

What's the deal with all these change models?

The business world is awash in models that seek to explain how the world works. The change management corner of this world is no exception with many different models and advocates. These approaches, however varied, are far more similar than different and share many common principles.

With so much overlap between models, and such low rates of adoption within organizations, it is our view that it is less important which model is chosen, than it is to choose one and use it. We encourage learners to understand their situation and construct their own approach based on these shared principles. There is no single right approach. Context is key.

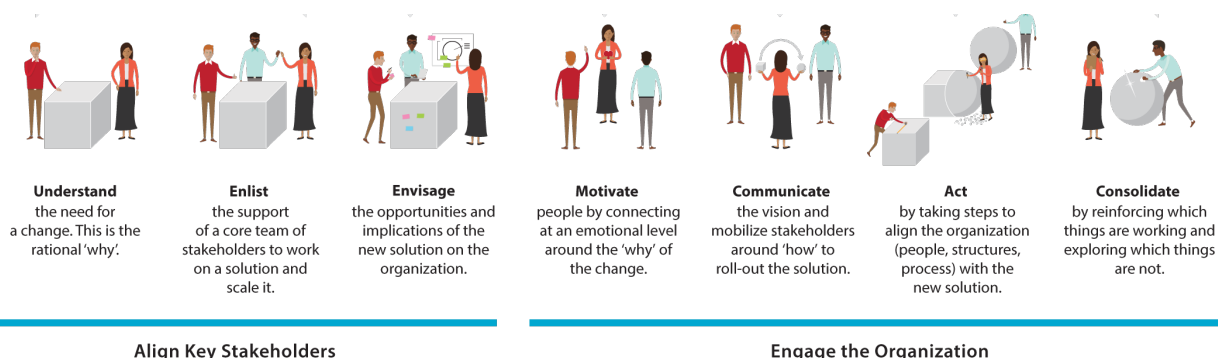
Many organizations that use the Kotter model, or CAP, or ADKAR, or ODR (Conner Partners) are also using ExperienceChange (EC). Why? Because they are able to easily map these models to our accelerated project experience that aligns and engages people in a way that traditional training does not. Our clients consistently tell us that there is no better way to develop change capability in an organization than ExperienceChange.

We “play well with others” and work hard to make it easy for you. The following describes how organizations are mapping these models to ExperienceChange.

The ExperienceChange (EC) Model

The EC Model integrates a number of approaches to change with the works of Kurt Lewin, John Kotter, and David Nadler as prominent influences. The EC Model has two phases, “Align Key Stakeholders” and “Engage the Organization”, and seven stages each with objectives, pitfalls, and critical success factors. Key principles of the EC Model include:

- Change is a process, not an event
- Change occurs at an individual and organizational level
- Stakeholder involvement is necessary, but not sufficient
- Urgency good, anxiety bad
- Communication is critical
- Walk the talk
- Make change stick

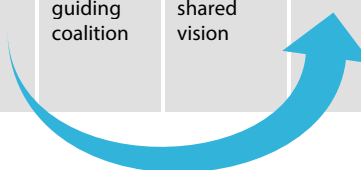


The Kotter Model

"How does the Kotter model fit with the EC model?" This is one of the most frequently asked questions we've received over the years. It speaks to the pervasiveness of John Kotter's work – a body of work that was a big influence on the EC model. As a result, "it fits pretty darn well!"

There is one key difference, however. The EC model does not presuppose we have a good understanding of the problem. It allows for a shared analysis of the situation among key stakeholders to create alignment, some urgency and to set the project up for success. A mapping of the models below reveals this tight integration:

ExperienceChange 7 Stages	Align Key Stakeholders			Engage the Organization			
	Understand	Enlist	Envisage	Motivate	Communicate	Act	Consolidate
Kotter 8 Stages	Establish a sense of urgency	Create a guiding coalition	Develop a shared vision		Communicate the vision	Empower action; Generate short-term wins	Consolidate gains; Institutionalize the change



ADKAR from ProSci

The ADKAR model from ProSci primarily approaches change from an individual level. A growing number of organizations, like Oracle and Bayer, are using the ADKAR model in tandem with our simulations.

