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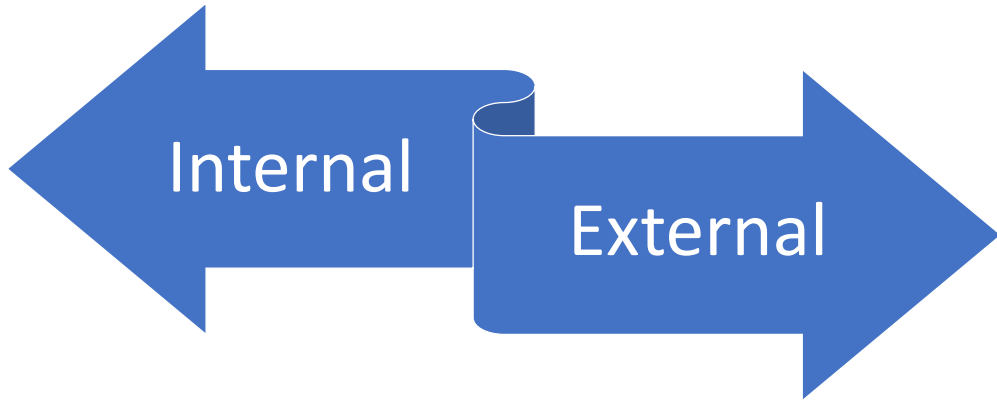
Change within an Organisation can range from a change of culture, systems, or processes and procedures. Change is unavoidable and can have a positive impact on an organisations stability and progress and on organisational improvement. According to Mindtools when managing change, it is imperative that a systematic approach is used to ensure that it is introduced properly and without difficulty.



Contents

- Internal and External Driving Forces of Change
- Organisational factors that enables & hinders change
- Change Management Models
- Positive working relationships.
- Communication needs of different stakeholders
- Best Practices
- Monitoring and measuring change.

Driving Forces of Change



Organisations within different sectors will all have alternative events or situations that will influence how the organisation functions. The situations or events are known as driving forces, they initiate change and are influenced through internal and external driving forces. According to (SHRM, 2017) organisations need to be consistently perceptive to ever changing environments and must be able to respond quickly and implement changes that will affect processes, products and people.

Internal Forces

Structural

Cultural

Leadership

Internal driving forces can be related and influenced by external forces, but they are controlled by the organisation. Examples of internal forces of change are:

Structural

The change of a structure within an organisation can be influenced by both internal and external elements. It can affect hierarchy, departments and goals. According to Mullins (2005) organisation structures need to be continually reviewed to ensure that it is relevant for the organisation and is consistent with its growth and development. Structural changes can occur through the change of organisational strategies and can lead to condensing the workforce which in effect will reduce costs.

Cultural

Culture within an organisation is important as it provides employees with an understanding of the organisation and it influences engagement and retention. Culture has been known to affect organisational performance and because of this it is important for organisations to continually review, assess and investigate ways of changing its culture and structure. As stated by CIPD (2021) for any type of change to be successful it is imperative that strategies and organisational culture are aligned.

Technological

Organisations must keep up to date with changes in technology by keeping its software and hardware up to date, by failing to do so the company will fail to contend with its competitors. The change in technology can be impacted by both internal and external factors. Technology impacts every aspect of a business and allows it to be organised and efficient. As written by (Clark and Preece, 2005) it is imperative that managers have an understanding of the rationale behind technological change and the purposes of which it is primarily used.

External Forces

Social

Political and Economical

Competitive

External forces relate to environments and institutions outside of the organisation. External forces cannot be controlled by the organisation, but it will need to adjust its goals, strategies and policies and procedures to accommodate the change. As informed by (Rees and Hall, 2016) external forces requires an organisation to respond quickly and requires a quicker response time in managers and employees responding to it. Most recently the COVID-19 pandemic has externally influenced the majority of change within organisations.

Examples of external driving forces are:

Social

Social factors can be influenced by demographics, lifestyles and change of tastes and trends. Organisations must be aware of the change in social preferences and adjust the way it operates in quickly and effectively in order to keep up with current trends.

Political and Economical

Government restrictions can impact the way an organisation operates and can force change upon it. for example, by adjusting the National Minimum Wage or corporation tax on products can impact on profits. Most recently Brexit has impacted the way that

UK businesses trades with the EU's single market.

Competitive

Competition affects organisations that offer similar products or services. A rival business can directly affect the organisation and competitive pressures force organisations into changing their strategies.



Organisational Factors that enable change

To achieve and implement successful organisational change, it is beneficial for all employees throughout the organisation to be involved and committed.

