

FINDING THE FREQUENCY

How to build change-ready cultures that
accept and embrace transformation

INVESTORS[®]
IN PEOPLE



I FOREWORD

Over the last 40 years, I have seen my fair share of organisational and business change. But today, with the rise of AI and turbulent economic and geopolitical decisions, it feels like perhaps the most intense period of change that I have lived and worked through.

Anyone who works for an organisation, in any role, will be feeling the impacts of these choppy waves of change. VUCA (volatile, uncertain, complex and ambiguous) has become a standard word on slide decks for a reason. Transformation and change management, long a standard skillset for HR professionals, is becoming business as usual for most organisations. And while the old statistic about 70% of change programmes failing has been debunked, it's nonetheless true that many change programmes don't meet their desired goals. The reason for this, as many HR professionals will be all too painfully aware, is often down to the human elements of change being overlooked.

For some time now, our conversations with the leaders in our Investors in People community have featured an unease about the amount of change going on in organisations, and the impact this is having on employees. There are concerns about change fatigue, even burnout – about the impact of change on both productivity and wellbeing. At Investors in People, our purpose is to Make Work Better. The crucial question is: Is the constant change cycle in organisations today making work better, or making it worse? And, if the answer is the latter, how can we overcome that, moving to what my favourite author Nasim Taleb calls being 'Antifragile' – a way of thinking and leading where the more uncertain and chaotic the world around us, the more we thrive. Because let's be honest with ourselves, the pace of change is not going to be slowing down any time soon.

This paper draws on research on how employees and HR leaders feel about organisational change, conducted via Censuwide. In short, we've found that most employees and leaders perceive an increasing volume of change initiatives in their organisations, and that this is having an impact on wellbeing and productivity. Concerningly, one in four employees have even considered leaving their roles because of the amount of change they are experiencing, while one in five feel worn down by change.

We also found that communications around change appear to be missing the mark, particularly among those in more junior positions, and that despite the practical support on offer from many organisations, most employees are unaware or uninterested in taking it up. Instead, they want to be involved, consulted and heard.

However, we also found that there is energy for change. The potential is there, waiting to be unlocked if HR professionals and leaders can create more collaborative, involving and inclusive methods of engaging people in transformation. The opportunity exists to create high-performance, change-ready cultures – but there is also a risk that change done poorly further alienates, frustrates and exhausts an already weary workforce. We hope this paper helps you to find the frequency for successful transformation, inspiring you to empower and involve your people in creating cultures that are fit for the future.

Paul Devoy, CEO, Investors in People

THE IMPACT OF CHANGE ON EMPLOYEES

Our survey finds **half of employees and 80% of HR leaders** are perceiving more change this year compared to last. Here's how people feel about it:

- **1 IN 4** people have considered leaving their role due to the amount of change
- **1 IN 5** people feel worn down by the amount of organisational change
- **39%** of people have felt more stressed at work due to change programmes
- **1/3** of employees say change has made their work-life balance worse
- **57%** of entry-level staff do not feel involved in change
- **ONLY 14%** of middle managers and 10% of entry level staff feel "energised and ready for change"



1 IN 4

PEOPLE HAVE CONSIDERED LEAVING THEIR ROLE DUE TO THE AMOUNT OF CHANGE

Investors in People / Censuswide Survey, August 2025

HOW CHANGE BECAME A CONSTANT IN ORGANISATIONS

The concept of tidy change management, a change process with a beginning, a middle and an end, has become somewhat anachronistic in today's organisations. We are all dealing with and living through a period of intense and constant change, from the rise of AI to geopolitical uncertainty. This makes transformation more 'business as usual' than 'one and done' event.

Change expert Emma du Parcq, head of consulting, research and thought leadership at the Roffey Park Institute, says that there has "never before been such a complicated external environment creating such a demand for change". For leaders and employees at all levels, it's "a perfect storm of pressure", she adds.

Julie Hodges, professor of organisational change at Durham University Business School, adds that while incremental change happens all around us, all of the time, the levels of "transformational" and "emergent" change we experience today have increased. Transformational change is change that impacts the structures and cultures of the organisation, she explains, while emergent change cannot be predicted, (such as the coronavirus pandemic), making it "more complex, chaotic and challenging" to deal with.

