

The OrgChange.AI Nine-Square Grid™



The initial months spent developing the OrgChange.AI framework included an in-depth reading of every article published by the popular business press during 2023, 2024, and 2025 that mapped the three change impacts of people, process, and technology across three prevalent change models: John Kotter's eight phases, Lewin's unfreeze/change/refreeze, and PROSCI's ADKAR.

The three change impacts were defined as follows:

- **People:** Effects on the workforce culture, motivation, skills, diversity, well-being, trust, and engagement.
- **Process:** Changes to business procedures, operations, governance, and decision-making structures.
- **Technology:** Adoption or transformation of digital infrastructures, cloud platforms, IT architecture, data, cybersecurity, and automation.

An enlightening 2025 article compared Kotter, Lewin, and ADKAR to explore the foundational principles, strengths, and limitations of each model. It provided a baseline for AI-enabled adaptations.¹

An insightful masters thesis analyzed generative AI's effects on communication, learning, and adoption within Kotter, ADKAR, and McKinsey's 7S frameworks.²

An instructive blog post suggested artificial intelligence as a "fourth dimension" of people, process, and technology frameworks.³

There were zero articles published that cross-applied change impacts against the three change models. The OrgChange.AI Nine-Square Grid™ was designed to do just that.

The grid offers a structured approach for applying the core change impacts of people, process, and technology across established change management models – Kotter's Eight Steps, Lewin's Three-Step Model, and PROSCI's ADKAR.

- **Kotter's Eight-Step Model:** Focuses on execution, emphasizing urgency, coalition-building, and clear communication. Without these, change efforts risk stagnation or confusion.
- **Lewin's Three-State Model:** Offers a simple yet effective structure – unfreeze current behaviors, implement change, and refreeze to embed new norms.

¹ Sideways 6. *Change Management Models: Lewin, Kotter, and ADKAR Compared*. 2025. ([Link](#))

² Houston Jackson, Dana. *An Interdisciplinary Look at Generative AI Impacts on Workplace Communication, Learning, and Planned Organizational Change Models*. Seminar Paper, University of Wisconsin-Platteville. January 17, 2025. ([Link](#))

³ Salian, Usha. *Beyond the Triangle: Rethinking the People, Process, Technology (PPT) Framework for Organizational Change*. MargOnlin 2025. ([Link](#))

The OrgChange.AI Nine-Square Grid™

- **PROSCI's ADKAR Model:** Centers on individual adoption through five states – Awareness, Desire, Knowledge, Ability, and Reinforcement. It ensures people are not just informed but equipped and motivated to change.

Each cell of the grid represents a specific, actionable focus area. This isn't about managing change generically; it's about understanding precisely *where* and *how* to intervene.

Change Model → Change Impact ↓	Kotter's 8 Steps	Lewin's 3 Stages	ADKAR
People	Square 1. “Urgency & Awareness” AI's role in urgency creation, vision communication, and stakeholder buy-in.	Square 2. “Unfreezing & People Management” How AI helps “unfreeze” mindsets, guide through change, and “refreeze” behaviors.	Square 3. “Awareness & Knowledge Sharing” How AI builds awareness, desire, knowledge, ability, and reinforcement at the individual level.
Process	Square 4. “Coalition Building & Process Design” AI's role in streamlining change steps, tracking milestones, and reinforcing wins.	Square 5. “Changing & Process Transformation” AI tools that support process redesign during “change” and stabilize workflows in “refreeze.”	Square 6. “Desire & Process Optimization” AI in process mapping, workflow automation, and reinforcement mechanisms.
Technology	Square 7. “Vision Communication & Technical Infrastructure” AI as an enabler for digital transformation aligned with Kotter's steps.	Square 8. “Refreezing & Technical Integration” AI tools that facilitate technical readiness, adoption, and stabilization.	Square 9. “Ability & Technical Enablement” AI in technical training, adoption analytics, and reinforcement dashboards.

Each cell is named to reflect the intersection of a change model's core idea with a critical organizational dimension. This naming convention provides immediate clarity. For example, Square 1, “Urgency and Awareness,” directly links Kotter's imperative to establish urgency with the foundational need to make people aware of the change's necessity. Similarly, Square 5, “Changing & Process Transformation”

highlight's Lewin's active change phase and its direct application to overhauling existing business processes.

An organization's change initiative can be located within one or more squares on the grid.

Kotter

- **Square 1 – People (Urgency & Awareness):** Establish urgency by clearly communicating why change is critical. Link external pressures and internal opportunities to personal relevance, driving awareness and engagement.
- **Square 4 – Process (Coalition Building & Process Design):** Build a guiding coalition to shape and redesign core processes. Ensure the right stakeholders are involved to drive alignment and execution.
- **Square 7 – Technology (Vision Communication & Technical Infrastructure):** Define and communicate a compelling future state enabled by technology. Identify and invest in the foundational infrastructure required to realize the vision.

Lewin

- **Square 2 – People (Unfreezing & People Management):** Prepare the workforce by breaking down resistance and fostering readiness. Use empathy and open dialogue to build understanding that current methods are no longer sufficient.
- **Square 5 – Process (Changing & Process Transformation):** Implement new workflows and revise procedures to align with desired outcomes. Focus on redesigning how work gets done to support the change.
- **Square 8 – Technology (Refreezing & Technical Integration):** Ensure new systems are fully embedded into daily operations. Solidify technology adoption to establish a stable, sustainable new norm.

ADKAR

- **Square 3 – People (Awareness & Knowledge Sharing):** Ensure individuals understand the change and have access to essential information. Prioritize targeted communication and foundational knowledge to build clarity and readiness.
- **Square 6 – Process (Desire & Process Optimization):** Drive buy-in by optimizing workflows to be more intuitive and beneficial. Streamlined processes increase appeal and support voluntary adoption.
- **Square 9 – Technology (Ability & Technical Enablement):** Deploy technology that empowers users to perform new tasks confidently. Focus on intuitive design, accessibility, and support tools that build practical capability.