

The book cover features a central dark grey horizontal band with the title 'MANAGING CHANGE' in white, uppercase, sans-serif font. Above and below this band are light grey areas with a repeating geometric pattern of interlocking cubes or diamonds, creating a 3D effect with varying shades of grey.

MANAGING CHANGE

Jodie Barnett

LEARNING OUTCOMES

- 1** Be able to understand key principles, theories and models concerning to change.
- 2** Understand the importance of communication and relationship management when managing change processes.
- 3** Knowledge of how to plan, implement and monitor change.

INTRODUCTION

✓What is change management

✓Why consider “change”?



✓Importance of managing change effectively

(SHRM, 2020) defines change management as *“The systematic approach and application of knowledge, tools and resources to deal with change. Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment”*.

(Taylor & Woodhams, 2016) states that organisational change is key and is a unescapable issue in today’s business world. All organisations can not afford to stand still as there are always new challenges to face and a better way for accomplishing these.. Organisational change is a necessary and an inevitable part of providing an effective and appropriate service. Every management of change process should be planned and implemented with care to avoid causing more harm than good (MindTools, 2020).

(CIPD, 2020a) argues that change is constant in many organisations, driven by a number of different forces. Research shows that many change initiatives fail to achieve their proposed outcomes with the effects of this potentially causing long lasting devastation. This highlights the importance of those involved with managing change have an understanding of the issues and be able to equip themselves with

techniques to support change management initiatives.

There are many organisational factors that can initiate the need for change, (Rees & Hall, 2016) outlines the following triggers for change:

- growth challenges i.e. global markets
- economical declines and stronger trading environments
- strategic changes
- technological changes
- competitive forces, including mergers and acquisitions
- customer forces due to instable markets
- changes in government legislation

Management of change is a structured approach that ensures changes are implemented thoroughly and smoothly with a desired influence. (MindTools, 2020) refers to the four core principles to successful organisational change:

1. Understanding
2. Planning
3. Implementation
4. Communication

It is worth noting that even the best change plans can suffer deterrents with some employees being resistance to change. Therefore, it important that these concerns are acknowledged, understood and addressed.

INTERNAL INFLUENCES

Examples



Installation of new technology and systems



Employees' terms and conditions



Changes to work location



Restructure of jobs

(Rees & Hall, 2016) argues that organisations face many Internal factors which play a major role in initiating change. It is important to understand the difference between internal and external factors when considering change, with the significant difference being that internal factors are normally management decisions which are considered to enhance or improve a certain performance outcome. It is important to involve and check in with employees throughout any organisational transformation.

(CIPD, 2020b) refers to the need to carry out a SWOT analysis (Strengths, Weaknesses, Opportunity, Threat) as part of a strategic or planning process. The SWOT tool can be used when ascertaining the internal/external factors to determine what supports and what is unfavourable in achieving the organisational objective.

New technology/systems

More than ever organisations need to be tech-savvy and this requires a digital transformation. Organisations introducing new technology can have an adverse affect on the motivation of its employees as there is a fear that new systems will replace employees with businesses primarily focussing on the new system and not wholly contemplate the need to upskill its employees.

(People Management, 2018) argues that the introduction of new technology can be pivotal in enhancing a job role. Such a change can provide autonomy and allow more time for value-adding tasks.

Changes to work location

A change of work location is not often considered as a major change, however, many people will experience this change at some point in their careers. Such a change can have a negative impact on day-to-day tasks and so must be thoroughly organised.

(People Management, 2018) refers to need to consider important questions before implementing such a change. This includes:

- What is changing and the reason?
- who is impacted by this change and the benefit of it?
- Who needs to be involved in such a move?
- What happens on a daily basis that could affect the move?

Without considering such questions poses the potential for disruption to important processes within the organisation.

Changes to terms and conditions

(ACAS, 2020) emphasises the need for employee consultation when considering change. Such a process can help maintain performance and productivity through improved employee engagement. Those employees who are regularly consulted with will be better engaged and are likely to adapt better to change. This includes communicating information to employees on changes to contractual terms and conditions, providing employees with a voice to raise any concerns and highlight any points.

