fail to realize is that they skipped two crucial steps before training, **awareness**, and **desire**.

If your employees aren't sure why a change is necessary, they won't have much desire to make it happen. As a result, any training programs are likely to fall flat and on deaf ears.

Instead, you'll find more success if you first raise awareness of the need for change and then build the desire to put it into practice. Only then can you move on to rolling out training programs and hands-on exercises.

Besides following the acronym in order, it's crucial to realize that each individual will reach ADKAR change management milestones **at different times**. In other words, one employee may already have the desire to embrace change while their coworker is still building awareness of why it's necessary. Knowing this will help you work with each individual to empower them to get past the step they're stuck on at the moment.

Using the ADKAR steps to fight resistance

One of the most influential aspects of the ADKAR model is its ability to pinpoint areas where resistance is forming. An example would be an employee struggling with the desire phase. They understand why the change has to happen, but they aren't thrilled about the extra work they have to do.

In mentoring this employee, try listing a few ways the change will make their day-to-day tasks more manageable. An example would be all the time they could save by using cloud-based services instead of maintaining in-house servers.

As long as you guide each individual through the steps of the model, you'll be able to uncover resistance and eliminate it as it shows up. That's one of the reasons why the ADKAR model is so effective and widely used around the globe.

Applying the ADKAR Model to your change management plan

Now that you've grasped the basics of the ADKAR change management model, it's time to learn how to put it into action at your organization. If you need to change your operations significantly, the ADKAR model can help you develop buy-in from all your employees at all levels.

For the purposes of this example, let's say that you run a medical practice, and storing all your data in-house is affecting your ability to scale. That's when you and your executive team decide to transition to cloud-based services to increase efficiency and productivity — and eliminate costly expenses and free up employee time.

Yet, that means all your people will have to learn new processes and new skills to make the change stick. It will take a lot of mentoring and training to familiarize everyone with the new system.

Now that we've got an example of a change management process that needs to happen let's apply the ADKAR model and see how it works.

Goal 1: Building awareness

First things first, you've got to let your people know about the problem and why the change to a cloud-based SaaS company is a must. If your people never hear a peep out of you about your plans before they start training on the new platform, they'll be confused, upset, and likely won't give 100% of their efforts.

That's why raising awareness of the problem **across the entire organization is crucial.**

Hold company-wide meetings and send email notifications letting your people know that your on-premise servers aren't cutting it anymore. It's affecting your ability to scale, and you're wasting time and money. Tell them that switching to the cloud will make their lives much easier, and they won't have to maintain servers anymore.

Also, give your people plenty of opportunities to ask questions and lots of time to soak in the information. That way, they'll have the chance to express any resistance they feel toward the change.

Goal 2: Foster the desire to make the change

Besides being aware that a change needs to happen, your people must **want to make the change**.

How do you do that?

There are a few practical ways: incentives and designating change leaders. In other words, your employees may understand that switching to the cloud may help you scale your operation — but what will they get out of it?

That's where using incentives comes into play. First, let your employees know all the ways that the change will enhance their lives. Beyond that, you can introduce incentives like discounts, vacation days, and other perks to get them excited about implementing the changes. If your people want to make the change as badly as you do, your organization will go through a buttery smooth transition phase.

A change leader is someone that shows public support for the change and mentors those who will be most closely affected by it. You can think of them as your cheerleaders for change, and they're your #1 most effective weapon against resistance. Your change leaders are there to provide support and guidance to anyone experiencing second thoughts about the new processes.

Goal 3: Build knowledge to make the change possible

By now, your employees know why the change must happen, and they've bought into it fully. That means it's the perfect time to introduce the training programs necessary to get everyone up to speed with the new system.

This is one of the most crucial phases, as the quality of your training materials will significantly affect the success of your change. Rather than creating one-size-fits-all training modules, do your best to be as specific as possible for each department.

For example, you could create training materials for your IT department, nurses, doctors, and admin staff. For each piece of training, focus on the new tasks that each department will have to take on due to implementing the cloud. That will help each staff member build the core competencies that they'll need when using the new program.

It's also wise to use different types of training materials and methods to increase comprehension. These include:

- Educational blog posts
- Classroom-style lectures
- In-depth videos
- Mentoring/shadowing
- Interactive online training programs

Using a breadth of training materials will help you cater to each employee's preferred learning style. Visual learners can focus on videos, while hands-on learners can choose to enter the classroom.

Goal 4: Develop the ability to make the change

Knowing how to do something and actually being able to do it are two different things. That's why Hiatt split up knowledge and ability into two separate steps of the ADKAR model.

For instance, a nurse can read a blog or watch a video on how to enter patient data into the cloud, but they'll also need **hands-on experience**. For this reason, you'll want to give your employees a chance to try out their new processes before making them official.

Have your change leaders break your employees up into teams that they will coach. From there, you can put on 'practice sessions' where everyone tries out their new tasks. That will help them **genuinely craft the ability to make the change a reality**.

Goal 5: Reinforce the change into the future

Not forgetting the final step in the process is crucial, reinforcing your changes. It's great that you were able to transition to the cloud, but you want to keep that momentum going. If you step off the gas too soon, old employee habits can creep back in.

How do you reinforce the change?

By celebrating successes and giving employees a chance to speak their minds. Whenever someone knocks it out of the park, reward them with a shout-out or incentive.

Also, keep an eye out for mistakes, and correct them privately away from everyone else. For praise, do just the opposite - as you'll want to encourage employees to maintain their new responsibilities.

Closing thoughts: ADKAR Change Management

There's a reason why the Prosci ADKAR change management model is considered the industry standard — because it's so effective at implementing change and combating resistance.

