Understanding the Management of Change

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Signed:
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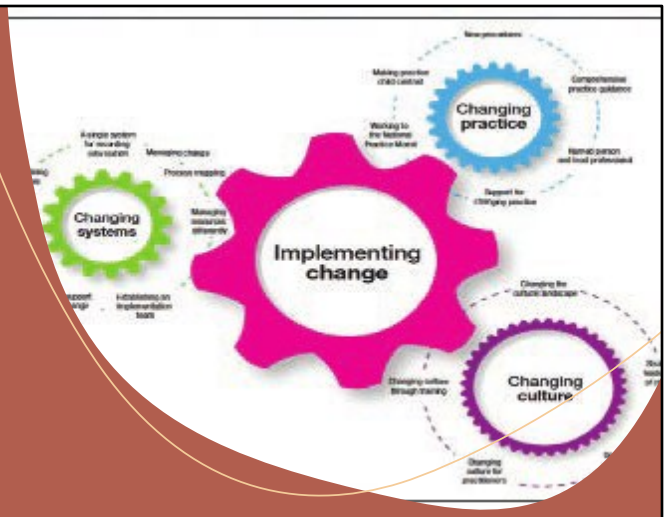
Implementing Change at Mono Equipment



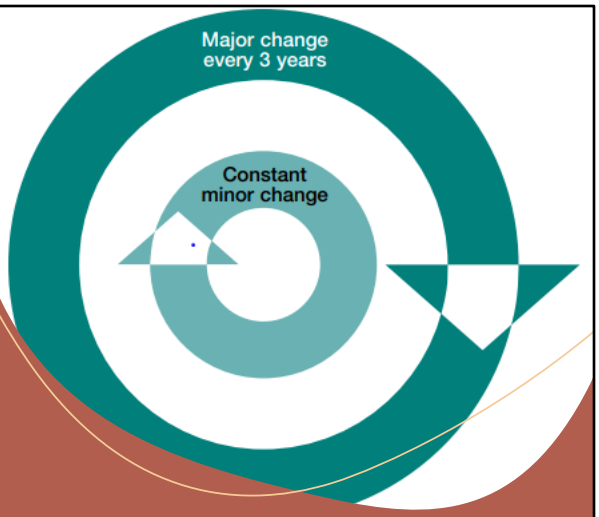
By Laura Daniel

This presentation has been designed to assist our Managers at Mono Equipment on how best to prepare for organisational change, how to enhance your understanding of change and how to implement change within our organisation.

At the end of this presentation, you will understand: -

- Theories, models and principles of change.
- How important communication and relationship management is during a change process.
- How to plan, implement and monitor any changes made

INTRODUCTION



Change Management is an organisations approach to moving from its current state to a future desirable one whilst using a structured and coordinated approach (Murray-Webster 2019).

According to Acas (2014), change is frequent, with most companies going through a major change once every three years and within those 3 years several smaller changes occur.

Major organisational changes could occur through restructuring, redundancies, or a company merger. Whilst smaller changes could include new company policies or a change in technology. Change is usually introduced by management to make improvements to help with business survival (APM 2017) and is essential for lasting sustainability.

INTERNAL AND EXTERNAL DRIVERS

Change within business is inevitable, it is what is needed to improve, strengthen and progress an organisation (Lambertson 2018). Change can be categorised into two groups- internal and external drivers.

External are factors outside the organisation that are likely to influence it such as customers, Laws and economic changes, which are mostly beyond the control of the company. Internal factors are those internal to the business such as events, people, systems and conditions, these are under the control of the company (Hartzell 2021).

External factors include:

- **Economic Factor** – The Economic shift of Brexit is one of the most common drivers of change within organisations (CIPD 2017). The changes in EU immigration have caused much concern, where organisations have found workers leaving to go to their home countries leaving a skills gap in organisations (Vishnubhotla 2021). Also, the cost of EU supplies have increased, causing an issue for many UK companies.
- **Legal Factors** – Government Laws and policies affect the way businesses run. The Coronavirus Pandemic has meant many employment law and regulation changes. Temporary closures, lockdown and reduced travel had an enormous impact on businesses and meant changes for many (ONS 2020). Some organisations had to utilise the Governments Furlough scheme, had employees shielding, closed their business, or had to work longer hours per day to keep up with demand.
- **Environmental Factor** – There are expectations being put on organisations to go green and save the environment due to climate change. Organisations are being pushed to focus on initiatives such as Eco-friendly vehicles and reducing hazardous waste to help save the planet.

