

A Managers Guide to
Managing change in the
Organisation

MANAGING CHANGE

AIMS AND OBJECTIVES

- By the end of this presentation, you will be able to
- Understand why change is essential
- Know how to deliver a change process
- Know How to sustain change
- Understand what drives change, both internal and external factors
- Understand what factors effect change/hinder change
- Understand models that can support the change process
- Understand how positive relationships cansupport change
- Understand what is needed in a change plan, and be able to describe best practice
- Understand how to monitor/ assess how effect the change has been

WHAT IS CHANGE MANAGEMENT?

"the application of a structured process and a set of tools for leading the people side of change to achieve a desired outcome" (Prosci, 2021)



A change is a project or initiative that an organisation introduces to improve ways of working, solve a problem or as a response to an opportunity. Change will always effect the way an employee carries out their day to day activities. Every change within an organisation has an impact on the employees, this is described by Prosci as 10 aspects of change that impact on a person or group effected by the change

1. Processes
2. Systems
3. Tools
4. Job Roles
5. Critical behaviours
6. Mindset/attitude/beliefs
7. Reporting structure
8. Performance reviews
9. Compensation
10. Location (Prosci, 2021)

Change is a constant within organisations, however some research shows 70% of changes fail within an organisation, to enable the effective landing and long term sustainability of change the role of the line manger is crucial. Although HR are crucial

in being the “hidden hand” of change, the change will only be effective if the line managers have bought in to the change and work in partnership with HR. (CIPD, 2021)



DRIVERS FOR CHANGE

Internal Drivers

- Technology
- New leadership
- New strategy
- New structures
- New business models
- Outsourcing
- Changes to employees terms and conditions

External Drivers - PESTLE

- Political – Funding / taxation
- Economic - economic state/exchange rates/ interest rates
- Social – demographics
- Technology – technology advances
- Legal – change to legislation
- Environmental – global warming / consumer attitudes

When considering drivers of change it is important to understand the difference between internal and external factors, often called the “looking out and looking in” approach. external factors tend to be outside of management control and internal drivers are usually management decisions.

External drivers often have an impact on internal drivers and a useful tool to use to determine external drivers is the PESTLE tool, the tool looks at 6 external factors that can drive the need for change, Political, Economic, Social, Technology, Legal and Environmental.

Internal drivers are still a challenge within an organisation they are however within the control of the individuals, internal drivers have an impact on the organisations culture and the employees behaviour and attitude (study.com)



FACTORS THAT EFFECT OR HINDER CHANGE

Factors that positively effect change

- Change Ready culture
- Flat structure
- Flexibility in contracts

Factors that hinder change

- History of change
- Performance management systems
- Rigid structures
- Trade unions

In the ever changing world we operate in effective change management is crucial in any organisation, with failure rates often as high as 70% it is essential that leaders are aware of the factors that can both have a positive effect and can hinder change. (CIPD,2021)

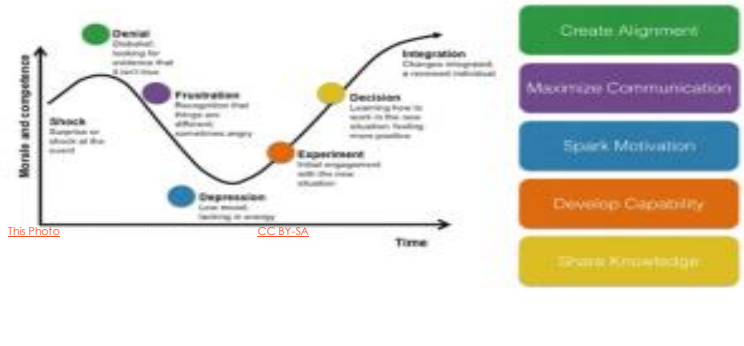
When looking at the positive effects on change we can look at 3 factors that can have a positive effect on change

Culture – create a change ready culture by following 5 steps

1. Plan for the change – appoint a change champion and ensure from the beginning you confirm the benefits of the change
2. Start with a pilot project – ensure there is two way communication process, explain why the change is necessary and what the impacts may be. Create a communication plan, establish measures and celebrate success along the way.
3. Manager resistance – remember resistance is normal in any change process, manage the resistance by,
 - Listen to any objections
 - Ensure simplicity in decisions and consequences
 - Communicate the vision for the change
 - Focus on the benefits of the change, (what's in it for me)
 - Convert the internal saboteurs

