



Schein Model of Change

TSD, Inc.

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How Adults Change

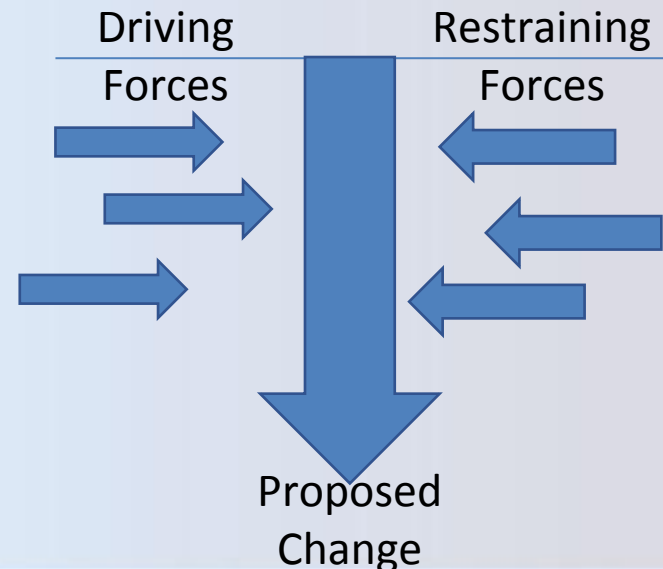
- They experience some stimulation that tells them they must change
- They experience survival anxiety or guilt
- They experience disconfirmation - something they believe before is no longer a valid assumption

Three Stages of change

- **Unfreeze-** *Creation of survival anxiety or guilt. Creation of psychological safety to overcome learning anxiety*
- **Learning-** *Learning new concepts, new meanings for old concepts and new standards for judging. New role models. Scanning for solutions using trial and error.*
- **Refreeze-** *Internalizing new concepts, meanings and standards. Incorporation of new self-concept and identity. Incorporating into new relationships*

To Achieve Change After Disconfirmation

- You must make the fear of failure great
- You can also lessen the anxiety of learning
- A force field analysis shows the approaches
 - Reduce the restraining forces
 - Increase the positive forces



Sources of Disconfirmation

- New technologies
- New charismatic
- New owner relations
- Falling behind in the market
- Falling behind in education

Forcefield for Organizations Today

Driving Forces

- Exchange of purpose
- Engagement
- Honest conversation
- Use of information to grasp the situation
- Servant leadership
- Belief in the possibility/potential
- Lessons of Entrepreneurs
- What the Business needs
- Power of decentralization
- Reality of competition
- Communication of why
- Service of others

Constraining Forces

- Requires a power shift
- Consumer demand
- Rapid changes
- Patterns of leadership
- Concept of success/Career
- Unrealistic goals
- Size of the change
- Concept of time
- Lack of understanding
- Missing trust
- Drive for centralization
- Scarcity of people, process, and principles
- Anxiety
- Key constituencies not understanding

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- Business Goals
 - Committed people
 - Product excellence

Partners in building better processes

Reasons for Resistance to Change

- Fear of loss of power or position
- Fear of temporary incompetence
- Fear of punishment for incompetence
- Fear of loss of group membership

Defensive Responses to Learning Anxiety

- Denial
- Scapegoating
- Maneuvering and bargaining
- Not finding time
- Too much other stuff to do

Two Principles of Learning and Change

- Principle One- *Survival Anxiety or guilt must be greater than learning anxiety*
- Principle Two- *Learning anxiety must be reduced rather than increasing survival anxiety*

How to Create Psychological Safety

- Compelling positive vision
- Formal training
- Involvement of the learner
- Informal training of relevant families
- Practice fields to experiment
- Support groups who listen
- Systems and structures as a well planned intervention

Kotter's Steps to Change:

Wisdom from Another Perspective

- **Step One:** Create Urgency
- **Step Two:** Form a Powerful Coalition.
- **Step Three:** Create a Vision for Change.
- **Step Four:** Communicate the Vision.
- **Step Five:** Remove Obstacles.
- **Step Six:** Create Short-Term Wins.
- **Step Seven:** Build on the Change.
- **Step Eight:** Anchor the Changes in Corporate Culture.