

Change Management
BMMB7000D

IMI's Strategic Change Management Program (SCMP)

A Report For

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By

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Executive Summary

IMI supplies complex engineering systems in the nuclear, renewable energy, and defence sectors. The business operates globally with over four thousand employees in over sixteen countries. IMI's senior management implemented the strategic change management programme (SCMP) in 2018. The purpose of the SCMP was to align all of IMI's global sites, which previously operated individually and partner the sites into groups to share engineering resources and capabilities, allowing IMI to benefit from economies of scale and reinforce the IMI brand.

The macroenvironment was analysed using the PESTLE model, followed by a review of the microenvironment using Porter's five force analysis.

The SCMP followed the change management model of Mckinsey's 7S framework:

Hard element One: Strategy
Hard Element Two: Structure
Hard Element Three:
Soft Element One: Style:
Soft Element Two: Staff:
Soft Element Three: Skills:

It was identified that the resistance to the SCMP followed the Kubler-Ross Change Curve with all five stages of the model being experienced; Denial, Anger, Bargaining, Depression, and Acceptance.

The report then addresses IMI leadership and the change agents who are involved in implementing the SCMP throughout IMI.

The sustainability of the SCMP was identified as requiring two key factors. The first was the standardisation of the technology used across all sites. The second was the employee, but it was identified that cultural differences due to geographical locations could create a barrier for the SCMP.

The report critically analysed the SCMP identifying areas of concern and findings from the information. Finally, a conclusion was given highlighting the soft elements of Mckinsey's 7S as being neglected throughout the SCMP. Alongside the ineffective communication of the change management program.

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1.0 Introduction

IMI Critical specialise in complex industrial engineering systems. They operate within multiple sectors, including Nuclear power, Renewable and Government Defence contracts. The organisation has its headquarters in the UK with multiple operating across sixteen countries, employing in excess of four thousand employees.

The strategic change management programme (SCMP) was implemented at the end of 2018. The change management project was scheduled to be completed by 2023. It was launched with the aim of IMI Critical sites being paired/grouped with other sites IMI Critical with similar product families. The reason being the alignment of sites would share resources such as engineering knowledge, human capital and manufacturing capabilities. Resulting in benefits to the business from economies of scale, reinforcing the IMI brand and capabilities in competing against its main competitors.

2.0 Change Driving Factors (Macro & Micro Environment)

The most significant impact on IMI's survival as a business is the ability to supply its customers with industry-leading engineering technology. The need for IMI to adopt organisational change was driven by many macro (external) and micro (internal) factors. To review the macro environment, a Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis will be conducted in combination with Porter's Five Forces analysis to identify the micro factors.

2.1 Macro PESTLE

Political	Trade agreements between countries and regions heavily influence the supply of products into regions and countries using tariffs and quotas. The Department For International Trade (2020) explains that the USA has ceased trade agreements with the Comprehensive Trans-Pacific Partnership (CPTPP). The trade agreement between countries can significantly increase trade for businesses' operating across different regions; however, trade agreements are not always guaranteed entry to a market. IMI's global footprint and strategic site positioning will ensure the organisation can take advantage of its positioned domestic markets alongside international markets based on trade agreements.		
Economic	According to the International Renewable Energy Agency (2020), petroleum has the highest proportion of fossil fuels with a 32% share, accounting for 81% of the global energy supply. Fluctuations in energy prices, especially oil prices, are expected to impact the country's economic growth.		

Table 1: Macro PESTLE Table

Social	The rise of home-working and the social acceptance of remote working has been accelerated by the Covid-19 pandemic, which forced businesses to adapt and change how they operated to survive the pandemic through social distancing and employees contracting COVID-19 (CIPD, 2020). This has changed social opinions and cultural expectations, with many employees embracing the trust and responsibility of their employers who keep remote working procedures in place. Promoting McGregor Theory Y that employees, when installed with freedom, purpose and trust, take responsibility and ensure business outcomes are achieved is a direct opposite of McGregor's Theory X (McGregor, 1960).		
Technological	Technology within the energy sector, one of IMI's key markets, is experiencing radical transformation within the nuclear industry. The requirements to promote and deliver an environmentally friendly form of energy from nuclear power are market-driven. The requirement for nuclear power extends beyond the traditional energy markets and into marine defence, particularly building submarines. This drive has aligned the interests of partnered countries. For example, Canada and the UK have partnered on a joint program to innovate further nuclear fission (Department for Business, Energy & Industrial Strategy, 2020). This creates a strategic opportunity for IMI, which have engineering facilities in both UK & Canada that can support the joint nuclear program.		

