



UNIVERSITY OF JYVÄSKYLÄ

**ELSS840**

**S1L4**

**Leading Change**

- change theory & models of change

Institute of Educational Leadership

University of Jyväskylä

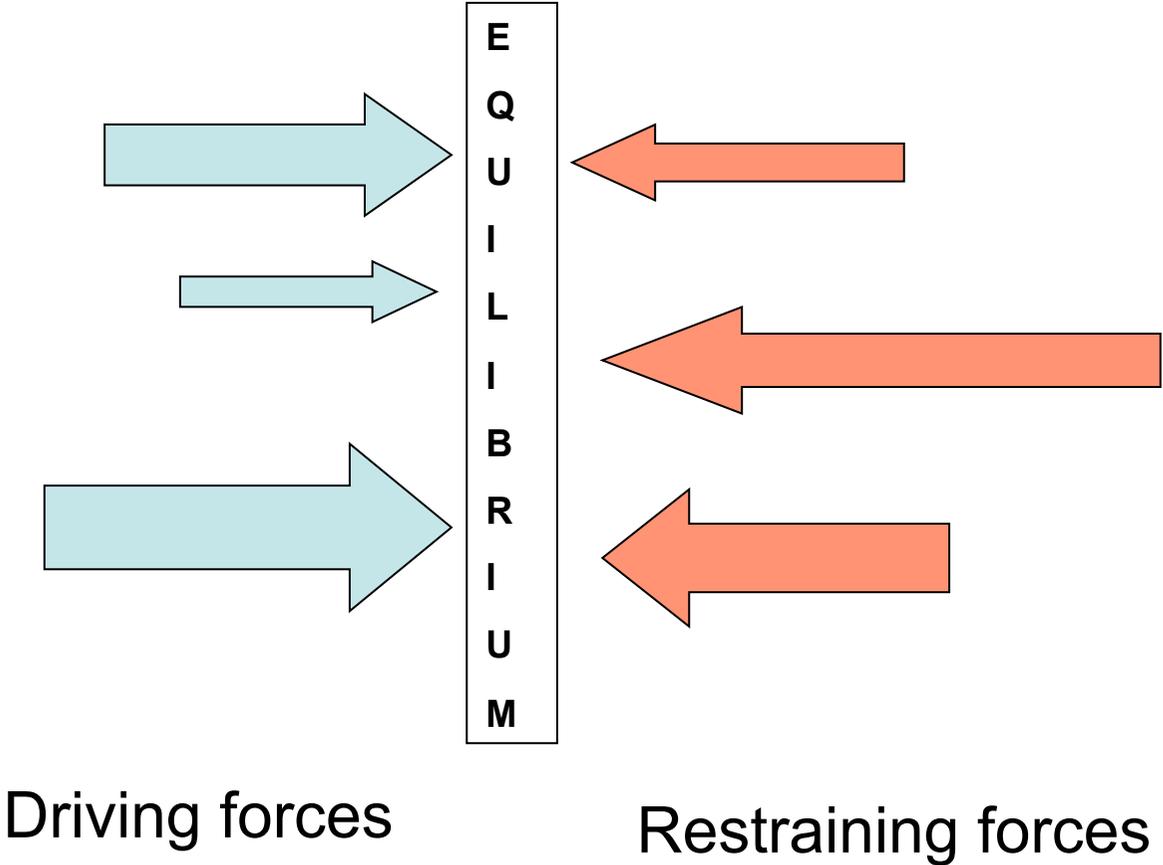
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# Force field analysis

- Analytic approach to understand a change situation
- Developed by Kurt Lewin
- It sees a social or organizational status quo as a state of equilibrium resulting from the balance between two opposing sets of forces
  - = forces for change - driving forces
  - = forces for remaining unchanged – restraining forces