Change Management Plan

Before any change is undertaken, an organisation will need to have a clear and effective plan in place by using SMART techniques. A change management plan defines the change and aligns it with the organisational objectives. It also outlines the processes that organisations will take to implement and initiate change. As identified by (Ramos, 2016) a change plan is seen as a “roadmap” that highlights the route the beginning, the route that needs to be taken and the outcome.

Employee Engagement

Employees who feel they contribute towards their organisational goals and outcomes are committed, productive and motivated. This has a positive effect on other employees and encourages motivation across the board. When employees are engaged they go above and beyond their roles and are able to adapt better to change. As informed by (Pourran, n.d.) any form of change can be unsettling and distressing for employees, it is the responsibility of management to ensure that the transition process is as smooth as possible to encourage greater employee engagement.

Organisational factors that hinder change



During the change process it is beneficial to identify any possible obstacles that may arise. In order to do this it is advantageous for management to have an understanding of the potential barriers that may appear. The types of organisational factors that might hinder change are:

Individual resistance

Individuals resist to change because of the fear of the unknown. Change means adapting to new situations and learning new skills, this can leave employees feeling threatened and intimidated that they won't be able to understand what is expected of them. (CIPD, 2021) states that there are two vast types of resistance.

- Resistance to the content – this can relate to specific changes for example with technology or by implementing new reward systems.
- Resistance to the process – this refers to the way that change is implemented rather than the change itself. An example of this could be introducing change without prior consultations.

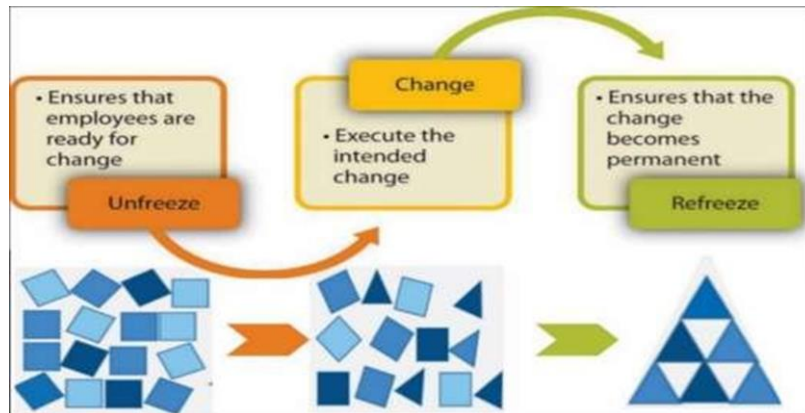
Another reason for individual resistance can be due to employees feeling unprepared. If change is announced suddenly and employees haven't been included in the initial decision making then they will resist. If individuals are not prepared they cannot be

onboard with change.

Poor Communication

Communication with individuals from the outset and throughout the change process is vital. It is essential for line managers to meet regularly with individuals to convey the reasons for change and also to reassure individuals through open and honest answers to any queries that they may have. Communication needs to be frequent and planned in order to effectively encourage and motivate employees. (CIPD, 2021) writes that poor communication can lead to individual resistance and misaligned expectations.

Change Theories and Models



One of the most acknowledged change models was created in the 1950's by Kurt Lewin, an organisational psychologist. According to Mindtools.com the model consists of a 3-stage theory that provides understanding around organisational change and its process. The 3-stages in this model includes:

Unfreeze

This is where change is identified and old behaviours and new ways of thinking need to be presented to employees, to demonstrate why change is required.

Changing

This is where the change is implemented during the transition period and it creates an acceptance of the new processes. In order for the transition period to be successful, communication needs to be effectively used during this stage.

Refreeze

The final stage of the theory is known as refreeze, this is where the processes, objectives and new behaviours are accepted and frozen as the new normal.

Kotter's 8-step model



According to Rees and Hall (2016) the 8-step change model was designed by John Kotter, a leadership and change management professor in 1995. It was developed on the basis of research of 100 organisations going through the change process. The 8-steps for leading change consists of:

1. Create Urgency

For change to take place it is beneficial for the whole organisation is on board According to Kotter (1995) in order for change to be successful, 75% of an organisation's management needs to "buy into" the change for it to be successful.

2. Form a Coalition

Identify a strong and influential group of people to work as a group and lead the change.

3. Creating a Clear Vision

By creating a clear vision, it can help employees understand what the organisation is trying to achieve.

4. Communicating the vision

The vision needs to be communicated frequently in order for it to be embedded into everyday practices.

5. Empower people to act on the vision

Removing obstacles in the way of change by adapting systems and structures that threaten the vision.

6. Planning for and creating short-term wins

Creating short-term targets, not just one long-term goal allows smaller targets to be achievable and improvements to be witnessed by employees.