EXTERNAL INFLUENCES



(CIPD, 2020c) argues that organisations should carry out a PESTLE (Political, Economic, Sociological, Technological, Legal) analysis when identifying the external drivers impacting on organisations. Organisations can gain insight into the external influences which will have a bearing on their strategy and business decisions. This will allow HR and senior managers to consider any risks explicit to their industry and organisation, and use that information to apprise their decisions. Examples of external forces are:

Political

Policies and laws are dictated to organisations by our government – this could include government, tax and trading policies as well as laws such as environmental and labour. (HBR, 2019) refers to the impact of the Britain's imminent exit from the European Union and the impact this will have on businesses. It is unknown what the UK's longer-term relationship with EU will look like at the end of transition meaning there is a lot of uncertainty in terms of market access, the availability of migrant labour as well as product regulation.

Legal

Organisations will be required to change their working practices from January 2021

due to imminent employment law changes as a result of Brexit. (HR Zone, 2020) states that the new immigration regulations introduced in 2021 will require organisations to change their working practices including recruitment of EU citizens. The introduction of a new UK Immigration Points Based System will require organisations to have a sponsor licence in order to recruit non-settled and non-EU workers.

Environmental

Another impact of the nearing Brexit has included changes to meeting climate change requirements from 1st January 2021. Many businesses in the UK will be affected by key developments in climate change which include Aviation and emission's trading.

THE CHANGE PROCESS

There are many organisational factors that need to be taken into consideration during the change process, many of which may:

ENABLE CHANGE



HINDER CHANGE

What “enables” the change process

Trade Union partnership

Organisations that have a good working partnership with trade unions can promote implementation of a change process, where it is needed. Unions can play a pivotal role in encouraging their members to engage in organisational change as well as highlighting the benefits of such change. (CIPD, 2019) argues that trade unions continue to be a strong presence in the public sector. Mainly through the presence of foundations of collective consultation, strengthened by continued trust in many cases on with much emphasis on the term ‘partnership’.

Agile practices

Many organisations are being urged to clasp ‘agile’ working with (IES, 2018) stating that organisations should focus on adopting sustainable agile, inventive and resilient whilst instantaneously increasing employee engagement. Those that develop change-readiness and change-capability will crucially commence a journey towards ‘agile’ enabling them to embed change throughout the organisation.

What “hinders” the change process

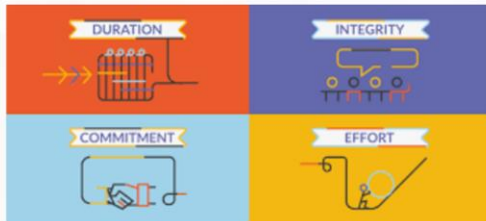
Transformations

Transformations are hard work and there are many factors to consider which may hinder change. (McKinsey, 2017) global survey argues that organisational transformations are not always successful at increasing their performance than they were many years ago. Many reasons for this include the failure to involve frontline employees as well as their managers in the process. A further survey suggested that in order for transformations to succeed, organisations must involve employee buy-in at all levels, including constant communication as well as adopting enhanced people strategies.

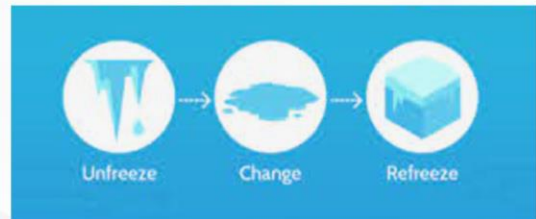
Rigid hierarchy

Many organisations are expecting employees without formal managerial responsibility to lead from the front line, an approach which can be referred to as 'distributed leadership,' however poor training and obstructive organisational structures are a cause for concern. (Real Business, 2014) argues that a fast-paced changing world requires a more circulated approach to leadership. Organisations need to improve their leadership capacity as a whole, by focusing efforts on understanding what kind of leadership their organisation needs and whether or not the structure will support it. Organisations require far more than one or two strong leaders at the top, instead, organisations need to invest in order to respond effectively to growing external challenges, especially, front line employees, to help take others with them on that journey.

CHANGE MANAGEMENT MODELS



DICE —Duration, Integrity, Commitment, Effort by BCG



Lewin's change management model

DICE framework by Boston Consulting Group

An organisation's capability to affect key change is progressively becoming a critical factor for competitive advantage – but managing change successfully is one of the biggest challenges. (Brightline.org, 2018) refer to the DICE framework as a basic formula that helps organisations understand whether certain change will succeed and if not, what needs to be adjusted in order to do so.

