

# Organization Development and Change

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## Chapter Two: The Nature of Planned Change

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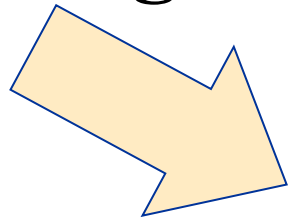
Christopher G. Worley

# Learning Objectives for Chapter Two

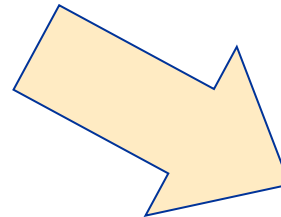
- To describe and compare three major perspectives on changing organizations.
- To introduce a General Model of Planned Change that will be used to organize the material presented in the book.
- To describe how planned change can be adopted to fit different kinds of conditions.

# Lewin's Change Model

**Unfreezing**

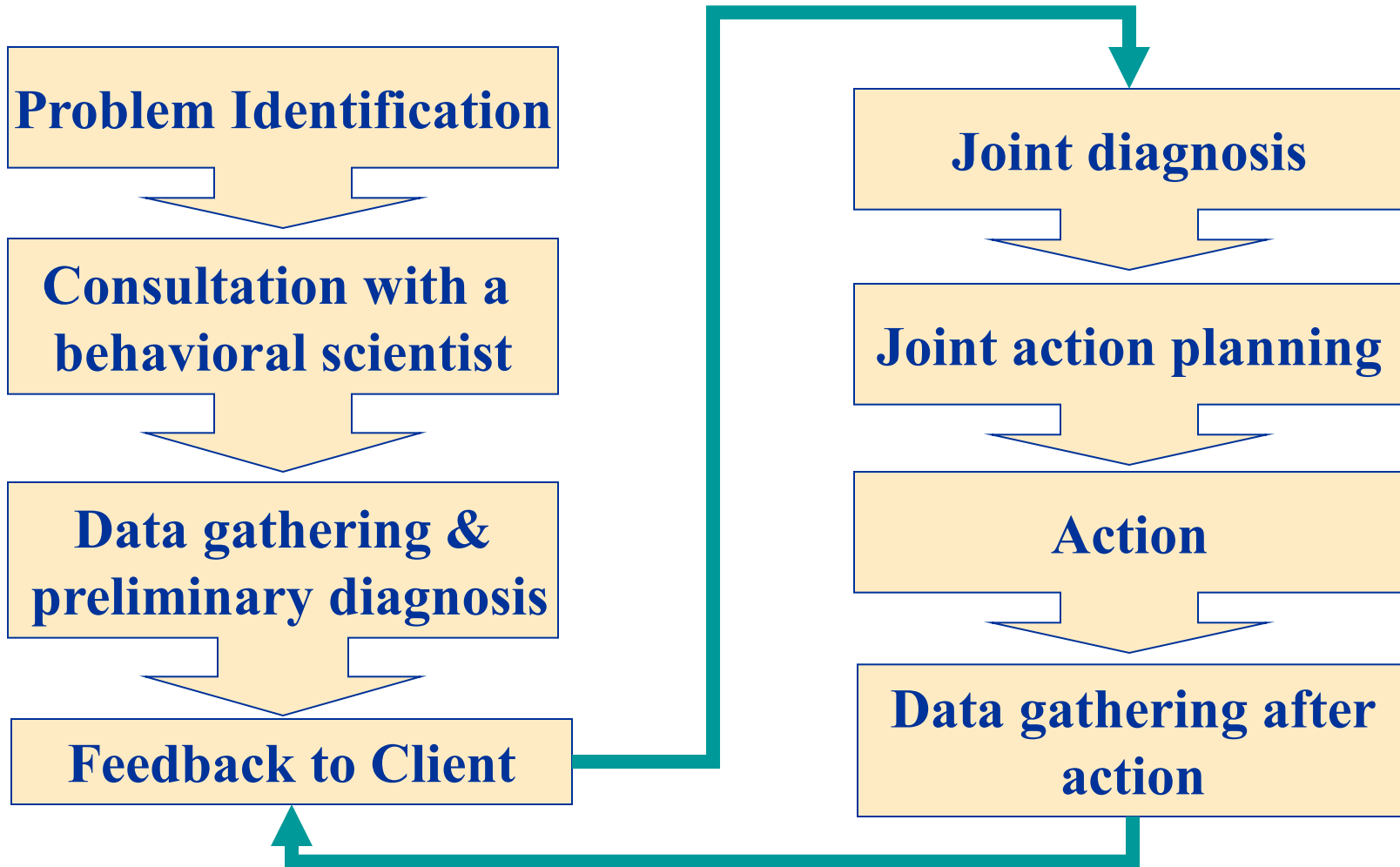


**Movement**

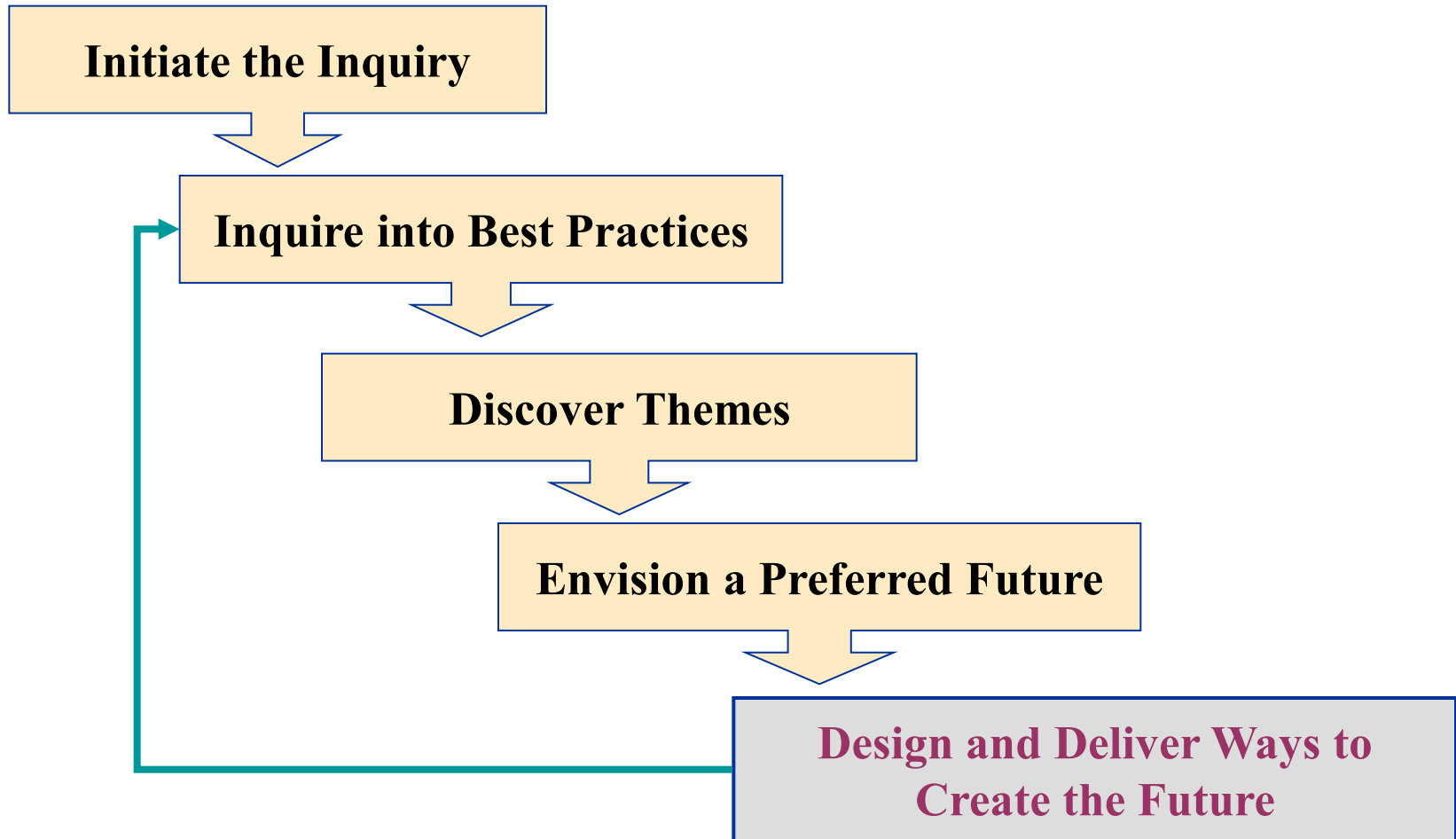


**Refreezing**

# Action Research Model



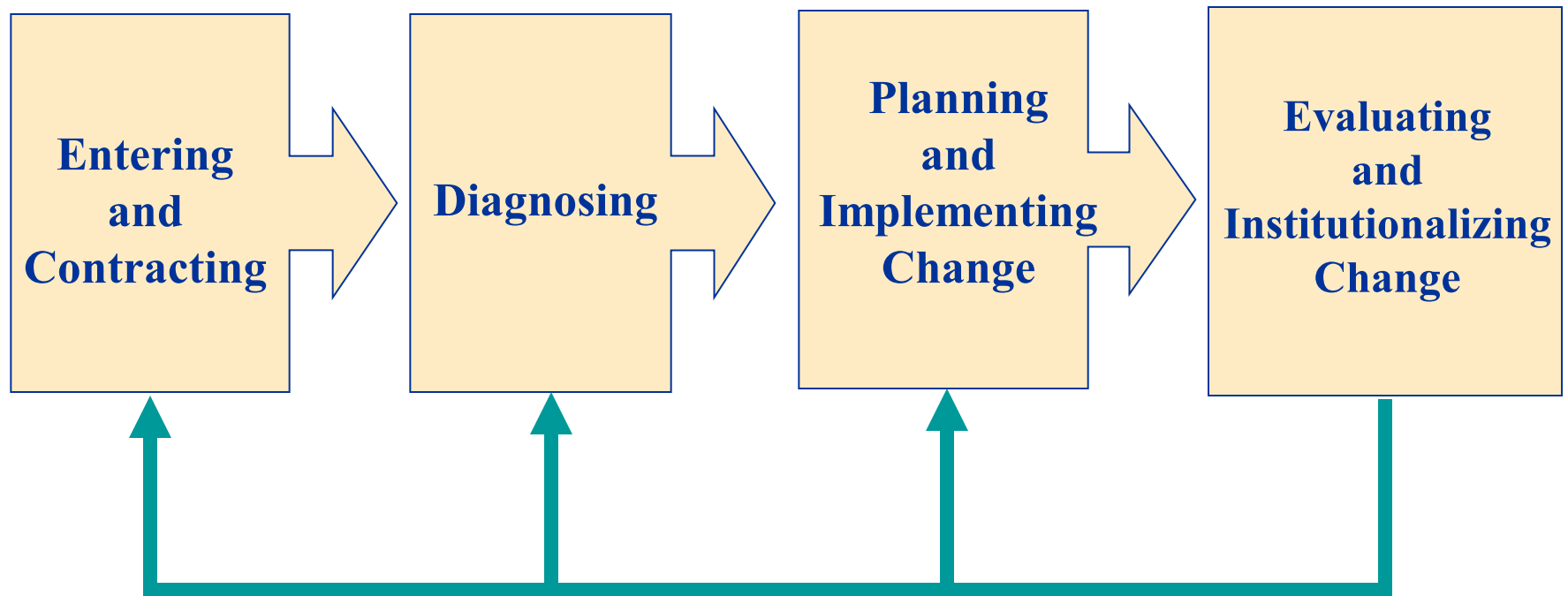
# Positive Model



# Comparison of Planned Change Models

- **Similarities**
  - Change preceded by diagnosis or preparation
  - Apply behavioral science knowledge
  - Stress involvement of organization members
  - Recognize the role of a consultant
- **Differences**
  - General vs. specific activities
  - Centrality of consultant role
  - Problem-solving vs. social constructionism

# General Model of Planned Change



# Different Types of Planned Change

- Magnitude of Change
  - Incremental
  - Quantum
- Degree of Organization
  - Overorganized
  - Underorganized
- Domestic vs. International Settings



# Critique of Planned Change

- Conceptualization of Planned Change
  - Change is not linear
  - Change is not rational
  - The relationship between change and performance is unclear
- Practice of Planned Change
  - Limited consulting skills and focus
  - Quick fixes vs. development approaches