The perfect storm of drivers businesses and individuals are facing includes:

Economic uncertainty and instability

All organisations are under pressure. While most economists think the UK is on track to avoid a recession, growth remains slow. The latest World Economic Outlook from the International Monetary Fund (IMF) expects UK growth to slow to 1.1% this year, down from 1.6% last year¹, impacted by macro shocks like US tariffs.

Low employer confidence

In addition to the economic challenges facing organisations, changes around employment regulation, such as national minimum wage rises and the incoming Employment Rights Bill, are putting pressure on employers. The CIPD's May 2025 Labour Market Outlook² noted that employer confidence had fallen to "record lows".

The digital and AI revolution

With US tech firms investing billions in the UK in a recently announced 'Tech Prosperity Deal'³, the speed of digital change looks to continue at pace. Automation and generative AI will reshape jobs and organisations. According to the TUC⁴, 51% of the public is concerned about the impact of AI and new technologies on their job.

Geopolitical turmoil

External shocks like the war in Ukraine have impacted global supply chains and trade flows, while political uncertainty at home and abroad can bring anxiety to employees and raise the risk of interpersonal conflict.

Changing employee expectations

Many HR professionals will have observed that employee expectations of what an organisation offers them and the role work plays in their lives have undergone a shift in recent years. This includes expectations around flexible and hybrid working, a greater awareness of, and interest in, wellbeing and even views about the role an employer plays in wider society.

Climate change

Extreme weather events such as droughts, floods and heatwaves are on the rise, disrupting logistics and people's ability to work. Much-needed moves to net-zero can be complex and costly.

Responding to these pressures requires constant course correction, leading to organisational change, large and small – everything from radical restructures and downsizing to the implementation of new platforms, tools, processes and ways of working. But are employees energised and ready to deal with this – or is it leaving people stressed out, frustrated and disengaged?

To find out and to build our evidence in supporting organisations to build change-ready, people-centric workplace cultures, Investors in People surveyed more than 1000 employees and 500 HR leaders. We set out to investigate the real impact transformation is having on individuals and organisational performance – and what levers leaders need to pull to create change-ready over change-resistant cultures. You'll find the results throughout this paper.

THE TRUE LEVEL OF CHANGE IN ORGANISATIONS

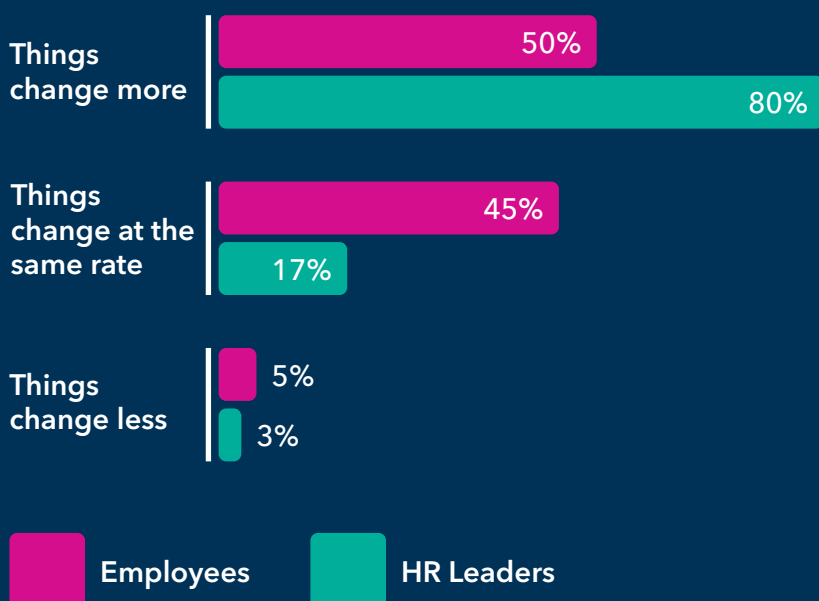
When asked how often, compared to the last three years, things were changing at work this year, half of the employees we surveyed told us that they believe things were changing more. Only 5% believed that things were changing

less. And Investors in People's research is not the only piece to confirm that organisational change is on the rise. PwC's 2024 Global Workforce Hopes and Fears Survey⁵ found that 62% of employees felt they had experienced more change in the last year than they had in the 12 months previously, with 53% saying they felt like there was too much change happening, all at once.

