

BMIH6013

Organisational Consultancy

Change Management Plan Development
Managing Resistance to Change

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Today's Learning Objectives

- Understand the stages of implementing organisational change
- Identify barriers to successful change implementation
- Explore key change management models
- Evaluate the consultant's role in managing change

Recap

What did we discuss last week?

Last Week

Model / Tool / Framework	Primary Topic / Purpose	Key Use
5 Whys	Diagnosis	Root cause analysis of simple or isolated issues
McKinsey 7S	Diagnosis & Strategic Planning	Internal alignment across structure, systems, etc.
Star Model	Diagnosis & Strategic Planning	Organisational design & interdependent levers
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Kotter's 8 Steps	Change Management	Structured model for leading change
Lewin's Change Model	Change Management	Unfreeze–Change–Refreeze model
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*We've 'diagnosed' the problem, and
'planned' a solution, now...*

- we implement*
- we manage change*

What is Implementation?



- Turning strategy into action through planned activities and resource use



- Aligning people, processes, and systems to support change



- Often the most challenging stage – where many initiatives fail



- Requires clear leadership, communication, and accountability

Question?

What do you think some of the main barriers to implementation are in an organisation?

Barriers to Successful Implementation





It is not the strongest or the most
intelligent who will survive but those
who can best manage change.

