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Conceptual paper

Kurt Lewin's process model for organizational change: The role of leadership and employee involvement: A critical review

Syed Talib Hussain*, Shen Lei, Tayyaba Akram, Muhammad Jamal Haider, Syed Hadi Hussain, Muhammad Ali

Glorious Sun School of Business and Management, Donghua University, Shanghai, China

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ABSTRACT

Change is crucial for organizations in continuous growing and high competition in business environment. Different theories of change describe the effectiveness of modification of strategies, processes and structures for organizations. The action research model, the positive model and the Lewin's change model submit the views of the phases for change in organization. This study views the Lewin's model as three steps process (unfreezing, movement and refreezing) for change in organization. Although this model sets a general steps to be followed, more information is considered to guide these steps in specific situations. This article is critically reviewed for change theories in different phases of organizational change. In this critical review the change management has constructive framework for managing the organizational change through different phases of the process. This review gives theoretical and practical implications and somehow the immunity to change has been discussed.

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El modelo de proceso de cambio organizacional de Kurt Lewin: El papel del liderazgo y la participación de los empleados: Una versión crítica

RESUMEN

El cambio es crucial para las organizaciones en continuo crecimiento y la competitividad en el entorno empresarial. Diversas teorías del cambio describen la efectividad que tiene la modificación de las estrategias, los procesos y las estructuras de las organizaciones. El modelo de investigación, el modelo positivo y el modelo de cambio de Lewin presentan las opiniones de las fases de cambio en la organización. Este estudio, muestra el modelo de Lewin como un proceso dividido en tres (descongelación, movimiento y recongelación) para

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* Corresponding author.

E-mail address: talib_14@yahoo.com (S.T. Hussain).

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Recongelación
 Implicación del empleado en el
 cambio
 Conocimiento compartido
 Implementación del cambio

el cambio en la organización. Aunque este modelo establece unos pasos generales a seguir, se puede considerar más información para seguir estos pasos en situaciones determinadas. Este artículo revisa de una manera crítica las teorías de cambio en diferentes fases del cambio organizacional. En esta revisión crítica, la gestión del cambio presenta un marco constructivo para gestionar el cambio organizacional a través de diferentes fases del proceso. Esta revisión proporciona además, las implicaciones teóricas y prácticas y de igual manera, la inmunidad al cambio ha sido discutida.

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Introduction and research questions

The purpose of the study is to craft the relation between process model and change, this relation describes the ways of implementing change process by leader's knowledge sharing, and this sharing identifies the stages of change process, and these stages delineate the functional significance between organizational change and change implementation. The organizational life has been made inevitable feature by global, technological and economic pace, and many models of organizational change have acknowledged the influence of implicit dimensions at one stage or more stages of organizational change process (Burke, 2008; Wilkins & Dyer, 1988), and these models imitate different granular levels affecting the process of organizational change, and each level of them identifies distinctive change implementation stages (By, 2005). A model of organizational change in Kurt Lewin's three steps change process context was introduced in this study; which reflects momentous stages in change implementation process. Kurt Lewin's model is the early fundamental planned change models explaining the striving forces to maintain the status quo and pushing for change (Lewin, 1947). To change the "quasi-stationary equilibrium" stage, one may increase the striving forces for change, or decrease the forces maintaining the status quo, or the combination of both forces for proactive and reactive organizational change through knowledge sharing of individual willingness with the help of stimulating change leadership style.

The Lewin's model was used from an ethnographic study assumed for the investigation of the Lewin's model for change development, mediates implementation and leadership initiatives for change in complex organizations. The focus of this research on (i) how Lewin's change model granulates change, (ii) how knowledge sharing affects the change implementation process, (iii) how employees involve in change and willingness to change, and (iv) how leadership style affects the organizational change process in organization.

Model of organizational change

Process model

The organizational change explains the movement of an organization from the known (current state) state to the unknown (Desired future state) state. This is because the future of this

change is uncertain and may concern the people's worth, coping abilities, and competency, so the people of the organization do not support change unless they are convinced against the status quo (Cummings & Worley, 2003). The organization may have invested heavily for status quo; subsequently resisting change will take place to avoid uncertain future of organization. Consequently, the necessary actions are to be taken to motivate employees. For this purpose, the study explores the loop of organizational change process through a series of events, which focuses on fundamental steps taken for implementation of change. The model has been categorized into loops of leadership, management and organization. This process is being initiated through Lewin's (1947) three steps change model denoting the step by step phases of unfreezing, changing and refreezing, so employees are being involved and instructed by leaders regarding the issues related to change process (Porras & Robertson, 1992). This subsequence process of change elaborates the varying outline sequence upon the essential stages of change (Bate, Khan, & Pye, 2000). The reprisal in the process Burke (2008) and Whelan-Berry, Gordon, and Hinings (2003) underlined the importance of leadership before launching each phase at each stage of change. The leader's ethicality may be one of the most important sources for change from employees as Durand and Calori (2006) stated the ethics of leadership in change process. Yet, this study does not examine explicitly the role of leadership ethics or importance in spontaneous undergoing change process (Armenakis & Harris, 2009).

In this study the organizational change will be referred as planned change. In context of process model of change, the culture has been recognized by theorists as moderator for organizational change. As Burke (2008) identified the Burke-Litwin model from different process theorists for the culture of organizational change.

Organizational change and Lewin's model "unfreezing"

Change management defined by Moran and Brightman (2001) as 'the process of continually renewing an organization's direction, structure, and capabilities to serve the ever changing needs of external and internal customers'. Changing does not depend on size and age but occurs thoroughly in all businesses. The world changes very fast, so the organizations must have to be changed quickly for the development and surviving of the organization (Alvesson & Sveningsson, 2008). The Models and theories have been proposed for driving changes

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