**Meaning of Intentional/Planned Change**

According to Kurt Lewin change theory in the 1940s, change was movement between discrete, fixed states. The classic model was of the system unfreezing, changing, and refreezing. This is no longer considered to be accurate, as systems and organizations never freeze. They are dynamic, always in a state of flux, and the stages of change constantly overlap.

What is the reality?

Organizations are always in motion. Change is always occurring, whether guided by the leaders or not. Change is not always planned nor desired. Those involved in controlling events or guiding change must always be aware of the nature of the networks within and around organizations. Forces that prompt change include the relationship of the organization with its environment, growth during its life cycle, and its internal and external struggle for power.

Change is ubiquitous in healthcare as an industry and within our organizations. Do you know what the big three model of change is all about?

The big three theory of change is the result of groundbreaking efforts by Rosabeth Moss Kanter—professor at the Harvard Business School. This theory focuses on various components that institute change in organizations.

**The Big Three Theory of Change comprises:**

* Three kinds of movement
* Three forms of change
* Three action roles in the change process

**Types of Movement**

Movement can be:

* Macroevolutionary—historical, related to whole industries, the movement of an organization as it relates to motion in its environment. The environment is always shifting due to geographical, political, economic, demographic, and social realties.
* Microevolutionary—developmental, related to the movement of parts of the organization as it grows, ages, and progresses through its life cycle. Momentum is created in an organization as it increases in size, and its members, values, and practices change.
* Revolutionary—the manipulation and struggle for power and control to make decisions or attain benefits from the organization. Over time, different stakeholders advance their own interests and make claims on the organization's resources.

**Forms of Change**

Change relates to:

* Identity—changes in the relationships between the organization and its environment; its assets and market; its relationships to customers and other organizations.
* Coordination—changes which involve the internal parts or configuration of an organization; the problems of shape and structure as it grows and ages.

Control—changes that stress the political dimension; which coalition is dominant in the organization, which set of interests predominate, who governs and sets strategy; ownership.