It's the perfect model for encouraging individuals to embrace organizational change instead of fighting back against it.

Remember, for the ADKAR model to work, you MUST follow it in order. Also, each employee will reach each of the stages at different times. That's why you need a dedicated group of change leaders to walk them through each phase and work out any resistance. When used properly, the ADKAR model is one of the most powerful change management tools you can use to achieve your goals.

Change management — models, theories, and principles.

In today's constantly evolving business landscape, no company will last long without being adept at implementing change. Whether it's a massive organization-wide transformation or a simple tweak to an HR policy — all change efforts require a clear vision, constant communication, and buy-in from every department.

In this special report, we've collected the best of Business Management Daily's advice on implementing successful change management. Whether you're a small business, Fortune 500 company, in-person, remote, or hybrid — we've got the insight you need.

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The most successful change management principles and initiatives

In today's constantly evolving business landscape, no company will last long without being adept at implementing change. Whether it's a massive organization-wide transformation or a simple tweak to an HR policy — all change efforts require a clear vision, constant communication, and buy-in from every department.

For example, the COVID-19 pandemic made change necessary for thousands of companies nearly overnight.

Physician's offices needed to focus more on virtual visits, restaurants had to rely more on delivery, and some companies completely changed what they do (such as distilleries making hand sanitizer). These organizations had to undergo significant transformational changes at the drop of a hat to survive.

The companies that mastered the change management process were able to make it through the pandemic's peak. Some even came out stronger on the other side.

In short, the effectiveness of your change management strategy will play a massive role in the overall success of your organization. That's why it takes a sound understanding of the guiding principles of change management — which are what we're going to cover today. Along the way, you'll learn how to develop a change management plan that you can implement at your institution.

Why is change management important?

Leading change at any establishment is no simple task. You can't expect to roll out an organization-wide change and expect everyone to adapt to it perfectly.

Instead, effective change management takes a highly strategic approach — requiring buy-in from stakeholders, managers, and employees. In other words, everyone needs to be on the same page for it to work.

But why is it important?

Change management is essential for any organization because it helps resolve the following issues:

- **Lack of a vision.** Does your company lack a clear vision and alignment for new programs? Are your business leaders not sure why your performance is floundering? If so, you need to implement change management principles to get your organization back on the right track. That will align everyone on where change needs to happen the most.
- **Resistance to change.** If your organization can't revamp its operations because your employees are against it — they likely aren't sure why the changes are necessary. Proper change management involves clearly communicating changes to employees while addressing their concerns.
- **Lack of resources.** Do you want to implement change but never have the resources to do so? Then you need a change management model to develop a detailed plan for acquiring the resources you need. That includes planning out the required personnel and equipment to put the change into practice.

- **Lack of planning.** Rolling out a change takes rigorous forethought and impeccable design for it to go off without a hitch. It'll be difficult to find sustainable success if you aren't planning out your changes. That's why you need to familiarize yourself with proven change management principles.

A proper change management approach will resolve all these problems. You'll finally be able to undergo the organizational structure changes you need to stay competitive in your industry.

The 5 core change management principles

Now that you know why change management is so essential, it's time to learn its guiding principles — as they will help you understand how to develop successful change programs for your organization without much resistance.

#1: Identify key stakeholders and engage with them

The first step is to identify the key stakeholders in the change. These are the people who the change will end up affecting the most. Your stakeholders will probably include senior management, functional managers, and, most importantly, the frontline employees.

These are the people that will drive your change forward. They can also provide valuable insight into improving the process and resolving any potential issues.

So how do you go about identifying your stakeholders?

There are a few ways, including using a [stakeholder analysis template](#). It will help you discover who is the most important and most affected by your new change program. It works by breaking down each stakeholder's impact and influence over your new project. Not only is that great for identifying stakeholders, but it can also help you rank their level of importance. The last box on the template deals

with how to engage with each stakeholder — such as monthly round table discussions or quarterly meetings.

During the process, do your best to discover their current pain points so you can address them with the change. Also, you can bring up enticing new opportunities to get them excited about the new initiatives.

#2: Change starts at the top

Change can bring about stress, pressure, and uncertainty at all levels of the organization. That's why the team needs staunch leadership that provides support, direction, and encouragement. As such, the leaders must be the first to adopt the changes to motivate the rest of the company. Essentially, your leaders will become role models for your employees. They'll need to exhibit the behavior that you'll eventually expect from your staff.

At the same time, you'll need to designate 'change leaders' at every level of the organization. These are the individual team members who will spearhead the changes for the rest of their departments. That is the first step of a 'cascading' approach to change management. In other words, the change starts at the top and cascades down to the lower levels.

At the top, your primary goal is to establish a strong case for the change program. Your employees will likely be wary of any significant change to the status quo and may question if it's actually necessary. As such, you'll need to craft a bulletproof case for why the changes are not only essential but will benefit everyone in the long term.

That will help you gradually break the barriers on the bottom levels of the organization so the change can 'cascade' down.

#3: The real change happens at the bottom

While change undoubtedly starts at the top, real transformational change happens at the bottom. That means you won't see the results you're after unless

the entire organization commits to the changes. That includes individual team members, line managers, and everyone else on the frontline.

It takes clear and constant communication and adequate staff training to make the changes stick and become part of the company culture.

That's where the change leaders will come into play. They must continuously support, train, and encourage the employees around them to adapt to the changes. You'll want to free these leaders up from their current assignments, so they can focus on driving change full-time.

It's imperative to embrace learning and encourage the sharing of knowledge at the bottom level. You should also take ownership of the change while encouraging top-down and bottom-up communication. That's a reliable way to combat any lingering resistance.