Table 1: Macro PESTLE Table

Legal	The need to protect data from businesses and consumers is increasing as the world becomes more digitalised. The Data Protection Act of 2018 was designed to enforce general data protection regulations (GDPR) control. Kamleitner and Mitchell (2019) state that the collaboration of data by an organisation instantly creates a level of accountability for how that data is stored, used and protected. This may become more challenging for IMI if data is shared across various geographical locations, each with its data protection laws.		
Environmental	Environmental awareness has created the global drive to protect the planet and remove the reliance on fossil fuels through the development of renewable and nuclear (green) energy. IMI is using the drive to help enter emerging renewable and nuclear energy markets. The International Renewable Energy Agency (2020) has stated that renewable energy costs are significantly reducing as more competition enters this heavily involved engineering sector. The advantage of the organisations that are early adopters of renewable markets will become long-term market leaders as the sector's popularity grows and expands.		

Table 1: Macro PESTLE Table

2.2 Porters Five Force Analysis (Micro Environment)

Porters Five Forces IMI SCMP		
The Influential Force	IMI's Market	IMI SCMP Strategy

1. Competition	IMI's primary global industries: Nuclear and renewable energy sectors have low rivals due to the complexity and initial cost of entering the markets. These are also highly regulated sectors.	IMI has gained certification to supply Nuclear and renewable energy sectors. By utilising its multiple global sites, it can use the scale of economies factor to outgrow the competition whilst providing cost-effective customer solutions. With its global footprint, it creates a unified brand and has become one of the largest global suppliers in the industry.
2. Supplier Power	IMI is capable of manufacturing and assembling its complex systems internally. Suppliers are used for standard low-cost, high-volume manufactured components such as standard screws and other consumables, significantly reducing suppliers' bargaining powers.	The SCMP focuses on securing its internal supply chain by partnering resources across multiple IMI sites. Generating a level of self-sufficiency and greater control over its global supply chain. The advantage of IMI internally supplying most of its parts is control of cost and quality.
3. Buyers Power	Renewable Energy sector: Buyers have limited bargaining power as the industry is relatively new compared to the oil and gas markets. Nuclear Energy: Buyers are presented with a low level of power caused by the regulations and complexity that exist within the industry. The low levels of competition further exacerbate this.	The SCMP will enable the alignment of all IMI sites to ensure the business is customer-centric, with the same level of service being provided regardless of the location of the IMI. This will help to strengthen the brand and pave the way for IMI to become the global supplier of choice within its sectors.

Table 2: Micro PESTLE Table

4. Threat New Entrants	It is a high probability that new competition in the renewable sector will excel over the next five years as innovation within sustainability is driven. The threat of new entrants into the Nuclear and Defence is low due to the upfront costs and resources required to gain certifications to operate within this sector. The significant upfront investment costs are why competition within Nuclear and Defence is low.	The SCMP will re-focus the IMIs market position with solid industry expertise, which began in 1920—utilising its principles and core values which have grown the organisation into a global leader in engineering systems across several core markets.
5. Threat of Substitute Products	Oil and gas products can be used in renewable engineering systems. Larger organisations operating in both markets will be able to offer products within both markets.	The SCMP will counter competitors from other industries in IMIs renewable, and nuclear markets as IMI also operates across several porting crossover industries.

Table 2: Micro PESTLE Table

3.0 IMI Change Model

The Change model used by IMI follows the philosophy of Mckinsey's 7S framework (McKinsey, 2008). The hard elements of IMI's SCMP were first established throughout the business on a global scale, followed by soft elements.

Hard element One: Strategy: The philosophy of IMI is customer focus first. Its competitive advantage within its market is reinforced by its ability to provide customers with full turnkey

engineering systems personalised to individual customer requirements (Kaleka and Morgan, 2017). The real opportunity from IMI's SCMP is aligning its engineering resources to ensure multiple business units operate as one entity, allowing IMI to capitalise on economies of scale (Rodríguez-Villalobos and García-Martínez, 2018).

Hard Element Two: Structure: Prior to the launch of IMI's SCMP in 2018, IMI had been restructuring its business and hierarchical chains to streamline business decisions. This has been structured throughout designated regions, with a Regional Director at the head of numerous IMI Sites. Moving IMI's business functions from a de-centralised model to a centralised model. The purpose is to align the business objectives of each set of IMI sites to that of its overall core markets. However Zábojník (2002) highlights that a centralised model can be more complex and time consuming than a de-centralised model where decision making powers are distributed.

