Change Models – Organized by Purpose

Mark Simpson (2017) does a great job capturing many change models, but they are not organized by purpose. This document is designed to fill in this gap. (Note that not all the change models below are captured in the Simpson document.)

Change Project Methodology

- **Change Rx Change Project Methodology** – a synthesis of other methodologies yielding a more comprehensive change project methodology with three phases, 11 steps, and 22 tasks.
- **Kotter Eight-Stage Change Model** – 8-step model (urgency, guiding team, vision, communicate, empower, short-term wins, build on progress, and embed change)
- **Prosci’s ADKAR™ Model** – 5-stage model for individual change used at the organization level (awareness, desire, knowledge, ability & reinforcement) within a Prepare – Manage – Reinforce project framework.
- **Accelerating Implementation Methodology (AIM)** – for implementing strategic change
- **ACMP Standard for Change Management** – five key change management areas (evaluating impact, formulate change strategy, implement, & close the effort)
- **Beckhard & Harris Change Management Process** – 5-stage model (analysis, why?, gap analysis, action planning, & managing the transition)
- **Bullock & Batten’s Planned Change Model** – 4-stage model (exploration, planning, action, & integration)
- **CHAMPS2** – 8-phase model (initiation, visioning, planning, design, service creating, transition, stabilization, & benefit realization)
- **Change Delta Framework** – high-level, holistic approach to change (executional certainty, sponsorship, enable leaders, & engage the organization)
- **Change Leaders Roadmap Methodology** – circular, 9-step model (prepare, values, situation analysis, design desired state, impact analysis, plan & organize, implement, celebrate success, and learn & correct)
- **CMI Body of Knowledge & Maturity Model** – 13 knowledge areas (high-level project requirements)
- **Connor Partners’ Change Execution Methodology** – 4-phase model (decide, define, implement, & sustain)
• Cummings & Worley’s Model for Managing Change – 6-step model (vision, top management commitment, model desired culture, modify support structures, socialize newcomers & terminate deviants, and develop ethical & legal sensitivity)

• Decipher Delta – 9-step model (define future, enlist team, plan, tell the story, act, assess progress, adjust course, affirm success, & anticipate next change)

• EFQM Excellence Model & RADAR – how results are driven (results, approaches, deploy, assess, & refine)

• Galpin’s Wheel of Nine Wedges – 9-step model (urgency, vision, diagnosis, recommendations, detailed recommendation, pilot test, prepare for rollout, rollout, and measure progress)

• GE Change Acceleration Process (CAP) – non-linear model that applies strategic thinking to change. (leadership, shared need, vision, mobilize, embed change, & monitor progress)

• Jick’s Ten Commandments of Implementing Change – 10 tactical implementation steps (analyze, vision, break with past, urgency, leadership, sponsorship, plan, enabling structure, communicate & involve people, and institutionalize)

• Judson’s Five-Phase Model – 5-phase model (analyze & plan, communicate, gain acceptance, change, consolidate)

• LaMarsh Global Managed Change™ Methodology – 5-stage model (identify change needed, prepare, plan, implement, & sustain)

• LCCA – 4-step model (listen, communicate, collaborate, & activate)

• Lippit, Watson and Westley Model – 7-step model (diagnosis, change readiness – motivation, change readiness – resources, interim goals, change agent roles, change maintenance, and sustainability)

• Managing Successful Programs (MSP) – high-level change project management

• People Centered Implementation (PCI) – 4-phase process with six critical success factors (initiate [purpose & leadership], plan [leadership & engagement], execute [local sponsors & personal connection], and control [sustainability])

• PMI’s Change Management Methodology – change lifecycle framework with three management perspectives (change portfolio, change program, & change project)

• Viral Change – 5-phase model that do not have to be linear (discovery, development, engagement, diffusion, & sustain)

• Theory U – 5-step model (co-initiating, co-sensing, presencing, co-creating, & co-evolving) with seven leadership capacities