When we asked HR leaders how often things were changing at work this year compared to the previous three, 80% said they felt things were changing more, with only 3% saying things were changing less. HR leaders tend to be on the frontline of organisational change, designing transformation hand-in-hand with the rest of the senior leadership team or planning how to best execute and implement such strategies. The fact that HR leaders perceive more change than employees suggests that even more change may be on the horizon.

When it comes to the types of change employees are experiencing, the most commonly cited were job responsibilities and targets changing (41%), as well as the introduction of new tools or systems (40%). A third have experienced team structure changes and a third have seen larger organisational restructures or leadership changes.

THINKING ABOUT THIS YEAR COMPARED TO THE LAST 3 YEARS, HOW OFTEN DO THINGS CHANGE AT WORK?



THE KINDS OF CHANGES EMPLOYEES ARE EXPERIENCING AT WORK...





CHARLIE CANNON

Motivational speaker, performance coach and resiliency expert

EXPERT VOICE

BUILDING PERSONAL CHANGE RESILIENCE

"As humans, we like to feel like we're in control, but none of us know what's going to happen tomorrow. Life is constantly changing, it's dynamic: we can't step in the same river twice. The first step is acceptance. Life is volatile, it's uncertain and the rate of change is getting faster. Accept this as our context; change is inevitable.

Life is 10% about what happens to us, and 90% how we choose to respond to it. We have so much control over our choice to respond. You will have thousands of thoughts today: how well are you managing and understanding them? And how well do you understand what your change triggers are? We all have different responses to change. Understanding that as a leader is important, because everyone will be different.

Everyone has a responsibility to know themselves. Get curious and keep a change trigger diary to help you figure out which situations make you more reactive. Use that data to build the skill of what Stephen Covey termed "response-ability" – your ability to choose your response to an external event or stimuli. When change happens, the first step should always be a pause, a breath before diving in.

"You don't want to initiate change from a place of under-resource and stress. Always start with self-awareness"

In many organisations there seems to be a belief that human beings can operate at 100% energy and effort all year round. That's impossible. We are not robots. When people try to operate from that place, energy drops, and we enter a survival state. In that state, we cannot react well to change because we are reacting from a place of threat. Resilience is as much about recovering and recharging as it is about enduring. And if a leader is in a threat state, there's no way they can create psychological safety.

HR professionals must put on their own oxygen masks first. They too need to be in a regulated state, connected to their values and their sense of purpose. You don't want to initiate change from a place of under-resource and stress. Always start with self-awareness."

TOP TIPS

- ✓ Accept change, constant and fast-paced, as a fact of life – but don't mistake acceptance for resignation.
- ✓ Start a change trigger diary to work out which situations and contexts make you react negatively to change. Build self-awareness to build resilience.
- ✓ Allow yourself space in responding to change. Don't dive in immediately.
- ✓ Manage your energy and take time to recharge rather than running on empty and in a dysregulated nervous state.
- ✓ Put your own oxygen mask on before initiating change with others.



STRESSED OUT, CONFUSED, FRUSTRATED... THE IMPACT OF CHANGE ON EMPLOYEES

So, change is on the rise in most organisations, with many employees feeling they have had to go through more change in the past year than in the previous three. But what impact is this having? How do people feel about change: are they energised or fatigued by it? And what does that mean for wellbeing and work-life balance?

When asked what worries they have when things change at work, almost half (44%) of employees cited increased workload or pressure, a sign that for many the word 'change' can seem like a proxy for doing more with less, rather than an exciting opportunity to reinvent ways of working. Just over a quarter (27%) were concerned that change at work would make their job harder or more frustrating, suggesting a potential failure of leadership to communicate the 'why' behind the change or involve those at all levels fully when developing the rationale for change. The same

proportion (27%) worried that communication around change would be poor or confusing.

