

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Change

Presentation with slide notes

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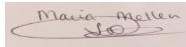
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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:

A rectangular box containing a handwritten signature in dark ink. The signature appears to read "Maria Mellen" followed by a stylized flourish.

Date: 17.10.21

CHANGE MANAGEMENT

LEARNING OBJECTIVES

- To understand change in organisations
- Internal and external drivers of change
- Factors that enable and hinder change
- Change models to support change management
- The impact of positive work relationships in change processes
- Communication needs
- Support required by stakeholder
- How to implement and monitor change in organisations

INTRODUCTION

- Change is a constant process in numerous organisations, and it is driven by different external and internal factors (CIPD, 2021).
- Most of the initiatives are unsuccessful, with long-lasting and harmful effects.
- ROLE OF LINE MANAGERS:
 - ☐ Communicate the changes to their employees.
 - ☐ Know how to answer questions regarding the key messages.
 - ☐ Decide how often the communication must happen and how important it is to keep the employees informed.
 - ☐ Identify and manage resistance.
 - ☐ Help staff to adapt to change.
 - ☐ Facilitate a smooth transition

Change is a constant process in numerous organisations, and it is driven by different external and internal factors (CIPD, 2021). Nevertheless, most of these initiatives for change are unsuccessful and sometimes limit the organisation's people and potential, and the effects may be long lasting and harmful. In order to avoid this, it is crucial that the people professionals understand the issues and learn methods to assist change management actions.

For change to be successful within organisations, it is important to highlight the role of the line managers

(Campbell, 2021). They are expected to:

- Communicate the changes to their employees.
- Know how to answer questions regarding the key messages.
- Decide how often the communication must happen and how important it is to keep the employees informed.
- Identify and manage resistance.
- Help staff to adapt to change.
- Facilitate a smooth transition.

WHAT IS CHANGE MANAGEMENT?

'Systematic approach and application of knowledge, tools and resources to deal with change, defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment' (Rees and Hall, 2016).

Less than 60% of the organisations meet their objectives

HR plays a vital role in successful change management

(Wilkinson and Taylor, 2016)

The Society for Human Resource Management defines change management as the *'systematic approach and application of knowledge, tools and resources to deal with change, defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment'* (Rees and Hall, 2016).

According to research by the CIPD, less than 60% of the organisations meet their specific objectives, leading to a failure of their initiatives. HR plays a vital role in successful change management, since it is involved in

both controllable and uncontrollable aspects (Wilkinson and Taylor, 2016).

DRIVERS FOR CHANGE IN ORGANISATIONS

INTERNAL

- New leadership
- Poor performance
- Employees' skills

(Tahir, 2019)

EXTERNAL

- Economic
- Legal
- Social

(Rees and Hall, 2016)

Organisational change happens for different reasons: sometimes they have a choice to whether change or not, but other times they are forced to do so (Rees and Hall, 2016). In this aspect, we can find numerous drivers for change, internal and external:

INTERNAL DRIVERS:

They are usually management decisions designed to achieve specific performance outcomes (Rees and Hall, 2016). Some of the internal drivers in organisations are:

New Leadership: It involves most of the times new vision, new strategies, and new working culture within the organisation. (Tahir, 2019).

Poor performance: Change will happen in job roles and responsibilities of the employees to ensure their performance improves.

Employees' skills: Change will be successful as long as the employees' capabilities are in line with the new change strategy.

EXTERNAL DRIVERS:

One of the ways of examining the external drivers for change is PESTLE, which stands for Political, Economic, Social, Technological, Legislative and Environmental (Rees and Hall, 2016). They are reflected as opportunities or threats in a SWOT analysis, which combined with PESTLE, can provides us with information for strategic decision-making.

Economic: The economic situation of a region will influence in the spending of customers, for instance, and there might be also a change on the rates of unemployment, inflation, and interest. Organisations should plan some actions to react to these.

Legal: In the past 18 months we have seen an increase of changes in legislation due to the Covid-19 pandemic, where businesses have had to adapt to new legislation in terms of furlough (Legislation.gov.uk, 2021b) or Health and Safety (Legislation.gov.uk, 2021a).

