

UNIVERSITY OF WALES TRINITY SAINT DAVID

**MODULE: Leading and Implementing
Workplace Change**

Change Management Plan

INDIVIDUAL REPORT

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Executive Summary

Workplace leadership is essential for implementing and managing the essential changes in work operations. Emerging business issues caused by the external business environment led to change management plans for optimising the business and mitigating the risk factors. Deloitte's change management plan has been examined in the report by demonstrating its business operations, issues, and strategic plans for change initiatives. The sustainable actions of the company towards a better future have been evaluated. The effectiveness of different change management models in the context of Deloitte's business issues has been examined and evaluated. Further discussions have shed light on the company's initiatives to make and sustain changes with an appropriate leadership style in the workforce. Additionally, the way Deloitte has conquered the impacts of both digital disruptions and economic uncertainty in terms of the external environment has been showcased along with the contribution of the company's culture to cope with new changes. Furthermore, a robust plan for change management has been proposed by considering communication and evaluation plans to accelerate the overall feasibility of the workforce.

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Introduction

Workplace change is essential to deal with the new and emerging business situations caused by internal and external environmental occurrences. Digital changes and economic fluctuations are two of the most significant causes of difficulties in business management. The ever-changing business dynamics make the companies obliged to implement change management models with distinct principles to bring the desired outcome (Errida and Lotfi, 2021). The report will aim to analyse the change management system of Deloitte in the context of its recent issues. A detailed overview of the company will be given highlighting its present state. The recent change initiative by the company will be highlighted followed by the analysis of the recent history of the business. The business issues will be examined after which the impact of external changes on Deloitte will be demonstrated. The impacts of digital disruption and ongoing economic crisis will be analysed respectively. Different change management models will be discussed in the context of the company's strategic changes to resolve the issues. The change management process of the organisation to fulfil the business objectives will be evaluated along with mentioning its leadership style implemented for the same. Organisational culture and its impact on change management initiatives will be assessed for the company. In the end, a change management plan development of Deloitte will be prepared based on the insights gained from the entire analysis of workplace change management.

Company Overview

Deloitte is a British multinational company that is currently the biggest services network globally in terms of employee number and revenue generation. Deloitte leads the global business industry by providing audit services, business consultancy, financial advisory, risk management advisory, tax advisory and other services. The company was founded on 23rd April 1845 when the founder, William Welch Deloitte's office was opened in London, England, UK (Deloitte, 2024). The operational area of Deloitte expands across more than 150 countries and with approximately 415000 employees. Deloitte has successfully completed its 175-year journey with satisfactory services to world-class business clients. Joe Ucuzoglu is the present Chief Executive Officer of Deloitte Global responsibly ensures the company's quality services by leveraging the optimum organisational potential. The company covers many business industries with consumer services, financial services, public and government services, technology, telecommunication, healthcare, energy resources and so on. The weekly economic update by the company provides news regarding the latest economic industry trends from across the globe. The emerging industry demands and the challenges regarding them are analysed by the company to provide strategic solutions to its clients. The company indulges in various responsible initiatives regarding climate change, education of children, equity, and diverse inclusion in the workforce and so on to create a benchmark for other businesses (Deloitte, 2024).

Recent Change Initiative to Investigate

Deloitte is known for its innovation in solving digital issues and making the work process easier for business organisations. The company requires high technological skills in its workforce to provide financial consultancy, tax advisory, risk advisory, and other services to the business companies. Global businesses have been facing skill shortage issues for the past few years with the immense implementation of new technologies and Deloitte is not an exception. The company revealed that more than 40% of the employees of global businesses have left their jobs in the past year and it is making strategies to change this workplace issue. Moreover, the United Kingdom's economic conditions have also been highly uncertain ever since Brexit. The discussion will investigate 'The Sustainable Actions

Index' by Deloitte which brought out effective solutions for these problems by analysing data received by global surveys in 2022. The survey helped make essential changes by focusing on the labour market and corporate sustainability efforts (Deloitte, 2023).

