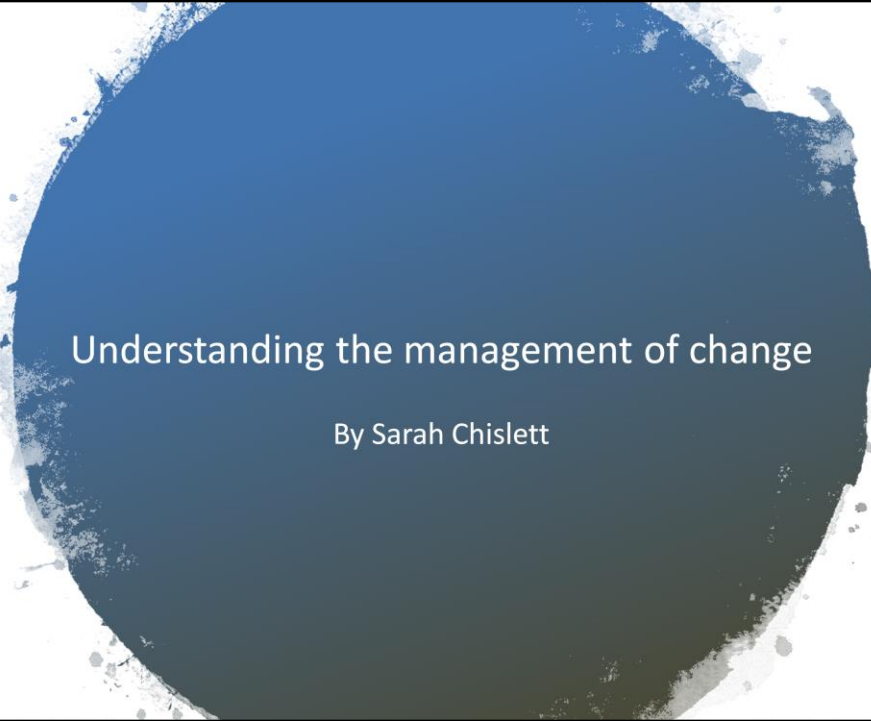




Understanding the management of change

By Sarah Chislett



Declaration

Qualification: CIPD Diploma in Applied Human Resources

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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: Sarah Chislett

Date: 02/11/19

Introduction

CIPD state that organisational change is a constant in most organisations, there are many different driving forces behind change and if not managed correctly they can have long adverse effects on an organisation (CIPD, 2018).

Personnel Today describes change management as being a process by an employer, with the support of the HR function, of managing the move to a new way of working (Personnel Today, 2019).

The management of change within a workplace is a process that all organisations go through but how we approach the change and manage the change will depend upon whether the change is sustained in the future.

What is change?

When dealing with change within an organisation it can be a very daunting time for both employees and employers. Change is a word that normally brings fear at most levels however it can be very rewarding and bring huge benefits to the organisation if implemented well.



Change is often characterised as a desire to improve things (Acas.org.uk, n.d.). Change is not always planned and often impacts employees or organisations and sometimes both. Change can be as simple as implementing a new policy or procedure or a change in organisational manager or it could be something of a much larger scale such as a TUPE or a redundancy situation. Although there are certain steps you need to follow to allow for organisational change it can often be unpredictable and challenging, especially for the employees its effects. CIPD (2018) states that change is a constant in most organisations, if change is not managed correctly it can have long lasting effects which affect an organisation for a long period of time. Change is often completed within organisations frequently, however the definition of change is often varied depending upon the size of the change project (Rees and French, 2016, pp. 104).

Internal and external driver of change



When considering the impacts of change, you have to consider what is happening inside of the organisation and factors that could impact the organisation externally (Forbes, 2017).

