

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the management of change

Activity 1 - 3

Word Count: 3113

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Date: 11/12/2020

1.1 Analyse internal and external drivers for change in organisations.

Internal and external drivers for change examples

Internal drivers for change such as:

- **Re-structure**
- **New leadership**
- **New equipment**

External drivers for change such as:

- **Technological change**
- **Economic change**
- **Environmental change**



Change is constantly happening within our organisations and there are many different factors that effect change and how it is dealt with and perceived. Organisations need to be agile and adapt to change when needed in order to survive. Often when there is change in an organisation these change initiatives fail to get their intended outcomes which impacts the employees and customers. Because of this it is important for organisations to equip themselves with the relevant techniques to support change management initiatives (Change Management | Factsheets | CIPD, 2020).

Some examples of internal drivers of change include: re-structures, new leadership and new equipment. Each of these has an impact on the organisation; a re-structure could mean that the business will make more profit by saving on how many employees they have doing particular work, the downside is that this could mean redundancies for employees. A new leader will almost always want to make a change to make a positive difference to an organisation, this could be a change in culture for example, and some employees may find this difficult to adapt to. Even new equipment can have an impact as this will change the way employees and customers interact with the organisation; often new equipment is put in place to make things easier for customers (booking systems for example) but this could also mean that the organisation will require less staff to operate it. It is important to communicate and get buy-in from employees to enable positive change (Marris, 2017).

Examples of external drivers for change are: technological change such as automation. A lot more organisations are going 'cashless' which means that any employees who work in a cash office are at risk of losing their jobs. Economic change is another driver such as the labour market. Recruitment of staff may be impacted but could also impact on how easy it is to find a job. Organisations may be in a position where they have to hire someone who isn't quite right for the job due to a small recruitment pool for example. These factors can be found as part of a PESTLE analysis (Political, Economic, Sociological, Technological, Legal, and Environmental) which is used to identify external factors that impact on their organisation (PESTLE Analysis | Factsheets | CIPD, 2020). Environmental change is also a driver as COVID-19 has changed the way all organisations work. It has sped up automation but forcing organisations to go cashless due to hygiene concerns and has forced organisation to become more agile. People are being asked to work from home and organisations have had to understand and implement the furlough scheme (COVID-19 Implications for Business, 2020).

1.2 Identify organisational factors that might enable change and those which might hinder change processes.

- **Enablers of change** – Key influencers & line managers who are on board with the change
- **Hinderers of change** – Poor change processes or strategies & employee resistance

Change should always be actively managed with a structured approach to increase the success of these initiatives



Key influencers can be an enabler of change as long as they are on board with it. These people have the ability to influence others negatively or positively and create a culture within an organisation so it is good to have these people on your side. If an organisation's culture isn't ready for change then the strategy, no matter how good, may not achieve what is intended as there will be resistance. However, if the key influencers have a positive perception of the change this will influence other employees and the culture will be positive about change; instead of having roadblocks to achieving the desired outcome, you will have shortcuts (Academy and Course, 2012).

Line managers are also key in how change is perceived by employees as they will be the ones discussing it with them and how they react to change will be picked up on by the employees. Managers have the opportunity to use the trust that their employees have in them to discuss how this change will impact them and the reason for the change. Line managers who are clear, transparent and communicate with their teams on change are more likely to be successful in achieving the desired outcome (Chamberlain, 2010).

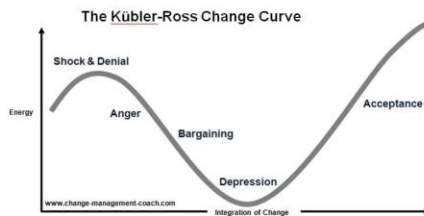
Change needs to be managed effectively so if the process or change strategy is poorly thought out it may result in a lack of buy-in or commitment to it from employees. Employees may resist to the content of the change or the process of it so if there is a lack of clarity it could come across as being dishonest and creates scepticism. If this happens, the change will be massively hindered and may not succeed. Along with creating this distrust about the proposed change is creating a negative change culture evolving into employee resistance. It is natural for employees to be concerned about change and how it affects them so if these concerns aren't dealt with or made clear they may resist meaning that the change process could take longer or not happen at all. Depending on the type of change, TUPE for example, it may result in mass turnover, resignations, loss of control by the company, uncertainty or competence fears (Change Management | Factsheets | CIPD, 2019).

1.3 Evaluate current theories and models relating to change and how they support effective change management.

Lewin's change management model – Understanding the three stages of change:
Unfreeze > Change > Refreeze



Kubler-Ross change model - 5 stages of grief



Lewin's change model makes you look at your organisations current 'shape' to determine what you need to do to 'unfreeze' it in preparation for the change. Firstly those who are making the change need to understand why the change needs to take place and to start 'unfreezing' the current status quo and operation. Employees will need communication and understand why things cannot remain the same. Challenging the way things are currently done may invoke strong reactions and create a 'controlled crisis' which is needed to build strong motivation and buy-in from employees. This part of the process supports the need to allow employees to question the change and feel unsure before being re-assured that it is the right thing to do (Lewin's Change Management Model: Understanding the Three Stages of Change, n.d.).