Investigating the recent history of Deloitte

Being an international service tycoon, Deloitte has encountered remarkable diversification and growth in recent times and a brief analysis is as follows,

Innovative approach

Acknowledging the dynamic landscape of the business, the company has already initiated innovative practices as well as integrated trending technologies. Deloitte founded an immensely popular blockchain consultancy namely Rubix in 2014 along with certain blockchain laboratories to promote a research and development approach in terms of surfing the potential of this specific technology (Sjodin, 2020).

Acquisition strategy

The company holds a significant history in terms of potential mergers. They basically owned some of the crucial parts of a competitive business venture namely Arthur Andersen that revolves around the scandal of Enron as of the data of 2002. This strategy has boosted their global presence within America and Europe throughout the years. Moreover, Deloitte has captured Monitor Group, a well-known consulting firm to augment the company's consulting capability.

Internal renovation

Assessing diverse client needs within this volatile market scenario the company has already rearranged the US operations from 2003 to 2005. The effectiveness of this strategy lies within the establishment of four distinguishable departments such as tax, financial advisory, consulting and so on. As per recent statistics, the company possesses a manpower of almost 415,000 employees on a global scale and these emphasise their vigorous expansion and growth. Therefore, it is obvious that the recent history of the company ensures their prosperous future to meet the customised needs of the clients to achieve a competitive edge over its rivals (Elliott, 2020).

Explanation of the effect of digital disruption within the company in terms of the external environment

The external environment plays a key role in controlling all the internal operations of a business firm and particularly the growing stages of digital disruptions could impact in an effective manner as listed below,

Big data emergence

The process of data explosion demands several fresh tools and skill sets. Deloitte has already contributed towards the introduction of data analytics as well as their capacities to promote business growth. They mainly cater the clients with prominent services such as augmented business intelligence along with data visualisation to guide them to make effective decisions.

Efficacy and automation

Certain digital tactics, namely automatic routing tasks as a part of robotic process automation assist the company to excel at their tax and auditing operations. However, the

challenge might lie within the concept of workforce shrinking. The company on the other hand considered it as an ample opportunity to upskill the entire workforce to be familiar with data analysis and higher-valued assignments potentially.

Wider demands and needs of the clients.

The aspects of the digital revolution altered business dimensions. Thus, the demands of the clients are not now limited to conventional tax and audit services. Their personalised demands revolve around guiding themselves within important fields such as cyber security, digital advancement, and data analysis. Deloitte addressed this demand and established consulting services to meet their demands via the acquisition of Monitor Group.

Cybersecurity concerns

With the rise of digitalisation, the threats from malicious hackers have become an alarming concept. Data sensitivity is prioritised by the majority of the clients' base and hence, the company has already improved their cybersecurity framework to facilitate the advice process of risk mitigation techniques and justified actions to the clients (Metzler and Muntermann, 2020).

Differentiation and innovation

Technology evolves in a constant manner like Deloitte with its innovative practices to cope with the intense competition. The establishment of Rubix as a blockchain consultancy and lab helped the company to survive the challenges and addressed its influence on different sectors. As a part of the ripple effect, the process of digital disruption impacts both the client's needs and the internal operational effectiveness of Deloitte simultaneously. The company has implemented certain collaborative tools in stimulating communication within its current workforce dispersed geographically.

Issues, opportunities, and the overall impact

Digital disruption comes with both threats and opportunities and hence, the company needs to monitor their current practices and ensure recruitment of top talents with salient digital skills to remain ahead of the competition. The overall impact has been optimistic as distinct service offerings, leveraging new digital skills and tools helped it to mark itself as a potential leading firm within the market (Baker, 2020).

The influence of current economic uncertainty on Deloitte in terms of the external environment

The term economic uncertainty could impose significant effects on the operational feasibility of Deloitte as follows,

Economic downturns

Economic disruptions might force businesses to limit their services. This could influence the key services of Deloitte such as tax and auditing directly. Thus, the companies may delay their less essential services such as consulting operations that impact the revenue structure.

Risk management.

Economic uncertainty generally fuels an environment enriched with potential risks. Therefore, companies could seek proper guidance to control dynamic markets along with eliminating serious financial threats. This specifically develops opportunities for Deloitte to act as a risk advisory involving financial modelling and internal auditing.

Employee retention

Economic uncertainties primarily come with the threats of freezing the hiring process as well as considerable layoffs within different sectors. This may influence the ability of Deloitte to pull and retain top employees. However, this could also help the company to hire skilled people cut off from the sides of other ventures.