7. Consolidating improvements and producing more change.

Every target that is achieved is needs to be continuously reviewed to identify what went right and what needs further improvement.

8. Institutionalising new approaches

By continuously trying to ensure that change is seen in every part of the organisation and is identified in the organisation's culture allows for the change to be upheld.



Positive Working relationships

Positive working relationships can improve employee morale, productivity and engagement. According to Mindtools.com the more comfortable that employees are around each other will enable them to have the courage to voice opinions, put forward new ideas and will allow them to adapt better to change. Any type of change may be distressing to some employees but by having a well thought out plan to follow, effectively communicating with employees and involving everyone from the outset will enable employees to feel supported throughout the process. Due to the recent pandemic, change has affected many organisations, it has seen most office workers moving from the office to being predominantly home based. New employees have also had the difficult task of trying to build relationships with new colleagues via virtual platforms. Therefore, line managers have had to ensure that Communication is key in building professional working relationships and when implementing change. It is significantly important in building trust within an organisation. For change to be successful, it is important that throughout the process that communication is used positively and effectively. During challenging times, it is beneficial for Managers to keep employees aware of the situation and how the organisation will be affected by communicating regularly. As CIPD (2012) states, 'high-trust' workplaces are beneficial when adopting change, employees adapt faster, and it encourages productive collaboration and teamwork.

Line managers can maintain 'high-trust' workplaces by investing in their professional relationships with their employees, by being mindful of their actions and words, by showing empathy and providing good listening skills is beneficial in creating and maintaining a trust culture. It is also imperative for organisations to recognise employee's performance, achievements and engagement reassure employees that they are valued and appreciated.



The communication methods and needs required by different stakeholder groups varies greatly. Communicating regularly with stakeholders is very important as they define the achievement of change and they must be communicated with effectively to ensure buy-in. For all stakeholders it is important to be aware of what information they need to know and at what stage of the process. As stated by (John and Perkins, 2016) management need to consider and accommodate the different interests and understanding of the organisations practices that stakeholders may have.

By identifying the groups within the organisation that will be most impacted by the change process will be beneficial to enable relationships to be established and communication needs to be understood. Different stakeholder groups are actively involved through different stages of the process and they all have different needs in regard to the information that they will need to be provided with, however, they will all need to receive the same level of transparency throughout. Stakeholders can be prioritised and organised by their interest using a power interest grid. Each stakeholder will be ranked as either high or low power and high or low interest.

- **High Power – High Interest (Manage Closely):** must be fully engaged with and provide a high level of effort.
- **High Power – Low Interest (Keep Satisfied):** Provide enough information to keep them satisfied
- **Low Power – High Interest (Keep Informed):** Provide adequate information and keep informed.
- **Low power – Low Interest (Monitor):** Keep informed but do not over share, need to be monitored.

From this a communication plan can be devised this will help to identify the communication methods that will be used for each identified stakeholder and the frequency. As written by (Forbes, 2021) it is important to ask stakeholders of their preferred method of communication, in order to suit their needs. By engaging effectively with stakeholders and adapting the way communication is presented to the different groups throughout the process will ensure everyone feels included

Planning for Change

Example Change Plan

Vision and Objectives
Activities to achieve objectives (attach Gantt chart)
Business case (evidence-based - include data, benefits of change, gap analysis - difference between current and future states, issues and risks)
People affected (stakeholders - employees, ~~customers~~ <u>employees</u>, customers, shareholders)
Scope of change (e.g. one site, one product group)
Roles (project manager, sponsor, team members)
Communication strategy (attach communication plan, list of change champions)
Support to be offered (advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan)
Timings and milestones (see Gantt chart)
Resources required, including cost (equipment, time, people, materials, guidance)
Monitoring activities
Success Measures

A change management plan outlines the steps that an organisation will need to take to introduce and facilitate change. A well-structured plan supports the transition and ensures that it is a smooth process and provides guidance for employees. (CIPD, 2021) states that leaders and designers of change need to evaluate and read the context, in order to identify any factors that may be a hinderance to the process.

- The first vital step in planning for change is that the type of change should be defined and reviewed against organisational goals and objectives to ensure that it suits the business.
- Once the change has been identified the next steps would be to establish who will be impacted.
- A communication plan must be devised to ascertain which stakeholder groups the change will be communicated to and how.
- Appropriate training and support should be established to ensure that individuals are provided with the required skills to successfully embrace change. Coaching and mentoring methods should also be considered. Support in the means of counselling and advice services should be readily available.
- Change should be consistently measured to identify the impact on the business. It is also beneficial to measure the outcome to determine the effectiveness of the

plan.



