

MODELS OF AND APPROACHES TO ORGANIZATIONAL CHANGE

Now that we have set the backdrop to organizational behaviour and our assumptions about how things really work, let us now examine ways of looking at organizational change as represented by the range of models and approaches developed by the key authors in this field. Table 3.2 links Gareth Morgan's organizational metaphors with the models of and approaches to change discussed below.

Table 3.2 Models of change and their associated metaphors

Model or approach	Machine	Metaphor		
		Political system	Organism	Flux and transformation
Lewin, three-step model	✓		✓	
Bullock and Batten, planned change	✓			
Kotter, eight steps	✓	✓	✓	
Beckhard and Harris, change formula			✓	
Nadler and Tushman, congruence model		✓	✓	
William Bridges, managing the transition	✓		✓	✓
Carnall, change management model		✓	✓	
Senge, systemic model		✓	✓	✓
Stacey and Shaw, complex responsive processes		✓		✓