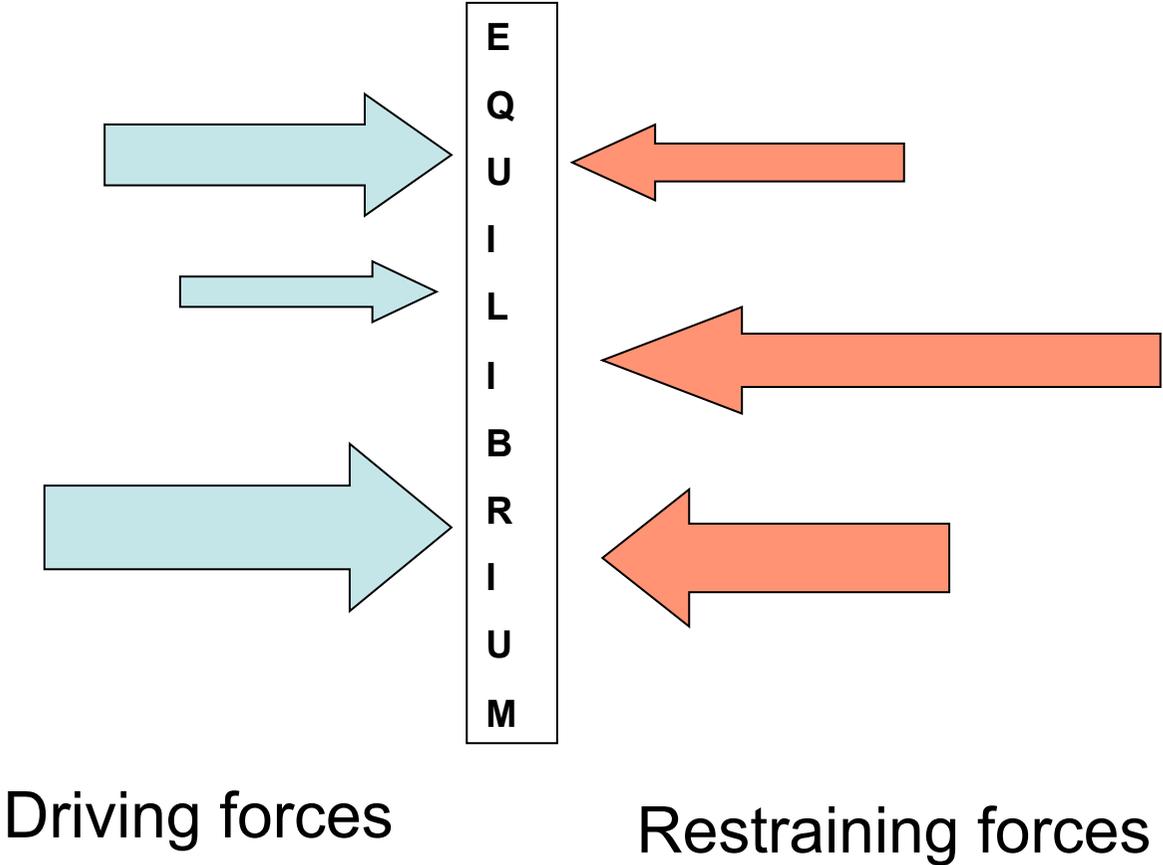
# Force field analysis



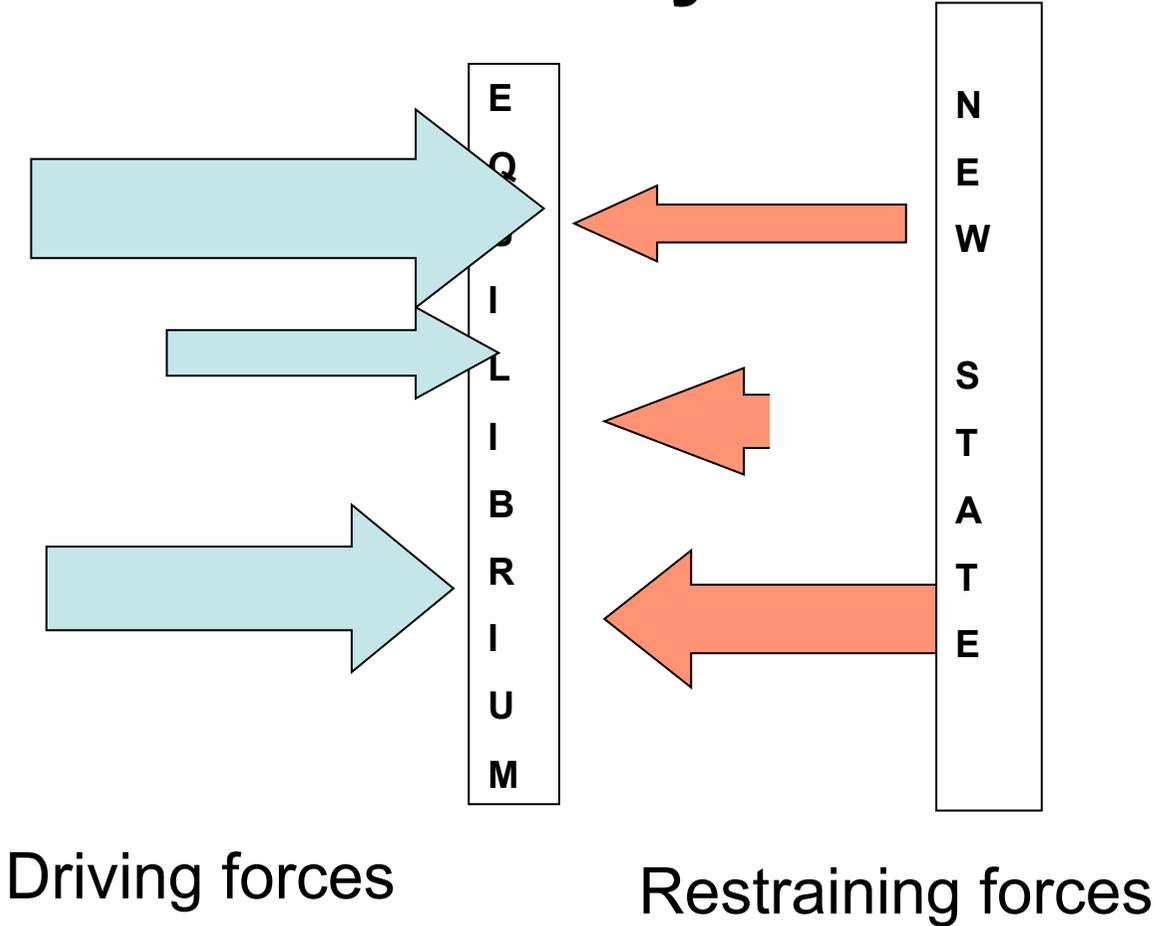
Driving forces

Restraining forces

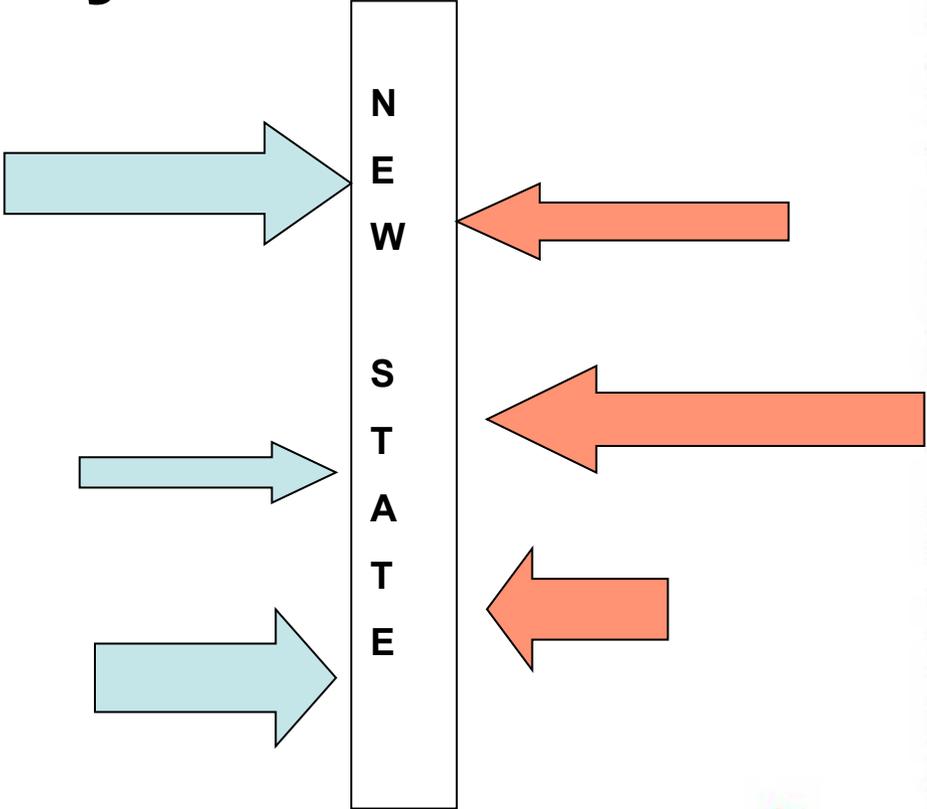
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# The classic: Change process by Kurt Lewin (1972)

## 1. Defreeze

- need for change, motivation, breaking old habits
- remove restraining forces (Force field theory)