Internal drivers of change are ones which have a direct impact on the organisation, such as new leadership, new strategy's, new structures, organisational growth, redesign of jobs, outsourcing, change of business location, new technology, changes to terms and conditions, merging with other organisations or redundancies (Rees and French, 2016). These drivers are often influenced by external factors. Rees and French state that a useful tool in examining external drivers of change is the PESTLE taxonomy (2016). Some of the drivers include Current or future political support, Funding and grants, Trade unions, consumer spending, Levels of government spending, Demographics and social mobility, Media perception and influence, research, Technology and innovation funding, Consumer Behaviour and process and Social networks (Rees and French, 2016, pp.109). When analysing internal and external factors Pestle Factors can react to external factors of change such as Automation, restructures, competitor pressure and consumer pressure which potentially cause an organisation to need to change. However, the biggest difference is that organisations have very little control over external factors compared to internal factors which are nearly led through the organisation.

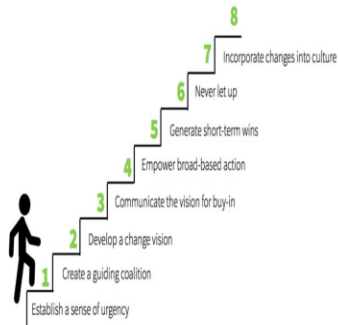
Organisational Change



When going through an organisational change, it is important to remember that there are certain elements which can support change but also elements which can hinder change.

Whilst change within an organisation is always going to be challenging, there are certain things that can help support it, this is known as a change enabler. There are varying factors which help enable change, however having a change ready culture is a key enabler to organisational change. An article produced by TLNT states that when the level of trust in an organisation goes down, the speed of change goes up (Beilke, 2014). A change ready culture comes from having a team that understands the need and urgency to change (Studergroup.com, 2018). This understanding comes from clear communication within an organisation whether that is talking about the current change or pending future change, it needs to be clear and for all parties involved to have the right understanding. Linking on from this is the use of a flat structure, this is when an organisation has very little with regards to management layers. Forbes (2015) states that there are often no job titles, seniority or managers, just everyone seen as an equal. In Flat structured organisations, all employees get full insight into and projects that are being worked on and there is agility to move into which ever preferred project you think would best suit you. Forbes (2015) states that this kind of working is better suited for smaller and some medium sized organisations. In contrast to factors which help enable change, there is also factors which hinder change. One of the most common factors that hinders change is the fear of change itself, this may be down to the communication of the change and how it is being dealt with, or it could be down the knowledge of a previous change which wasn't handled correctly leaving employees feeling as they wouldn't want to go through that process again. Forbes states that when transformation is poorly led, fatigue often sets in and according to Research from IBM (2008), the need to lead change is growing but our ability is shrinking (Forbes.com, 2017). Managers can also be a block when it comes to change, management structure can vary vastly, however when undergoing any form of change, managers tend to need to have their hand held whilst they are learning (Rees and French, 2016 pp.113). French et al (2011) suggests that in order to minimise resistance in such cases, the change agents should make sure that anyone affected by the change understands the benefit, compatibility, complexity and triability (Rees and French, 2016,pp.113). This will help ensure the success of the change within the organisation.

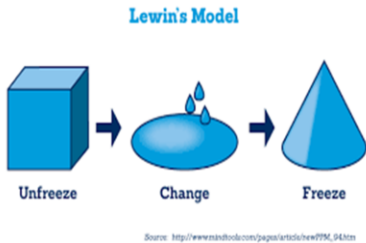
Kotters 8 Steps



Kotter's 8 steps are one of the most commonly used theories to help support organisational change Mindtools.com. (n.d.).

Mindtools state that change management is a structured approach to ensure that changes projects are completed thoroughly and smoothly implemented, and the lasting benefits of change are achieved (Mindtools.com, n.d.). To successfully implement change some organisations may follow a set model, such as Kotter's 8 step theory. This is commonly used by organisations as they can relate their change to it. The steps are, Create and urgency, form a powerful coalition, create a vision for change, communicate the vision, remove obstacles, create short term wins, build on the change, anchor the changes in corporate culture (Mindtools.com, n.d.).