- Have the difficult / honest conversations with the stubborn resisters regarding possible changes to roles departments or positions outside of the organisation
- 4. Celebrate success – be clear on expectation of what good will look like, put measures of success in place, set achievable goals along the way
- 5. Embed change practices – review the pilot change and focus on what went well, communicate, communicate, communicate, then communicate some more, use your change champions, celebrate success (LinkedIn)

The Kübler-Ross change curve



Change doesn't happen as a result of putting in a new system or technology, change happens as a result of the people within the organisation changing. Individuals deal with change in different ways and adapt to change at different speeds. To help understand how people react to change organisations often refer to the Kubler Ross change curve, developed by psychiatrist Elisabeth Kubler Ross with her work looking at how people deal with grief and bereavement, the curve is now widely used in the business world to allow change agents to understand how they can support individuals transition when faced with change .

The curve established 4 stages most people go through when faced with change

Stage 1 – people react with shock or denial, this stage is known as status quo, nothing has changed as yet, the individual can bury their head at this stage

Stage 2 – people react with anger/ fear, this stage is the disruption stage when you will see the greatest resistance to the change

Stage 3 – Acceptance, this stage is where people start to explore what could be and experiment

Stage 4 – commitment, this is where known as the rebuilding stage where individuals are bought in to the change

KOTTER 8 STEP PROCESS FOR LEADING CHANGE



The Kotter model for change management comprises of an eight stage process for managing change in a large organisation

1. Create a sense of urgency – what is the need for change, why do we need to change, focus on potential threats and opportunities, Kotter suggests that 75% of managers need to ‘buy in’ to make the change effective.
2. Build a guiding coalition – with authority and credibility, this stage is about convincing people that change is necessary, look at all key stakeholders and build a varied team from all backgrounds who are known as strong change agents who have influence in your organisation, this does not only have to be people holding management positions
3. Form a strategic vision and initiatives – develop a short summary of what the future looks like and look at the values needed to support that vision
4. Enlist a volunteer army – communicate the vision, don’t let the message get lost in everyday communication, communicate the vision frequently and powerfully, talk about it all the time and lead by example
5. Enable action by removing barriers – identify barriers and address them, determine who are the stubborn resisters
6. Generate short term wins – keep motivation levels high, success is a great motivator

7. Sustain acceleration - keep looking for improvements, quick wins are the path to long term gains, always review what went well and what builds you can make for continuous improvements
8. Institute change – anchor the change, ensure change is always on the agenda, talk about success stories and recognise key change agents (mindtools)

POSITIVE WORK RELATIONSHIPS

- Trust – its role in acceptance of change
- Reduction of conflict
- Increased colleague well being



Studies show that positive work relationships in the workplace play an essential role in employee wellbeing which in turn has a positive impact on employee engagement, resulting in improved individual performance (positivepsychology)

Trust – according to the CIPD, “**High levels of trust will deliver the enabling conditions in which significant change can thrive**” (CIPD2021) when there is trust in a work relationship and people can be open and honest, it reduces the need to waste time watching your back, trust can help increase the acceptance of change

Reduction of conflict – when there is a positive work relationship it can help support employees when they resist change as honesty is established (td.org)

HOW CAN WE BUILD AND MAINTAIN TRUST

Clear rationale for change

Effective communication

Anticipate the impact of the change
and provide support

Positively resolve conflict

Effective monitoring and taking action

The success of change comes down to how receptive people are to change, managers having positive relationships with their people can make all the difference

The techniques used to help build and maintain trust in a work relationship are supported by the 4E's principles of human change model

- Educate – provide a clear rationale for the change
- Engage – establish an effective 2 way communication process, anticipate the impact of the change and provide support
- Empower – give responsibility and ownership for the change, delegate task, place trust
- Enable – give them the tools to do their job, the right skills, discuss any concerns resolve conflict and remove barriers, take action



Communication is key to effective change management, it is considered important in building a change ready culture and gaining commitment to the change (Armenakis et al, 1993)

There are 3 types of communication

- Top down – where the senior leader delivers the communication to employees
- Bottom up – where employees are collectively involved in communication
- 2 way communication – one to one meetings etc where both parties collectively discuss

According to the CIPD an effective approach to communication should include a communication plan that is cohesive and strategic and supports a culture of trust and openness.