DICE is an acronym for - Duration, Integrity, Commitment and Effort.

It is designed to help leaders evaluate, discuss, and address key issues connected with the change process during the early stages to develop the prospect of success. Similarly, the statistically based neutrality of the framework provides both teams and leaders with influential voice to identify and engage on potential failures early on. This course of action enables an organisation to have a greater awareness of the weaknesses of any change and instead focus their efforts where needed.

Lewin's change model

(Mindtools, 2020a) argues that organisational change is inevitable regardless of size, age and industry. In a fast changing world, those organisations that manage change

well will succeed in favour of those who will struggle for survival. Change management is a common term in organisations but managing it well varies dependent upon the people, understanding of the change process, as well as the business nature,

Lewin's model was developed by Kurt Lewin in the 1940s and is still used today. This model is known as a three-stage change process, referred to as unfreeze, change, refreeze.

Unfreeze refers to the start of the process by building motivation for change.

Change refers to the effectiveness of communications as well as empowering people to adapt to new working practices.

Refreeze refers to the conclusion of the process where the organisation returns to a sense of solidity.

By adopting a model for change, organisations are able to prepare and manage the transition rather than the alternative of developing change blindly, potentially causing chaos and confusion.



(Mindtools, 2020b) refers to “good working relationships” requiring the following characteristics:

- **Trust** – trust is a two-way approach, team members/managers who develop trust, will apply an open and honest method which includes voicing and challenging business needs.
- **Self-awareness** - taking responsibility for any words and actions, and eliminating any negative emotions which could impact those around us.
- **Respect** - working together mutually respecting and valuing each others input. Finding resolutions based on combined vision, perception, and creativeness.
- **Inclusion** – allowing other peoples opinions and views welcomingly.
- **Communication** – effective relationships are dependant on open and honest communication which in turns will provide better connection.

They argue that feeling comfortable in the workplace gains confidence and in turn, people will feel valued, voicing opinions, brainstorming, and feel encouraged to go along with new ideas. Developing such a relationship is pivotal when it comes to embracing change, creation, and innovation.

In terms of successfully managing change, time and communication are the two key factors. Devising a hands on management approach will ensure large amounts of time and effort throughout the transition period will help people understand any changes, as well as feeling highly connected to the organisation.

(CIPD, 2020d) argues the need to develop an organisational culture as these matters offer a way for employees to understand their organisation, to gain voice and views, and to grow connections and common purpose. These organisations create agility and adapt better to any future change initiatives.

COMMUNICATION & SUPPORT

- FACE-TO-FACE
- WRITTEN
- TEAM MEETINGS
- Q & A SESSIONS



Kotter's 8-Step Change Model

(Reissner, 2014) states that effective communication is vital and should be an ongoing activity in any change initiative. They advise using the following strategies to all stakeholders affected:

- Q & A sessions to encourage employee voice and get questions answered – help reduce resistance
- Written, such as newsletters, to communicate and support any ongoing change process
- Team meetings to encourage input and keep informed about all aspects
- Face-to-face to support those who may feel change will have a negative impact on working lives

(Reissner, 2014) refers to Kotter's 8-step change model which stresses that change programmes need to be communicated in a way that replicates importance and urgency within the organisation over a continual period of time to those affected to ensure their involvement in making change happen.

Support

Depending on the nature of change, many could require different types of support in

order to initiate successful change. (CIPD, 2020a) refers to the need to effectively design and deliver new learning initiatives through mentoring and coaching as well as technological support should the change initiative require this. Employees will be encouraged to adapt to change should the organisation provide the necessary resources and tools for successful change.

At the centre of any change process should be the well-being of those involved – (CIPD, 2020e) argues that employee well-being should be at the centre of any change. Promoting well-being can help prevent stress and build positive working environments, in which, both individuals and organisations can flourish. Devoting in employee well-being can also lead to increased resilience.