Social: Due to the pandemic, some businesses like high street fashion retailers have had to adapt to different lifestyle patterns, introducing other products such as home wear (Zara, 2021).

ORGANISATIONAL FACTORS ENABLING OR HINDERING CHANGE PROCESSES

Factors that enable change

- Clear vision
- Employee engagement

Factors that hinder change

- Lack of effective programme management regulations
- Poor communication

ORGANISATIONAL FACTORS THAT MIGHT ENABLE CHANGE PROCESSES (Shmula.com, 2017).

Clear Vision: Everybody in the organisation must understand why change is needed and what the expected outcome of the project would be. It must be easy to communicate and clear.

Employee engagement: Every member of the organisation has to be part of the process, otherwise the project will not succeed. The organisation must focus on ensuring that individual employees participate in the

company's transformation.

ORGANISATIONAL FACTORS THAT MIGHT HINDER CHANGE PROCESSES (CIPD, 2021).

There are also some key factors that might have a negative impact on change management (CIPD, 2021):

Lack of effective programme management regulations:
This can cause missing deadlines or not achieving desired goals.

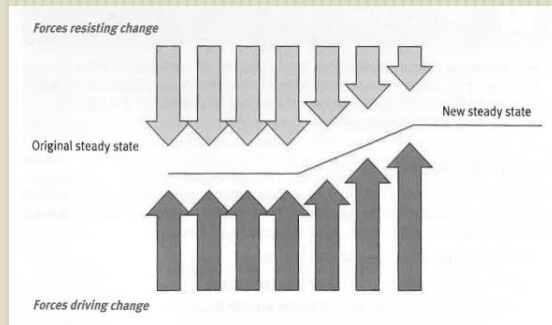
Poor communication: This can be linked to employee resistance which may lead to strikes.

CHANGE MANAGEMENT MODEL I: LEWIN'S THREE PHASE MODEL (Rees and Hall, 2016)

THREE-PHASE MODEL



FORCE-FIELD ANALYSIS



In order to support change management, different authors have come up with theories or models. I am going to explain two of the most important ones:

LEWIN'S THREE-PHASE CHANGE MODEL

Kurt Lewin's model is dated 1951 and focuses on modifying the psychological aspects of behaviour. It has three phases (Rees and Hall, 2016), which describe a system of clear and interconnected processes.

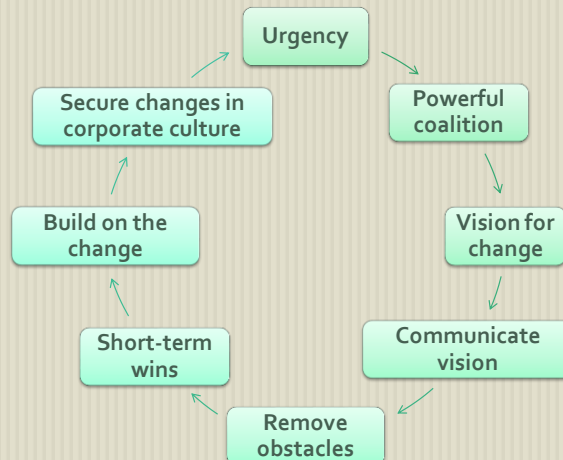
1. Unfreezing: Decreasing the refusal to change by

- understanding and admitting the need for change.
2. Movement: Acquiring additional ways of thinking to promote the conducts needed for change to happen.
 3. Refreezing: Keeping stable by reinforcing and emphasising the new change circumstances.

Effective change management will be increased once the key stages for change management are identified and understood, thanks to the better-informed decisions made by the managers about what procedures to use (Rees and Hall, 2016).

Lewin also developed the *Force-field analysis*, a method that diagnoses the forces for and against change. There are both internal and external forces that will resist change and also forces which will encourage it. When there is a balance between the 'for' and the 'against' forces, it is a stable situation. On the other hand, when the driving forces increase or the restraining forces decrease, change will take place, moving the organisation to the new steady state, as we can see in the image (Rees and Hall, 2016). This model has been contemplated in other change management models.