The acronym ADKAR describes an individual's journey through the change process: from Awareness, to Desire, to Knowledge, to Ability and Reinforcement. In ExperienceChange, the stakeholder buy-in meters capture this change journey at scale. The linkage is easily made, as the buy-in meters indicate progress but do not label these stages of the personal journey. Facilitators encourage the use of the ADKAR labels when asking learners to reflect on the stakeholder map. EC helps to make these concepts scalable, by considering what can be done across an organization to mobilize many individuals that are undergoing this personal journey.

In addition to ADKAR, ProSci also has a three phase organizational process: (1) preparing the change; (2) managing change; and (3) reinforcing change. These phases map nicely to the EC Model.

ExperienceChange 7 Stages	Align Key Stakeholders			Engage the Organization			
	Understand	Enlist	Envisage	Motivate	Communicate	Act	Consolidate
ProSci 3 Phases	Preparing for Change			Managing Change			Reinforcing Change

The Change Acceleration Process (CAP) from GE

The CAP Model is an organizational model for change developed by GE in the 1990s. It described change as a process with phases, stages, and key enablers. This process is grounded, philosophically, upon a Change Effectiveness Equation, $E = Q \times A$, where Effectiveness (E) is equal to the product of the Quality (Q) of the solution and Acceptance (A) of that solution.

CAP contains 3 phases, 5 stages and 2 key enablers present throughout the process: Change Leadership and Changing Systems & Structures. CAP maps well to EC. In fact, GE Healthcare currently teaches to the CAP model and uses ExperienceChange as its practice field. Facilitators point out that many of CAP's key Leading Change activities (identifying a Champion, Change Team and Sponsor) are concentrated in the Enlist phase of EC and that activities related to Changing Systems and Structures are focused in the Act phase of EC.

ExperienceChange 7 Stages	Align Key Stakeholders			Engage the Organization			
	Understand	Enlist	Envisage	Motivate	Communicate	Act	Consolidate
GE CAP 3 Phases; 5 Stages; 2 enablers	Current State			Transition State			Future State
	Creating a Shared Need		Shaping a vision	Mobilizing Commitment		Making Change Last	Monitoring Progress
	Leading Change – Sponsor / Champion support						
	Changing Systems & Structures						

The Lewin Model

Kurt Lewin's work has stood the test of time and remains a foundational element for many models that describe change – both individual and organizational. His simple, three stage model for changing the way people think and act can be seen clearly in the Kotter model, CAP, the ProSci model and in the EC model (as mapped below):

ExperienceChange 7 Stages	Align Key Stakeholders			Engage the Organization			
	Understand	Enlist	Envisage	Motivate	Communicate	Act	Consolidate
Lewin 3 Phases	Unfreeze – shock a system out of stasis			Change – make purposeful adjustments			Refreeze – engrain adjustments in system

Bridges’ Transitions Model

William Bridges’ work is focused on the psychological process that individuals go through when adapting to change. Organizations that use the Transitions model highlight the very personal and sometimes painful journey that occurs when we let go of the past and find ourselves in the neutral zone, on our way to a new beginning. Again, EC challenges leaders to consider scaling the individual psychology to the team or even organizational level. A mapping the Bridges’ model and ExperienceChange follows:

ExperienceChange 7 Stages	Align Key Stakeholders			Engage the Organization			
	Understand	Enlist	Envisage	Motivate	Communicate	Act	Consolidate
Bridges Transitions 3 Phases				Endings: Letting go of the past		The neutral zone	Making the new beginning

Switch

The brothers’ Heath (of Made to Stick fame) recently published Switch, an engaging book that summarizes some leading change research and packages it around the very sticky metaphor of an elephant, a rider and a path. It takes a more emergent approach and looks at both personal and organizational change. Similar to ExperienceChange, Switch highlights the need to engage the “heart” (the emotional side), the “head” (the rationale side) and understand and change the system that supports old and impedes new behaviors.

ExperienceChange 7 Stages	Align Key Stakeholders			Engage the Organization			
	Understand	Enlist	Envisage	Motivate	Communicate	Act	Consolidate
Switch 3 Core Elements				The Emotional (Elephant)	The Rational (Rider)	The System (Shape the path)	