Hard Element Three: Systems: KPI reporting and the use of Financial and HR teams which are specific to a region, not a site. Each IMI site works to its key performance indicators (KPIs), passed to the sites by their Regional Director (Zábojník, 2002) . Removing the personal connection between employees and HR due to the wide span of sites and the remote covering of HR. Bouaziz, and Hachicha (2018) explain that human interaction is crucial to employee well being and the feeling of belonging within an organisation, remove the connection and the risk of employee disconnection increases.

Soft Element One: Style: The management style at IMI has shifted from a participative style in which employees within individual sites were consulted on-site business objectives. To a management style which is now run from the top down due to the re-structure of the business as described in Hard Element Two: Structure. A direct result of this change in management style is that

decisions and new business objectives are not always the best action at an individual site level.

They are focused on IMI as a global organisation irrespective of location. This has caused competition between IMI sites which battle to ensure they remain competitive and the best within their designated group. Top-ranking sites are offered higher investment opportunities over their partnered sites. Osarenkhoe (2010) states that inter-company competition can result in a chaos where organisations become engagement in competition which can be detrimental to the overall organisation.

Soft Element Two: Staff: IMI's SCMP partners individual sites within designated business units by its very nature. As a result, the staff across partnered sites have the same capabilities within their engineering field. The aim is to capitalise on the combined human labour available across multiple sites within specialised engineering fields. This also can cause designated sites to compete against each other and drive innovation within IMI (Osarenkhoe, 2010). The similarities of the partnering sites create the potential for staff to have access to other site's job offers/prospects that were not previously available when each site operated as an individual—increasing the battle for human capital. Ajisafe, et al (2015) states that the level of human capital is instrumental in providing businesss' with competitive advantage, explaining how certain organisations excel beyond the competition with the same sector.

Soft Element Three: Skills: The skill levels of employees are strong within engineering fields and project management; however, IMI's SCMP does not consider that each IMI site has a different training and development model style for its employees. Due to there being no standardisation in development, this could create problems in sharing human capital as a resource inter-company.

Kikundwa, et al (2021) highlights that this could create the problem of what is acceptable on one IMI site not being acceptable on another, leading to a skills shortage within IMI. The lack of

standardised training makes it challenging to ensure that all IMI employees within their designated site groups have the same competencies level and identify critical areas that require further development and assessment.

4.0 Resistance & Dealing with Change

IMI's SCMP has experienced disruption within IMI due to the level and scale of the change implemented across the entire organisation. The leading cause of the disruption has come employee resistance. Using the Kübler-Ross change curve, the five stages of behaviour regarding IMI's SCMP by the majority of employees across the globe can be explained (Corr, 2020):

- Stage 1: Denial/Shock - A significant level of denial and shock was witnessed through IMI's global organisation when the SCMP was launched. IMI attempted to communicate the change through their global change management teams, which focused solely on only relaying information which was relevant to understanding the reasoning for the change (Jones and Rivas, 2014). However, it was highlighted by IMI employees that this lack of detail at the very start of the programme generated increased denial due to the true scale and intentions of the SCMP not being revealed.
- Stage 2: Anger -The employees moved into a stage of anger contributed by workforce rumours of redundancies and the shutting of IMI sites. The stage of anger was defined as the point at which multiple IMI sites experienced employees leaving for competitors. This mindset was further fuelled by the shock of the announcement of the SCMP with limited information (Corr, 2020).

- Stage 3: Bargaining - IMI sites experienced a level of change resistance across the globe from individual sites. Employees were attempting to bargain with top-level senior management regarding the resources and engineering products that could not be shared with other IMI sites to undermine the SCMP goal. Senior management handled this by engaging with sites on a deeper informative level globally, reinforcing the message that the SCMP was taking place. This was also the point in the project where the regional site grouping was announced.
- Stage 4: Depression: The reinforcement from top-level senior management that the SCMP and the introduction of IMI sites to their new partnered sites. Generating a cycle of depression across the workforce. Employees were described as disengaged from the business, experienced across IMI sites regardless of global location. The most significant form of disengagement was between the sharing of information and best working practices between partnering IMI sites. Jones and Rivas (2014) describe this stage of the cycle as potentially the most dangerous loss of productivity within the workforce.
- Stage 5 Acceptance - It was acknowledged that the workplace culture at IMI plays a significant role in helping employees move from the denial stage into the acceptance stage (Al-Ali, A. et al, 2017). It should be noted that the younger generation of the workforce (<35 years of age) were quicker to embrace the change and improve communication between partnering sites through the use of technology such as Microsoft Teams. Kanitz and Katerina (2021) state that technology should be used to assist stakeholders during change management and provides a platform and form of communication/ information exchange.