Internal organisational drivers of change include:

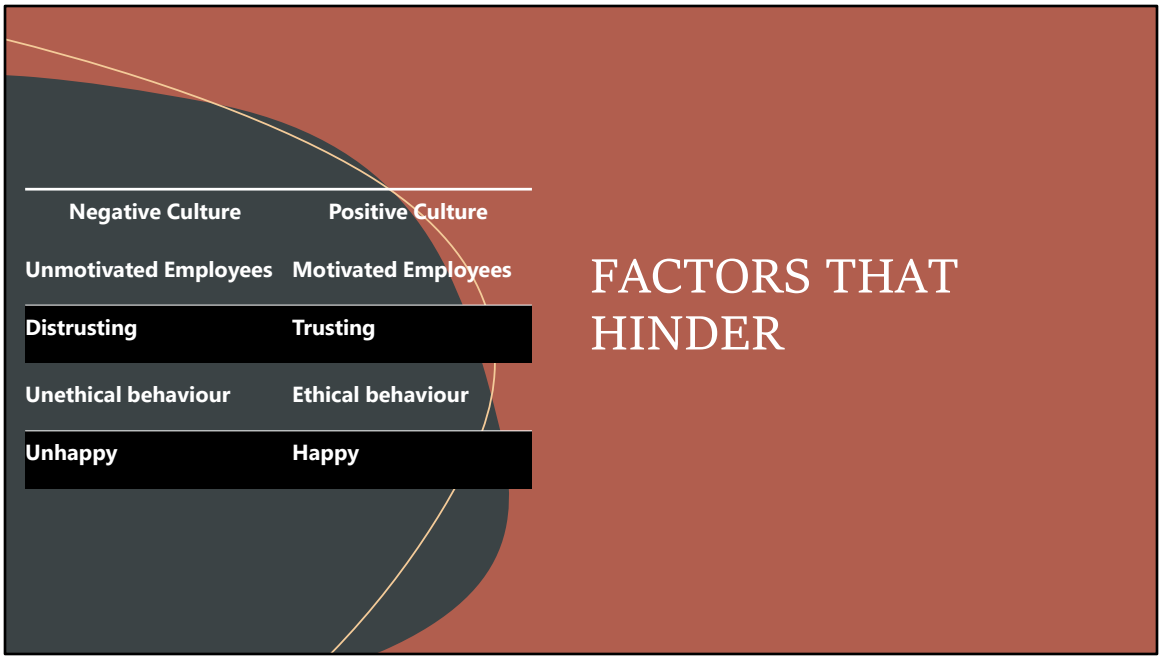
- **Change in key people** – When managers leave and are replaced by another through retirement or other means, it impacts the organisation as every manager has their own way of working.
- **Technology** – Technological changes/advances within businesses are accountable for changing roles at all levels. Here at Mono, big technological advances have been in the new payroll system (Equator) and manufacturing system (Syspro). Both systems now issue automatic reports to free up employee's time and manual inputting of work.
- **Health and Safety issues** may impact organisational change. When accidents occur and an investigation prompted, the outcome could mean a change to the procedure for a certain task to make it safer going forward. This, however, could be an internal change or an external change if the HSE (Health and Safety Executive) are involved and the issue taken out of the companies' hands.

There are factors that enable and hinder change within a business such as organisational structure, unions, employments contracts or management styles.

