

Change Management - A Guide for Line Managers

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What is Change Management?

Change Management

“The Greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”

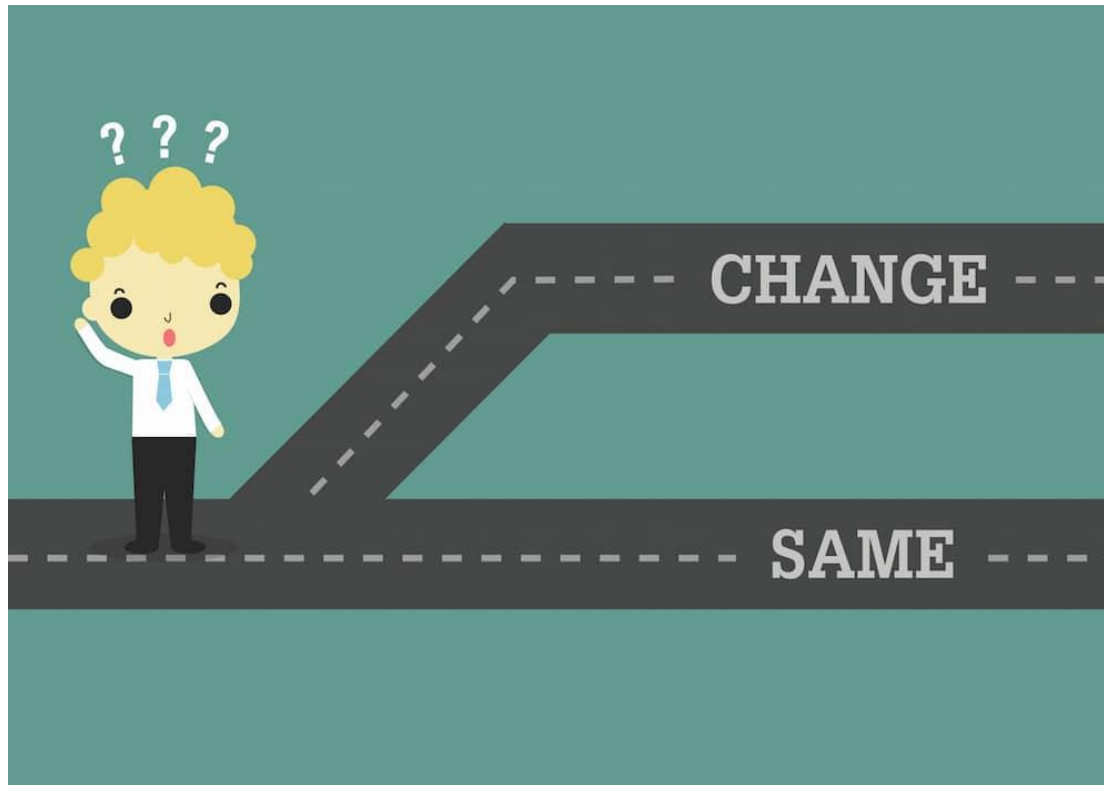
Peter Drucker

Change Management



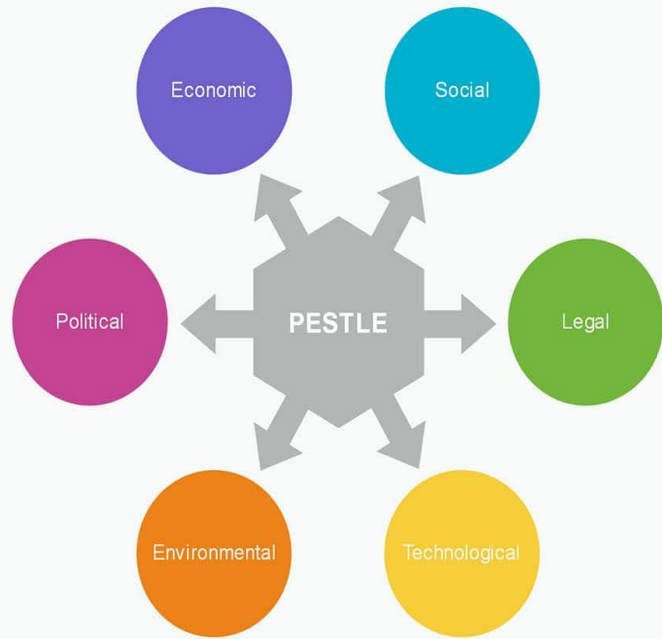
- ▶ Why do we need change?
- ▶ Change is needed!
- ▶ Long term goals or the organisation AND the individual
- ▶ Line managers play a critical role
- ▶ Long term impact if change fails