Changes in the priorities of the clients

Economic disruptions drive companies to implement cost-effective measures. Hence, this could be advantageous for Deloitte to optimise costs as well as reconstruct their service offerings. They could assist businesses to uplift their overall efficiency and streamline operations to introduce new revenue channels.

Strategic merging

Economic uncertainty insists on certain acquisitions and mergers to strengthen their current market share and attain specified assets. Therefore, it develops business possibilities for Deloitte to act as a financial advisor. They could advise global clients on valuation, diligence procedures, M&A process and many more (Galpin, 2020).

Addressing the uncertainties and the overall impact

Deloitte has embraced different effective approaches to deal with emerging challenges efficiently. Offering wider service ranges helps the company to cut down its over-dependence on a single revenue channel. This specified diversification strategy assists the company in handling economic uncertainties smoothly. Additionally, the company encapsulates the concept of value proposition to highlight the way it could guide the companies within difficult situations along with amplifying their potential. The global presence drives Deloitte to expand into new market segments during economic downturns. The overall impact is mixed with opportunities and threats as well.

Evaluation of Change Management Models

Change management models are implemented by strategic planning to guide the workforce and work operations towards achieving the desired objectives for the business. Various business issues and operational difficulties are aimed to be resolved by the change management models. Some popular frameworks or models of change management can be discussed in the context of strategic planning for Deloitte's organisational issues (Errida and Lotfi, 2021).

Different Change Management Models to Identify and Incorporate the Issues and Strategic Change of the Organisation

Lewin's Change Management Model

This model by Kurt Lewin in the 1950s has 3 stages, to implement and maintain the change within organisations. In the 'unfreeze' stage, the issues are identified and the plan for resolving issues and further development is made by interacting with all the business parties. After that, a strategic plan is implemented to 'change' the current business scenario. The plan is integrated into the business practice with all the necessary measures of support. The 'refreeze' stage then analyses several metrics of key performance indicators to ensure the system does not fall back to the previous problematic condition (Burnes, 2020).

Deloitte's issue with skill shortage is crucial in this context as it requires extensive development programs to train its employees regarding advanced digital technologies.

Deloitte not only utilises digital technologies for its business but also advises its clients on the same. Hence, a strategic plan is significant to provide support for continuous and advanced knowledge growth of the employees for a longer period to handle the digital disruptions of the company. The performance levels are important to be regulated by improving the support from the authority upon analysing the performance metrics (Deloitte, 2024).

Kotter's 8 Steps for Leading Change

John P Kotter's Theory of Change explains 8 steps to lead and implement organisational changes. Firstly, the employees are encouraged with a sense of urgency and then the work is delegated to different teams with appropriate leadership and skill analysis. The vision for the change is clarified to align with the work operations after which the responsibilities of each member are explained. The obstacles to the change management plan are identified and removed after which short-term objectives are made leading to the goal accomplishment. The momentum of the change is maintained during the action implementation and even after the accomplishment of the goal (Harrison, 2021).

The ongoing economic uncertainty of the UK makes Deloitte obliged to be prepared for different possible business situations. A sense of urgency among the employees is needed to deal with situations where the company might fail to invest a huge amount in new hiring. The operational activities are important to be arranged in different teams according to various departments to enhance the performance level of each sector and services to different industries. The roadblocks of workforce development such as resistance to change, and lack of time and resources are crucial to be removed to proceed with the strategic plan with various short-term objectives. The fulfilment of these objectives is effective in ensuring Deloitte's employees' expertise as well as the company's capabilities to deal with unpredictable economic conditions (Deloitte, 2024).

ADKAR Change Management Model

ADKAR is an acronym for the 5 stages defined in the change management model given by Jeff Hiatt. The organisation ensures everyone's 'Awareness' regarding the significance of the issues in the first stage after which everyone's 'Desire' to contribute to the change is persuaded. Everyone is given sufficient 'Knowledge' about their roles and responsibilities followed by giving them the 'Ability' to carry forward the required tasks. Lastly, the 'Reinforcement' stage intends to sustain the changes with resilience, agility, and consistency (Thekkekkara, 2023).