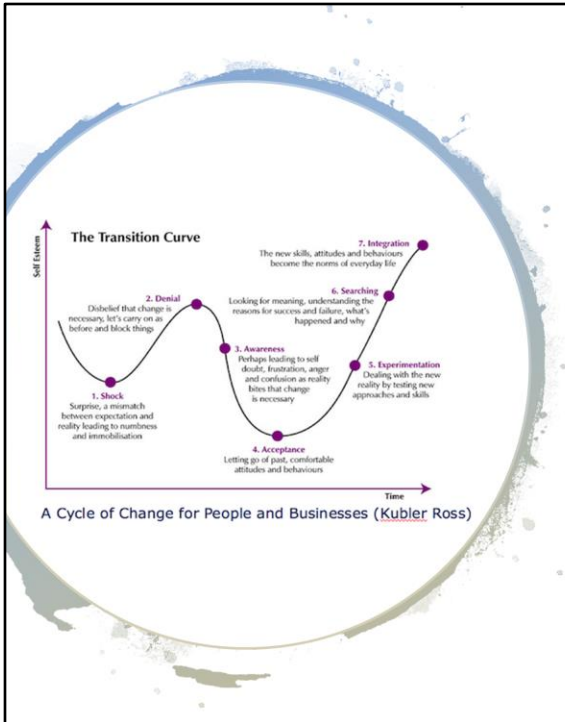
Lewin's Change Model



Lewin's change model is another model used. Compared to Kotter, Lewin only used a 3 step approach Mindtools.com. (n.d.).

Another theory commonly used is Lewin's change management. This is done in 3 steps compared to Kotter's 8. Lewis 3 stages are unfreeze, change and refreeze (Mindtools.com, n.d.). Both Lewin and Kotter agree that it is important to understand why the change needs to take place, communicating this change and managing the change from this step are very similar for Kotter and Lewin. Lewin describes his model as having distinct stages, whereas Kotter has 8 steps breaking down the process into small bitesize sections that may better support organisational change verses Lewins 3 basic stages. Lewins theory is simple and effective whereas Kotter's model maybe more frequently used when supporting managers through the change who as French et. al. suggested needed a more handheld approach. Both Lewin and Kotter's theories have been used through organisational change with successful results and when you compare both theories, they both interlink, suggesting that either theory would be effective when managing organisational change.

Kubler Ross Grief Cycle



This cycle was originally based around grief, however it is commonly used within change management due to the nature of people's emotions Cleverism. (2015).

Kubler-Ross wrote a five-stage change model which was originally described in the book 'On Death and Dying' this was linked to grief. Kubler-Ross five stages are Denial, anger, bargaining, depression and acceptance (Models and change, n.d.). Kubler-Ross states that these stages are normal reactions when dealing with tragic news, she calls them defence mechanisms (Models and. change, n.d.). This model is often referred to when organisations are preparing for a change. Change is not always going to be receptive and sometimes employee's will be in denial that the change is going to happen, employee's may then be angry with the change and go on to try and offer solutions to the change doesn't have to take place. Employees may sometimes feel a little low when going through a change process before they come out the other side of the change accepting it. It is said that the Kubler- Ross' curve Model is one of the best ways to understand change and the stages associated with it, allowing it to be one of the most effective ways to help organisations adapt to change and move forward ensuring it is successfully embedded into the organisation (Cleverism, 2015).

Importance of doing things right



When change is done right employees are more likely to be engaged with the change, the more engaged an employee is the more likely it is for a change to be sustained.

As established, change is something that if not managed correctly, can have long lasting negative impacts within an organisation. To ensure that change is managed correctly it is critical that there are positive work relationships within an organisation. Forbes states that trust makes people feel like they want to be part of an organisation or group (Forbes.com, 2018). Trust often comes from the top down and this can be implemented by sharing knowledge without expecting anything in return (Association for talent development, 2016). Forbes describes that if the level of trust is low within an organisation people will limit their involvement in what they say and do, which could cause problems when trying to implement a change (Forbes.com, 2018). To support the implementation of change there needs to be a level of acceptance of change within an organisation, Forbes presents that some members of the organisation will proactively aid acceptance, however for others that may take more time to adapt it is important to have a plan to reward these employees for their time and effort in embracing the change (Forbes.com, 2018). Something that has been increasing within many organisations over recent years is employee wellbeing, ACAS state that in the past when people thought about health within the organisation it was normally around health and safety (Acas.org.uk, n.d.). Wellbeing is how someone interacts on a physical and social level and to have an organisation that supports with embracing employee wellbeing is a growing focus in building positive work relationships. To build and maintain a positive work relationship is something that needs to be worked at, it is not something that can be implemented and forgotten. Communication is key within any work relationship, it should always be open and honest allowing two-way communication is imperative. Developing your people skills and understanding the basic needs of your team thinking about their strengths and weaknesses will give you a great opportunity to anticipate any potential impacts or support they may need when going through a change. Remembering to always show your appreciation and respect for others going through any change will help keep a positive working relationship. A contributing factor to change is sharing the need for change and this is critical when building and maintaining relationship, especially through change, sharing the needs will help support and strengthen your relationship (Lifecoach-directory.org.uk, 2016).