CHANGE MANAGEMENT MODEL II: KOTTER'S EIGHT-STAGE CHANGE MODEL (Rees and Hall, 2016)



John Kotter defined in 1996 a change management model for large organisations which includes eight stages (Rees and Hall, 2016):

1. Create urgency around the need for change, by having an open dialogue about the marketplace and competition, identifying threats and opportunities.
2. Form a powerful coalition with a strong leadership and supported by influential people within the organisation.
3. Design a vision for change, with ideas and solutions,

with a clear aim.

4. Communicate the vision, promoting understanding and commitment, and leading by example.
5. Remove obstacles to empower the people needed to implement the changes.
6. Create the short-term wins, to motivate and ensure future support.
7. Build on the change, by carrying on looking for improvements after every win, identifying what went well and what did not.
8. Secure the changes in corporate culture, by maintaining the support of the organisation's leaders.

This model emphasises that creating a culture which promotes change helps to receive constant feedback to make the model a continuous process.

HOW POSITIVE WORK RELATIONSHIPS CAN SUPPORT CHANGE PROCESSES

More gratifying job

High level of support (Vensure HR, 2021)

Close and supportive teams are more productive (Mindtools, 2021a)

Involve:

- Respect
- Trust
- Self-awareness
- Inclusion
- Open communication

Positive work relationships are important as they make the job more gratifying. Close and supportive teams are more productive (Mindtools, 2021a).

They also promote a high level of support and it will be more probable for others to agree on changes that need to be implemented (Vensure HR, 2021).

They involve respect, trust, self-awareness, inclusion, and open communication (Mindtools, 2021a):

Respect: Valuing each other's contributions and finding solutions based on mutual understanding and creativity.

Trust: When trust is in place, thoughts and actions are open and honest.

Self-awareness: Being responsible for own's actions.

Inclusion: Welcoming different opinions to influence the decision-making process.

Open communication: The more effective the communication, the better the connection between team members.

HOW POSITIVE WORK RELATIONSHIPS CAN BE BUILT AND MAINTAINED (Forbes, 2020)

1. Open communication between leaders and employees
2. Allowing the employees to become leaders
3. Demonstrating honour and kindness in the daily actions
4. Showing the employees who you are, not your job title
5. Taking a genuine interest in the team
6. Sharing values and goals
7. Using Emotional Intelligence when addressing to employees
8. Addressing mistakes straightforward
9. Supporting the employees
10. Being a role model

Forbes asked the members of the Young Entrepreneur Council about ways of earning and keeping employees' trust in times of change. These are:

1. Open communication between leaders and employees: Being honest and calm about what the organisation is going through and without making the employees panic or putting blame on others.
2. Allowing the employees to become leaders: Showing that leaders understand they will have to be replaced in the future, giving everyone the hope that they can

be leaders too, acquiring new responsibilities, becoming a part of the organisation's success.

3. Demonstrating honour and kindness in the daily actions: Respecting everyone around and avoiding gossip.
4. Showing the employees who you are, not your job title: Showing them that as a leader you have their best interests at heart, which will build trust, unity and will encourage cooperation. This will motivate them to perform better, feeling part of a company they care about.
5. Taking a genuine interest in the team: Asking them about their personal life, their goals and how to help them to achieve them. This way the team will feel appreciated.
6. Sharing values and goals: Leaders should turn their personal values into corporate values, and it should be communicated to the employees.
7. Using Emotional Intelligence when addressing to employees: Talking about fears and emotions, but with the right amount of sympathy and empathy.
8. Addressing mistakes straightforward: Communicating clearly about the process, explaining what happened and what the plan is to fix it.
9. Supporting the employees: Show them you will be there in case they need you.