Changes in clients' demand are common for Deloitte in the era of constant technological advancements. It is important to create 'awareness' among the workers regarding the post-Brexit cost increase as well as labour and skill issues to make everyone committed to resolving the problems together. The skill issues need to be mitigated by strategically enhancing the existing workforce's capabilities. Retaining old and dexterous employees for a longer time is also crucial to managing the essential and most important work operations (Deloitte, 2024).

Nudge Theory

The Nudge Theory highlights the employees' wilful contribution towards creating and managing organisational change. The theory was developed by Cass Sunstein and Richard Thaler to regulate and utilise the workers' perception of change for the benefit of the business. The change management process is analysed from the employees' viewpoint to identify their benefits from it and to accordingly present the strategic plan to them. The

change management plan is not forcefully imposed on the employees, rather it is advised to them for their good. The business authority gives the employees the freedom to express their thoughts and opinions about the process and bring out solutions with their unique abilities (Wren, 2024).

This theory is crucial to the context of Deloitte's workforce motivation to an extent where the employees come up with different ideas for emerging business issues and maintain the economic benefits through excellent business performance. It is important that the company highlights the sustainability issues and influences the workers to act for the future of the company. The employees' willingness to innovate ideas towards sustainable and responsible business management with the help of the authority is significant to keep the company relevant to the recent industry trends and demands (Deloitte, 2024).

McKinsey 7-S Framework

The McKinsey framework explains the organisational change management process into 7 different stages. The end objective is decided to plan the 'strategy' after which the organisational 'structure' is analysed. The company's 'systems' including the equipment, infrastructure, technology, budget, and other things are evaluated regarding the successful implementation of the strategy. The employees' behaviours are directed with 'shared values and principles that align with the organisational culture. The 'skill' sets of the employees, the 'leadership style' of the top-level employees, and the work delegation among the 'staff' are decided to make the change.

This framework is useful in context to increase Deloitte's productivity and profitability as well as to lessen the chances of future risks. The 7 stages ensure all the crucial aspects of the company's strategic preparation to confront any technological advancement and unforeseeable economic situation. The organisational structure is strengthened along with the maintenance of an appropriate culture. The skills and knowledge base of the workers are intensified under the guidance of leaders to make the organisation resilient to bounce back from any business crisis (Deloitte, 2024).

The way Change was Managed in the Organisation by using a Leadership Style

Deloitte has implemented an effective change management plan by developing strategies with its highly skilled management team. Leadership is an integral part of the change management plan as it regulates the changed strategies and directs the workforce to remain aligned with the changed model. Deloitte has used a 'Leadership Pipeline Model' which was developed by Ram Charan, James Noel, and Stephen Drotter. The company believed in developing its own leaders by shaping the qualities and knowledge of its employees from the basic levels to the advanced level. The internal transformation included adding new technologies, appointing more skilled people, and restructuring the work operations. Deloitte did not have to suffer for a longer time during skill shortage issues and other external phenomena. Employees of different sectors were given ample opportunities and support to grow into their specific sectors gradually and become leaders to direct and regulate work operations efficiently according to emerging needs (Forbes, 2023).

Stages of Successful Change Management in the Company

Identifying the Business Issues and the Need for Changes

Deloitte has identified crucial business issues such as digital disruptions due to a lack of skills and their possible impact on future business results. Furthermore, there was a need for constant IT implementation and integration with the company's work structure and culture.

The economic uncertainty in the UK has made the company realise the importance of extensive finance management and resource planning to handle emergency business conditions.

Measuring and Preparing Resources

The company focused more on employee training and regulating the workforce with discipline in every layer of the work operation. There was a focus on closing the digital skill gaps of the existing employees and new recruitment with necessary measures. Moreover, the infrastructure was developed highly with efficient equipment and systems. The company has acquired the 'Giant Machines' company to get support with leading digital solutions and software systems.

Making and Implementing Strategic Plan

The business assets of 'Giant Machines' have enriched Deloitte with strategizing the innovation of digital products (Deloitte, 2024). Economic uncertainty and its effect on the sustainable growth of the company have been analysed while making the strategies. The company wanted the transformation to be equitable for everyone's benefit. Employee payment and development structures were redesigned along with anticipating future industry changes and client demands. The social and environmental impact as well as the company's benefit were considered while making the change management plan. Global surveys have helped the company collect crucial data from 20 countries during the COVID-19 outbreak. Home, workplace, and society were considered to understand the dynamic financial circumstances for sustainable growth (Deloitte, 2023).