Internal Drivers of Change



- ▶ Strategic Objectives
- ▶ Employee or Stakeholder feedback
- ▶ Technological advances within the business

External Drivers of Change



- ▶ PESTLE Factors
- ▶ Competitors
- ▶ Market changes

Enablers of Change

- ▶ Change-ready culture
- ▶ Flat organisational structure

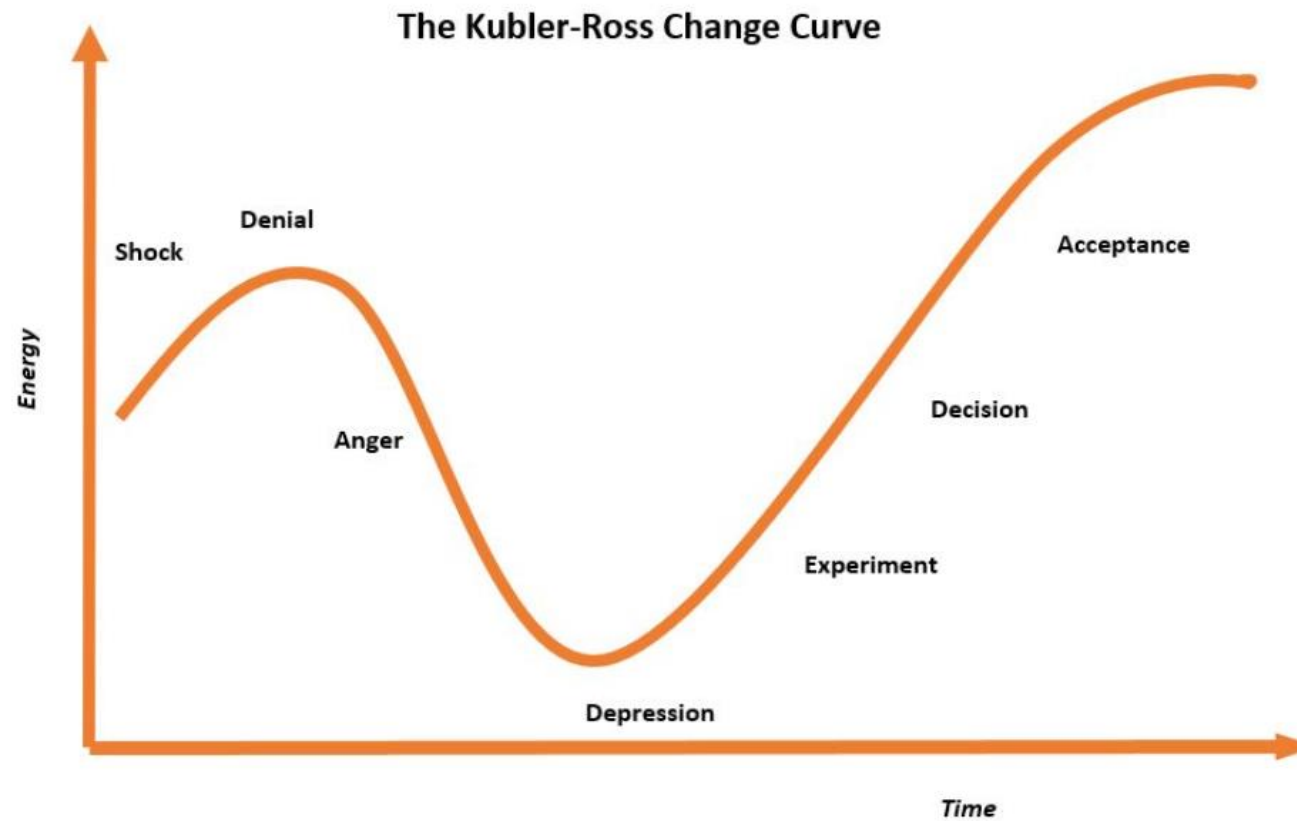


Factors that can hinder change



- ▶ Presence of Union
- ▶ Negative history of change strategies

Kubler-Ross Change Curve



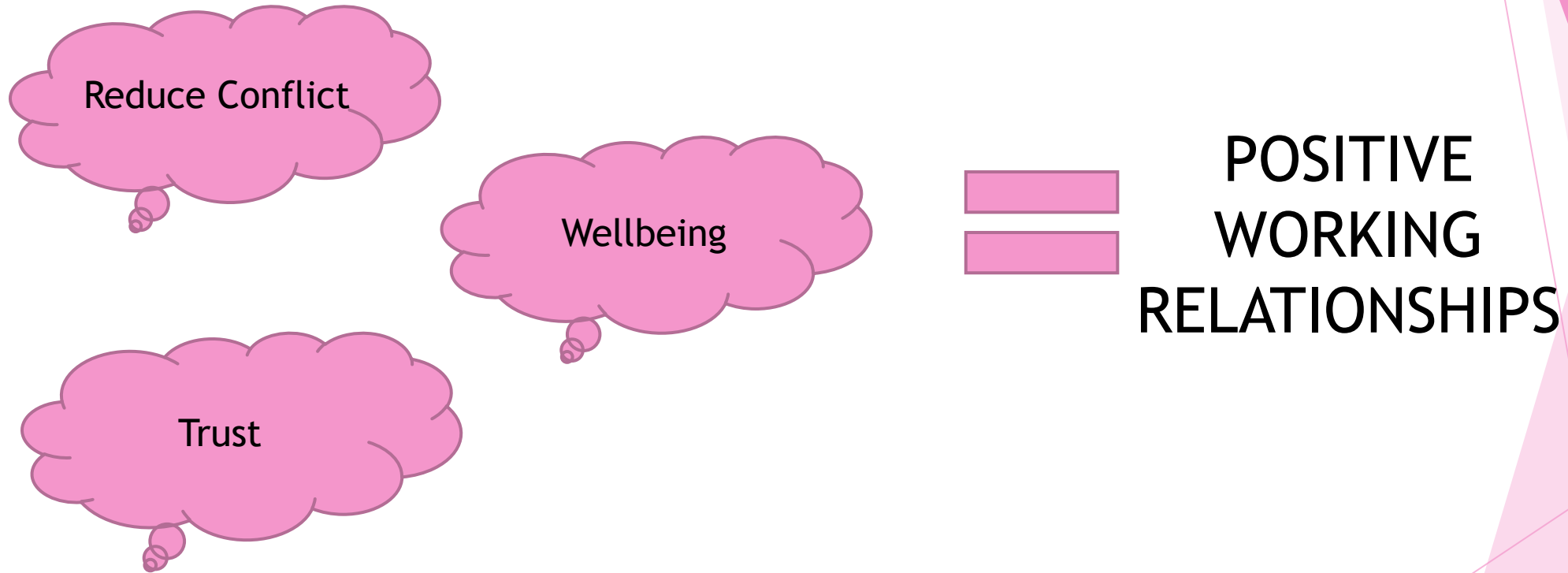
Source: Change Management Insight, 2019

Kotter's 8 step change model



Source: Warren Lynch

How can we build and maintain Positive Work relationships?



Planning for Change

Example Change Plan

Created by	XXX
Date	XXX
Version	XXX

Vision and Objectives
The goal of the change should be inputted here, with clear objectives stated for what needs to be achieved with the changes.
Activities to achieve objectives (attach Gantt chart)
Utilising a ~~gantt~~ chart can be helpful to project manage change, depending on how large the project is.
Business case (evidence-based - include data, benefits of change, gap analysis – difference between current and future states, ~~issues~~ and risks)
Here, the case for the change initiative needs to be demonstrated. Many stakeholders will want to see how this change will positively impact the business, so including any evidence (data etc) will be helpful, along with how the business will look after the change. Any risks should be identified and communicated, too.
People affected (stakeholders – employees, particular employees, customers, shareholders)
Management will decide who will be impacted, again this depends on the scale of changes.
