

Organization Development and Change

The Nature of Planned Change

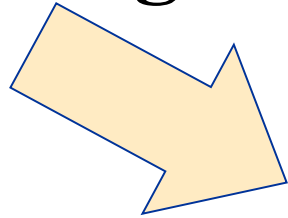
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Learning Objectives for Chapter Two

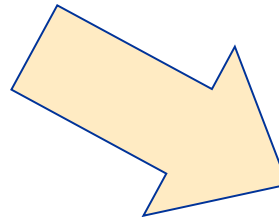
- To describe and compare three major perspectives on changing organizations.
- To introduce a General Model of Planned Change that will be used to organize the material presented in the book.
- To describe how planned change can be adopted to fit different kinds of conditions.

Lewin's Change Model

Unfreezing

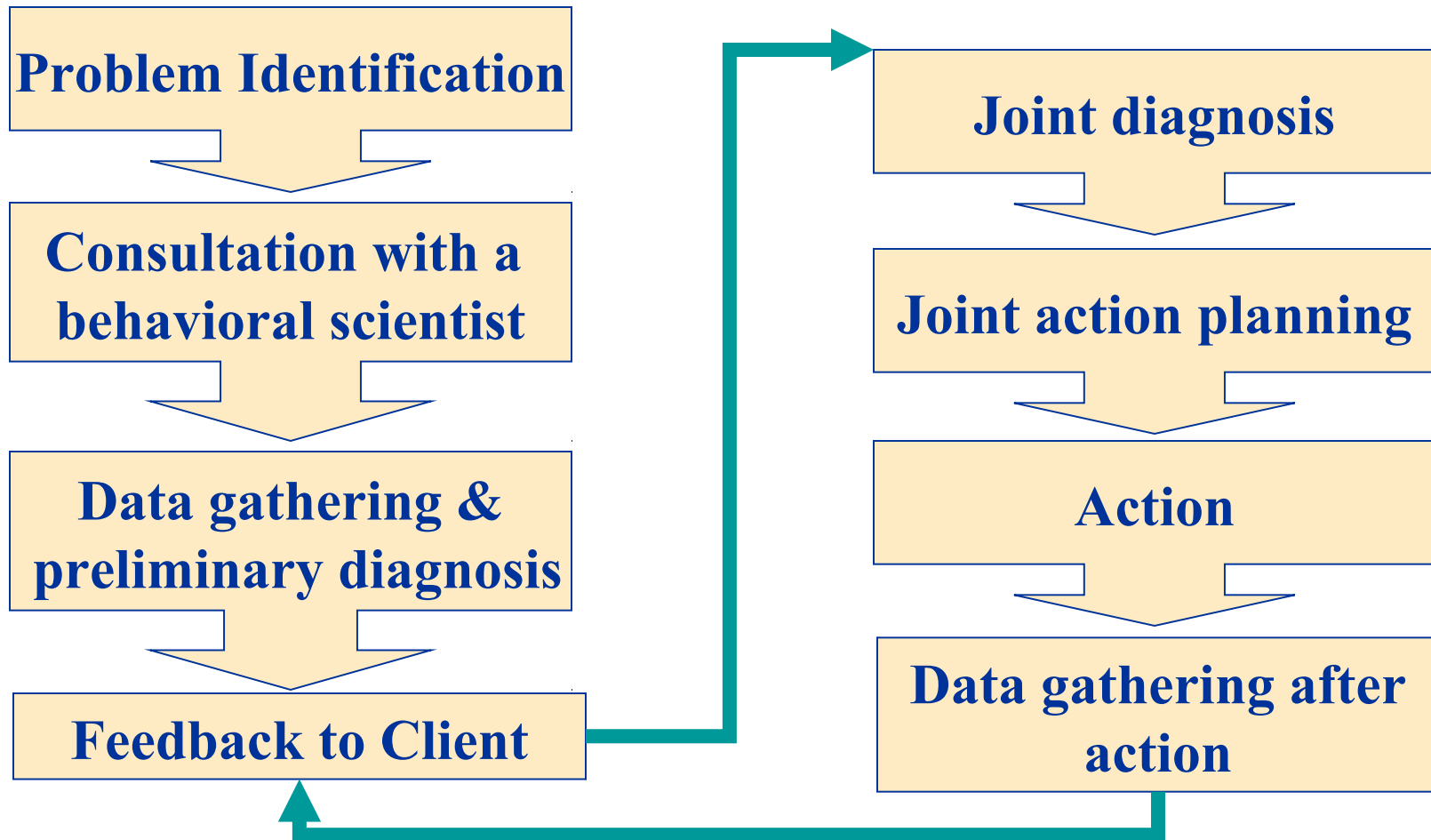


Movement

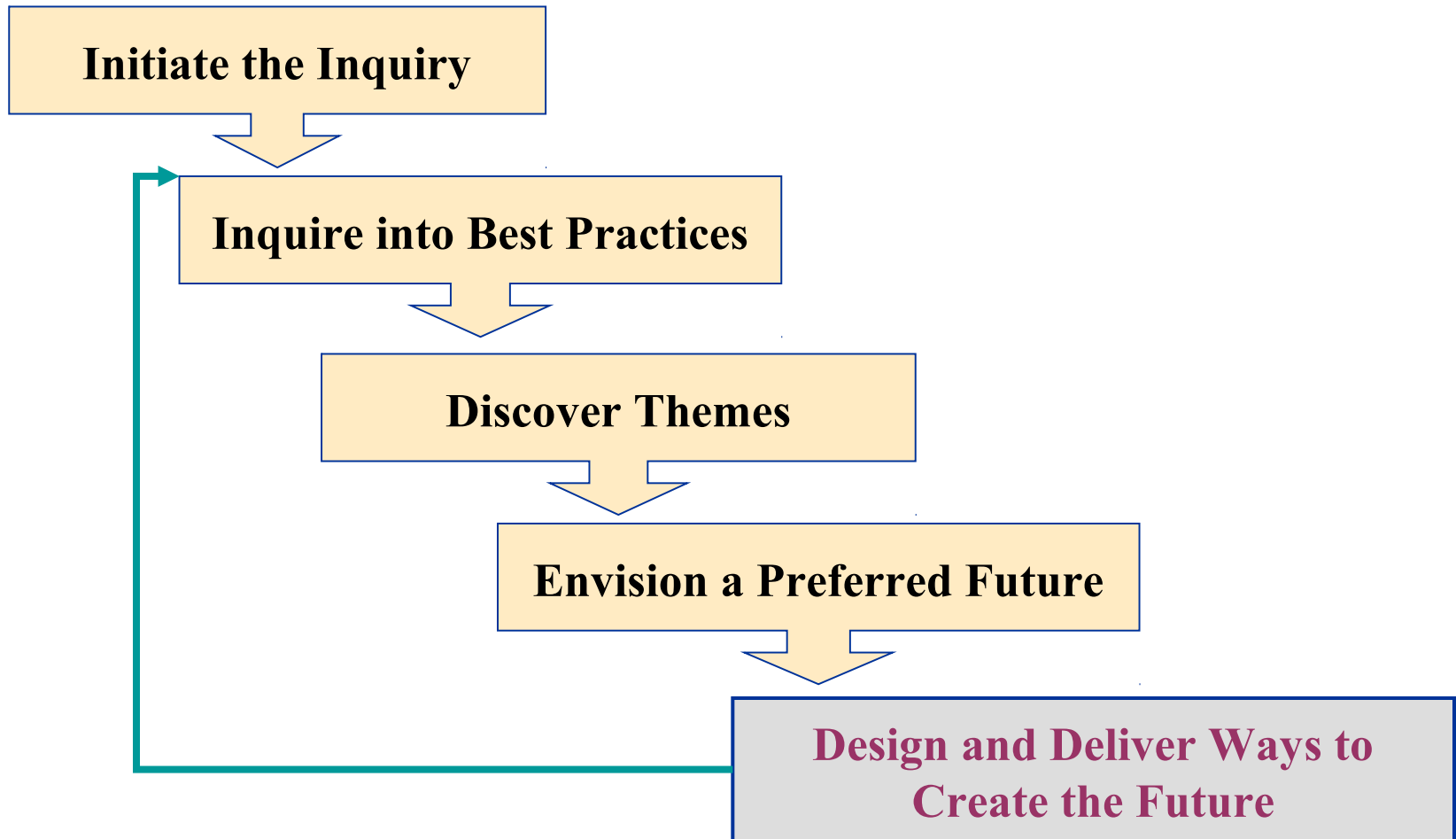


Refreezing

Action Research Model



Positive Model



Comparison of Planned Change Models

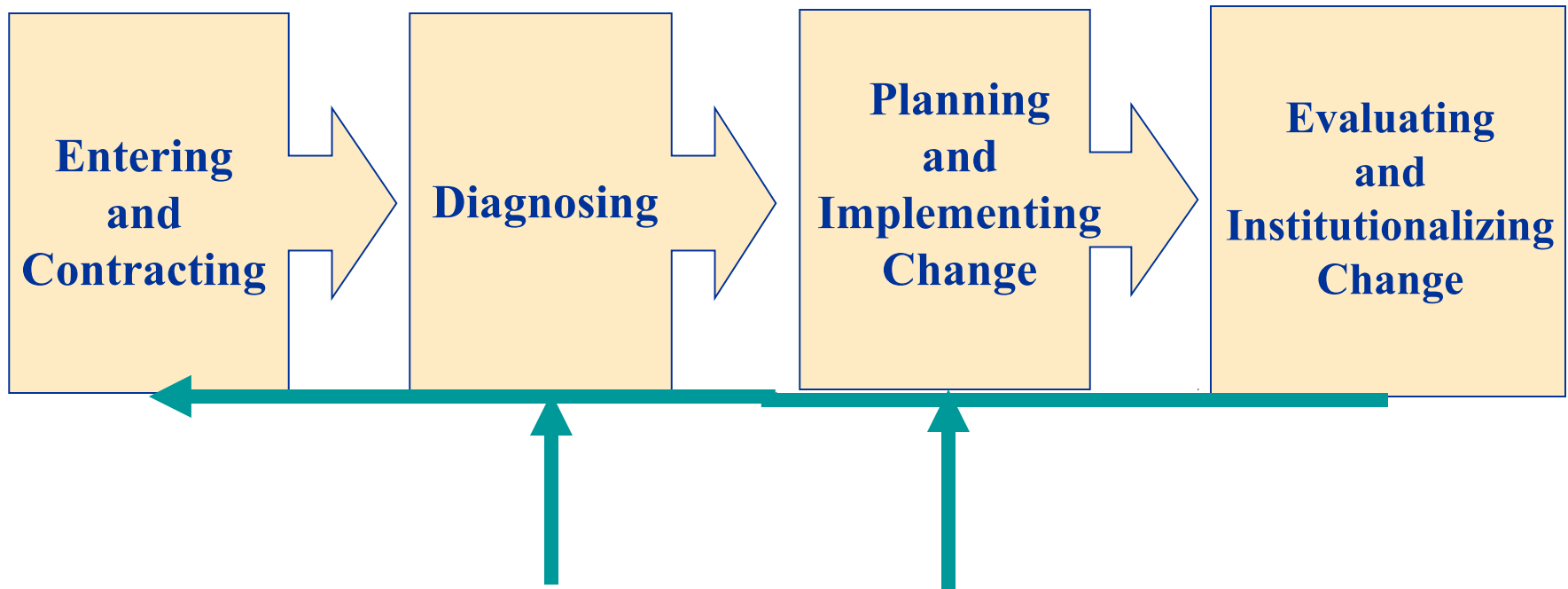
- Similarities

- Change preceded by diagnosis or preparation
- Apply behavioral science knowledge
- Stress involvement of organization members
- Recognize the role of a consultant

- Differences

- General vs. specific activities
- Centrality of consultant role
- Problem-solving vs. social constructionism

General Model of Planned Change



Different Types of Planned Change

- Magnitude of Change
 - Incremental
 - Quantum
- Degree of Organization
 - Overorganized
 - Underorganized
- Domestic vs. International Settings

Critique of Planned Change

- Conceptualization of Planned Change
 - Change is not linear
 - Change is not rational
 - The relationship between change and performance is unclear
- Practice of Planned Change
 - Limited consulting skills and focus
 - Quick fixes vs. development approaches

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