PLANNING CHANGE

CHANGE MANAGEMENT COMMUNICATIONS PLAN TEMPLATE				
ORGANIZATION			CHANGE MANAGEMENT MODEL(S):	
CHANGE LEADER	TITLE & ROLE	PEOPLE/DEPARTMENTS		
Person 1				
Person 2				
Person 3				
EVENT OR ACTION		DATE EVENT OR ACTION WILL OCCUR	CHANGE LEADER(S) IN CHARGE OF	AUDIENCE
Announcement of change				
Initial training regarding change				
Kickstart Execution of change				
Action 4				
Action 5				

(Reissner, 2014) argues that any change programme has to be appropriate for its organisational context and how it operates. There are a range of factors that can determine how change is planned:

- Change content
- Timeframe for completion of change
- How critical the change is to the affluence and survival of the organisation

(Mindtools, 2020) states that there are several models that can be adopted when planning change including The Burke-Litwin Change Model which sets an approach to suit the organisational context.

When it comes to facilitating change, (SHRM, 2015) 'Leading effective change' guidance refers to the three phases that should be adopted:

1. Design the change
2. Enacting change
3. Sustaining the change

There are a number of designed change models that can be used but most assume that any change has already been well-defined, with many models providing minimum guidance. One thing is certain, designing change is a crucial part of the process. HR professionals will play a pivotal role in ensuring that any change is being designed for the right reasons.

Enacting any change requires a long-term commitment from a dedicated team with the change champion having a variety of essential skills including team leadership, budgetary, motivation as well as project management practices. It is important to establish a maintained momentum and ensure that communication is regular including with key stakeholders. Any environmental changes must be monitored and aligned with the change initiative.

(Reissner, 2014) argues that a key issue for managers is ensuring that any changes are sustained. Sustainability requires commitment from all those involved in the change from stakeholders to managers. Any change that has been fully thought through and holds a strong foundation that is regularly communicated and bought-in is the key to successful sustainability.

BEST PRACTICE

Prosci's **C**hange **M**anagement **P**lanning **C**hecklist

CIPD new **p**rofession **m**ap

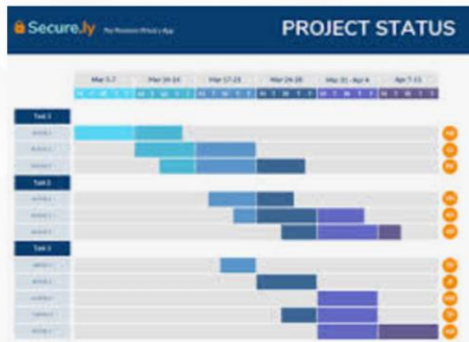


Adopting best practice initiatives is key to implementing change including (Prosci, 2020) checklist for change management planning formed from decades of well established research sets the foundation for organisations to include in their change processes. The checklist is devised to include ten questions to be considered when implementing change from **“Are You Using a Structured Change Management Methodology?”** to **“Have You Implemented Reinforcement Mechanisms?”**

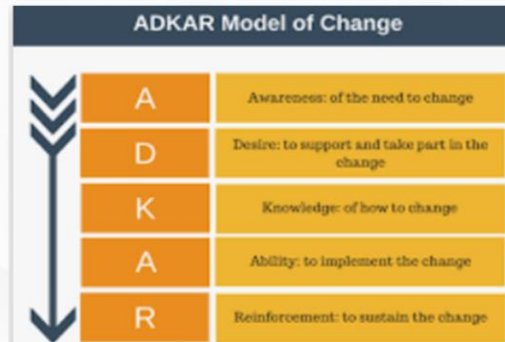
(CIPD, 2018) new profession map includes “change” as one area within the core knowledge – understanding how to effectively enable change. It explains how to take a planned and structured approach to change to ensure that it is effectively done providing an understanding on how to support people through change.

It highlights awareness of the tools and techniques associated with effective change and how to apply these ensuring that any change is managed effectively with minimum risk.

TECHNIQUES



Gantt charts



ADKAR model

Monitoring change is vitally important to ensure that the process is being implemented within the timeframe specified as well budget. Successful monitoring can be adopted through the use of techniques that should be identified at the early stages of any change plan.

(Daniel Lock, 2020) argues that there are a wide variety of change management monitoring techniques available for use and the technique chosen will depend on the nature and size of the change being implemented.

Gantt charts are used to allow for monitoring of the stages of any change to ensure that agreed deadlines are being met and help keep on track through the process.