#4: Demonstrate faith while confronting reality

One of the most crucial change management principles is confronting the reality of why the change is necessary while demonstrating faith in it. By facing reality, you're being completely transparent with your employees about the state of your organization.

An example would be a company teetering on bankruptcy that needs a significant restructure to stay competitive.

Instead of sugar-coating the situation to employees, the company decides to confront the brutal reality of the problem. The executive team lets everyone know that things are indeed dire and that massive changes are necessary.

It's not all doom and gloom, though, as the team also has an articulate vision to share. They propose a well-thought-out plan for transformational change that will save the company — complete with a roadmap and a timeline. They have steadfast faith in the plan and that everyone will ultimately prevail. It works, as it

serves to motivate the employees to work hard in the short term to drive positive change.

That's the power of this principle, and it's worked for many organizations in the past. Honesty is always your friend, even when your reality isn't the best. Combining transparency with a detailed roadmap for success is a tried and true way to initiate change.

#5: Thoroughly address company culture

Nearly every type of change will involve some type of alteration to your company's culture. Whether you're dealing with converging cultures due to a merger or slight tweaks to an existing process — you'll always need to address your company's cultural center.

That's because an organization's culture is vast and includes:

- Shared history
- Values and beliefs
- Attitudes and behaviors
- Procedures and policies
- Underlying assumptions

As you can see, company culture includes more than a simple mission statement. Culture is how people feel about their work, how they get things done, and what motivates them. That's why no change will work unless it explicitly addresses how it will affect culture.

You'll want to gain a solid grasp of your existing culture to develop a baseline for change. From there, you'll need to define a clear vision for the new culture. That will enable you to form metrics to measure the effectiveness of the cultural change.

The key aspects of a change management plan

Now that you have a grasp of change management principles, it's time to learn how to make them all come together in an actionable strategy. That way, you can elicit a sense of urgency throughout your organization to bring about the changes as soon as possible.

Create a change impact assessment

Any type of change to your operations will inevitably create disruptions. It's an unavoidable part of the change process that you'll need to take into account when devising a plan. You'll want to deliberate with your executive team about the benefits of the change vs. the disruptions it may cause.

Will making the change ultimately hurt your organization? Or will you do more harm by maintaining the status quo?

These are vital questions to ask when devising a change management plan.

To help with this process, you can conduct a change impact assessment. It's a formal way of evaluating the impact of a change on your organization.

The assessment has three steps:

- **Processes.** How will this change affect the way employees do their work?
- **Systems.** Will this change require any changes to your technology infrastructure?
- **Organizational.** How does the change affect/benefit company culture?

Once you've addressed each aspect, you'll need to make an ultimate decision on whether it's worth making the change.

Get the organization ready for the change

Now it's time to start preparing for rolling out the change program across the organization. You'll want to prepare for contingencies here — such as any resistance to the changes. If the change requires new training for employees, now is the time to set up training programs. You'll also want to map out the new way staff will tackle processes and any technological changes.

A great way to prepare your organization for change is to develop new branding materials. That will signal to everyone that changes are coming so they won't get caught by surprise.

Clearly communicate the plan for change

Next, you'll want to address the plan to your employees directly. You'll want to lay out your compelling vision for why the changes are vital for the survival of your organization. That is where the 'confront reality but demonstrate faith' principle comes into play. Let everyone know that while change may be difficult, it will benefit everyone in the end.

Beyond that, you'll need to provide a clear roadmap for how the changes will occur. This map should include any changes to processes, technology, and culture that you discovered in your assessment.

Roll out the changes

Now it's time to make it happen. To generate excitement, you can plan a fun launch party for the first day of the change program. Also, let your employees know about any 'quick wins.'

What are those?

A **quick win** is a clear benefit of making the changes that you see within a few days or weeks. They're great for boosting morale because they let everyone see that the changes are working and that the future is bright.

During the rollout, you'll want to maintain transparent communication with all employees. Encourage them to ask questions and embrace the new training.

Measure success and sustain the change

After a few months of implementing the changes, check your metrics to see how it's going. Have you noticed improvements in your target areas? If not, where are you falling short?

If you don't see the results you want, you may need to make additional tweaks to the change.

For example, if a technology issue holds you back, it may be time to retool your infrastructure.

If you see the improvements you wanted, you have an additional challenge — sustaining the change. It's normal for employees to want to return to the way things were, especially if their new tasks are more complex.

Sustained change takes effort from all parts, including from leadership. You'll need to continue the narrative of why the change was necessary and why it's working. Sharing the benefits will keep your employees and stakeholders motivated to continue the evolution.

Concluding thoughts: successful change management principles and initiatives

Those are the principles and steps it takes to achieve organizational change management. In a nutshell, it's about convincing everyone that your vision for the future is far better than the status quo. Sometimes, change is also necessary for a business or organization to survive.

As such, it's critical for any establishment to have a solid grasp of how to deal with change.

It takes buy-in from the executive team and all levels of the organization. That's the only way a significant shift in company and culture can occur.

6 essential change management tools

It's a well-known fact that organizational change never comes easy. Change management is a vast topic that encompasses a lot, so it's easy to get lost when rolling out new changes. For example, workflow changes will have different needs than an IT change (such as switching to another system or implementing new software).

As such, you need a diverse array of change management tools to help you meet the needs of each type of change. More often than not, those tools include software. These tools and programs will help provide order to the often chaotic change management process.

The best change management tools will help you with:

- Employee engagement
- IT service management
- Speeding up processes through automation
- New employee training programs
- New technology
- Avoiding disruptions and eliminating resistance

As you can see, the right tools can help you implement changes with ease. But where can you find the most reliable change management software?

That's the question that we're going to answer today. Stay tuned to discover the highest-rated and most effective change management tools for 2022.