Best practice in terms of change management refers to the methods taken to ensure that change is achieved successfully. By following best practice methods it will ensure that change is consistent and the transition is smooth. (Capece, 2010) informs that by following best practices in change management it will help to motivate the processes and will appeal to the emotional side of change. The following best practices need to be considered:

- Change management models can be used as guides and allows you to see change from different perspectives.
- Plan effectively for change and identify any risks that may occur.
- Identify the stakeholders that will be impacted by the change and ensure that structures are in place to provide support and training.
- A communication plan documenting who needs to be communicated to and how.
- Acknowledging small 'wins' through the process will enable motivation.



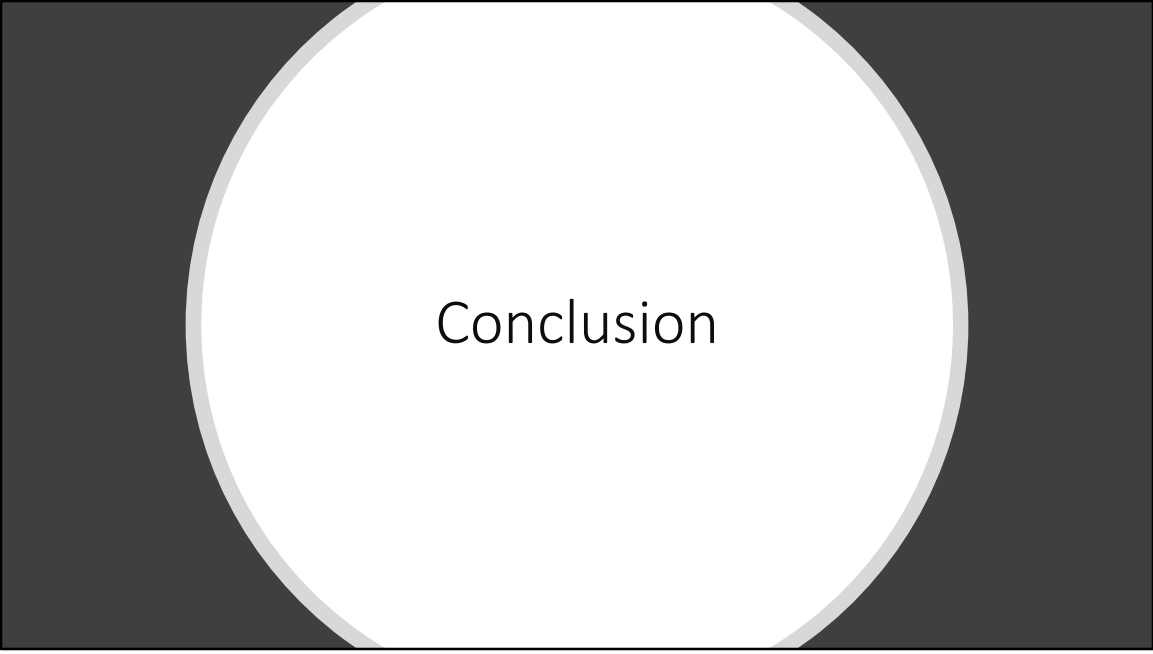
In order to track progress of any change and its success, a goal needs to be initially identified so that there is a target to aim for. Without a goal or objective in place it is impossible to know if change has been successfully implemented. Measuring change is key in communicating the success to the wider organisation in order for all employees to adapt efficiently. As stated by (Futcher, 2020) measurements usually include the use of surveys, assessments, tests and by monitoring activities. The methods that are usually used are a combination of qualitative and quantitative methods.

Quantitative

Quantitative methods uses numerical data and by recording data such as the number of individuals who have adapted to the change and the number of successes that individuals have achieved since the changes have been implemented. Quantitative measurements displays statistical data that cannot be manipulated.

Qualitative

Qualitative measurements are harder to measure, it includes the use of surveys, performance reviews etc. Qualitative data captures individuals experiences and it helps track their attitudes and perceptions.



Conclusion

In conclusion, change will happen at some point in every organisation in order to remain viable and for a company to grow it must embrace change. Organisational change is identified by a range of internal and external driving forces that impact the operation of the organisation. It is important to understand the processes and expectations in order to convey this to the wider organisation. As stated by (Stobierski, 2020) it is the responsibility of a manager to implement change by defining the processes that need to happen in order to achieve the desired result. Leaders need to also acknowledge that positive working relationships with employees is beneficial to change and high-trust workplaces enables individuals to adapt effectively.

It is imperative to identify the organisational factors that can enable and hinder the change processes and it is especially advantageous to include them in the change plan. A change plan establishes the fundamental components in introducing and implementing change, by identifying the main stakeholder groups and their support and communication needs. A well-structured plan ensures that the change is successfully championed and outcomes are measured.

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