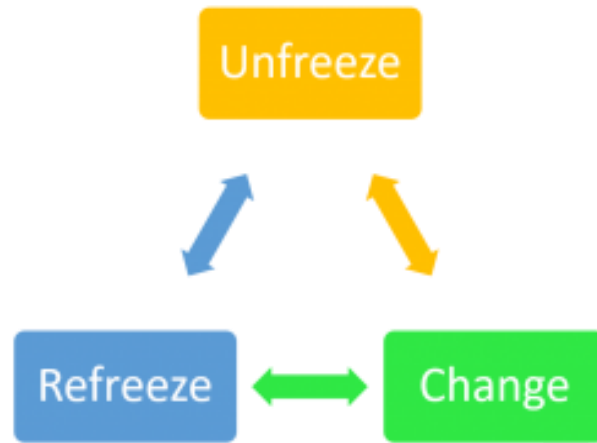


Lewin's Three - Step Model of Change



Unfreeze

Unfreezing is the process by which people are made to realize the need for change. Environmental pressures, declining performance, recognition of a problem or availability of a better way of doing things, may speed up unfreezing. While the driving forces of change are to be encouraged and the forces of resistance are to be discouraged. Changes introduced without undergoing this process of unfreezing are sure to fail due to unawareness and resistance on the part of the employees.

Change

This stage can also be regarded as the stage of Transition or the stage of actual implementation of change. It involves the acceptance of the new ways of doing things. This is the stage in which the people are unfrozen, and the actual change is implemented. During this stage, careful planning, effective communication and encouraging the involvement of individuals for endorsing the change is necessary. It is believed that this stage of transition is not that easy due to the uncertainties or people are fearful of the consequences of adopting a change process.

Refreeze

The final stage in the change process is refreezing. When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time, and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working.