What Are Change Management Tools?

If you've never spearheaded major changes at a company before, you may not know why you need tools in the first place. After all, isn't creating a robust change management plan and sticking to it enough to get the job done?

While a plan is undoubtedly necessary, implementing the changes included in the plan is far easier said than done. Consider this statistic — while nearly every company goes through changes these days — over [half of all change management initiatives fail](#). In fact, only 34% report clear success, with 16% showing mixed results.

Organizational change is so difficult to pull off due to the nature of change itself. As humans, we're naturally averse to change, especially if we're used to things going a certain way for so long. For example, it's almost always the case that some employees will resist change and want to maintain the status quo. It can be incredibly challenging to implement a change and sustain it into the future. That's especially true whenever a change is highly urgent and necessary for the organization's survival.

Luckily, specific software tools make managing change far easier. They can help you stay on track with your deadlines by using checklists and other helpful templates. These tools can assist with decision-making, project management, change control, etc. They can also help you engage with your employees to get them excited about the change instead of dreading it.

Let's consider a brief example of software assisting with successful change management.

Say that a company has floundering returns and decides to reinvent itself with a brand-new focus. In doing so, their salespeople will have to sell completely new products. They'll also need to learn how to use tablets and a new software program so they can pitch to clients on the go.

It's a steep challenge that can go south without the proper plan and tools in place. The organization needs to fully support its employees as they go about redefining their roles and what it means to work for the company. To help, they use software to aid with employee engagement and training. They use the program to track changes and see which department needs help — such as a particular team struggling to grasp the selling points of the new product.

On the IT side, they use a program to create an interactive guide on how to use the new technology they're rolling out (the tablets and software). The guide is user-friendly and contains PDFs, videos, and infographics — so the staff has no problem learning how to use their new gadgets.

Because of these tools, employees receive the proper training and support they need for a seamless change. That's a simple example of how you can use software tools to make organizational change management more manageable and less chaotic.

The 6 Best Change Management Tools

By now, you should understand why tools are necessary for the change management process. Like anything else, not all change management software is created equal. That's why you'll want to use these criteria when evaluating a new tool:

- It should have an attractive and logical **user interface (UI)**.
- There should be ample **training and support** available for the program.
- The tool should have helpful **metrics** that you can use to measure your success.
- There should be **visualization tools** like flowcharts and process maps.
- Integrations are often useful and help you combine the functionality of two tools into one.
- The **pricing** should be fair and include a lot of features for the money.

Without further ado, let's look at the most effective change management tools out there today.

#6: [WhatFix](#)

Best for: Employee onboarding and adopting new software.

Organization size: All sizes.

Most desirable feature: Intuitive step-by-step walkthroughs for adopting changes.

First, we have WhatFix, a platform best used for adopting new technology. It has a flexible pricing structure, and there is a free trial available, which is a plus. You can easily create workflows that serve as interactive guides for your employees. In other words, you can create customizable training programs for your staff on new software and more.

If you're rolling out a new application at your company, WhatFix is a great tool to have by your side. You can seamlessly create contextual pop-ups and guided widgets to make instruction a breeze. Its dashboards also provide you with real-time updates on your change activity.

You'll get to view:

- How many queries you've served
- How many times employees have played your workflows
- Your most popular workflows

You can also track user progress to see how your employees are doing. That will enable you to discover who's struggling with the changes the most so you can provide them with assistance.

Do you have zero experience with coding? That's not a problem when you use WhatFix. You can create guides and workflows without writing a single line of code. That comes in handy for project managers that want to create instructional guides but aren't familiar with code.

Additionally, if you have disabled employees at your organization, WhatFix, has built-in accessible technology that meets the compliance requirements of section 508 of the US Rehabilitation Act.

The walkthroughs you create with WhatFix can appear in several different formats, including:

- Videos
- PDFs
- Slideshows
- Screenshots

This versatility comes in handy, as it grants you the freedom to select the best format for each guide. For example, you may find that your employees respond better to videos showing them what to do instead of PDFs with plain text. You can easily insert each guide into any help desk or LMS (learning management system).

#5: [Wrike](#)

Best for: Collaborating with teams.

Organization size: All sizes.

Most desirable feature: 400+ native integrations with popular applications.

Do multiple teams in your organization need to coordinate as part of your change management plan? If so, you'll benefit from using Wrike. It's a fantastic team collaboration software with over 400 integrations with other apps.

It's also incredibly intuitive, so your staff can get started using it straight away — no training required. Users can effortlessly navigate dashboards, messages, reports, notifications, etc. That makes interdepartmental communication more accessible than ever. Managers can communicate and coordinate as well as stakeholders and executives.

Wrike comes with plenty of visualization tools as well, such as:

- Business continuity templates
- One-click Gantt charts
- Kanban boards
- Flowcharts

You also have the option to start using Wrike completely free — regardless of the size of your organization. If you're interested in their premium version, you can enjoy a 14-day free trial, and plans start at \$9.80 a month per user.

Clear, concise communication is one of the core components of any successful change management plan. Poor communication is one of the leading causes of resistance and disruptions. That's why a tool like Wrike is so helpful. It makes it extremely easy for departments to coordinate and communicate at all times. Due to its many integrations, employees can use Wrike in conjunction with apps like Salesforce, Dropbox, and offerings from Microsoft and Google.

Should a team member have an essential question for staff from another department, they can simply leave them a message on Wrike.

Lastly, Wrike has fantastic customer support in place at all times for its users. Should you hit a snag with the program, there's a bustling support community online ready to help you. Wrike also has interactive training guides and videos to use whenever you're getting started.