Factors that enable include:

- **A flat structure**, designed so that employees can be more productive when they are involved in decision making within the business, hence elevating the responsibilities of employees (Regoli 2015). This structure promotes faster decision-making as there are fewer people to be consulted and changes can be pushed through at a quicker pace. Mono have a flat structure so can make decisions quicker than the NHS where there are many more layers of management. A flatter structure can also allow for better communication with regards to change and can allow communication to come directly from management.
- **Agile working practices** – Whatever the change being made, organisations need to be able to act and think quickly. Those with agile working practices can think on their feet and make these changes quicker than those who don't (HBR 2021). Agile working practices were required during the pandemic when adaptations had to be made quickly e.g. social distancing/working from home. A company's management team should be empowered to drive agile practices and are best positioned to do so.

As changes within a business are constant and occurring regularly, there is a need for the workforce to be agile if they want to continue, this could be through agile policies and procedures or recruiting employees into the organisation who are willing to change. This helps with long term sustainability of the business and the building of a resilient workforce (CIPD 2021).



Factors that may hinder change include:

- **Lack/poor Communication** – which can lead to a failure in successfully implementing change. Communication should be clear, informative and frequent (Ryan 2018). When projects on change are formed, communication should start before execution for it to be effective and have a positive impact on employees. Clear expectations should be communicated and regular updates issued on the progress of the changes. Lack/poor communication can lead to limited employee engagement during the change, uncertainty and confusion, or employee resistance (CIPD 2021).

- **Organisational Culture** –According to Enclaira (2021), "Culture can create both roadblocks and shortcuts to change, depending on whether it clashes with or is aligned with the change" and can cause a resistance in the workforce. A negative culture of change can also lead to employees working individually instead of a team and blaming others for their own mistakes (Reddy 2021).

The table shows how a positive and negative culture at work can affect employees and can have a knock-on effect to organisational change (Claridge 2018):

Connelly (2021) states that change doesn't always follow the exact steps that models imply, which is why change models can be used flexibly and can be adapted to each work environment.

There are several models created as a framework when helping with business change such as Kubler-Ross change theory, McKinsey 7S model and Lewin's change management model.

KURT LEWIN'S MODEL OF CHANGE (1950)

Lewin's model was designed to implement change within organisations by analysing what forces drives a business and what doesn't. The model assists in making these changes by splitting the change process into 3 stages (Connelly 2021):

Unfreeze (planning stage)

Make changes (Action stage)

Refreeze (result stage)

Lewin's model states that when there are changes to be made within the business, the first step is the unfreezing stage. This means analysing all processes for potential improvements. If teams are aware of why change is required, this will encourage and motivate them to stick to any changes made in the future (Juneja 2021).

Next is the Action stage, where changes are made. Employees will require support and communication when adapting for the process to run smoothly. It is believed that the action stage can be difficult due to the reservations and fears of employees with changing the ways they have been doing things for years (Juneja 2021).

Once changes have occurred, it is the Refreeze stage, where all changes are saved and used going forward (the new normal). Regular reviews and documentation are to be put in place by managers thus ensuring that these changes are being followed.

The Lewin model is easy to understand and implement and doesn't have the jargon of other models (Guardian 2021). There are however Drawbacks such as not being detailed and too simple and rigid for modern times (Guardian 2021).

This Model can support change by providing an important understanding of how changes occur within business with regards to the behaviours observed within an organisation (Raza 2019). Lewin's theory also assists with both the uncertainty and resistance to change that is sometimes experienced (Lucidchart 2021).

The John Kotter's 8 Step Model of Change was based on his research from organisations going through a process of change (MSG 2021) and was designed to bring lasting change to organisations. Each of the 8 steps describe what is needed to keep a change project on track for it to be effective (Crolley 2021).

Step 1 - Create Urgency, this is a step where everyone within the business needs to see why change must happen and to understand how urgent it has become.

Step 2 – Powerful Coalition, this step is where the team will be formed ideally from various departments within the organisation to push the changes through.

Step 3 – Vision for change. By forming the vision, individuals can see why change is needed. The vision should align with the organisational strategies for it to work effectively.

Step 4 – Communicate to encourage support and to get buy in from employees. Concerns should be noted and considered and added into the planning arrangements.

Step 5 – Empower action by removing obstacles that will hinder the process such as identifying those who are resistant and work with them to see the benefits or recognising those who are on board and rewarding them where possible (Mindtools 2007).

