



Gotham Project

Project: What I understood ✓

- "Change management" reflection project around the issue of waste management in the fictitious city of Gotham

Timeline Global

Aa	Name	Assign	Date	Status
🥇	Review 1		@November 18, 2021 → November 28, 2021	Completed

Bootstrap

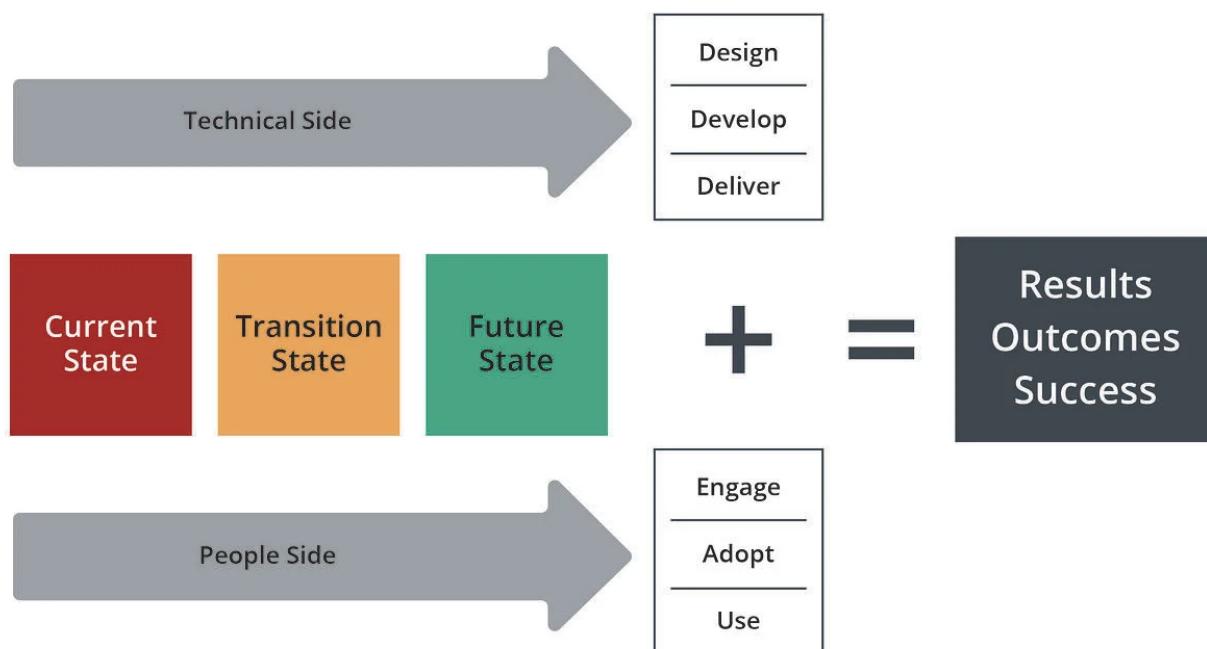
Context : A major change has taken place, in fact the city has decided to change its traffic plan for a more environmental zone within the city itself prohibiting the fact of being able to park.

For this, the police checks have been reinforced, an application has been created to warn people of when to take the car.

The project did not work because:

- The team working on the project does not believe in projects
- Employees are not aware of the timeline for the project
- General communication problem at project level
- People who have heard of the change do not know how to organize and how to apply it
- Those trying to apply the change are confronted with two many difficulties such as for example the use of the mobile platform set up

Change management ?



Main step for a change management

The 3 stages of change

Let's see how Lewin's three-step model describes the nature of change, its implementation, and common challenges:

Step 1: Unfreeze

Lewin identifies human behavior, with respect to change, as a state of quasi-stationary equilibrium. This state is a state of mind, a mental and physical capacity that can be achieved almost absolutely, but it is initially located in such a way that the mind can evolve without actually achieving that capacity. For example, a contagious disease can spread rapidly in a population and resist initial measures to contain the escalation. Eventually, thanks to advances in medicine, the disease can be treated and virtually disappear from the population.

