

1. Lewin's 3-Step Change Model (*Lewin*)

Kurt Lewin's model is one of the earliest and simplest approaches to change. It emphasizes managing the human side of transitions by preparing people, guiding them through change, and solidifying new behaviours.

- **Step 1: Unfreeze**
 - Purpose: Prepare the organization by creating awareness of the need for change.
 - Key actions: challenge existing beliefs, reduce resistance, communicate urgency, build psychological safety for change.
- **Step 2: Change (or Transition)**
 - Purpose: Implement the actual shift in processes, behaviors, or structures.
 - Key actions: introduce new practices, provide training, encourage experimentation, role-model new behaviors.
- **Step 3: Refreeze**
 - Purpose: Reinforce and institutionalize the change so it becomes the “new normal.”
 - Key actions: align systems (HR, incentives, policies), celebrate wins, embed practices into culture.

Essence: Change is like melting ice (unfreeze), reshaping it (change), and freezing it again in the new shape (refreeze).

2. Kotter's 8-Step Change Model (*Kotter*)

John Kotter built on Lewin by making the process more detailed and action-oriented. His framework focuses on leadership and momentum.

- **Step 1: Create a Sense of Urgency** – highlight why change is critical now.
- **Step 2: Build a Guiding Coalition** – form a strong team of influential leaders.
- **Step 3: Develop a Vision and Strategy** – craft a clear vision to direct the change.
- **Step 4: Communicate the Change Vision** – repeatedly and consistently share the vision across all channels.
- **Step 5: Empower Broad-Based Action** – remove barriers, redesign processes, encourage risk-taking.
- **Step 6: Generate Short-Term Wins** – secure early visible successes to build credibility.
- **Step 7: Consolidate Gains and Produce More Change** – use momentum to tackle bigger issues.
- **Step 8: Anchor New Approaches in the Culture** – ensure the change sticks by embedding it in values and norms.

Essence: Change is not a single event but a process of building momentum, removing obstacles, and institutionalizing success.

3. Bridges' Transition Model (*Bridge*)

William Bridges focused not on the external change event but on the **psychological transition** people go through. He argued that failure often occurs because leaders ignore the emotional side of change.

- **Phase 1: Ending, Losing, Letting Go**
 - People first need to process what they are leaving behind.
 - Feelings: denial, anger, fear, resistance.
 - Leader role: acknowledge loss, honor the past, provide support.
- **Phase 2: The Neutral Zone**
 - A liminal “in-between” phase where old ways are gone but the new is not fully formed.
 - Feelings: confusion, uncertainty, frustration—but also creativity and opportunity.
 - Leader role: encourage experimentation, communicate frequently, give direction while allowing flexibility.
- **Phase 3: The New Beginning**
 - People embrace the new identity and ways of working.
 - Feelings: energy, commitment, sense of purpose.
 - Leader role: reinforce clarity, celebrate new successes, show the benefits of the change.

Essence: Change succeeds only when leaders manage the **inner journey** of transition, not just the external steps.

4. ADKAR Model (Hiatt)

Developed by Jeff Hiatt (Prosci), ADKAR is a **people-focused, goal-oriented framework**. It highlights the individual building blocks required for successful change.

- **A – Awareness**
 - People must recognize *why* the change is necessary.
- **D – Desire**
 - They must personally want to participate and support the change.
- **K – Knowledge**
 - They need to understand how to change (skills, training, information).
- **A – Ability**
 - They must have the capability to implement the change in practice.
- **R – Reinforcement**
 - There must be mechanisms to sustain and prevent relapse.

Essence: Change happens only when each individual moves through these five stages; organizational change is the sum of individual transitions.