Importance of communication

When considering communication it is important to think about who we are communicating to and how we communicate to them. Everyone who is going through a change should receive the same message but it does not have to be delivered in the same way (HR Daily Advisor, 2018).



DON'T JUST TELL
EMPLOYEES CHANGES ARE
COMING EXPLAIN WHY

Communicate

Change

Communication is always going to be a fundamental part of any organisation as it allows them to be productive and perform effectively whilst employees experience an increase in morale and commitment if they are communicated up and down the communication chain within the organisation (Study.com, 2018). When considering communication, the first thing organisations should consider is its audience, we currently have 5 generations of workforce Traditionalists, Baby boomers, Generation x, Millennials and generation z all of whom require something different from an organisation (HR Daily Advisor, 2018). When considering the different generations of workforce, it is also important to think about the different levels within the organisation. Communication can be a top down or bottom up approach and this is no different when dealing with change. A top down approach is when higher authority leaders determine large organisational goals that filter down throughout the organisation, compared to the bottom up approach that revolves around inclusion of employees their ideas and their perceptions of the business to support with decision making, enabling employee voice (Eby, 2018). Stakeholders within change management are always going to be vital, in the success of this change. For change to be implemented into an organisation, understanding who is interested in the change or its outcome will determine how successful a change is (HRZone, 2014). When you have established who you need to communicate to and have the buy in of your stakeholders, it is then necessary to think about how you are going to communicate the change, how much information you will give and how often you will keep employees' updated. Communication should be done frequently, and you should always give the employees as much information as you have. If you don't have the information, it is important that you don't make it up its better to say I am not sure, but I will find out to ensure that everyone has the right message. There should be a variety of communication styles not just reliant upon one method. When considering communication, you can use emails, focus groups, face to face, one to one meetings, team briefs, and by adapting to technology, social media platforms, however always remember to communicate to all employees who are effected by the change, not forgetting the ones who are not visible in the business (Alsher, 2017).



WHY DO EMPLOYEES RESIST CHANGE?

Impacts on employees

There are many reasons why employees don't adjust well to change. Getting employees to engage with change and then help you to deliver the change is something that you can do, if you follow the right steps.

Change will always have an influence on employees whether positive or negative. How employees are supported through change is down to their leaders and will link into the success of the change. Forbes expresses that to understand what support employees need from a change we must simply talk to them about the change (Forbes.com, n.d.) The CIPD (2018) state that change is an emotional process so emotional awareness is imperative with leaders in change to help support employees through the change process. A few of the support needs could be advice, talking through the change ensuring understanding and counselling. As described in Kubler-Ross' Change curve, denial and depression could be a negative effect to someone going through change. Coaching and Mentoring is another form of support that can be given to an employee going through change, the CIPD imply coaching interventions are particularly appropriate for challenging times (CIPD, 2019.) There are also basic things that employees will need, like presence, ensuring that there is someone visible to talk to should they need answers to a question, and visibility of the pending changes, support with external opportunities such as CV writing or interview skills and access to the communication already given to them, so they feel engaged within the change and want to make it successful. The implementation of change champions will also support with the success of a change project, change champions act as the eyes and ears of the change project helping to support with engagement, getting the right people involved, bringing the change to life and embedding the change