Charles Darwin

quote fancy

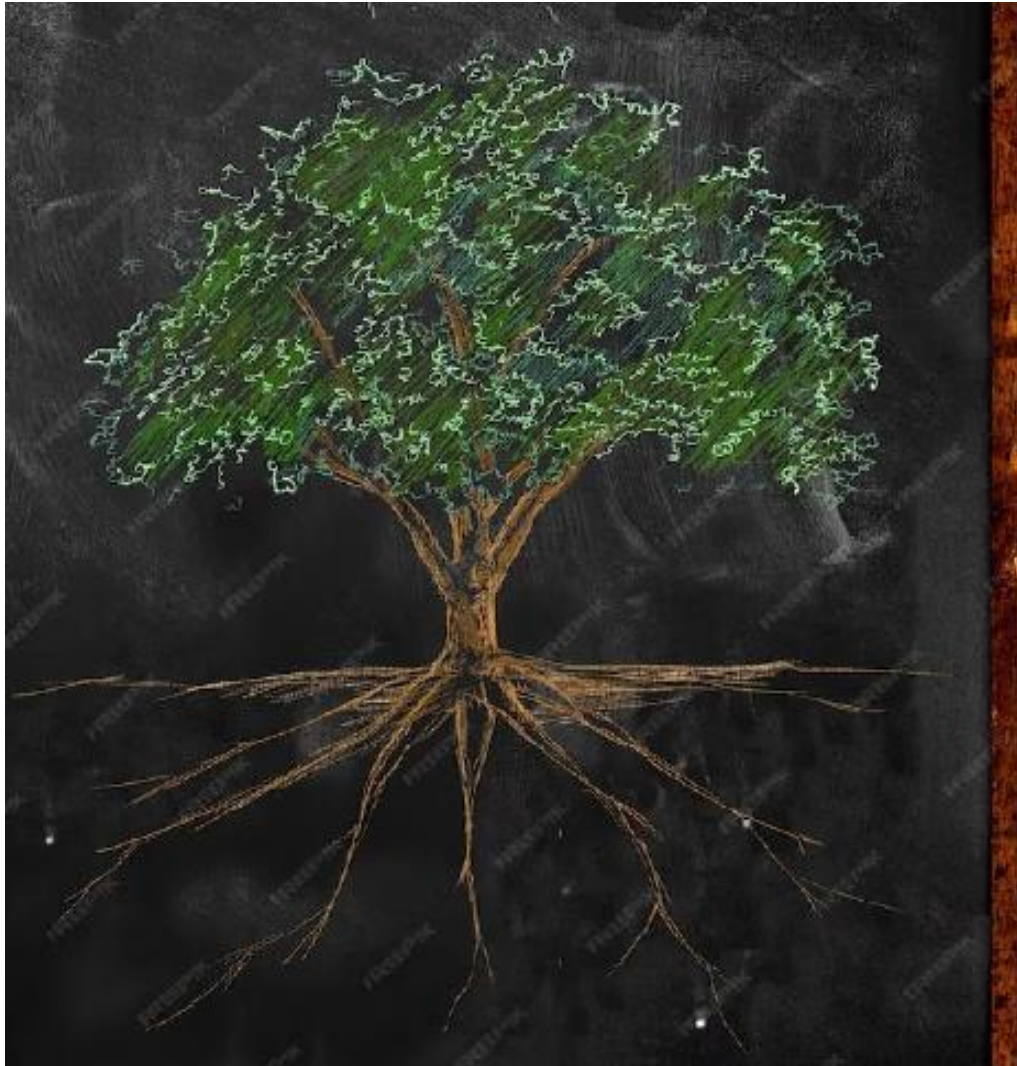
Understanding Change Management



Change management is the systematic approach to dealing with **change** in an organisation. It involves understanding the need for change, planning and implementing change initiatives, and managing resistance to change. In the hospitality industry, change management is essential to keep up with evolving customer demands, market trends, and technological advancements.

Successful change management in the hospitality industry is based on several key principles. These include **effective communication** to engage and inform employees, creating a **culture of continuous learning** to foster adaptability, involving employees in the change process to increase ownership, and providing **support and resources** to facilitate the transition.





Impact on Organisational Culture

Change has a significant impact on organisational culture. It can disrupt established **norms and values, leading to resistance and conflicts**. However, change also presents an opportunity to **reshape the culture and align it with new goals and values**. Organizations must carefully manage the cultural aspects of change to ensure a smooth transition.

Understanding Resistance to Change

Resistance to change is a natural response when organisations undergo transitions. It can stem from fear of the unknown, loss of control, or perceived negative impacts on job security. *Awareness* of these factors is crucial in managing resistance effectively.



Questions:

How do we reduce resistance to change in an organisation?

What can we do as the consultant to help minimise resistance and ensure change is embraced?



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We need an effective 'Change Management Plan'!

*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*

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Take a break...

Change Management Theories are essential for organizations to navigate through transformations successfully. These theories provide frameworks and strategies to effectively manage and implement change. Understanding these theories is crucial for leaders and managers to lead change initiatives and ensure organisational success.



Lewin's Change Model

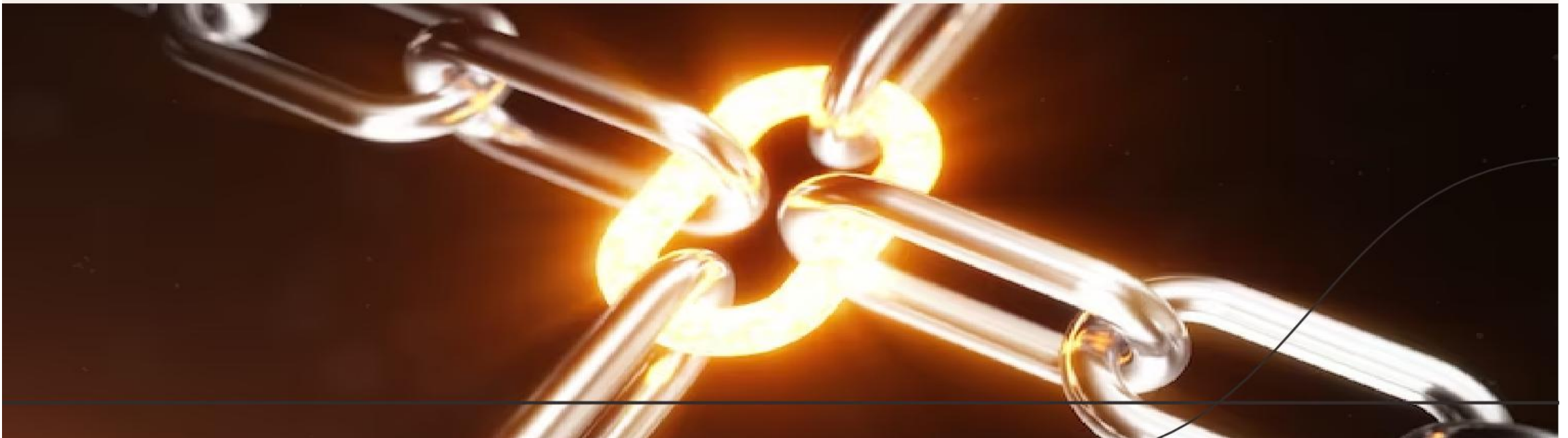
Lewin's Change Model provides a structured approach to managing change within organisations. It consists of three stages: **Unfreeze**, **Change**, and **Refreeze**. Each stage plays a crucial role in ensuring a smooth transition and long-term sustainability of the desired changes.





