

the driving forces or decreasing the restraining forces is one of the tasks required of a change agent.

Numerous factors affect successful implementation of planned change. Many good ideas are never realized because of poor timing or a lack of power on the part of the change agent. For example, both organizations and individuals tend to reject outsiders as change agents because they are perceived as having inadequate knowledge or expertise about the current status, and their motives often are not trusted. Therefore, there is more widespread resistance if the change agent is an insider. The outside change agent, however, tends to be more objective in his or her assessment, whereas the inside change agent is often influenced by a personal bias regarding how the organization functions.

Likewise, some greatly needed changes are never implemented because the change agent lacks sensitivity to timing. If the organization or the people within that organization have recently undergone a great deal of change or stress, any other change should wait until group resistance decreases.

LEARNING EXERCISE 8.2

Making Change Possible

Identify a change that you would like to make in your personal life (such as losing weight, exercising daily, or stopping smoking). List the restraining forces keeping you from making this change. List the driving forces that make you want to change. Determine how you might be able to change the status quo and make the change possible.

CONTEMPORARY ADAPTATION OF LEWIN'S MODEL

Burrowes and Needs (2009) shared a more contemporary adaptation of Lewin's model in their discussion of a five-step *Stages of Change Model* (SCM). In this model, the first stage is *precontemplation*. During this stage, the individual "has no intention to change his or her behavior in the foreseeable future" (p. 41). Next comes the *contemplation* stage, at which point the individual considers making a change, but has not yet made a commitment to take action. This would be the phase in which unfreezing would occur, according to Lewin.

A transition from unfreezing to movement begins in the *preparation* stage, as the individual intends to take action in the short-term future. The *action* stage then occurs (movement) in which the individual actively modifies his or her behavior. Finally, the process ends with the *maintenance* stage at which point the individual works to maintain changes made during the action stage and prevent relapse. This stage would be synonymous with refreezing. Display 8.3 illustrates the steps of the SCM.

Display 8.3 Stages of Change Model (Burrowes and Needs, 2009)

Stage 1 Precontemplation	No current intention to change.
Stage 2 Contemplation	Individual considers making a change.
Stage 3 Preparation	There is intent to make a change in the near future.
Stage 4 Action	Individual modifies his or her behavior.
Stage 5 Maintenance	Change is maintained and relapse is avoided.