Once the change has been made, people will start to resolve their uncertainty and look at ways to do things 'the new way'. Two things will become apparent when reflecting on the 'unfreezing' part of the process; Information flow - how effective sharing information across multiple levels of organisational hierarchy was; and leadership - the influence of particular individuals in the organisation to achieve a common goal. This gives opportunity to reflect and see what went well and what could have been done better. At the 'refreeze' stage organisations are identifying the supports and barriers of the change and developing ways to sustain the change long-term. The organisation should offer training and support and celebrate the success. Celebrating the success of those who went through the change helps to keep them committed to it (Raza, 2019).

The Kubler-Ross five stages model describes the stages and feelings that people go through when there is a massive change in their life, including circumstances at work. These five stages are generalised into: shock and denial, anger, bargaining, depression and acceptance. People don't necessarily move through these stages in a linear way and can be in multiple stages at once. Whilst 'hope' isn't one of the stages it is an important thread running through each stage as there is a hope that there will be a positive end to the change. The reason this is a good model to use for organisations and managers is that it helps to recognise peoples reactions and behaviours when going through change. It is simple and easy to understand and recognise where you and your colleagues are within this model. This enables managers to deal with individuals more effectively and help them move through the stages (Models, 2020).

2.1 Explain how positive work relationships can support change processes and how they can be built and maintained.

- What consists of a positive work relationship - trust, respect, self-awareness, inclusion and open communication.
- 4 'Es' principle of human change – Educate, Engage, Empower, Enable.
- Using reinforcement to maintain support of the change process.



Positive work relationships are needed between managers and their employees and these positive relationships consist of trust, respect, self-awareness, inclusion and open communication. Employees are more likely to trust and respect their managers when these positive relationships have been established (Building Good Work Relationships: Making Work Enjoyable and Productive, 2020).

A manager who has a positive relationship with their employee's is more likely to have a good result when trying to implement change. There is a four 'Es' principle of human change which can allow people to engage and build the skills required for the change. These are:

- Educate** – provide people with understanding of the change
- Engage** – a two-way dialogue that evolves over time giving the person the intellectual and emotional buy-in of the change
- Empower** - the need for managers to create the conditions for empowerment through effective delegation, through trust, and through setting appropriate boundaries and expectations
- Enable** - equip them with skills and structures they need and remove barriers to action

The success of change doesn't solely rely on the four 'Es' or by just having a good relationship with employees, there are many more factors that will play a part including the nature of the change, the organisation and its people (Change management: how to shift the behaviours and mindsets of your people, 2019).

Using reinforcement to communicate to employees and keep the momentum going through the change process is most effective and should be used intermittently to keep employees motivated, on track and have a sense of wellbeing. Managers who focus on collaboration and purpose within their teams and reward the them as a whole are more effective than those who reinforce the team by giving individual bonuses or praise; the later is more likely to cause conflict than harmony. Collective reinforcement and praise are more likely to have a positive outcome for employees and the business when going through change (Basford and Schaninger, 2016).

2.2 Discuss the different communication needs and types of support that might be required by different stakeholder groups.

- Types of communication – technological and physical
- Two way communication – from the top down and back up
- Various supports needed for different stakeholders



Communication is a crucial part of employee engagement within organisations and affects performance and wellbeing of employees. It is important for employees to understand their organisations purpose and strategy especially during times of change but not all senior leaders or line managers are effective in communicating this. Employees want to know what is happening and how this change affects them so consideration should be given to how the communication is delivered. Technology channels are a good resource as they vary from social media accounts, emails, Zoom calls and internal newsletters; these can be used to ensure different employees in different roles have the ability to receive the same message. There is also a need where possible to communicate to employees face to face such as in daily briefings, employee committee meetings and during one on one conversations; these are best done by the line managers. There needs to be a level of breadth, depth and frequency to the communication for it to be most effective.

An effective approach to internal communication will be cohesive and strategic, and support a culture of trust and openness:

- It will be built on a shared sense of purpose and aligned to organisational strategy
- Receives attention and support from senior leaders
- Driven by genuine dialogue
- Is part of good people management
- Draws on a range of digital channels and tools
- Is reviewed and assessed for effectiveness

There is also a need for employees to be able to feedback their views on the communication to support the psychological contract and employee engagement which relies on trust. To allow employees the opportunity to ask questions about the change and receive a genuine response will strengthen their trust and may enable them to accept the change sooner (Employee Communication | Factsheets | CIPD, 2020).

Coping with change will require some support and the support may vary between groups and individuals. Most people deal with change by escape coping or control coping. Escape coping is where someone will avoid dealing with the change in various ways and control coping is where they will act on the change despite their initial feelings. It is important to try and get employees to control cope with change more than escape cope. For employees who are facing change and may be in one of the five stages of grief, an employer can offer advice and support through a wellbeing officer or an employee assistance programme if they have one. Customers, suppliers, investors and communities will need reassurance and advice from the organisation and know how the change will affect them positively or negatively. The key is clear communication across a variety of communication channels to ensure everyone receives the same message (Coping With Change: Facing Fear and the "New Normal", 2020).