#4: [Giva eChangeManager](#)

Best for: Controlling IT changes

Organization size: Large

Most desirable feature: Dedicated ITIL (information technology infrastructure library) processes

If your large organization is rolling out IT changes, Giva eChangeManager is a must-have tool to have by your side.

It's fantastic for tracking and navigating:

- Server upgrades
- System patches
- Software implementation
- Application changes
- Compliance audits

You can use Giva not only to roll out change but also to plan it. There are detailed analytics in place that will help you measure KPIs with ease. It's also one of the few programs with processes designed explicitly for ITIL. These speed up approval times and make document management effortless.

For larger organizations, it can be challenging to keep track of their IT changes due to moving at such a rapid pace. Luckily, Giva has an extensive reporting system in place. It keeps detailed records of all IT changes for long-term visibility. That means you'll have an easier time keeping track of everything you've done so far in your IT department. As such, you're far less likely to hit a snag or become confused by a new change.

Giva's interface is highly customizable — so you'll be able to tweak it to your heart's content. You can customize fields, screens, business rules engines, and options to align with your needs. There are also workflow processes for routing new IT changes. That will help your staff keep all their ducks in a row when tweaking servers and networks.

Giva enables you to send out notifications to your staff through several different methods, including:

- Pager
- Email
- Cell phone
- PDA

That way, you can always keep your staff informed with status updates and messages. Give eChangeManager has a 30-day free trial, and monthly plans start at \$29 a month per user.

#3: [BMC Ready Change Management 9](#)

Best for: IT service management

Organization size: Medium to large

Most desirable feature: Documenting, monitoring, and coordinating change management requests

When rolling out a change, you'll want to make sure your IT department is ready to handle all your process requests. A perfect tool to assist with that is BMC Ready Change Management 9, an ITSM (IT service management) tool from BMC software. It's also an ITIL compliant process and has a customizable dashboard that's easy to navigate.

IT staff can monitor change requests, create change plans, and manage new releases in one convenient location with this tool. Its automated notifications will go out to stakeholders to help streamline communication. The program also works on desktop or mobile phones, thanks to its cloud capabilities (it works on-premise too). That's a valuable feature for managing change from any location, such as a hotel room or from home.

Other useful features include its automated collision detection and impact analytics. A collision occurs whenever you have two change requests with overlapping implementation schedules. As you can imagine, that will drastically affect the success of your change management plan. If a collision goes unnoticed, it can cause serious timeline problems for your strategy. BMC Ready Change Management 9 will automatically detect collisions, so you'll never have to worry about them throwing a wrench in your plans.

The program's impact analytics will help you identify key stakeholders in a change and assess the overall impact on your organization as a whole. That is invaluable information to have when creating a change management plan.

There are free trials available, and you can find information about pricing on [their website](#).

#2: [ChangeGear Change Manager](#)

Best for: ITIL and DevOps

Organization size: Enterprise

Most desirable feature: SLA (service level agreements) management

ChangeGear Change Manager was specifically designed to serve three roles: IT, DevOps, and business.

Change Manager has many valuable features, from PCI compliance to limiting bottlenecks in DevOps. In fact, it has built-in change model workflows for all three of its roles. The program also makes heavy use of automation to streamline changes and improve communication. The dashboard features visual reporting, key metrics, and KPIs that are easy to understand.

If you're attempting to manage a significant change at an enterprise-level organization, ChangeGear Change Manager is the perfect tool. With it, you'll have a central hub for all the changes that occur throughout the organization. That makes it easier to stay on track with your timelines and measure your success so far.

If you're interested in ChangeGear, you can sign up to [take a free test drive](#).

#1: [WalkMe](#)

Best for: Managing changes for employees and customers

Organization size: Any

Most desirable feature: Error-preventing guidance tools

Do you need employee onboarding for Salesforce? If so, WalkMe is a tool you can use to simplify the process. That's because the program has built-in guidance tools and onboarding for Salesforce, Jira, NetSuite, and many others. There are also guidance tools that can help you encourage desired behaviors from employees and customers.

For this reason, WalkMe is an essential tool for companies eager to make changes with their employees and their customer base. The tool also comes in handy for resource planning during changes via the way it simplifies back-office functions.

WalkMe has:

- Effortless HelpDesk access
- Custom desktop notifications
- Insights into employee and customer behavior
- Error-preventing tools

WalkMe has a free demo and starts at \$7,500 a year. They also have custom pricing plans based on many factors.

Concluding thoughts: Essential change management tools for 2022

Since effective change management never comes easy - it's best to use every tool at your disposal to simplify the process. All the tools on this list will help streamline the change process and assist with essential tasks for IT, HR, sales, and DevOps.

No matter the size of your organization, software tools are often necessary for analyzing metrics, measuring success, and managing timelines.

An Overview of Lewin's Change Management Model

If you've ever attempted to roll out new changes for an organization, you likely know how challenging the change management process can be — even for the smallest of alterations to the status quo.

That's because change inevitably brings about resistance, as some employees will be hesitant to adapt to new behaviors and tasks.

For this reason, you'll need a winning step change model to act as a template for successful change.

None of the change management models out there are more popular than **Kurt Lewin's three-step model**.

It likens the change process to manipulating an ice cube's shape. To reform the cube, you must unfreeze it, change it to its new state, and then refreeze it.

To Lewin, the organizational change process is no different. To get employees to adapt to a change, you need to **unfreeze** their current behaviors, **change** them, and then **refreeze** them, so the change sticks.

If you want to learn more about Lewin's change management model, you've come to the right place. Read on for a complete overview of Lewin's 3-stage model as well as how you can use it to bring about effective change at your company.

Who Was Kurt Lewin?

[Kurt Lewin](#) was a highly influential German-American psychologist who was one of the pioneers of modern social psychology. He focused on applied research, action research, and **group dynamics** during his career.