10. Being a role model: Especially in difficult times, so they may copy the behaviour.



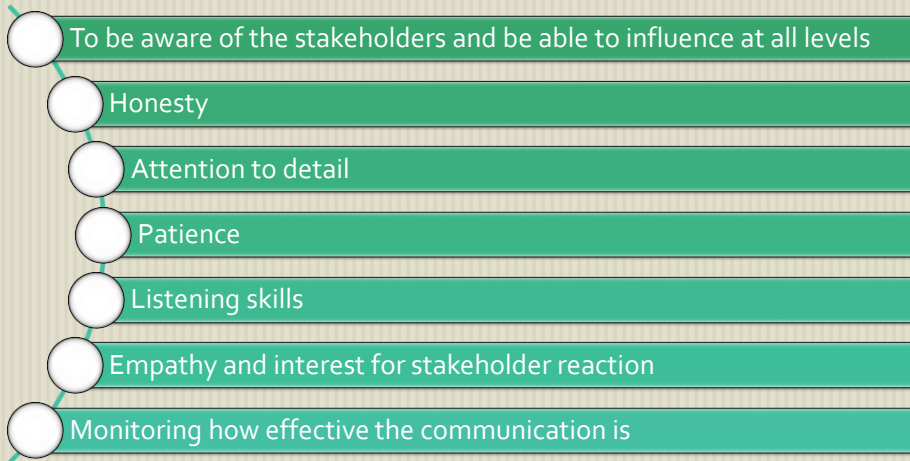
It has been established that communication is key throughout any change process and it is usually the responsibility of the HR professionals to make sure that suitable communication tools are employed and that are effective (Wilkinson and Taylor, 2016). Some of these methods of communication are:

- Top-down channels: Usually the senior managers talk to the employees, or letters are sent to the employees.
- Bottom-up channels: The employees participate and generate ideas, through collective consultation or

workshops.

- Two-way discussions: One-to-one meetings take place between the employees and their line managers or HR department where the personal implications or concerns are discussed.

ACTIONS TO BE CONSIDERED WHEN COMMUNICATING CHANGE WITHIN AN ORGANISATION (Wilkinson and Taylor, 2016)



- * To be aware of the stakeholders and be able to influence at all levels: HR must take into consideration not only the employees but also senior managers, as they have to be committed to communicate the changes, even coaching them in effective communication.
- * Honesty: All stakeholders will demand consistent, honest, and current information, even if it is not good news.
- * Attention to detail: Creating a communication plan with all the information the stakeholders need, such as:
 - The need, nature, and background of the change.
 - To whom it will affect.
 - Training/redeployment implications.
 - Effects on quality of work/life.
 - Consequences for recruitment and work patterns.
 - The suggested rate and timing for implementation.
 - The estimated benefits and adverse effects of the change.
- * Patience: The same message might need to be delivered more than a few times.
- * Listening skills: Ensuring it is a two-way communication and the employees are given the chance to ask questions and express any concerns.

- * Empathy and interest for stakeholder reaction: Being able to ensure the stakeholder understands the change.
- * Monitoring how effective the communication is.

SUPPORT THAT MIGHT BE REQUIRED BY DIFFERENT STAKEHOLDER GROUPS (Wilkinson and Taylor, 2016)



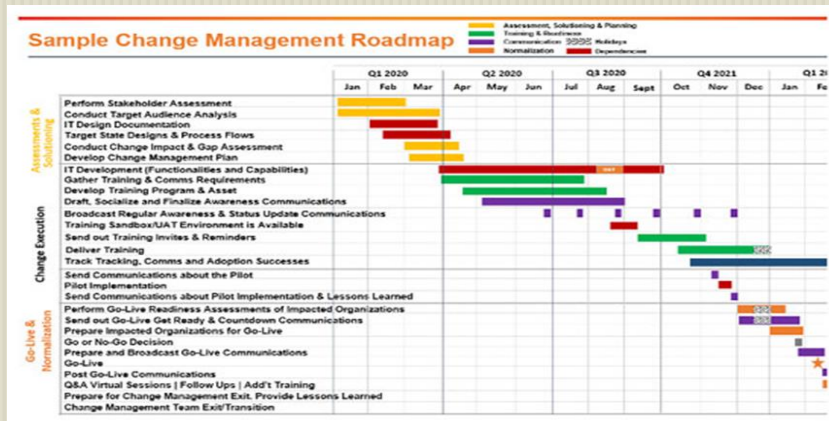
- ✳ Showing the employee awareness of the external factors that affect the organisation and educate them on how to react to the customers' expectations and opinions.
- ✳ Offering development opportunities where employees can be innovative.
- ✳ Making training sessions available to all employees who need to fill any skills gaps resulting from a change initiative.
- ✳ Coaching and mentoring for the stakeholders who are finding challenging the change process.