5.0 IMI Leadership and Change Agents and Stakeholders

The senior board members at IMI are defined as leaders. They create the business strategy and the directional vision for the organisational. The IMI board made the SCMP to fulfil the dreams of aligning all IMI sites globally, allowing reduced customer response times and the ability to increase manufacturing capabilities globally, harnessing the power of scale of economies.

The factors that necessitate organisational change are covered under two main categories. The first of these is to find the ways to conduct something better and the other is to best meet the changing expectations of the internal and external environments (Hoe, 2017).

However, the strategic vision is open to misinterpretation on a global scale. The actual change implementation was and currently is being carried out by change agents who are taking the role of delivers and managers of the SCMP by ensuring the change vision set by senior management is followed and adhered to across all IMI sites.

“Successful transformation is 70 to 90 per cent leadership and only 10 to 30 per cent management” Kotter (1996, p26).

The reason is that change agents implemented to carry out the site amalgamations are not originally based on the IMI sites. This is evident as the main change leaders identified within each individual IMI site are the senior engineers. The employees of IMI are confiding in their senior engineers for direction during the SCMP. This puts them at a disadvantage in knowing how the sites work and who are the true leaders, influencers within the culture of each business?

(Svendsen and Joensson, 2016) Explain that leaders assess the requirements of employees and help deliver change in a way which benefits the organisation. However, it has been noted by the change agents that senior engineers have experienced a high level of resistance. The reason is that the senior engineers are acting in the interest of the individual sites and the employees within and not always in the interests of IMI Senior leadership and overall global business strategy.

6.0 Change effectiveness and Sustainability

Technology Factor

The SCMP is currently still in progress, but the future sustainability of the programme has been called into question by numerous site leaders whose concerns are that, at present, investment in technology is not equal across all IMI sites. This will result in underperforming locations being paired with performing sites creating an unfair investment advantage and further straining cross-site working relations.

The SCMP is heavily centred around technology as a critical driver to access the digital world connecting IMI sites regardless of geographical location. However, as previously mentioned, this relies on standardising the technology available within all IMI sites. This will create the need for higher budgets and investments when renewing technology. As all IMI sites will be interlinked and to keep this connectivity, technology needs to be upgraded simultaneously or potentially runs the risk of severing the link effectively, the opposite of the SCMP.

People Factors

The effectiveness and sustainability of the SCMP are dependent on the employees (Stakeholders) of IMI and, as identified in “Resistance & Dealing with Change”, crucial factors to its success. There is cultural difference between IMI sites due to geographical location, management style of the site

and the manufactured products produced. These three key factors are vital to sustaining the change once the SCMP is complete and change agents currently driving the project leave each site.

All that will be left to sustain the SCMP are people (employees). Chow, Kato and Merchant (1996) explain that organisational culture contributes to high-performing businesses. However, this is not universal within a global organisation, as geographical cultures may create barriers between companies within the same organisation. This is further discussed by Azhar (2003), who highlights that singular change management philosophies can become negatively impacted across geographical locations due to the unique requirements within an individual organisational culture. However, this is disputed by Kotter and Heskett (1992), who state that using corporate culture as a management philosophy for effectiveness can be unrealistic without a clear definition. This could potentially become a problem with IMI's SCMP as sites from traditionally different cultural backgrounds are partnered together, for example, APAC and European sites.

7.0 Critical Evaluation

This report has identified the macro environment during the PESTLE analysis. The political section of the analysis highlighted how trade agreements between countries can be created for mutual benefit and how nations dissolve those agreements under a variable range of circumstances. When compared against the microenvironment using Porter's five forces, the competition that IMI is currently facing is limited due to the regulated requirements. IMI's global footprint allows them to take advantage of sales of economies and also the ability to utilise their global footprint to overcome barriers to trade whilst capitalising on the benefits.