There is a seniority bias around how concerned people feel about change. In short, the more senior (and by extension, more likely to be involved in shaping the change) you are, the less concerned you are about the potential impact it could have on your work and role. Middle managers, for example, are more likely than executives to worry that their workload will increase, that their job will become harder or more frustrating, or that communication will be poor or confusing. Entry level employees are more concerned than more established and experienced colleagues (24% compared to 17%) that that change could lead to them losing their jobs, victims of the 'last one in, first one out' phenomenon.



We also asked HR leaders what concerns they believe employees have during change. There was alignment between HR leaders and employees in concerns about change leading to increased workload and pressure (65% of HR leaders cited this as a worry). Interestingly, we found that HR leaders are overestimating the anxiety employees feel about potential job losses. While 56% of HR professionals said this was a concern, only 17% of employees said they were worried about it. It could be that HR knows more about impending redundancy plans on the horizon – the CIPD’s latest Labour Market Outlook found that 23% of employers were planning to make redundancies in the three months up to October 2025⁶.

But there could also be a more positive story: that employees care about doing a good job and being able to perform well, as well as having a desire to understand the ‘why’ behind change, as much as they worry about staying in their jobs. This was certainly reflected in free-form comments from employees. In the words of one: “One thing that would make me feel more supported during future workplace changes is clear, timely communication about what’s changing, why, and how it will affect my role. When I know the reasoning behind decisions and have space to ask questions, it helps reduce uncertainty and makes it easier to adapt.”

48%

of middle managers are worried about change bringing increased workload and pressure

24%

of entry-level employees worry about losing their roles due to change

31%

of middle managers worry that communication during change will be poor or confusing



HOW PEOPLE FEEL ABOUT CHANGE

Performance coach and resilience expert Charlie Cannon says: "As humans, we like to feel like we're in control, but none of us know what's going to happen tomorrow... Life is volatile, it's uncertain and the rate of change is getting faster."

The study of neuroscience has shown that change can trigger a threat response in humans – more fear than opportunity. David Rock, director of the NeuroLeadership Institute, has said that our brains naturally try to habituate as much as possible, which can make change challenging to deal with. His well-known SCARF model of motivation and psychological safety includes 'Certainty' and says that factors like constantly shifting plans and unclear goals can make people feel threatened and therefore unlikely to give their best at work.

33% of employees say change has made their work-life balance worse

More than a third of employees we surveyed told us that change was making them more stressed (39%), while more than a quarter (28%) said it was making them feel less motivated. More positively we also found that a quarter (27%) felt change was not having a negative impact on them personally – but the same number (27%) said that the amount and nature of change at work had led them to consider leaving their organisation.

WHAT IMPACT HAS CHANGE AT WORK HAD ON EMPLOYEES?

- 39%** Felt more stressed
- 28%** Felt less motivated
- 27%** No impact in particular
- 27%** Considered leaving
- 16%** Say performance has dipped
- 14%** Have taken time off due to stress

THINKING ABOUT THE AMOUNT OF CHANGE AT WORK, HOW DO YOU FEEL?

- 35%** I can handle it, but it's getting tiring
- 22%** I feel energised and ready for it
- 20%** I feel worn down by how much is changing
- 10%** I haven't noticed much change recently
- 7%** I've stopped trying to keep up

Encouragingly, 22% of employees feel energised and ready for change, but again there is a strong correlation with seniority. While 50% of executives and 37% of senior managers say they feel energised and ready for change, only 14% of middle managers and 10% of entry level staff feel the same. This suggests communications around the need for change and involvement with those lower down the organisation is not as strong as it needs to be. There is a concerning disconnect between leadership and colleagues lower down the pecking order when it comes to how change is being communicated and perceived.

More than a third (35%) of employees say they can handle the amount of change going on but that it is getting tiring. One in five (20%) feel worn down by how much is changing, again with more junior staff tending to feel more worn down than their senior managers and leaders. A third of employees say change has made their work-life balance worse.