HOW TO PLAN FOR CHANGE (SHRM, 2015)

	BARRIERS	TECHNIQUES	GUIDELINES
PHASE 1: DESIGNING CHANGE	- Limited beliefs - Overconfidence - Absence of quality data - Limited stakeholder engagement	- Employee questionnaires and outreach efforts - Methods of assistance - Outside-in planning procedures	- Conduct an up-to-date situation analysis - Design change for the future, not the present - Establish goals to be actioned by priority
PHASE 2: ENACTING CHANGE	- Missing experience - Lack of readiness - Organisational habits - Lack of incentives and employees' self-confidence - History of failed initiatives	- Experience evaluation - Stakeholder chart - Project management - Communication plan - Monitor the environment	- Expertise is the priority, not availability, in employee selection for the change team - Guarantee a senior-level change champion - Find and engage key stakeholders - Apply project management best practices - Observe the environment for changes and line them up with other proposals
PHASE 3: SUSTAINING CHANGE	- Lack of data to measure drive and change - Short-term pressure, non-existent flexibility - Incompatible values	- Planned situational records - Using current HRIS and employee surveys - Continuing project pre-failure situation	- Follow-up change impact and engagement of stakeholders - Look for occasions to tell the pre-change story - When expanding to new situations find proof that the initiative is not appropriate for the situation - Keep working to translate the general design goal into local behaviours

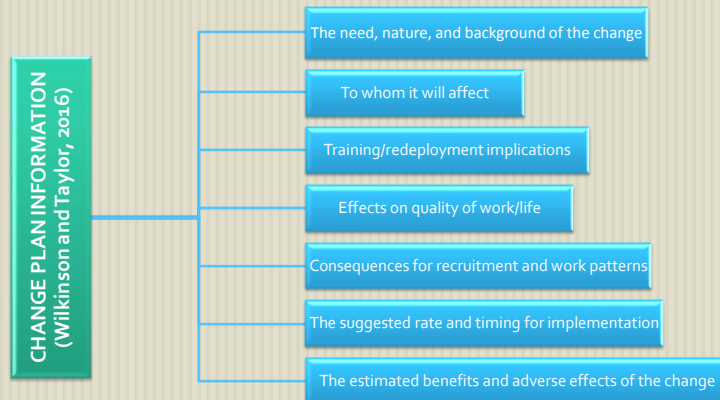
The Society for Human Resource Management divided the change management plan in three phases: designing, enacting, and sustaining (SHRM, 2015). It explains the barriers to overcome in each stage, along with techniques and guidelines for enabling change, as represented on the table.

WHAT A CHANGE PLAN LOOKS LIKE



AGS, 2021

SUMMARY OF BEST PRACTICE FOR IMPLEMENTING CHANGE PROCESSES I



According to Wilkinson and Taylor (2016), the main points of information that a change plan needs are as follows:

- The need, nature, and background of the change.
- To whom it will affect.
- Training/redeployment implications.
- Effects on quality of work/life.
- Consequences for recruitment and work patterns.
- The suggested rate and timing for implementation.
- The estimated benefits and adverse effects of the change.

SUMMARY OF BEST PRACTICE FOR IMPLEMENTING CHANGE PROCESSES II

BEST PRACTICE ACTION CHECKLIST (CMI, 2014)

- Agree the strategy to implement.
- Agree timeframes.
- Prepare a detailed implementation plan.
- Choose a team of change champions.
- Establish good programme management practices.
- Clear communication.
- Guarantee participation and help to reduce stress.
- Make personal the reason for change.
- Be ready for conflict.
- Motivate the employees.
- Develop skills.
- Maintain drive (momentum).
- Monitor and evaluate.

The Chartered Management Institute has also created a Best Practice Action Checklist to provide some guidance on how to implement changes in the organisations (CMI, 2014). The main actions are:

- Agree the strategy to implement, determined on the objectives set, and deciding to which scale the changes will be introduced (by department, organisation-wide).
- Agree timeframes, with start and end date.
- Prepare a detailed implementation plan with the

heads of the departments, in line with the agreed strategy and timeline.

