



GC-ECM: Approaches to Change Management

LEARNING OBJECTIVES

- To understand the main theories and models of change management
- To understand how and why coaching is critical to the change management practices
- To use change management principles to develop a Flipt based change process

ICF COMPETENCIES

A. Foundation

2. Embodies a Coaching Mindset

Develops and maintains a mindset that is open, curious, flexible and client-centered

D. Cultivating Learning and Growth

8. Facilitates Client Growth

Partners with the client to transform learning and insight into action. Promotes client autonomy in the coaching process.

[See all competencies](#)

APPROACHES TO CHANGE MANAGEMENT

Change Management is traditionally considered to be a theoretical framework to understand how teams and businesses effectively design and implement change processes within their organizations. While original research focussed attention primarily on large businesses making big changes that had an impact on many people and processes, we now appreciate that individuals also use change management principles when making personal changes.

The term “change management” is normally associated with the theoretical frameworks and strategies used by teams and leaders to bring about change within their organisations.

But change management can just as easily be applied to individuals. In fact, whether the change process is occurring in a workplace, a school, a family or personally, it is, at its heart, about moving from a current state to a desired future state. It’s about creating a new vision and planning a process to achieve that vision.

In organisations and businesses, the change process usually involves a combination of planning, methods and strategies in order to create some sort of improvement. It could be to create better project outcomes or lower costs, to increase employee productivity or satisfaction, or it could be about introducing new systems or initiatives. Whatever the reasons, companies are always looking for new and better ways to bring about change.

Over the years there have been many different theories and models developed and dissected in the quest for the best and most successful approach to change management, both for organisations and individuals. Some of these are:

- [Lewin’s Freeze Phases](#)
- [Kotter’s Eight-Step Strategy](#)
- [The Kubler-Ross Grief Cycle](#)
- [The Prosci ADKAR Model](#)

All of these frameworks have stood the test of time with many of them being used by organisations for over 30 years. Having said that, a lot has changed since Lewin published his Lewin's Freeze Phases model in 1949, and when Kübler-Ross first published **The 5 stages of grief** in 1969. Even since 1996 when the Harvard Business School published Kotter's book, *Leading Change*.

New approaches and ways of thinking about change are constantly emerging as change itself becomes more of a constant reality rather than a one of event. One of these new approaches has been coaching.

The establishment of the International Coaching Federation in 1995 is a moment we can choose to see as the beginning of coaching as a practice and a profession. It was also around that time that organisations began using external coaches to plan, facilitate and evaluate change management processes. Results from these engagements were often favourable, which encouraged companies to start employing their own internal coaches.

Fast forward to today and coaching is at the centre of most change management processes inside companies and organisations. Many companies only employ ICF accredited coaches, and some even go so far as to accredit their own internal coach training programs. According to Magdalena Mook, current CEO of the ICF, "Coaching is one of the most effective ways for companies to get everyone on board and aligned for change projects of any magnitude." She goes on to describe that coaches, with their unique attribute of putting the client into the driver's seat, have been identified as the most important element in the change process.

I think we can confidently say that coaching is now a widely acknowledged, researched and documented approach to successful change management - both for organisations and individuals.

In this module, we will look at various theories and models of change management and explore what it is about coaching that makes it so effective as an approach to change.

We will also look at how FliptIt can be used as a coaching framework for change, for anyone who wants to move from **a current state to a desired future state**.

FURTHER READING & RESOURCES

- [Article] [7 Fundamental Change Management Models](#)
Lucidchart
- [Wikipedia] https://en.wikipedia.org/wiki/Change_management
- [Book] [Change Anything!](#)
Kerry Patterson et al, Vital Smarts, 2011
- [Article] [Using Coaching to Equip your Team for Success](#)
Magdalena Mook, 2019
- [Article] [Coaching for Change](#)
Richard E Boyatzis, Melvin Smith and Ellen van Oosten
in HBR, 2019
- [TED Talk] [Start With Why](#)
Simon Sinek, 2014