He believed that groups drastically alter the behavior of the individuals within them, which contributed to his change management philosophy.

For example, he conducted an experiment shortly after the close of World War II that attempted to influence the dietary habits of a group. In particular, his goal was to guide them toward less popular cuts of meat (heart, kidney, brains), as the US was 'protein starved' after sending most of its domestic meat abroad to feed soldiers.

In a nutshell, Lewin found that as a group, the individuals were far more likely to change their habits than if they were on their own.

The participants appreciated openly discussing the dietary options with the other group members. They were also able to hold each other accountable for the change, solidifying it into the future.

Lewin's Force Field Theory

Another critical theory of Lewin's is the **force field theory**. To Lewin, an individual's behavior is entirely determined by 'forces' in their environment or field.

In this sense, everyone has a 'force field' that affects how they think and act.

Force field analysis also plays a significant role in the process of change. In order for a change to occur, driving forces and restraining forces must be in balance.

What are those?

Driving forces are what move the change process forward at an organization. Examples of driving forces include ambitions, goals, needs, and even fears.

After all, nothing conveys the need for change like the fear of losing your business!

For Lewin, driving forces are what initiate the need for change in an organization. Yet, there's always a yin to every yang, which is where restraining forces come into play.

If driving forces are what motivate change, restraining forces are what fight against it. Instead of being an independent force, a **restraining force** must always stand in opposition to a driving force.

For example, if the driving force is ambition, the restraining force would be laziness.

To bring about a new status quo, you'll want to strengthen your driving forces and inhibit your restraining forces.

Lewin's Three-Step Model for Change Management

Now that you have a little bit of background on Kurt Lewin and how he viewed human psychology, let's dive into Lewin's change theory.

The three stages of the model are:

- Unfreeze
- Change
- Refreeze

Once you have your change initiatives in place and have identified key stakeholders, you can begin to implement this model.

Lewin's change model is linked to his force field theory - in that change leaders must embrace driving forces and inhibit restraining ones.

This model aims to examine your current state and determine what it would take to change to your future desired state.

From there, you'll want to entertain all the options that can get you from point A to point B and then settle on the strongest one. That ensures that you wind up with the most effective strategy instead of taking the easiest, most straightforward route.

For change to work, it takes buy-in from all levels of the organization, not just the top. That's where the unfreeze and refreeze stages start to shine.

These two stages involve creating a compelling narrative for why the change is necessary and ensuring that the new behaviors you implement stick with your employees. That's why they're the most critical stages in the entire theory.

Sure, implementing change can be tricky, but the real challenges come with getting rid of the old ways and maintaining the new ones. Now let's take a deeper look at each stage in the model.

Step #1: Unfreeze

The first stage in Lewin's plan involves 'unfreezing' the current state of your organization. You may need to unfreeze your organizational structure or company culture depending on what your changes entail.

The unfreezing stage is about preparing your organization for future changes. That includes getting your employees to realize that the changes are necessary for your organization's survival.

For this reason, you should focus on weaving a convincing narrative on why changes are needed and spread awareness among employees.

When creating your organization's change narrative, make sure to back up your claims with data.

For example, convincing everyone to go along with the changes will be easier when you provide dwindling sales numbers and negative customer satisfaction

surveys. The narrative should elicit a sense of urgency amongst staff, which will help in stage #2.

The more you can get your employees to accept the new changes, the more effective you'll be at 'unfreezing' the status quo.

Just as an ice cube won't be able to change shape without unfreezing, nor will the behavior of your employees.

Challenges of the unfreezing phase

One of the biggest challenges associated with managing change is dealing with resistance. Even if your change narrative is compelling and convincing, you'll still likely be met with some resistance.

Why is that?

It's because you throw everyone off balance when you change anything at an organization. Instead of doing their jobs as they always have, they need to get used to new systems, tasks, and changes to the organizational culture.

In a sense, you're creating a controlled crisis amongst your people, which can elicit some strong reactions from some.

The good news is that chaos will serve as motivation for seeking out a new equilibrium. In other words, chaos is a necessary evil that will aid in the implementation of change.

You can soften the blow by introducing a reward system - wherein employees earn rewards by adapting to the changes successfully. These perks can include bonuses, stocks, person-based pay, and more. It's imperative to provide ample support for your employees throughout all the stages of change, and rewards are always reliable.

Step #2: Change

By now, your organization should be 'unfrozen' and ready to mold into a new shape. That's when it's time to enter step #2 of Lewin's change management model, the actual change process. During this stage, you'll roll out all the changes you've been gearing your staff up for - so it's imperative to do it right.

During the change stage, your goal should be to combat any lingering resistance. To do so, you'll need a concise communication strategy that covers your entire organization.

That way, if employees are struggling with the changes at any level, you can quickly find out about it and provide assistance, such as additional training.

Another way to fight resistance is by pointing out **short-term wins** to your staff.

A short-term win is a positive result of your changes that occur within a couple of weeks. An example would be seeing a slight boost in sales due to your change initiatives.

It's crucial to point these out to your staff whenever they happen, as they reinforce that the changes are not only working but that they were the right decision.

Also, do your best to win over key influencers in your organization. If you do, they'll become a 'cheerleader' for change, convincing the rest of your employees that the changes are the right way to go. Key influencers include managers, executives, and department chairs.

Step #3: Refreezing

Okay, now that the changes are set in place, it's time to make them the new norm. The refreezing process effectively solidifies the changes, making them part of the new status quo. It's a crucial stage that should not get overlooked, as it's pretty easy for employees to revert to their old ways.

That's why the refreezing methodology is all about eliminating old bad habits and replacing them with new, productive ones.

