

Types of CHANGE

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3 basic types of change (E. Schein)

① EVOLUTIONARY

the change that occurs on almost daily basis in every organisation and that goes largely unnoticed by its members or at least not considered as disrupting established ways of doing things

② REVOLUTIONARY

the change that is forced upon on organisations by outside forces and that often implies a struggle for survival or against the loss of identity.

3. PLANNED

the change that is used to adapt to environmental challenges to ensure the effectiveness and health of an organisation with certain urgency, but without a major loss control. It usually involves a temporary loss of organisational stability, but the result is preconceived new state of stability

The three types are idealized, combinations of elements from more than one category are not uncommon.

Planned change - the limits of planning

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- Planning has its limits, as
 - you cannot truly know all features of a system before starting the change
 - nor can you know/predict the behavior of the system confronted with your intervention
- Therefore 'planning' focusses on:
 - vision (development of) → ^{strategy to} realise it
 - the social spaces for change work
 - creating mechanisms for intensified observation + reflection
 - resource planning (time, money...)