LEADERS FEEL MORE POSITIVELY ABOUT CHANGE

"I feel energised and ready for change"



MIDDLE MANAGERS UNDER PRESSURE

The negative impacts of change are particularly acute for middle managers, a role that, as Investors in People explored in our previous whitepaper *The Broken Ladder*⁷, is already seen as 'high stress, low reward' and suffering an aspiration crisis. In this research, we found 43% of middle managers are feeling more stressed due to change and that a third (33%) feel demotivated.

While 33% of employees in general say change has made their work-life balance worse, it's 43% for middle managers. They are likely bearing the brunt of constant change programmes, cascading messaging around change from leadership to their teams while maintaining performance. Given the impact middle managers have on their teams and organisational performance more widely, tackling this will be critical to ensuring sustainable cultures and organisations – and for solving the aspiration crisis identified in our last paper.

MIDDLE MANAGERS ARE BEARING THE BRUNT OF CONSTANT CHANGE

- 47%** Are getting tired of constant change
- 43%** Are more stressed
- 43%** Say change has made their work-life balance worse
- 41%** Want more support from their manager to protect work-life balance during change
- 33%** Are less motivated
- 28%** Have considered leaving
- 14%** Are energised and ready for change

THE IMPACT OF CHANGE ON ORGANISATIONAL PERFORMANCE

Any change should have the goal of improving performance, but according to the HR leaders we surveyed, in many organisations that is not the case. The vast majority (86%) of HR leaders are concerned about change-related fatigue or burnout in their workforce, and this is having a knock-on impact on productivity and other areas.

More than half of senior HR professionals say they have seen productivity issues (56%) or complaints or feedback (53%) in response to change. Just under half (45%) believe it has led to a noticeable drop in morale among the workforce, while 38% believe it is contributing to higher turnover and 30% to increased absence. These are things organisations cannot afford in challenging environments, but as we will come on to explore, there are ways to land change in a more effective, collaborative and human-centred way that should mitigate at least the more negative impacts.

WHAT HR LEADERS ARE SEEING IN RESPONSE TO CHANGE

- 56%** Productivity issues
- 53%** Complaints or feedback
- 45%** Drop in morale
- 38%** Higher turnover
- 30%** Increased absence

86%

of HR leaders are concerned about change-related fatigue or burnout in their workforce

SUPPORTING EMPLOYEES THROUGH CHANGE: A MISSED OPPORTUNITY?

According to our survey and others, the current constant change treadmill is having a negative impact on the wellbeing of some employees, particularly middle managers and those lower down the organisation, and on organisational productivity.

With that in mind, what are the tools and techniques organisations and HR teams are using to support people through change? Our data suggests a disconnect between what is offered and employee awareness and take-up of support and resources. This reflects findings in Investors in People's 2024 research *When The Perks Don't Work*⁸, which found that the wellbeing benefits on offer by employers don't match up with what people actually value - namely flexible working and supportive management rather than discounted gym memberships or mindfulness workshops.

Through this survey, we found a high degree of confidence from HR leaders about employee awareness of the support their organisation offers during periods of change. Almost all (96%) of HR leaders said they were confident employees were aware of support.

This confidence appears to be misplaced, as employee awareness of support is consistently much lower than what HR leaders say their organisation offers. For example, while 66% of HR leaders say they offer learning and training opportunities to help during change, 35% of employees say they are aware of their organisation offering this; 64% of HR leaders say opportunities for feedback and input are available, but 33% of employees believe their organisation offers this.

Take-up rates of the support on offer are lower than awareness. Less than a third (29%) have used learning and training opportunities, 26% have taken up opportunities for feedback and 21% have made use of manager check-ins.

Once again, there is a concerning seniority element to these statistics. Junior staff are far less likely to be aware of or to have used opportunities to feedback or input into change. Only 21% of entry level staff are aware this is an option in their organisation and only 14% have used it. In comparison, 41% of senior managers are aware this is an option and 31% have used it.

And when it comes to making use of learning and training opportunities, 32% of senior managers have taken advantage of this, compared to 23% of middle managers, suggesting this cohort may be too stretched and overwhelmed by the demands of the day job (not to mention the change itself) to engage with learning and development.