Take stock of all the changes that you've made so far, and evaluate how successful they've been.

Is there any resistance left among employees? Are there still any issues left from the change process that you need to deal with?

These are vital questions to ask during the refreezing stage. You'll also want to openly celebrate any apparent successes with your employees and reward their commitment to maintaining the changes.

Criticizing Lewin's Model

That's an overview of the unfreeze-change-refreeze model for change management. In recent years, Lewin's change management model has received a fair amount of criticism for its simplicity. [Modern scholars](#) claim that the model lacks the flexibility required for our fast-moving, modern age.

Despite this, Lewin's model provides an essential view of change management theory and still has its defenders and practitioners. In particular, the model works best for rolling long-term changes at larger organizations.

Tips for Implementing Lewin's Change Management Model

If you're going to implement Lewin's model at your organization, or any change for that matter, you'll want to have these fundamentals in place:

- Identify key stakeholders. Who will your changes affect the most? Who will play the most significant role in implementing the changes? These are your stakeholders, and you'll want to identify them and form a change team.
- Use rewards to bring about new behaviors. Employees won't change by themselves, so you'll need to coax them into it through rewards and leading

by example. If you want your employees to communicate more, you can reward them for successfully communicating.

- Use a clear set of metrics to measure your success. If you don't have any metrics in place, you won't be able to tell if your changes are working or not. You'll want to establish key performance indicators that align with your goals. Once you do that, there are plenty of [change management tools](#) out there that will help you measure your KPIs.
- Elicit a sense of urgency. The last thing you want is for your employees to think they can put their feet up and ignore the changes for a while. After all, the chances are high that if you're implementing a change, it's an urgent one that requires immediate action. As such, you should convey this urgency to your people during the unfreezing stage.[Text Wrapping Break]
- Have a plan to combat resistance. Even before you mention a change to your employees, you'll want to develop some strategies for fighting resistance. Tactics include 'bridging' activities that will slowly bring hesitant employees on board. An example would be introducing a new training program that familiarizes them with the basics of a new platform.

Once you have these necessities, you'll have a much easier time introducing a planned change to your organization.

Concluding thoughts: Lewin's Change Management Model

By now, you should have a solid understanding of Lewin's approach to change management. His three-step model remains one of the most well-known and widely adapted change management models.

Just like an ice cube or a frozen steak - you need to thaw out or unfreeze the habits of your employees if you want them to change.

Only then can you mold the ice or food into something new.

From there, it's back into the freezer to solidify the changes, making them the new normal for your company. It remains an effective way to visualize the change management process, even despite recent criticisms.

Understanding the ADKAR Change Management Model

Organizational change can't happen without buy-in from employees at all levels, which is always challenging. It's just human nature for some to resist the change process, ranging from minor setbacks to completely derailing your change initiatives. Enter ADKAR: a model for change in business from Prosci that focuses on the people side of change.

In particular, it places the focus on individual change above all else. After all, an organization is simply a collection of individuals, so for changes to work, everyone must play their part.

The Prosci ADKAR model remains the industry standard for change management projects around the globe. It's effective for change both at an individual and an organizational level.

The philosophy behind the ADKAR model is that change happens one individual at a time. That means getting them to realize the need for a change, embrace that change, and then reinforce it into the future.

The acronym ADKAR stands for:

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

Each letter represents an outcome for each stage of the model.

Once employees are **aware** that a change needs to happen, it will build the **desire** to make it happen. After that, you need to provide the **knowledge** to take on the change through training — and the **ability** to put the training into practice through exercises. Lastly, the final outcome is reinforcing the change to sustain your future state.

Read on to learn more about the ADKAR model and how to use it to implement change in your organization.

What is the ADKAR Change Management Model?

In 2003, Jeff Hiatt, the founder of Prosci, developed the ADKAR change model after closely examining the change habits of over 700 organizations.

During his research, he discovered the importance of **individual change**, as organizational change management begins and ends at the individual level.

If you can't align everyone on the same goal, there's no way to implement a successful change that sustains well into the future. Instead, you'll get met with resistance, and some individuals will harken back to their old ways.

States of change

This realization led Hiatt to create the five elements of the ADKAR model, awareness, desire, knowledge, ability, and reinforcement. In addition to the elements, there are also **three states of change** that take place during the ADKAR process. They are:

- Current State
- Transition state
- Future state

Your **current state** is where you are now, and it refers to what needs to change at your organization. It could be that legacy software is slowing your operation, or your sales and conversions are nose-diving.

The **awareness and desire** stages of ADKAR take place during your current state. This is where you'll want to let your employees know why change is necessary and build desire by letting them know how the change will improve their life individually.

Next, you'll enter the **transition state** to take you from your current state to your future goal. This is where the **knowledge and ability** stages of ADKAR occur. At this time, you'll need to train your employees and stakeholders on how to implement the new changes.

That usually means rolling out training programs as well as hands-on exercises.

Once everyone knows what to do, you will enter your future state, where you achieve your desired goals. Once you've hit the mark, you're not done yet, though. You'll need to put efforts in place to sustain the changes, also known as the **reinforcement** stage of the ADKAR model.

Following the ADKAR order

It's critical to note that the ADKAR acronym **is in a particular order that you must follow in order to see effective results**. For example, many organizations make the mistake of beginning with the knowledge stage and attempting to win over employees through training programs. What they fail to realize is that they skipped two crucial steps before training, **awareness**, and **desire**.

If your employees aren't sure why a change is necessary, they won't have much desire to make it happen. As a result, any training programs are likely to fall flat and on deaf ears.

Instead, you'll find more success if you first raise awareness of the need for change and then build the desire to put it into practice. Only then can you move on to rolling out training programs and hands-on exercises.

