

Practical Steps for Using Kurt Lewin's Framework

Unfreeze

1. Determine what needs to change.

- Survey the organization to understand the current state.
- Understand why change has to take place.

2. Ensure there is strong support from senior management.

- Use Stakeholder Analysis
 - to identify and win the support of key people within the organization.
 - Frame the issue as one of organization-wide importance.

3. Create the need for change.

- Create a compelling message about why change has to occur.
- Use your vision and strategy as supporting evidence.
- Communicate the vision in terms of the change required.
- Emphasize the "why."

4. Manage and understand the doubts and concerns.

- Remain open to employee concerns and address them in terms of the need to change.

Change

1. Communicate often.

- Do so throughout the planning and implementation of the changes.
- Describe the benefits.
- Explain exactly how the changes will affect everyone.
- Prepare everyone for what is coming.

2. Dispel rumors.

- Answer questions openly and honestly.
- Deal with problems immediately.
- Relate the need for change back to operational necessities.

3. Empower action.

- Provide lots of opportunity for employee involvement.
- Have line managers provide day-to-day direction.

4. Involve people in the process.

- Generate short-term wins to reinforce the change.
- Negotiate with external stakeholders as necessary (such as employee organizations).

Refreeze

1. Anchor the changes into the culture.

- Identify what supports the change.
- Identify barriers to sustaining change.

2. Develop ways to sustain the change.

- Ensure leadership support.
- Create a reward system.
- Establish feedback systems.
- Adapt the organizational structure as necessary.

3. Provide support and training.

- Keep everyone informed and supported.

4. Celebrate success!