Example Change Plan

Key Stakeholders									Raj, P. Sam Manish, Kum K. Zuhani, Kahen, Mark Wall, Ruben Ken								
Task Name		Owner	Start Date	End Date	Actual	Forecast	Duration	Status	Milestones and Key Dates								
1	Analysis	Neel	2-Oct	26-Oct	35	45	20	On Track	1	Development Complete			On Track	16-Dec			
2	Testing	Kam	10-Oct	25-Oct	20	25	12	At Risk	2	Testing Complete			At Risk	25-Dec			
3	Build	Kam	12-Oct	15-Oct	78	75	4	On Track	3	Planning for Change			Delayed	23-Dec			
4	QAT	Zam	11-Oct	25-Oct	0	16	19	At Risk	4								
5	Performance Analysis	Sum	15-Oct	6-Nov	0	0	17	On Track	5								
6	Team Reporting	Sum	9-Nov	11-Nov	0	0	3	On Track	Task Meter								
7	Generate Documentation	Kum	22-Nov	1-Dec	0	0	8	On Track									
8	Code Review	Zam	2-Dec	7-Dec	0	0	4	On Track									
9	Test Analysis	Neel	10-Dec	23-Dec	0	0	10	On Track									
10	Test Analysis	Neel	5-Oct	23-Oct	0	53	15	At Risk									
11	Execute	Rum	6-Oct	27-Oct	0	44	18	At Risk	■ On Track ■ Concern ■ Delayed								
12	Close Project	Rum	25-Dec	25-Dec	1	0	1	On Track	Resource Work Load (days)								
13																	
14																	
15																	
16																	
17									Notes & To Do List								
18									1	Submit papers				12-Feb			
19									2	Call helpdesk for Support ticket on Server HW				12-Oct			
20									3	Check system requirements				12-Nov			
21									4	Update Sponsor on budget changes				11-Dec			
22									5								
Top 5 Concerns (Risks or Issues)																	
1	The business requirements have not been signed off.				Shum	Support	On Track										
2	The servers for the project have not been commissioned.				Support	Support	At Risk										
3	Business users for testing are not allocated.				Sammer	Support	Delayed										
4	Testing is not progressing as per the plan.				QA Lead	Support	At Risk										
5																	
Open Actions and Change Requests																	
1	Pending change request for new login screen				Neel	On Track											
2	Tech Architecture needs alignment need to be confirmed				Architect	At Risk											
3	Customer impact assessment				SME	Delayed											
4	Check the impact on delivery dates on other teams				Manager	At Risk											
5																	
									1	Submit papers				12-Feb			
									2	Call helpdesk for Support ticket on Server HW				12-Oct			
									3	Check system requirements				12-Nov			
									4	Update Sponsor on budget changes				11-Dec			
									5								
									6								
									7								

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When planning for a change there are certain factors that need to be considered. Most effective change management projects have a change plan attached. There are normally 3 phases of a change plan; design, enact and sustain. Lee, C., Song, B. & Park, Y. (2015) state that having a systematic approach to future changes will support the success of the change by allowing stakeholders to have a more balanced and comprehensive view. The first stage is the design stage this means having to understand what change is needed, how the change will work and if it is going to link within the current organisation, there may be some barriers to this process such as limited mindsets, over confidence, lack of quality data and limited stakeholder engagement (Shrm.org, n.d.). SHRM states that for this stage to be successful, you should conduct a current state assessment to establish where the organisation is currently at and what needs to be changed, then you should define a change for the future, not for the present, allowing there to be growth to change and thirdly, to create personalised, realistic goals to allow for the change to be successful (Shrm.org, n.d.). Burke-Litwin and his change drivers can assist with this stage, due to it showing how to assess readiness and identify gaps (Mulder, n.d.). The second stage is to enact the change. Enacting a change often requires long term commitment and demand and often involves many people. As with stage one of this plan there can be barriers to enacting change, missing expertise, lack of readiness, organizational routines and initiative fatigue (Shrm.org, n.d.). SHRM establishes that for phase to be successful you should prioritise expertise, not availability, ensuring you have the right people leading the change, secure a senior level change champion, identify and engage key stakeholders, use project management best practises and monitor the environment for changes and align with other initiatives (Shrm.org, n.d.). Kubler-Ross' recovery model can be used to support this phase as it helps explain individual reactions and resistance to change (Cleverism, 2015). The third stage is to sustain the change. Sustaining a change is more complex than simply maintaining a steady state (Shrm.org, n.d.). The barriers to this final stage would include lack of data collection to assess momentum and change, conflicting cultures and short-term pressures and lack of flexibility (Shrm.org, n.d.). SHRM describes that for this stage to be successfully sustained, the organisation should track the impact of the change and engagement of