Successful communication should. :

- Build a shared sense of purpose aligned to the organisations strategy / vision
- Be supported by senior leaders
- Drive genuine, honest and simple dialogue
- Demonstrate good people management
- Be reviewed for effectiveness (CIPD, 2020)

A good communication plan should include

- The level of communication, what needs to be communicated and to who
- The type of communication needed, tailored to the relevant audience
- The frequency of communication



SUPPORT NEEDS

- Advice
- Retraining
- Coaching
- Mentoring
- Counselling
- Representation

When implementing change consideration should be given to the support that may be needed for all key stakeholders including to seniors leaders and middle managers. According to the CIPD middle managers are crucial in embedding change and therefore must be supported by HR to facilitate the change. (CIPD 2015)

Training is crucial to landing change effectively training can 1./ Increase the rate of change management success, 2./ helps maintain visibility and encourages belonging, 3./ Promotes employee engagement (elearningindustry.com)

In the world of change the support support that can be given the better, coaching for change is about giving the right support at the right time for the specific individual or group. Coaching improves understanding of the change and prepares people to address future change. “Good coaching facilitates and individuals or groups movement from one state of understanding, behaviour and performance to the next” (Bennett and Bush, 2014)

Change is a very emotional process and does not happen overnight, change can result in feelings of anxiousness and lack of sleep, support can be given through counselling, a counsellor can help navigate through the change is a healthy way (Bradley university)

CHANGE PLAN THE 3 PHASES



Design



Enact



Sustain

When considering and change in an organisation the change should be planned following 3 phases

Design - most change models start with designing a change, the design phase should be completed at the beginning and not as an afterthought, the design should be reviewed on a regular basis to ensure it is still fit for purpose. The following are guidelines to follow at the design phase

1. Conduct an assessment of the current state
2. Design the change for the future state and not the present
3. Create prioritised, actionable and realistic goals

Enact – this phase requires a long term commitment from a dedicated change team, many organisations jump straight to the enact phase without fully completing the design phase. Communication is key to this phase, the following are guidelines for enact

1. Prioritise expertise over availability when selecting members of the change team
2. Secure senior level change champion
3. Identify and engage key stakeholders
4. Use project management best practices

5. Monitor the environment for change and align with other initiatives

Sustain – this phase is not just about maintaining the status quo it is about adapting to fit future needs, guidelines for this stage

1. Track the impact of the change and engagement of stakeholders
2. Find the opportunity to tell the pre change stories
3. Look for evidence that the initiative does not fit the situation
4. Keep working to translate the overall design goal into local behaviours (SHRM, 2015)

WHAT IS BEST PRACTICE?

- Agree the implementation strategy
- Agree timeframes
- Draw up detailed implementation plans
- Set up a team of change champions
- Establish good programme management practices
- Communicate clearly
- Ensure participation and help to minimise stress
- Personalise the case for change
- Be prepared for conflict and manage it effectively
- Motivate your employees
- Develop skills
- Maintain Momentum
- Monitor and Evaluate

Successful implementation of change requires a structured approach to support this the following is a set of best practice guidelines

Agree the implementation strategy

Agree timeframes

Draw up detailed implementation plans

Set up a team of change champions

Establish good programme management practices

Communicate clearly

Ensure participation and help to minimise stress

Personalise the case for change

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Motivate your employees

Develop skills

Maintain Momentum

Monitor and Evaluate (CMI, 2014)

HOW DO WE MONITOR AND ASSESS THE IMPACT OF CHANGE?

- Quantitative
 - KPI's
 - Statistics
 - Compliance
 - HR Data ; absence, turnover, training
- Qualitative
 - Feedback
 - Focus group

It is widely stated that change management is about attitudes, behaviours and feelings, therefore it cannot be measured. Change management being 'soft' does not necessarily mean it cannot be measured. (thechange compass)

"if you can't measure it, you can't improve it" (Peter Drucker)

Many HR academics state because something is not black and white and harder to measure does not mean it should not be measured.

When measuring the impact of change data can be collated through Quantitative and Qualitative data

Quantitative

KPI's

Statistics

Compliance

HR Data – absence, turnover, training

Qualitative

Feedback

Focus groups



SUMMARY

- Change is a project or initiative to improve ways of working, solve a problem or a response to an opportunity
- Factors that positively effect change, change ready culture, flat structure, flexibility in contract
- Factors that hinder change, history of change, performance management systems, rigid structures, trade unions
- Consider what support is needed
- A change plan has 3 phases, design, enact and sustain
- There are 2 drivers for change internal and external
- Frequently used change models, Kubler Ross Change curve and Kotter's 8 step
- Positive work relationships can support change
- Build and maintain trust
- Communication is key
- Follow best practice with your change plan
- Assess and monitor the impact of change

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