3.1 Explain the factors to be considered when planning for change and what should be included within a change plan.

Factors to be considered:

- Communication
- What will employees want to know?
- Reassurance
- Clear direction & leadership

What should be included in a change plan:

- Designing the transformation
- Aligning strategy and culture
- Techniques for building understanding
- Managing the transformation



Change can be planned or unplanned but it is better to have to review a plan than not have one at all. Factors that need to be considered in a change plan are:

- How to communicate the change to employees so that they are with the change and not against it
- What types of questions are likely to be asked and prepare to answer these
- Reassurance about how the change will affect them personally
- How to achieve clear direction and leadership

Employees and other stakeholders will need to understand the reason for change and how it will affect them, they will want to ask questions and receive clear authentic answers from their leaders. The more prepared managers and leaders are for these factors, the easier it will be to manage (Managing change | Acas, n.d.).

A change plan should include designing, enacting, and sustaining, such as the following:

-Designing the transformation - leaders will need to identify what within this plan may hinder change and amend it. They then need to design change programmes which first put in place initiatives to rewrite their context in a way that overcomes obstacles to enable the change.

-Aligning strategy and culture - Using new strategic goals of the organisation as a starting point, they must identify a new supportive and goal-consistent culture in terms of beliefs and behaviours.

-Techniques for building understanding – managers need to encourage employees to ask questions to make sense of the change. Make use of technologies that can translate any implications or content of the new change in a way that's easy to understand. The use of pictures, metaphors, symbols and objects within workshops may help employees to translate change rhetoric into meaningful change-related actions.

-Managing the transformation – Rather than enforcing change through authority and control it is better to do it through negotiating and social interactions. Managers and leaders will need to have high levels of trust from their employees and emphasise their trustworthiness through competence during the change. Employees who raise concerns should be considered as having employee voice rather than resisting the change and managers should be aware of the emotional impact of change. Managers should be prepared to support employees but also keep the momentum going.

(Change Management | Factsheets | CIPD, 2020)

3.2 Summarise best practice for implementing change processes within an organisation.

- Communication
- Vision
- Reason
- Desired outcome
- Benefits
- Support
- Resources
- Budgets
- Making adjustments



Once a change plan and model has been created as described in the previous slide, managers and HR will also need to ensure that best practice is being followed. These also include clear communication to all employees of the vision, reason and desired outcome of the change; benefits of the change; support for employees who feel that they need it; resources for employees and managers; working out budgets and making adjustments where needed. Whilst managers are the ones who are communicating the change to their teams, HR are in the background ensuring it goes to plan and is being communicated effectively (Change is a part of any successful company's growth, 2018).

Another method for implementing change processes is to use Prosci methodology checklist to guide you through the process:

- Change management planning
- Change management readiness
- Sponsorship
- Communication
- Coaching
- Resistance management
- Training
- Reinforcement

This checklist can assist with being proactive, systematic and thorough in your change management work. The people side of your change is a very important part of the process so need to be managed accordingly. You can accelerate change and minimize the disruption by thinking ahead and using a structured approach (Creasey, n.d.).

3.3 Evaluate techniques for monitoring the implementation of change processes and for assessing the impact of change.

Prosci:

- Organisational performance
- Individual performance
- Change Management performance



Association Project Management:

- Factors that contributed to the success
 - Pitfalls
 - Methods used

The success of a change can be measured in different ways. One way to measure it is to look at the organisational performance, individual performance and change management performance. This will allow you to assess the change management activities you were tasked with completing and the outcomes of those activities at both individual and organisational levels.

When measuring the change success at organisational level you are looking at if the change had the desired outcome for the organisation. For example, if there were the desired performance improvements achieved. When measuring the change success on an individual level you are assessing whether the change had the desired effect or outcome on compliance and adherence, for example. Finally, when you are measuring the impact of change management process you are assessing the actual activities carried out to make the change happen. Examples of this could be to track change management activities conducted according to plan (Metrics for Measuring Change Management, n.d.). This is a useful way of measuring the impacts of your change and how successful they were although how you chose to record this isn't detailed or suggested. Using a GANTT chart may help to keep track of your change any obstacles you've faces and overcome and the general progress of the change. This system is good for larger scale changes such as a restructure of a department for example, but may not work for much smaller change process.

Another way to measure the success of you change is to look at what factors contributed to the success, if there were any pitfalls and analyse your methods. This will help you to see what could have been done better in the future and what went well (Gosden, n.d.). Whilst this seems far simpler it is more vague and also doesn't detail any way of tracking this. This could be more appropriate for a smaller change initiative.

To summarise, this should help line managers and HR to consider what drives change, what enables change and what hinders change, and how key theories and models can support effective management of change. This power point also highlights the importance of positive relationships to change processes and how these can be built and developed, including an analysis of the different types of communications and support likely to be needed by all those involved. You should now understand how to implement the practical aspects of change and manage them, plan for change, use best practice when implementing change, understand how to effectively monitor the change activities and keep it on track, and how to assess the impact of the change.

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