---

**Diagnostic Models**

• Burke & Litwin Model – ranked drivers of change (environment, mission, leadership, culture, structure, work unit climate, task/skill requirements, individual needs, & employee motivation)

• Cooperrider’s Appreciative Inquiry (AI) – holistic framework built as a 4-step discovery process (discovery, dream, design, & destiny)

• Cynefin Framework – situation analysis using a complexity science framework (simple, complicated, complex, & chaos) that maps to action appropriate for that state
• Edwin Cornelius Implementing a Planned Change – 4-factor model (understand, skills, environment, & motivation)
• McKinsey 7-S – strategy, structure, systems, shared values, skills, staff, and style. This model is a framework for diagnosing problems in organizations. Each “S” represents a different aspect of organizations that must be aligned with the other six. For each “S” there is a series of questions that help focus attention on what needs changing (or what needs protection from change).
• Nadler & Tushman Organization Congruence Model – organization dynamics as change impacts the organization (work, people, formal & informal organization)
• Quinn’s Competing Values Model – how managers think about the organization drives how they see the need for change. Four competing models: human resources view, open systems view, internal processes view, and the rational economic view.
• Rogers Technology Adoption – change readiness model built on technology adoption (innovators, early adopters, early majority, late majority, and laggards) (Also maps to 5-step process for adoption – knowledge, persuasion, decision, implementation, & confirmation)
• Sterman’s Systems Dynamics Model – focuses on the dynamic interplay between the environmental forces, management decisions, and actions of others.
• Weisbord 6 Box Model – examines organizational alignment from six perspectives (purpose, structure, relationships, rewards, leadership, & coordinating mechanisms)

Individual Change Models
• Prochaska & DiClemente Model [Transtheoretical Model (TTM) aka Stages of Change (SoC)] – 5-stage model (pre-contemplation, contemplation, preparation, action, maintenance or more simply – huh?; well, maybe; getting ready; let’s try; new habits)
• Lewin’s Change Management Model – 3-step model (unfreeze, change, & refreeze)
• Prosci’s ADKAR™ Model – 5-stage model (awareness, desire, knowledge, ability & reinforcement)
• Beckhard & Harris Change Formula – identifies key factors for change to happen – C=[ABD]>X
• Beckhard’s Transition Model – 3-stage model (current, transition, & future)

Resistance Transition Models
• Adams-Spencer Stages of Transition Model – 7-stage model (losing focus, minimizing impact, The Pit, letting go as a tipping point, testing limits, searching for meaning, and integrating)
• Bridges Psychological Transition Model – 3-stage model (resistance, declined performance at a tipping point, and building commitment)
• Hathaway Phases of Change Acceptance – 4-stage model (ignore it, feeling the pain, healing as a tipping point, and getting onboard)
• Kubler-Ross Change Model – built on the grieving process (shock & denial, anger, bargaining, depression, and acceptance)
• Spiral Dynamics® Change State Indicator – five scales that evaluate “states of change”
High-Level Models

- Change Foundational Models – (1) teleology or planned (dissatisfaction, search, set goals, implement), (2) life cycle (startup, grow, mature, harvest, and rebirth or terminate), (3) evolution (variation, selection, & retention), and (4) dialectic, thesis & antithesis, conflict, and synthesis
- Carnall Change Management Model – effective change is driven by management skills
- Pritchett’s Change Management Model – 4-phase model (imperative, readiness, implementation, & gain)
- Senge System Model & Fifth Discipline – 5-levels of engagement (telling, selling, testing, consulting, & co-creation) and 5-Disciplines (personal mastery, mental models, team learning, shared values, & systems thinking)
- Stacey & Shaw Complex Responsive Processes – change enablement drawing from complexity science
- Teece Dynamic Capabilities – ability to sense and leverage opportunities (learning, newness, transform existing, co-specialization, and asset orchestration)
- Theories of Change – cause-effect change planning working backward
- Williams Bridges Managing the Transition – 3-phase model (target, neutral zone, beginning)


Image: https://pxhere.com/en/photo/927837 (CC0)