Step 6 – Create quick wins by having shorter term achievable targets that will assist with getting to the long-term target.

Step 7 – Build on the change by sustaining it by always looking for improvements.

Step 8 – Ensure that change is seen everywhere in the business and that everyone supports the change. Employees are often quick to go back into their old ways,

therefore change needs to be worked on and monitored.

Crolley (2021) says this 8-step model/process was designed to ensure the right environment is created within businesses.

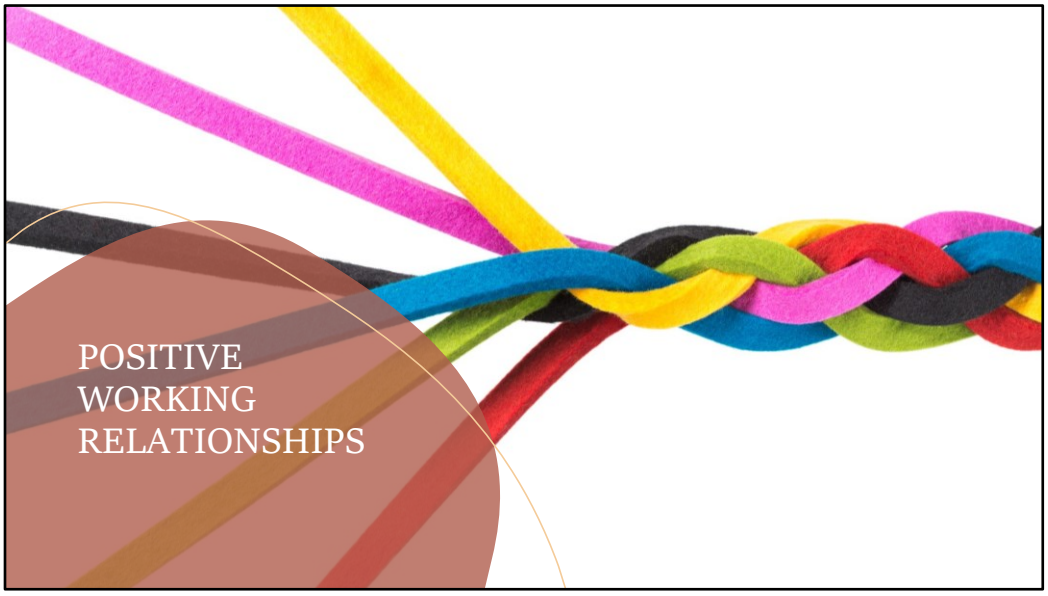
Advantages:

- They set a business up for success as it talks about generating and sustaining the change
- The steps are easy to follow even if you have never implemented change before

Disadvantages:

- It lacks detail on specifics on how to carry the changes out
- It is top heavy and not so focussed on employees (a top-down approach).

Even though both theories include keeping change going by reinforcing new behaviours, Lewin's theory seems more plausible than Kotter's, as its simpler for employees who are new to managing change to understand.