Stage 1: Unfreeze

During the **Unfreeze** stage, organisations must create a sense of urgency and **unlearn** old behaviours, beliefs, and processes. This stage involves identifying the need for change, communicating it effectively, and preparing employees for the upcoming transformation.





Stage 2: Change

The **Change** stage focuses on implementing new processes, structures, and behaviors. It requires effective leadership, clear communication, and active employee involvement. This stage can be challenging, but it is essential for driving sustainable change and achieving desired outcomes.

Stage 3: Refreeze



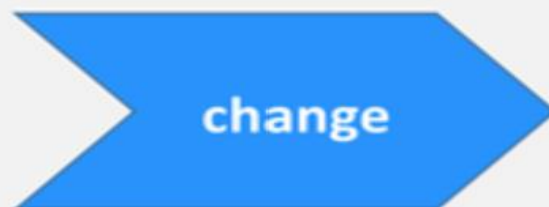
In the **Refreeze** stage, the new changes become the norm and are solidified within the organisation's culture. This stage involves reinforcing new behaviours, providing ongoing support, and aligning systems and processes to sustain the desired transformation.

LEWIN'S CHANGE MODEL

Lewin's Three Stage Change Process – Practical Steps



- Determines what needs to change
- Ensure there is strong support from management
- Create the need for change
- Manage and understand the doubts and concerns



- Communicate often
- Dispel rumors
- Empower action
- Involve people in the process

