

Display 8.2 Stages of Change and Responsibilities of the Change Agent

STAGE 1—UNFREEZING

1. Gather data.
2. Accurately diagnose the problem.
3. Decide if change is needed.
4. Make others aware of the need for change; often involves deliberate tactics to raise the group's discontent level; do not proceed to Stage 2 until the status quo has been disrupted and the need for change is perceived by the others.

STAGE 2—MOVEMENT

1. Develop a plan.
2. Set goals and objectives.
3. Identify areas of support and resistance.
4. Include everyone who will be affected by the change in its planning.
5. Set target dates.
6. Develop appropriate strategies.
7. Implement the change.
8. Be available to support others and offer encouragement through the change.
9. Use strategies for overcoming resistance to change.
10. Evaluate the change.
11. Modify the change, if necessary.

Support others so that the change remains.

STAGE 3—REFREEZING

For change to occur then, the balance of driving and restraining forces must be altered. The driving forces must be increased or the restraining forces decreased. Driving forces may include a desire to please one's boss, to eliminate a problem that is undermining productivity, to get a pay raise, or to receive recognition. Restraining forces include conformity to norms, an unwillingness to take risks, and a fear of the unknown. In Figure 8.1, the person wishing to return to school must reduce the restraining forces or increase the driving forces to alter the present state of equilibrium. There will be no change or action until this occurs. Therefore, creating an imbalance within the system by increasing

GOAL: RETURN TO SCHOOL

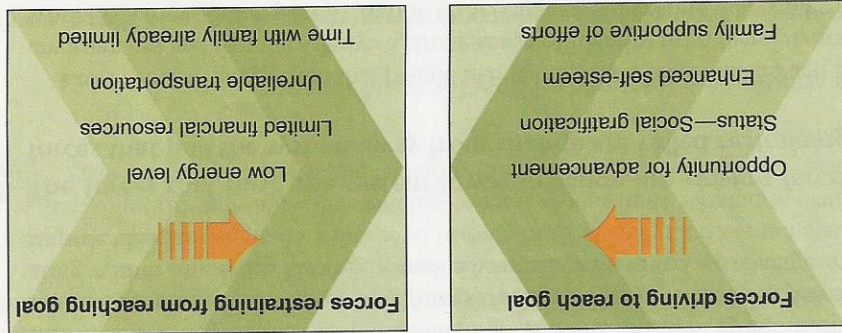


Figure 8.1 Driving and restraining forces.