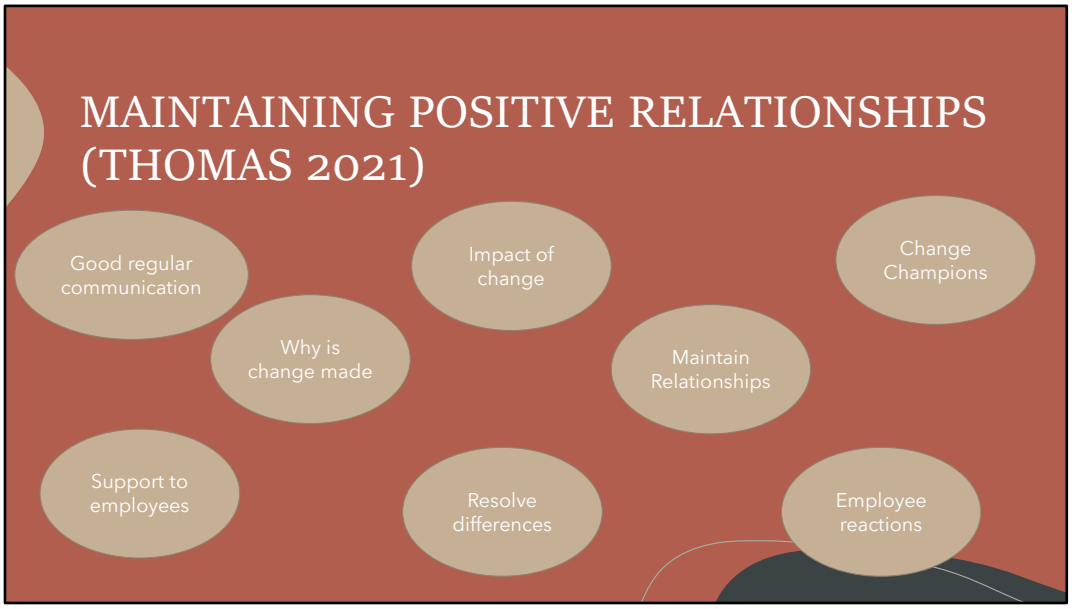


Positive working relationships focus on both individual and collective relationships in a workplace (Forde 2017). A positive working relationship has many benefits to an organisation such as:

- better communication.
- a faster change process as employees trust management.
- a reduction in conflict as employees understand what is happening and are less resistant to the change.
- employees feeling less stressed and anxious about changes.

In times of uncertainty e.g. during a time of change, trust within the workforce becomes important and plays a big factor in relationships. Employees are not going to take risks, unless they know that management will trust and support them when required (CIPD 2012). A Manager who employees trust, encourages them to try different things and nurtures teamwork, this in turn causes lower turnover, allows supervisors to spend less time monitoring their teams, increases motivation and assists with employee wellbeing (CIPD 2012).

Change champions can be used to assist with trust in the workforce (CIPD 2021). Champions can be chosen from any department and are usually key influencers and can help by speaking to individuals on accepting and promoting the changes being made.

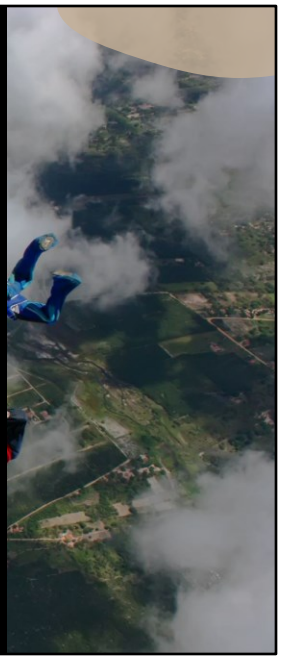


These building trust techniques can assist with maintaining positive relationships:

- Good regular communication means everyone's getting the same information and there are not rumours or hearsay.
- Ensure that support is given to employees, this could be through management or information on where support can be found.
- Inform employees why the change is being made and the timescales required.
- Managers should understand the impact of change on employees and try to alleviate it e.g. open-door policy to employees so they can discuss the changes.
- Any differences should be resolved quickly and positively and discussed.
- Identify change champions.
- Foresee and recognise employee reactions. Speak to those who know their teams best e.g. supervisors.
- Maintain relationships with employees and keep monitoring them.

Trust plays a big role in employees accepting change, as leaders are looked up to by employees to fulfil promises that are made (Mburu 2019). If employees trust their managers, the result will be increased output and morale. "When trust goes down, speed goes down and cost goes up" (Bingham 2017).

TRUST



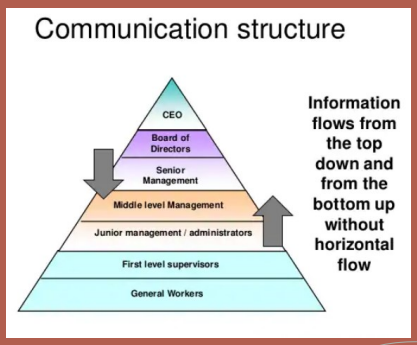
The way trust is managed has an impact on the wellbeing of employees. Health and wellbeing have a link with control on how an employee's job is done (University of Cambridge 2021). By employees feeling as though they have a voice, assists with maintaining their wellbeing.