Lewin argues that change follows similar resistance, but the forces of the group (the field) prevent individuals from embracing that change. Therefore, we must stir up the state of equilibrium in order to elicit a behavior open to change. Lewin suggests that an emotional turmoil can disrupt group dynamics and the forces associated with self-righteousness among individual group members. Granted, there are a variety of ways to turn the current status quo upside down, and you'll want to consider whether you need a change in an individual or, like a business, among a group of people.

Consider the process of preparing a meal. The first change, before anything else can happen, is to "thaw" the food — prepare it for the change, whether it's frozen and needs thawing, or raw food that needs washing. Lewin's 3-step model believes that human change follows a similar philosophy, so you must first unfreeze the status quo before you can implement organizational change.

While not officially part of Lewin's model, the actions of this thawing step may include:

- Determine what needs to change
 - Survey your business.
 - Understand why change is necessary.
- Provide management and C-suite support
 - Chat with stakeholders to get support. Present your problem as a problem that has a positive impact on the whole company.
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- **Create the need for change.**
 - Send a compelling message about why change is best.
 - Communicate change using your long-term vision.

Step 2: Change

Once you've "unfrozen" the status quo, you can begin to implement your change. Organizational change in particular is notoriously complex, so performing a well-planned change process does not guarantee predictable results. Therefore, you need to prepare for a variety of change options, from the planned change process to trial and error. Whenever you try to change, take a look at what worked, what didn't, which parts were resistant, etc.

During this assessment process, there are two important drivers for the successful and long-term effectiveness of the change implementation process: information flow and leadership.

- **The flow of information**

refers to sharing information across multiple levels of the organizational hierarchy, providing a variety of skills and expertise, and coordinating problem solving across the organization.

- **The leadership**

is defined as the influence of certain people in the group to achieve common goals. A well-planned change process requires defining a vision and a motivation.

The iterative approach is also necessary to support a change. According to Lewin, a change left without adequate reinforcement may be short-lived and therefore not meet the goals of a change process.

During the change phase, companies should:

- **Communicate widely and clearly**

on the planned implementation, the benefits and the people involved. Answer questions, clarify misunderstandings and dispel rumors.

- **Promote and empower action.**

Encourage employees to be proactive in change and help managers provide daily and weekly direction to staff.

- **Involve others as much as possible.**

Those easy wins can add up to bigger wins, and working with more people can help you navigate through different stakeholders.

Step 3: Refreeze

The purpose of the last step, refreezing, is to maintain the change you have made. The aim is for those concerned to see this new state as the new status quo, so that they no longer resist the forces that try to implement the change. The norms, activities, strategies and processes of the group are transformed by the new state.

Without appropriate measures that support and reinforce change, previously dominant behavior tends to reassert itself. You will need to consider formal and informal mechanisms to implement and freeze these new changes. Consider one or more steps or actions that may be strong enough to counter the cumulative effect of all the forces of resistance to change. These stronger steps help ensure that the new change will prevail and become “the new normal”.

During the freeze phase, companies should do the following:

- **Link new changes to culture**

by identifying the media for change and the obstacles to change.

- **Develop and promote ways to support long-term change.**

To consider::

- Provide leadership and management support and adapt the organizational structure as necessary.
- Establish feedback processes.
- Creation of a rewards system.

- **Offer training, support and communication**

short and long term. Promote formal and informal methods and remember the different ways employees learn.

- **Celebrate the success !**

Lewin's 3-Step Change Model provides an intuitive and fundamental understanding of how change occurs, in the context of social behaviors observed at the individual and

collective level within a group. Since the theory was first introduced in 1951, change management has taken both positive and opposite directions. This is a critical reminder: When modern change management frameworks don't work for specific use cases and business needs, consider these fundamentals to understand social behavior in light of change.