

# MAKING SENSE OF CHANGE MANAGEMENT

A complete guide to the models, tools  
& techniques of organizational change

2nd edition



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PAGE

## MODELS OF AND APPROACHES TO ORGANIZATIONAL CHANGE

Now 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                             | Metaphor |                  |          | Flux and transformation |
|-----------------------------------------------|----------|------------------|----------|-------------------------|
|                                               | Machine  | Political system | Organism |                         |
| 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 |          | ✓                |          | ✓                       |