When trust breaks down, conflict usually results. Trust enables cooperation and growth and creates safety, acceptance and lets individuals express who they are (Conflictexpert 2019). Workplace trust can be in the form of working conversations, safety in the workplace or trust on a personal level. Without employees and employers trusting each other, the ability to solve problems in the workplace is always going to be an issue which can result in conflict (Towers 2017).

Regular communication on changes within a business can support employees when going through change. There are different ways to communicate such as speaking, using noticeboards, letters, training, focus groups, internal intranets and one-to-one meetings (Heathfield 2021). Alsher (2017) says there are Best Practices when communicating during change, these are:

- Regular and frequent communication.
- Vary the communication means.
- Communications must always allow for feedback.
- Communications should be monitored to ensure they are effective.

COMMUNICATION STRUCTURE



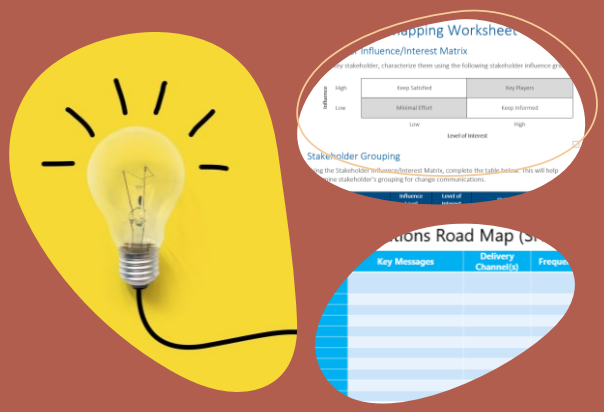
The hierarchal diagram above by Hofmann (2017), shows top down and bottom-up communication and the different stakeholder groups within an organisation. Top-down communication is when Managers/CEO talk to employees and Bottom-up communication means that employees have a way to communicate to managers. By having both types of communication can mean that all employees can feel valued and have a say in the change.

Two-way discussion/communication is when there are one-to-one meetings between employee and HR/employee and manager. This is when one party says something and the other responds. Communication is not just about talking but also listening to employees and responding with feedback (Harbert 2021).

The breadth of communication needs to cover the whole of the company. It is important to have management support, if support is weak, the project will have doubt (Cerone 2016). If support is not shown in top management, some areas within the organisation may not be willing to help as it is not seen as important.

The better communication is on change, the more employees will understand the vision and change their behaviours accordingly. Your audience/stakeholders need to be considered when communicating change and tailored depending on who you are talking to. Sometimes language needs to be simplified to meet the needs and knowledge by different parties (NRS 2021) e.g. newer employees may require more regular, simplified communication. Feedback from the communication will inform you how much in-depth information is required i.e. has it been understood or is more simplified information required?