- Choose a team of change champions, which should include not only the people who will be involved in the design and delivery of the change, but also those affected by it.
- Establish good programme management practices, such as monitoring progress to keep the programme on schedule, carry out a risk analysis, keep track of costs, have an emergency budget in place, and establishing rules regarding communication sharing, decision-making and reporting.
- Clear communication to encourage the stakeholders' positive engagement with the goals of the programme. Report early wins and celebrate success.
- Guarantee participation and help to reduce stress, being as frank as possible about the effects of change.
- Make personal the reason for change, so employees feel they own the programme as it progresses.
- Be ready for conflict in order to manage it successfully, as people react to stressful situation in different ways.
- Motivate the employees with different types of rewards.
- Develop skills, both technical and interpersonal, at all

levels in the organisation.

- Maintain drive (momentum). When initial enthusiasm is weakening, develop strategies to give fresh motivation, like quick wins.
- Monitor and evaluate the results against what was established in the original plan, in case some measures need redesigning.

TECHNIQUES FOR MONITORING CHANGE PROCESSES AND ASSESSING THE IMPACT OF CHANGE I

PROSCI'S CHANGE MANAGEMENT MEASUREMENT STRATEGY (2021)

- Change management activities to be completed.
- Outcome at individual and organisational levels.
- Project team and change management team to outline measures.
- Results to be used to adapt the change management approach to achieve goals.

Prosci (2021) carried out a research project on measuring change management, where trends emerged about what the measurement strategy should consider:

- Change management activities that must be completed.
- Their outcome at individual and organisational levels.

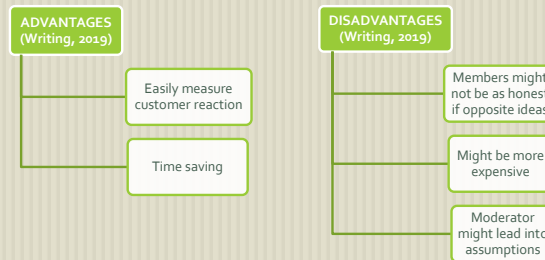
The project team and change management team should outline the most meaningful measures along with how often they should be collecting and reviewing data. The results obtained will be used then to adapt the change management approach to make sure the goals are

achieved. The research produced some common metrics, two of which I will analyse as follows.

PROCESSES AND ASSESSING THE IMPACT OF CHANGE II

FOCUS GROUPS

- Groups of volunteers who answer questions about a particular initiative (Writing, 2019)
- Promote dialogue and discussion (Perkins and Woodhams, 2016)



FOCUS GROUPS

They are usually groups of volunteers who answer questions about a particular initiative. (Writing, 2019)

They promote dialogue and discussion, allowing researchers to discover opinions and attitudes about a specific topic (Perkins and Woodhams, 2016).

Advantages: Easily measure customer reaction

(Writing, 2019) It saves a lot of time in terms of gathering information.

Disadvantages: Not as in-depth as other type of research

(Writing, 2019) The members might not express their honest opinion if it is opposite to the ideas of another participant.

They can be more expensive as sometimes the participants will have to be somehow compensated.

Moderator might lead participants into assuming conclusions about

the initiative.

PROCESSES AND ASSESSING THE IMPACT OF CHANGE III

TRAINING EFFECTIVENESS MEASURES (Jay, 2021)

To determine if the training helps the employees.

To check to effect it has on the organisation's performance and to determine the training's return on investment.

To find out issues in the training programme and correct them.

One of the most important models is the Kirkpatrick's Four-level Training Evaluation Model

Kirkpatrick's Four-Level Training Evaluation Model



SUMMARY

- Importance of line managers
- Definition of change management
 - Drivers for change
- Factors that enable/hinder the process
 - Models of change management
- Positive work relationships in change initiatives
 - Communication needs
 - Stakeholder support
- Best practice of implementation
- Techniques for monitoring and assessing change

In order to understand the change management process within an organisation, I have firstly talked about change in general and the importance of the role of the line managers when implementing it.

Subsequently, we have talked about what Change Management is, the drivers for change and the factors that might enable or hinder the process, explaining two models which support change management within an organisation.

I have highlighted how positive working relationships can support change initiatives, and how these may be built

and maintained. After that, we have looked into the communication needs and the support the stakeholders might need for change to be successful.

And lastly, I have touched on the factors to consider when implementing change initiatives and best practice of the implementation, evaluating two techniques for monitoring, and assessing change processes and their impact.

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