stakeholders, find opportunities to tell the pre change story, look for evidence that the initiative does not fit the solution and keep working to translate the overall design goal into local behaviours (Shrm.org, n.d)

Monitoring Success



Part of a successful change project is ensuring that the change has been sustained, whilst many changes are implemented and seem successful, change is only ever successful if it is sustained over a long period of time (Prosci.com, 2014).

Prosci ADKAR model can be referred to in this final section, allowing to help identify and motivate key stakeholders (Inc., n.d.). If the three phases are completed when planning for change, then there is a greater chance of the change project being successful.



Organisational change is not a smooth process, however using the various theories and models that have been described will help you to be able to achieve a successful change project and sustain it.

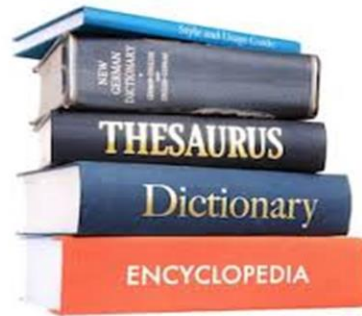
To summarise on what we have described over the slides, best practise within any change management project would include communicating the need for change, sharing the vision and benefits of the change, completing ongoing communication and supporting those going through the change, to monitor change activity and the impact it has to the employees and the organisation and make adjustments off the back of any changes that need to be made. Despite there being many change models, the one thing that remains consistent is to develop the people, processes and technology to improve organisations (Quick Base, n.d.). Some key points to remember when summarising best practise, is to offer support and resources, build positive relationships through the influence model (McKinsey & Company, 2016) and the 4 E'S model to educate, empower, encourage and enforce the change (Wrap.org.uk, n.d.).

Summary

In summary change is always going to be part of any organisation, how you manage the change from start to finish will be dependant upon how successful you want the change to be. Forbes states that high performing companies are defined by their ability to embrace a culture that supports constant transformations (Forbes.com, 2019).

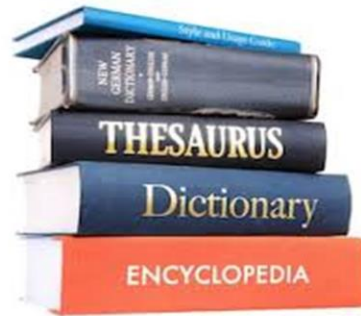
As previously described, for any change to be successful and for it to be sustained, the change should be monitored. Change can be monitored in a variety of ways such as consultations in which you can gain direct feedback from employees and by completing interviews. With the increased use of social media, you could complete pulse surveys using apps and internal social media platforms. Some of the best forms of monitoring feedback comes from qualitative and quantitative data. Qualitative data comes from opinions and feedback which you can gain through focus groups allowing an environment for honest face to face feedback. Quantitative data will come from your organisation's statistics, so monitoring avenues such as absence, turnover and training will help you understand how successful the change has been. By monitoring change, you will change the principle, which will surely be successful if you follow all the models described. This will then give you a base for future change projects from which you can take the learnings and build on any successes, to ensure the sustainability of future change. (FutureLearn, n.d.).

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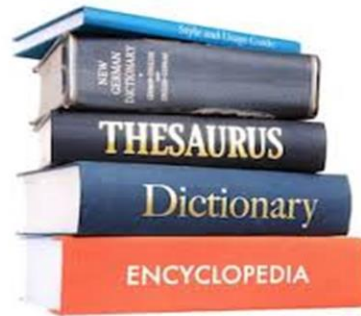
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