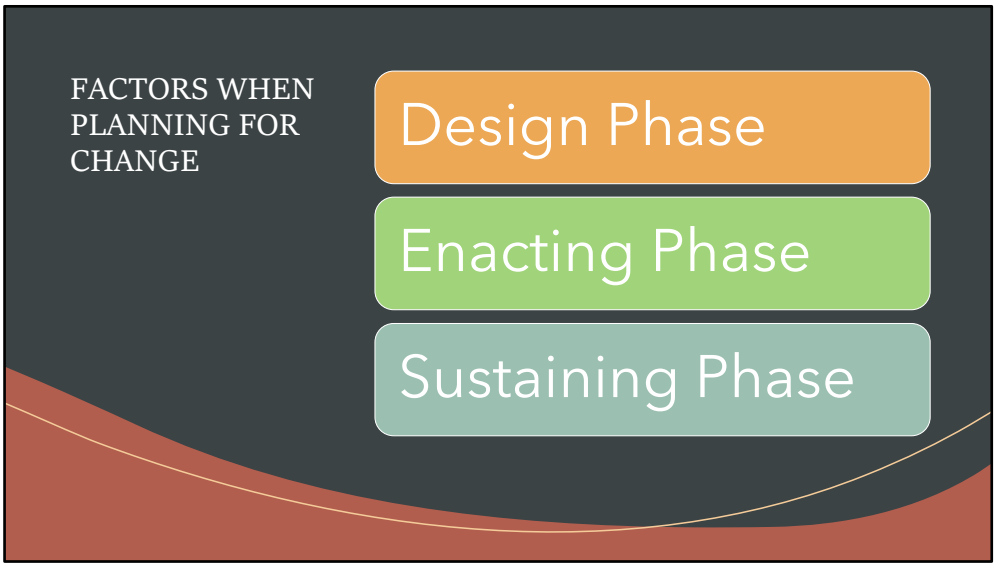
SUPPORT REQUIREMENTS



There can be additional support requirements when communicating on change such as:

- Advice – this can be from HR and given individually or in a group if required.
- Coaching/mentoring – from someone who has already gone through the change.
- Counselling – support on the changes made, someone to talk to such as an EAP system.
- Representation – such as the union if employees are not happy with the intended change.
- Translators – for those employees who's first language isn't English.
- Additional resources – such as reading material on the change e.g. background reading on a merger.

A Stakeholder map (SHRM 2019) or a Communications Road Map (SHRM 2017) can assist with determining the stakeholders and summarising the information/messages required for a Communications plan.



Organisational change can be divided into 3 stages (SHRM 2015).

1- **The Design Phase.** The ideas phase - HR should be able to provide information for this phase as they are able to extract data such as skills gaps, state of current affairs and what resources are available. Realistic goals must be discussed, with the relevant individuals and departments.

There are limitations to this phase such as those who are in the decision-making group basing decisions on their own experiences and not the wider group. The design team sometimes can think they know everything and can be overconfident. Lastly, data may be based on assumptions and not on real life information, data should be gathered from several sources before the change is agreed.

2- **The Enacting Phase**. This is when the change is carried out. This stage can require long term commitment and should be managed by someone with experience or wants to learn/develop. Different stakeholders must be involved in this stage to get buy-in from all sides of the business where they can influence others. Feedback and monitoring are required at this stage to spot any conflicts or issues.

Limitations in expertise can hinder this process, teams with knowledge and experience should be put together to lead this process. Employees may not be prepared for the change so there may be resistance (SHRM 2015).

3- **The Sustaining Phase**. This is where any modifications required are implemented. The HR team usually ensure at this stage that initiatives are met and change has been accepted (SHRM 2015). Employees need to be reminded at this stage how far they have come and what it was like before the changes were made. Plans need to be made to ensure that behaviours and succession plans continue to promote these changes. Employee surveys and meetings can assist with the current state, also by pre-empting any issues that could occur in the future.

Limitations can include minimal data to assess the changes made. Success may not be tracked effectively and changes may go back to the way it was.

A change plan can assist with organisational change and helps establish what it needs to do as the process progresses (Mitre 2021).

This plan defines how the organisation will close any gaps that occur when implementing change (Mitre 2021). An example can be shown in the diagram (Thomas 2019), although this can change for different organisations.

Vision and Objectives - Engage leadership, communicate the requirements for the change and why its required.
Activities to achieve objectives - What activity will be carried out to

assist with the change e.g. Gantt chart
Business case - Why does this change need to be implemented, what are the benefits to the organisation, include a business case.
People affected - Identify what stakeholders/departments/employees are going to be affected by the change.
Scope of change - Identify if the whole company is changing, or just one department.
Roles - Identify who will take on what role for the change, what positions are best placed to implement and identify change management teams.
Communication strategy - for example team meetings, briefings, letter to employees, Communication plan
Support to be offered - What can be put in place to assist with the change e.g. counselling, training, additional resources
Timings and milestones - How long has the project lasted? the Gantt chart can assist with this. Its best to have smaller targets than one larger one
Resources required, including cost - What extra resources are required e.g. extra people, extra time, more materials to complete the project
Monitoring activities - How can we find out if the change is working e.g. employee surveys, feedback, meetings, observations. Measure the progress e.g. KPI's
Success Measures - Look at successes and failures. Is there anything we could do differently next time, any corrective actions? Celebrate/communicate the success e.g. rewards

