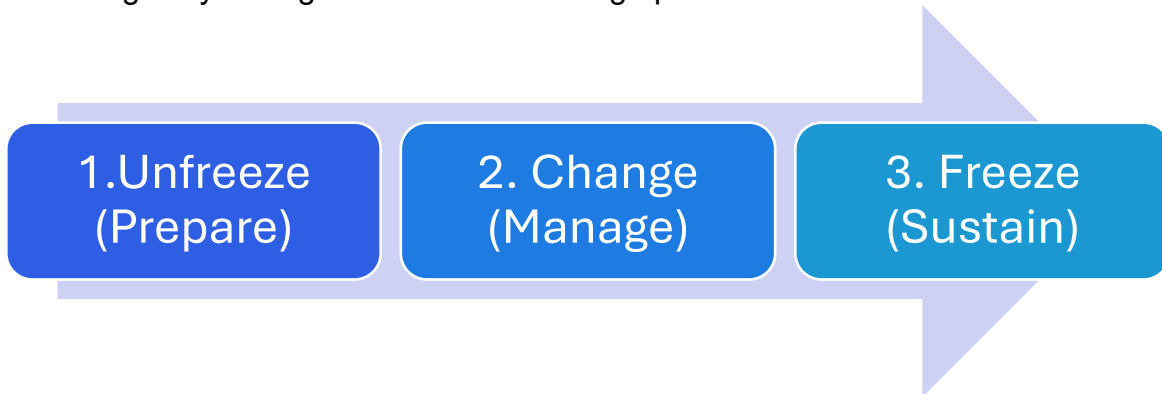




Employment and Human Resources Toolkit

Tool 2: Stages of Organization Change Process

At what stage is your organization in the change process?



Kurt Lewin, an American social psychologist, developed a three-stage change model for organizational change: unfreeze, change, and freeze.

Stage 1 – Unfreeze

In brief, the first stage is to create a need or desire for change within the organization. This stage is crucial to get staff onboard by helping them become aware and understand the need for change and what the desired change should look like.

Stage 2 – Change

The second stage is then moving towards that desired change. It is the implementation stage where processes, structures, and actions are altered. Expected behaviours are modeled, clearly articulated and reinforced.

Stage 3 – Freeze

The third stage is to ensure that the changes are maintained, institutionalized, and do not revert to the undesired state. It is the opportunity to review and assess challenges that have occurred. These three stages are critical for any long-lasting organizational change, even staff or leadership change.

Although this change model focuses on businesses who may be seeing substantial internal changes (e.g., growing from a small business to a large business, introducing new products, etc.), it can be a helpful model for other sectors such as small or large not-for-profit organizations because the emphasis is on structures, behaviours and actions of leaders, management, and staff.

Like taking stock of your organization, as you go through this guide and the various stages of human resource planning, keep this change model in mind – where does your organization fit in this change model?