Maintaining the Plan with an Appropriate Leadership Style

The Leadership Pipeline model was skilfully integrated into the work culture of the company where employees remained motivated for constant growth. Encouragement was given to the employees in terms of growth opportunities, appropriate payment, mental and physical health support, insurance and so on. The workload reduction on request is a smart move by the company in times of growing health awareness to retain the workforce. The workers willingly supported the company's mission and vision and focused on their skill growth to make innovative technologies and support the sustainable growth of the business.

Sustaining the Change by Evaluating Success after the Implementation of Strategies

Employees' performance levels were evaluated by analysing the key performance indicators within a specific timeframe for short-term objectives. The development support was arranged according to the needs of the new and old employees. Experienced employees were promoted to higher designations with leadership roles to sustain the achieved state and continue further towards achieving more success. The company did its financial planning by examining the global service quality, its impact and risk mitigation. Deloitte overcame many digital disruptions and was acknowledged as a leading global custom software development service by the Gartner Magic Quadrant (Deloitte, 2024). The company successfully increased its profit by 5-6 billion British pounds from 2022 to 2023 and generated almost 51 billion British pounds globally in the fiscal year of 2023 by sustaining the change management plan (Statista, 2023).

Evaluation of the influence of organisational culture within change management programme.

Deloitte possesses a prestigious organisational culture that is responsible for its long-term success and initiation of a change management program. Both the negative and positive impacts are listed below,

Positive impacts

Learning orientations

The organisational culture of the company facilitates the concept of continuous learning as well as development. Hence, this approach helps Deloitte acquire new skills along with the potential to adapt to emerging changes to develop an amicable environment in response to change initiatives. Current training programs along with the agility of upskilling could drive the company towards the pinnacle of success during organisational changes.

Shared principles and goals

Deloitte encourages innovative approaches, client support and collaboration. Thus, this could be a part of the elementary strategy to initiate effective changes. Staff who align themselves with the goals and missions of the company generally welcome new technologies and processes in an optimistic way (McNab, 2020).

Collaboration

The peer-to-peer support and supporting culture of Deloitte manifest transparent communication as well as a clear knowledge-sharing pathway within different departments and teams. Hence, this might stimulate the community concept across the workforce and to allow the staff to consider feedback as a learning opportunity for their teammates during the transition process. In addition to that, sharing ideas along with success stories may also increase the pace of newly adopted processes.

Robust leadership

Prudent leadership can also play a pivotal role in terms of the successful implementation of the proposed changes. The leadership approach of Deloitte generally encapsulates the commitment towards positive changes via implementing clear communication with the employees to inform them about the justification of the changes. This approach can make them feel valued and motivated to build trust across the workplace.

Negative impacts

Bureaucracy and silos

Despite the collaborative environment, the company follows the majority of the business ventures so as to experience a sense of bureaucracy. This could be responsible for slowing down the overall decision-making process by hindering the integration of change activities. Apart from that, the departmental leads could also resist generating roadblocks (Scott, 2020).

Risk aversion.

Excessive risk mitigation could also be termed as a serious obstacle in the path of change initiatives. Some experienced employees who are used to doing their job roles in previous manners might impose objections to introducing new processes or ideas.

Change fatigue.

Deloitte evolves in a constant manner empowered by customised offerings and rapid acquisitions. Therefore, it could result in change fatigue across the employee base that struggles to cope with the transformational speed. Excessive changes could lead to higher dissatisfaction, disengagement, and reduced productivity in the workforce.

Optimisation of the overall impact

Deloitte has adopted certain initiatives to grasp the positive influences during the change management processes by considering some crucial strategies. Targeted communication is one of the best approaches to convey the proper rationale behind the changes to the employee base. This will help to promote trust as well as buy-in effectively. Along with this, outlining and providing proper training to the change leaders from each team would also be beneficial to a greater extent. These chosen employees can navigate the whole workforce through the changes by ensuring adequate support to their peers along with addressing anxieties. Encouraging employee engagement during the transition process as well as asking for their valuable feedback might stimulate a concept of ownership to reduce potential resistance. Celebrating different successful adventures of the employees could act as an instant motivation among others to follow the specific pathways of change.