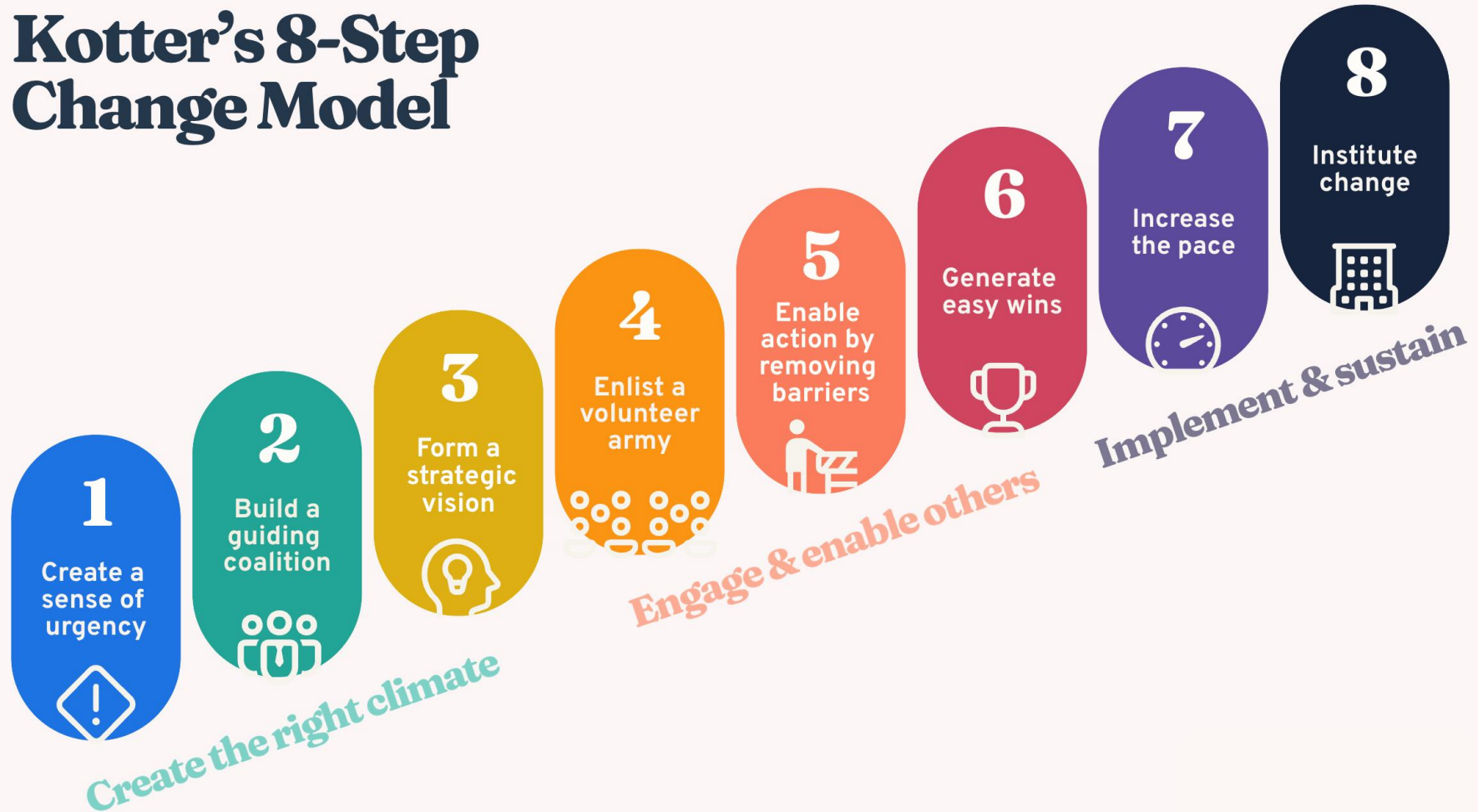


- Anchor the changes into the culture
- Develop ways to sustain the change
- Provide support and training
- Celebrate successes

Kotter's 8-Step Process provides a structured approach to change management. It involves creating a sense of urgency, forming a powerful coalition, developing a vision, communicating the vision, empowering employees, generating short-term wins, consolidating gains, and anchoring change in the culture. This process enables organisations to effectively plan and execute change initiatives.



Kotter's 8-Step Change Model



Stage 1: Create a sense of urgency

Establish a compelling **case for change** that highlights the need for immediate action. Communicate the risks of inaction and the potential benefits of successful change.



Step 2: Form a Powerful Coalition

Build a **strong and influential team** of change agents who possess the necessary skills and authority to drive the change process. Foster collaboration and alignment among coalition members.





Step 3: Create a Vision for Change

Develop a **compelling vision** that outlines the desired future state of the organisation. Clearly communicate the vision to all stakeholders and inspire them to embrace the change.

Step 4: Communicate the Vision

Effectively **communicate the change vision** to all employees, ensuring clarity and understanding. Use various channels to reach different audiences and address potential concerns.





Step 5: Empower Employees

Empower **employees** by removing obstacles, fostering a supportive environment, and providing the necessary resources and training. Encourage autonomy and ownership in the change process.



Step 6: Generate short term wins

Celebrating early successes
Demonstrating the benefits of change
Building momentum and reinforcing commitment

Step 7: Consolidate Gains

Consolidate the **gains** achieved during the change process by embedding new practices and behaviors into the organizational culture. Ensure that the change becomes the new norm.





Step 8: Anchor the Change

Anchor the change by establishing **mechanisms** to sustain the new initiatives and prevent regression. Continuously monitor progress, provide ongoing support, and make adjustments as needed.



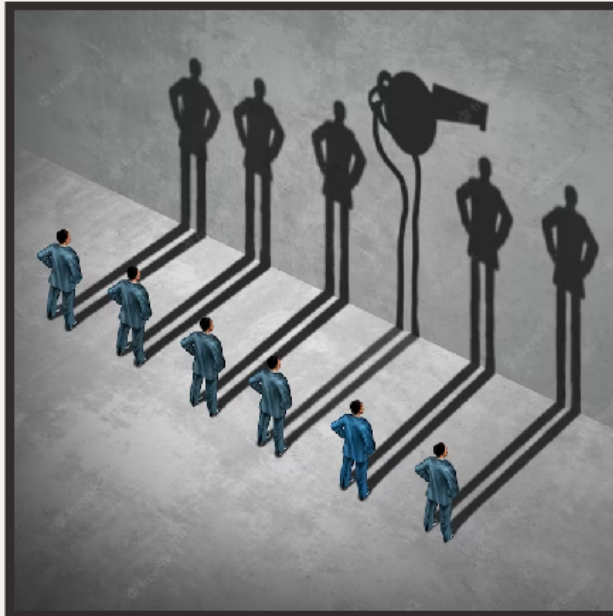
Detailed video:

<https://www.youtube.com/watch?v=22coAwMD9M0>

Watch in your own time!

ACTIVITY :

So, let's reflect, what would you consider as the key elements to effective change management? (Your Top 5!)



Key Elements of Change Management

Change management comprises several key elements:

Leadership that champions the change

Clear communication to engage stakeholders

Employee involvement to foster ownership

Training and support to build necessary skills

Monitoring and feedback to track progress

Clear and transparent communication is essential in overcoming resistance. *Effective communication* helps employees understand the reasons behind the change, the benefits it brings, and addresses any concerns or misconceptions they may have.



Remember ‘**Effective Stakeholder Communication**’ – who do you need to inform of change, how much power do they have, how will you communicate with them?