The alignment between the macro (PESTLE) and micro (Porter's Five Forces) intertwines across multiple areas. This shows that IMI is changing its business strategy to remain focused and adapt to the changing world, as identified in the PESTLE analysis. In particular, the rapidly evolving landscape of the nuclear industry is an area IMI is positioning itself to become a market leader through the SCMP.

It is evident through the social section of PESTLE and the suppliers' section of Five Forces analysis that IMI's decision to implement the SCMP not only protects itself from future covid 19 situations (CIPD, 2020). It promotes employee trust through remote working, buying into McGregor theory Y (McGregor, 1960) and installing trust into its employees. It is essentially utilised scales of the economy through the SCMP, further increasing its adaptability and market competitiveness which is evident in sections 4 and 5 of Porter's five forces analysis table.

The philosophy of McKinsey's 7S was used as the change model which best described IMI's SCMP. The report identified that the first challenging element of the strategy was in place with the vision created at the senior management level and the groundwork of structure being identified within hard element two, "Structure" of the organisation. However, this is fundamentally challenged by hard element three "systems" shows that a centralised model will impact each individual IMI site's ability to manage its own priorities.

"In the face of complexity and multiple competing demands, organizations simply can't handle decision-making in a totally rational way. Not surprisingly, then, a single blunt instrument like structure is unlikely to prove the master tool that can change organizations with best effect." (Waterman and Peters and Phillips, 1980).

This may cause further problems as HR, and financial report teams within the business move to regional focuses and not individually site focussed. The danger here is that employees may become disengaged and feel that the decision-making process has been removed from them. A solution would have been for IMI to use their senior engineers as the leadership to lead the change program management. Currently, the sites are listing more senior site engineers over the change management agents who are seen as a hindrance and the enemy.

The soft elements of Mckinsey's 7S are where the main issues are identified within this report. Soft element two "staff" shows the importance and benefit of IMI being able to use its asset of human capital between multiple IMI sites under the SCMP. However, soft elements one and two highlight two key factors that must be addressed for the change to be truly successful. The first is element one identified that decisions are made for the greater good of IMI and not at the individual site level. This may cause multiple sites to have less buy into the program and shared values of senior management decisions.

The second is that training throughout the business is not universal, meaning that element two skills may cause further problems with the sharing of human capital. Employees could be placed in positions they are not trained for at different competency levels between various IMI sites.

The resistance to the change discussed compared to the Kübler-Ross change curve shows the cycle that IMI employees followed during the SCMP. The timescale of stages one (Shock/denial) and two could have been reduced if senior management had invested more time and resources in communication identified in hard element one strategy. This may have provided the extra information that employees required to help generate employee buy-in and accelerate the SCMP whilst reducing resistance. It should also be noted that the acceptance stage was reached <35 years

of age employees the quickest, which was accelerated by the use of technology. This could be a sign that IMI needs to improve its training programs to ensure all of its employees, regardless of age, have the same level of technological ability.

Not only did technology play a role in the acceptance of SCMP it is also key to the project's sustainability. This reinforces the need for IMI to invest heavily in the resources to ensure all sites have the same access/level to technical and the appropriate training. As highlighted within this report, this is fundamental to the sustainability of the SCMP.

The leadership and change agents trusted to deliver the SCMP fundamental seemed flawed as described by "Successful transformation is 70 to 90 per cent leadership and only 10 to 30 per cent management" Kotter (1996, p26). The change agent employed by IMI is not native to the sites they are implementing the change, which puts them at a disadvantage over the senior engineers who currently work within IMI sites. This creates the problem that the change agents may not understand the organisational culture of the site they are trying to implement the change. This lack of understanding and engagement may result in the sustainability of the change coming into question once the change agent has left the sites. There is also the argument that individual sites may actively work to undo the change management program or bring its credibility into the dispute to protect their site.

8.0 Conclusion

In conclusion, IMI has not completed the fundamental elements required for a successful change management program as defined by McKinsey 7s. The hard elements are clearly defined however

the soft elements have been neglected. The centre of the McKinsey 7s model "shared beliefs" without this the implementation and sustainability of the SCMP are called into question.

The use of ineffective communication is defined as the root cause of resistance during the change. Change agents from outside of each site who are unaware of the individual and organisational culture may be unaware of significant factors that may impact the SCMP. It was identified within the report that IMI senior management s an alternative should have consulted senior engineers already with the business or entrusted them to advise and lead the SCMP. This would create a stronger sense of ownership and ensure the program's sustainability is paramount to the senior engineers who will be left to work full-time with the changes.

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