Proposed change management plan to improve the overall scenario of Deloitte.

Based on the above discussion, the proposed plan for change management could revolve around implementing a cloud-oriented project management framework. Hence, it will foster collaboration, elevate projects' visibility as well as enhance data accessibility processes to impress internal stakeholders and clients as well (Holten, 2020).

Plan for employee development and training.

Pre activities

Arranging certain introductory programs to provide the employees with justifications behind the implementation of the proposed plan, its benefits, functionalities, and the company's vision around it needs to be encouraged. Formulating essential e-learning materials along with interactive sessions to decode the features of the proposed framework could also be immensely beneficial in this context. Engaging a small team in the activities involving the PMF can help identify serious issues and obtain key feedback before the final deployment.

Launching

Establishing 24/7 accessible help desks to guide the employees in resolving their issues and queries by recruiting trained personnel to address challenges could be a prudent step in the initial days. Offering real-time assistance via implementing a live chat system to resolve numerous FAQs as well as troubleshooting problems could promote higher trust. After the experiment with the selected team, individuals with higher accessibility skills of this newly proposed framework would be termed as 'superusers' to guide the remaining workforce to adapt to these changes.

Post activities.

After the initial phases of testing, the post-activities might include offering ample training sessions. This will help to address needs of project management along with the detection of the requirement of new features that could be added to the PMF. Additionally, accessing feedback from the users via conducting regular surveys, suggestion checkboxes and focus groups could promote higher improvement along with elevating the usability of the system (Thesing, 2021).

Communication plan

Optimising a broadened range of communication platforms such as internal newsletters, town halls and email blasts can assist the company in guaranteeing an uninterrupted messaging process to reach the employees. Apart from that, encouraging the active participation of senior leaders within the communication process reflects a sense of commitment towards the PMF to encourage the employees as well. Moreover, maintaining transparent communication channels to deal with the growing anxieties as well as concerns of the employees during the transition can ensure helpful implementation.

Evaluation plan

Measuring the rates of adoption in the system by monitoring recipient activity along with outlining the areas of improvement could be a highly crucial initiative in this regard. Conducting continuous surveys to gain insights into the satisfaction level of the users with the newly launched PMF by emphasising its effectiveness would also help the company identify potential drawbacks. Along with that, supervising the time frames of the assigned projects, and budgeting along with resource allocating could be considered as some vital steps to evaluate whether the new PMF is efficient or not. Furthermore, acknowledging the feedback from the current clients might also guide Deloitte with their new PMF to understand whether this has improved the overall visibility of the project while maintaining a clear communication network.

Further considerations

Some additional considerations might also be fostered in this context by introducing proper recognition programmes as well as initiatives to the employees with higher attendance percentages in the training programs along with constructive feedback. Apart from that, offering adequate flexibility to the weaker learners in terms of providing additional resources, time, and constant support to help them adapt to the new infrastructure might also be helpful to insurance within the company (Corejova, 2020).

Conclusion

The above report has been developed to shed light on the effectiveness and implementation plan of change management of Deloitte. The company holds a prestigious position within the market by suppressing the rivals however, with the rise of globalisation, there is a growing need for certain changes to facilitate operational flow. Therefore, aligning with the context, a brief overview of the company and the relationship description has been incorporated in this report. It has been found that the company's initiatives namely 'The sustainable Actions Index' received higher responses in the global survey as of 2022 to mitigate the issues related to data analysis. Following that, certain crucial instances of popular change management models such as Lewin's change management, Kotter's 8 steps towards changes, and ADKAR model with the Nudge theory have also been elaborated along with the McKinsey 7S framework. Additionally, the way new changes could be adopted through emphasising leadership style and phases of change management have been showcased in this report. Apart from this, the way Deloitte has embraced the impacts of digital disruptions and economic uncertainty in terms of the external environment has been highlighted along with the contribution of the company's culture to adapt to new changes. Furthermore, an efficient plan for change management has been proposed by prioritising communication and evaluation plans to fuel the overall workforce feasibility.

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