Learning Objectives for Chapter Two

- To describe and compare three major perspectives on changing organizations.
- To introduce a General Model of Planned Change that will be used to organize the material presented in the book.
- To describe how planned change can be adopted to fit different kinds of conditions.

Lewin’s Change Model

Unfreezing → Movement → Refreezing
Action Research Model

- Problem Identification
- Consultation with a behavioral scientist
- Data gathering & preliminary diagnosis
- Feedback to Client

Joint diagnosis
- Joint action planning
- Action
- Data gathering after action

Positive Model

- Initiate the Inquiry
- Inquire into Best Practices
- Discover Themes
- Envision a Preferred Future
- Design and Deliver Ways to Create the Future

Comparison of Planned Change Models

• Similarities
  – Change preceded by diagnosis or preparation
  – Apply behavioral science knowledge
  – Stress involvement of organization members
  – Recognize the role of a consultant

• Differences
  – General vs. specific activities
  – Centrality of consultant role
  – Problem-solving vs. social constructionism
General Model of Planned Change

Different Types of Planned Change

Critique of Planned Change