Scope of change (eg, one site, one product group)
Does the change impact the entire organisation, including subsidiaries (if applicable) or just a specific business unit?
Roles (project manager, sponsor, team members)
Identify clear roles for all those involved in the process.
Communication strategy (attach communication plan, list of change champions)
Communication plans can be helpful to influence and be transparent, along with involving employees to lead on change within their departments.
Support to be offered (advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan)
Any additional support can be identified and provided as appropriate.

Timings and milestones (see Gantt chart)
Utilising the ~~gantt~~ chart can keep the plan on track.
Monitoring activities
How will the change initiatives be monitored and what targets need to be ~~met~~ .
Success Measures
Similarly, what is going well and what is not going well. Having defined goals and timescales can help to measure success.



Assessing Impact of Change

- ▶ Monitoring
- ▶ Assessing

In Summary...

- ▶ Best Practice Approach
- ▶ Communication is key!
- ▶ Keep stakeholders aware of the vision and benefits
- ▶ Keep support ongoing
- ▶ Manage the plan and monitor impact
- ▶ Ensure strategy is flexible to change or adjustments

The background features abstract, overlapping geometric shapes in various shades of pink and purple, primarily concentrated on the right side of the frame. The shapes include triangles and polygons of different sizes and opacities, creating a layered, modern aesthetic. The left side of the image is mostly white, providing a clean space for the text.

Questions?

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