Change within the workplace can be very stressful for employees and some efforts can fail if a process isn't followed (CMI 2021). The following best practices can assist with implementing change within a business:

- **Define clear goals and strategy** – This will make the change process run smoothly. Following goals will allow comparison at the end of the process when evaluating. Goals and strategy should be based on the organisations core values and beliefs (Jouany 2020).
- **Communicate why there is a need for change and why it will benefit the organisation** – Clear expectations should be communicated and regular updates should be issued. Communication should be on-going and supportive even after the change has occurred. (CIPD 2021). When employees understand why the change is happening, they are more receptive to any decisions made.
- **Communicate and support employees** – Communicate clearly with employees, good communication is key to how successful the change will be. The right messages should be given through different means e.g. meetings/posters for an understanding of what is required. Communication channels may need to change depending on who the stakeholder is (CMI 2021)
- **Honesty and transparency** – Employees should be able to trust their employer and feel comfortable that they are doing the process for the right reasons (Jouany 2020).
- **Agree timeframes** – A start date and timetable on how to get to the end should be visible. Timescales should be achievable and realistic (CMI 2014).
- **Budgets and resources should be monitored** – Many change projects require funding to work. This means having access to funds and resources and

the appropriate people to make the change work (Prosci 2021)

- **Monitor the change to find out if it has been successful** – Change and its results should be monitored against the plans made. If it is found that the change is not working or has issues, corrective action/adjustments should be made (CMI 2014)

Once change has been implemented within an organisation, it then needs to be monitored to ensure it is working and progressing (Peters 2021). Change can be monitored in several ways such as employee engagement, employee feedback, customer feedback KPI's, sickness absence rates, consultation with the workforce, staff surveys, observation or focus groups.

These techniques can be split into qualitative ways such as feedback, interviews or opinions and quantitative ways such as statistics, HRKPI's or training data. Both types of data can compliment each other as the organisation is receiving a full picture of the impact of the change (Miller 2013).

Quantitative feedback such as surveys/questionnaires are useful in gathering large samples and are usually in the form of scales e.g. rating 1-10. Where as HRKPI's such as turnover give a snapshot of immediate information.

Qualitative feedback such as observations do not require engaging with employees, just observing them in their surroundings will give an indication on how employees are reacting to the change. Whilst Interviews with employees will give you information on how they are feeling about the change, however, may take a little longer to get the sample size and answers required.

Qualitative data can make employees feel listened to and motivated as they are being recognised by employers and feel they are making a difference with the change. Whereas quantitative data is quantified and gives precise numerical data e.g. turnover/sickness rates due to the change (Stevens 2021).

Whilst quantitative/numerical data can give employers a glimpse of trends, by looking at the qualitative data, including employee feedback, can give a greater insight of what works and why (Bryman, 2012).

It is essential that change is managed well for it to work effectively. Both managers and HR's roles are best placed to drive these changes as they have responsibility for organisational development and communication within the business (CIPD 2021). Workplace relationships at all levels need to work for effective change. Positive relationships within a Company "gets things done" (Morrison 2017).

Change models can assist organisations and act as a framework for change, however some are found to be outdated and lacking in detail. Along with models, businesses can create a workforce ready for change in several ways such as involving employees in the change process (in the planning and implementation stages); communicating to employees the reasons why the change is being implemented; ensuring the change is planned properly, giving time for it to work and learning from mistakes made (CIPD 2021).

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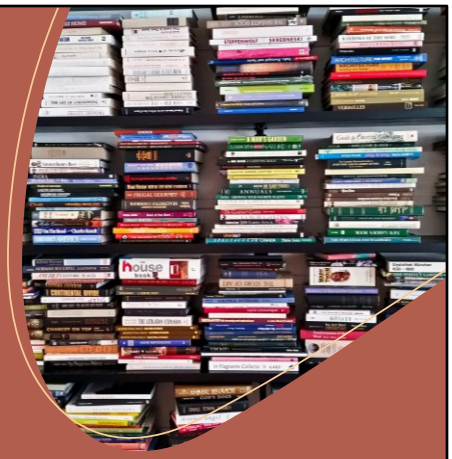

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