Besides following the acronym in order, it's crucial to realize that each individual will reach ADKAR change management milestones **at different times**. In other words, one employee may already have the desire to embrace change while their coworker is still building awareness of why it's necessary. Knowing this will help you work with each individual to empower them to get past the step they're stuck on at the moment.

Using the ADKAR steps to fight resistance

One of the most influential aspects of the ADKAR model is its ability to pinpoint areas where resistance is forming. An example would be an employee struggling with the desire phase. They understand why the change has to happen, but they aren't thrilled about the extra work they have to do.

In mentoring this employee, try listing a few ways the change will make their day-to-day tasks more manageable. An example would be all the time they could save by using cloud-based services instead of maintaining in-house servers.

As long as you guide each individual through the steps of the model, you'll be able to uncover resistance and eliminate it as it shows up. That's one of the reasons why the ADKAR model is so effective and widely used around the globe.

Applying the ADKAR Model to your change management plan

Now that you've grasped the basics of the ADKAR change management model, it's time to learn how to put it into action at your organization. If you need to change your operations significantly, the ADKAR model can help you develop buy-in from all your employees at all levels.

For the purposes of this example, let's say that you run a medical practice, and storing all your data in-house is affecting your ability to scale. That's when you and your executive team decide to transition to cloud-based services to increase efficiency and productivity — and eliminate costly expenses and free up employee time.

Yet, that means all your people will have to learn new processes and new skills to make the change stick. It will take a lot of mentoring and training to familiarize everyone with the new system.

Now that we've got an example of a change management process that needs to happen let's apply the ADKAR model and see how it works.

Goal 1: Building awareness

First things first, you've got to let your people know about the problem and why the change to a cloud-based SaaS company is a must. If your people never hear a peep out of you about your plans before they start training on the new platform, they'll be confused, upset, and likely won't give 100% of their efforts.

That's why raising awareness of the problem **across the entire organization is crucial.**

Hold company-wide meetings and send email notifications letting your people know that your on-premise servers aren't cutting it anymore. It's affecting your ability to scale, and you're wasting time and money. Tell them that switching to the cloud will make their lives much easier, and they won't have to maintain servers anymore.

Also, give your people plenty of opportunities to ask questions and lots of time to soak in the information. That way, they'll have the chance to express any resistance they feel toward the change.

Goal 2: Foster the desire to make the change

Besides being aware that a change needs to happen, your people must **want to make the change**.

How do you do that?

There are a few practical ways: incentives and designating change leaders. In other words, your employees may understand that switching to the cloud may help you scale your operation — but what will they get out of it?

That's where using incentives comes into play. First, let your employees know all the ways that the change will enhance their lives. Beyond that, you can introduce incentives like discounts, vacation days, and other perks to get them excited about implementing the changes. If your people want to make the change as badly as you do, your organization will go through a buttery smooth transition phase.

A change leader is someone that shows public support for the change and mentors those who will be most closely affected by it. You can think of them as your cheerleaders for change, and they're your #1 most effective weapon against resistance. Your change leaders are there to provide support and guidance to anyone experiencing second thoughts about the new processes.

Goal 3: Build knowledge to make the change possible

By now, your employees know why the change must happen, and they've bought into it fully. That means it's the perfect time to introduce the training programs necessary to get everyone up to speed with the new system.

This is one of the most crucial phases, as the quality of your training materials will significantly affect the success of your change. Rather than creating one-size-fits-all training modules, do your best to be as specific as possible for each department.

For example, you could create training materials for your IT department, nurses, doctors, and admin staff. For each piece of training, focus on the new tasks that each department will have to take on due to implementing the cloud. That will help each staff member build the core competencies that they'll need when using the new program.

It's also wise to use different types of training materials and methods to increase comprehension. These include:

- Educational blog posts
- Classroom-style lectures
- In-depth videos
- Mentoring/shadowing
- Interactive online training programs

Using a breadth of training materials will help you cater to each employee's preferred learning style. Visual learners can focus on videos, while hands-on learners can choose to enter the classroom.

Goal 4: Develop the ability to make the change

Knowing how to do something and actually being able to do it are two different things. That's why Hiatt split up knowledge and ability into two separate steps of the ADKAR model.

For instance, a nurse can read a blog or watch a video on how to enter patient data into the cloud, but they'll also need **hands-on experience**. For this reason, you'll want to give your employees a chance to try out their new processes before making them official.

Have your change leaders break your employees up into teams that they will coach. From there, you can put on 'practice sessions' where everyone tries out their new tasks. That will help them **genuinely craft the ability to make the change a reality**.

Goal 5: Reinforce the change into the future

Not forgetting the final step in the process is crucial, reinforcing your changes. It's great that you were able to transition to the cloud, but you want to keep that momentum going. If you step off the gas too soon, old employee habits can creep back in.

How do you reinforce the change?

By celebrating successes and giving employees a chance to speak their minds. Whenever someone knocks it out of the park, reward them with a shout-out or incentive.

Also, keep an eye out for mistakes, and correct them privately away from everyone else. For praise, do just the opposite - as you'll want to encourage employees to maintain their new responsibilities.

Closing thoughts: ADKAR Change Management

There's a reason why the Prosci ADKAR change management model is considered the industry standard — because it's so effective at implementing change and combating resistance.

It's the perfect model for encouraging individuals to embrace organizational change instead of fighting back against it.

Remember, for the ADKAR model to work, you **MUST** follow it in order. Also, each employee will reach each of the stages at different times. That's why you need a dedicated group of change leaders to walk them through each phase and work out any resistance. When used properly, the ADKAR model is one of the most powerful change management tools you can use to achieve your goals.