Lewin's change model is a simple and easy-to-understand framework for managing change.

By recognizing these three distinct stages of change, you can plan to implement the change required. You start by creating the motivation to change (unfreeze). You move through the change process by promoting effective communications and empowering people to embrace new ways of working (change). And the process ends when you return the organisation to a sense of stability (refreeze), which is so necessary for creating the confidence from which to embark on the next, inevitable change.

**Phase 1: Unfreeze**

1. Determine what needs to change.
   - Survey the organisation to understand the current state.
   - Understand why change has to take place.

2. Ensure there is strong support from upper management.
   - Use **Stakeholder Analysis** and **Stakeholder Management** to identify and win the support of key people within the organisation.
   - Frame the issue as one of organisation-wide importance.

3. Create the need for change.
   - Create a compelling message as to why change has to occur.
   - Use your vision and strategy as supporting evidence.
   - Communicate the vision in terms of the change required.
   - Emphasize the "why".
4. Manage and understand the doubts and concerns.
   - Remain open to employee concerns and address in terms of the need to change.

**Phase 2: Change**

1. Communicate often.
   - Do so throughout the planning and implementation of the changes.
   - Describe the benefits.
   - Explain exactly how the changes will affect everyone.
   - Prepare everyone for what is coming.

2. Dispel rumours.
   - Answer questions openly and honestly.
   - Deal with problems immediately.
   - Relate the need for change back to operational necessities.

3. Empower action.
   - Provide lots of opportunity for employee involvement.
   - Have line managers provide day-to-day direction.

4. Involve people in the process.
   - Generate short-term wins to reinforce the change.
   - Negotiate with external stakeholders as necessary (such as employee organisations).

**Phase 3: Refreeze**

1. Anchor the changes into the culture.
   - Identity what supports the change.
   - Identify barriers to sustaining change.

2. Develop ways to sustain the change.
   - Ensure leadership support.
   - Create a reward system.
   - Establish feedback systems.
   - Adapt the organisational structure as necessary.

3. Provide support and training.
   - Keep everyone informed and supported.

4. Celebrate success!