Building a Supportive Culture

Creating a supportive culture is crucial to overcoming resistance. By fostering a culture of *openness, collaboration, and trust*, organizations can encourage employees to embrace change and actively participate in the transformation process.

Empowering Internal Change Agents

Change agents are trusted individuals within the organisation who advocate for and facilitate the change process.



They help translate strategy into action by:

Acting as liaisons
between leadership
and staff

Communicating
updates and
addressing concerns

Modeling desired
behaviours and
promoting buy-in

The Right Kind of Change Agent

Respected by
peers

Open to
innovation

Strong
communicators

Committed to
the change
initiative

Simple example:

Front desk supervisors trained as change agents can help introduce a new check-in system by coaching staff and gathering feedback.

Change Management Plan Development

Developing a comprehensive change management plan involves:

Identifying stakeholders and their roles

Assessing risks and impacts of the change

Creating a communication plan to engage stakeholders

Designing training programs to build necessary skills

Establishing a feedback mechanism for continuous improvement





<https://youtu.be/DIV4zy4iwPw?si=xiSjZXGdWaZUeufz>

ACTIVITY:

Where can we look to see if change has been successful?

How do we measure the success of change in an organisation?

Measuring the Success of Change

Measuring the success of organisational change is essential to evaluate its impact and make necessary adjustments. Key metrics include:

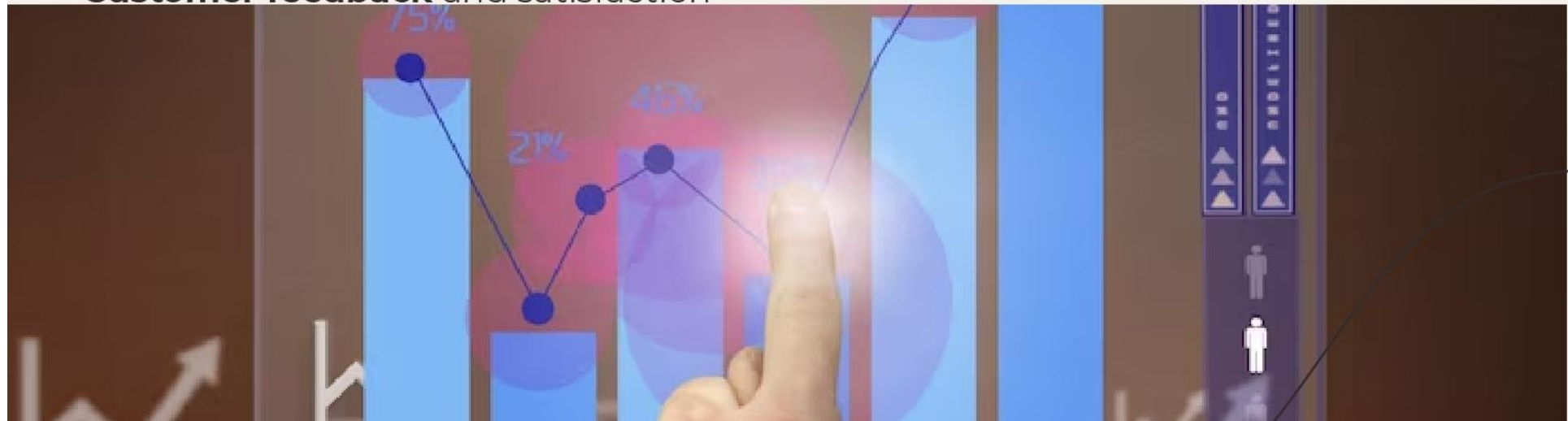
Employee satisfaction and engagement

Adoption rate of new processes or systems

Productivity and efficiency improvements

Financial performance indicators

Customer feedback and satisfaction



Building Change Resilience

Change resilience refers to an organisation's ability to adapt and thrive in the face of change. It involves developing a ***flexible mindset, fostering a culture of continuous learning, and building resilient teams.*** By building change resilience, organizations can embrace change as an opportunity for growth and innovation.



Group Activity: Implementation Planning

Scenario: Your hotel client is introducing a new digital check-in system.

Task:

1. Identify key stakeholders
2. Outline 3 actions/ideas to support the change
3. Address 2 possible barriers
4. Suggest 1 way to measure success

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Any Questions?



Next Week...

Mid-Semester: Monday 27th – Friday 31st October 2025

Lectures begin: Monday 3rd November 2025-Stakeholders and Stakeholder Theory

Thank You For Joining

Enjoy the Mid-Semester Break!

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