## 2. Change

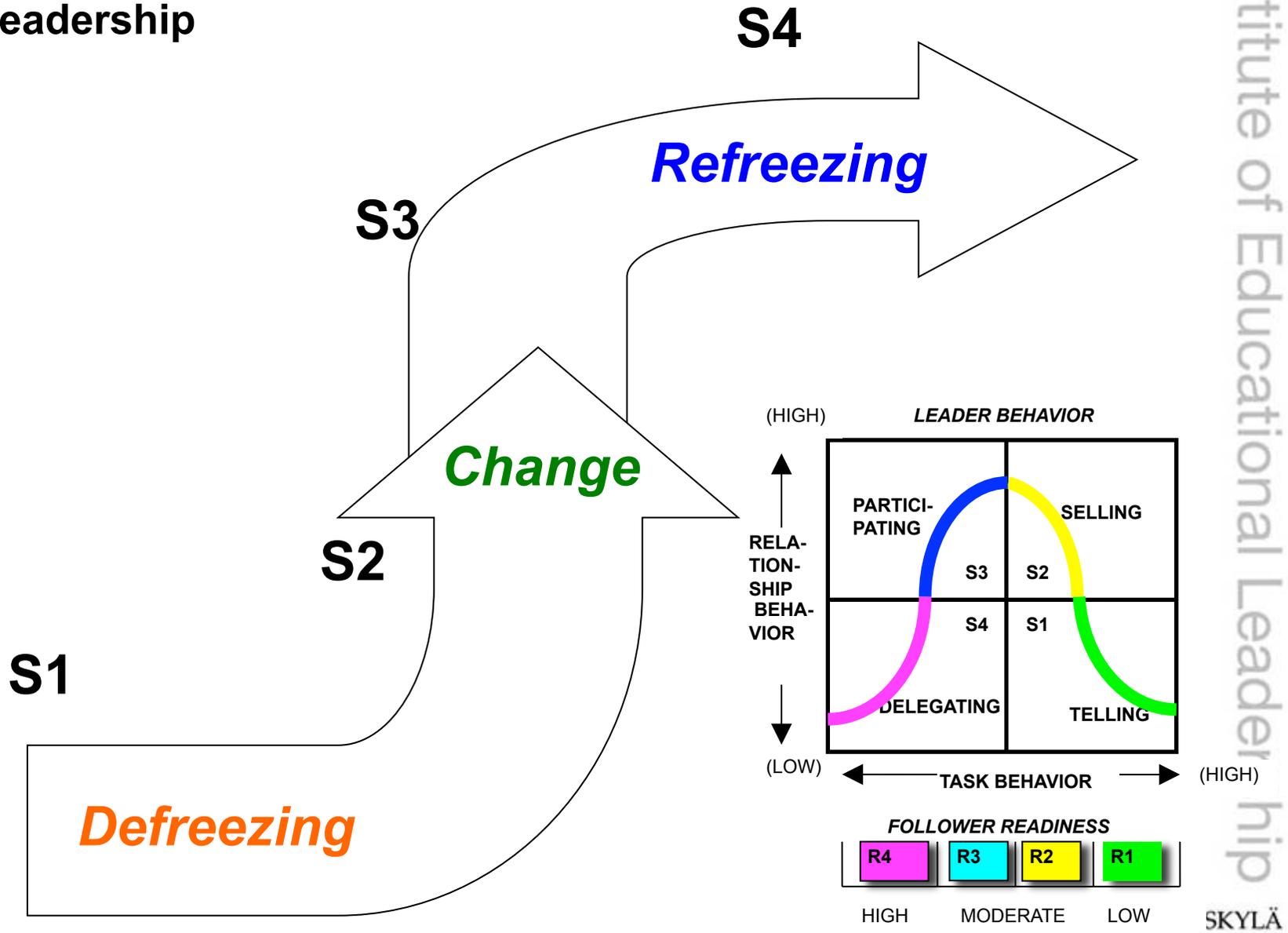
- support and strengthen change
- internalize change

## 3. Refreeze

- new way of work takes form and stabilizes



# Combining Lewin's theory to Situational Leadership



# Evolution and revolution as organizations grow (Greiner, 1972)

- ❏ Problems in organizations are rooted more in past decisions than in present events.
- ❏ Historical forces shape the future of the organization.
- ❏ Organizations fail to see that many clues to their future success lie within their own organizations and their evolving states of development.



# Phases in the evolution and revolution model

- ❏ Evolution describes prolonged periods of growth where no major upheaval occurs.
- ❏ Revolution describes periods of substantial turmoil in organizational life.
- ❏ As an organization develops, each evolutionary phase creates its own revolution.
- ❏ The nature of the management decision determines whether an organization will move to the next stage of evolutionary growth.



# Evolution and revolution in organizational life by Greiner