The ADKAR model of change is a well-established tool used to help analyse organisational change. The model was created by Prosci creator Jeff Hiatt and is an acronym for - awareness, desire, knowledge, ability, and reinforcement.

REFERENCES

- CIPD. (2020a). Change management (Online) Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet#8098> (Accessed 22 November 2020)
- CIPD (2020b). *SWOT analysis* (Online) Available at: <https://www.cipd.co.uk/knowledge/strategy/organisational-development/swot-analysis-factsheet#8010> (Accessed 23 November 2020)
- CIPD (2020c). *PESTLE analysis* (Online) Available at: <https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet#8000> (Accessed 25 November 2020)
- MindTools. (2020). *The four principles of change management* (Online) Available at: https://www.mindtools.com/pages/article/newPPM_87.htm (Accessed 22 November 2020)
- People Management. (2018). *How to navigate the five most common changes at work* (Online) Available at: <https://www.peoplemanagement.co.uk/experts/advice/how-to-navigate-the-5-most-common-changes-at-work> (Accessed 22 November 2020)
- Rees, G., & Hall, D. (2016). *Managing change In*. Leading, managing and developing people, CIPD: London.
- SHRM. (2020). *Managing organisational change* (Online) Available at: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx> (Accessed 22 November 2020)
- Taylor, S. & Woodhams, C. (2016). *Studying Human Resource Management*. London: CIPD.

REFERENCES

- HR Zone (2020). *Employment law: how to ensure your business is Brexit ready for the new immigration system* (Online) Available at: <https://www.hrzone.com/perform/business/employment-law-how-to-ensure-your-business-is-brexit-ready-for-the-new-immigration> (Accessed 30 November 2020)
- HRB (2019). *Brexit is already affecting UK businesses* (Online) Available at: <https://hbr.org/2019/03/brexit-is-already-affecting-uk-businesses-heres-how> (Accessed 30 November 2020)
- CIPD (2019). *Employee relations: An introduction* (Online) Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet#6067> (Accessed 05 December 2020)
- IES (2018). *Change capability in the agile organisation* (Online) Available at: <https://www.employment-studies.co.uk/what-we-do/hr-network> (Accessed 05 December 2020)
- McKinsey & company (2017). *The people power of transformations* (Online) Available at: https://moodle.uwtsd.ac.uk/pluginfile.php/282465/mod_resource/content/1/The-people-power-of-transformations.pdf (Accessed 05 December 2020)
- Real Business (2014). *Rigid organisational hierarchy is main barrier to improving management* (Online) Available at: <https://realbusiness.co.uk/rigid-organisational-hierarchy-is-main-barrier-to-improving-management/> (Accessed 05 December 2020)

REFERENCES

- Brightline (2018). *Change is a part of any successful company's growth* (Online) Available at: <https://www.brightline.org/resources/change-is-a-part-of-any-successful-companys-growth/> (Accessed 05 December 2020)
- Mindtools (2020a). *Lewin's Change Management Model* (Online) Available at: https://www.mindtools.com/pages/article/newPPM_94.htm (Accessed 05 December 2020)
- Mindtools (2020b). *Good working relationships* (Online) Available at: <https://www.mindtools.com/pages/article/good-relationships.htm> (Accessed 07 December 2020)
- CIPD (2020d). *Organisational culture and cultural change* (Online) Available at: <https://www.cipd.co.uk/knowledge/culture/working-environment/organisation-culture-change-factsheet> (Accessed 08 December 2020)
- Reissner, S. (2014) *Leading change and development in organisations* In: G. Watson & S. Reissner, eds. *Developing skills for business leadership* London: CIPD, pp. 321-343
- CIPD (2020d). *Well-being at work* (Online) Available at: <https://www.cipd.co.uk/knowledge/culture/well-being/factsheet> (Accessed 10 December 2020)

REFERENCES

- SHRM (2015). *Leading effective change* (Online) Available at: <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Leading-Effective-Change.pdf> (Accessed 10 December 2020)
- Prosci (2020). *Organisational Change Management Checklist* (Online) Available at: <https://www.prosci.com/resources/articles/change-management-planning-checklist> (Accessed 10 December 2020)
- Daniel Lock (2020). *Change Management Tools and Techniques* (Online) Available at: <https://daniellock.com/change-management-tools/> (Accessed 11 December 2020)