It's also worth noting that according to the HR sample, a significant proportion of organisations aren't offering their people the most basic support during periods of change and transformation. A third (34%) don't appear to offer learning and training opportunities linked to change, something which will only become more vital as technology continues to advance and agentic AI (autonomous AI systems that can make decisions, plan actions and execute tasks with minimal human intervention) takes on more tasks.

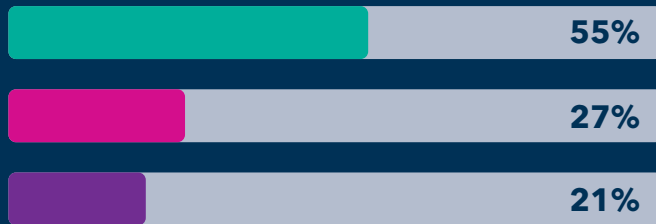
A similar proportion (36%) apparently don't offer opportunities for employees to give feedback or input into change, a major miss given the criticality of involvement and collaboration to successful change. And 43% don't appear to offer Q&A or staff briefing sessions, suggesting plenty of room for improvement in how change is communicated across many organisations.

WHAT IS OFFERED DURING CHANGE... AND WHAT IS USED

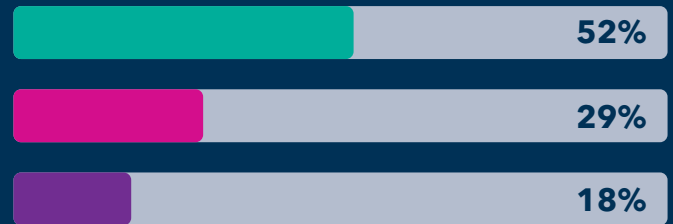
We asked HR leaders what tools and techniques their organisations are using to support people through change. We also asked employees what support they are aware their organisation offers - and whether they use it. The results reveal a disconnect...



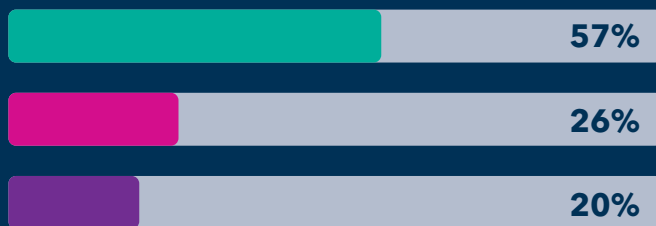
Manager check-ins



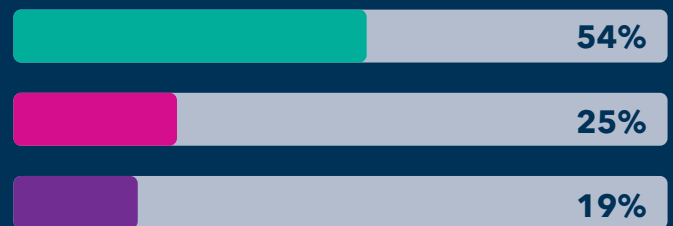
Mental health/wellbeing support



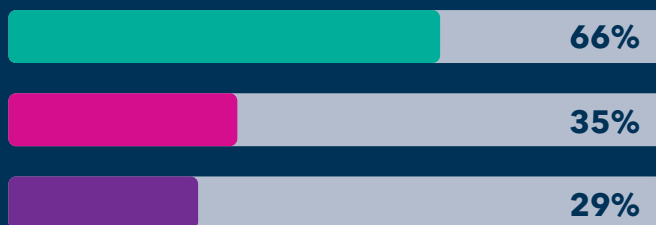
Q&A sessions/staff briefings



Time/resources for learning and adjustment



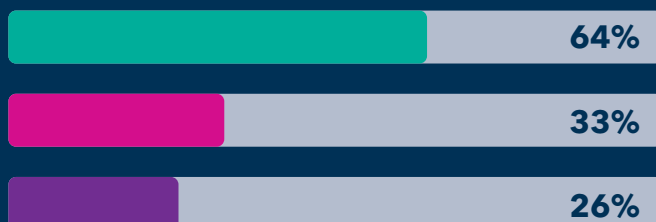
Learning or training opportunities



Peer support or networks



Opportunities for feedback/input



EXPERT VOICE



EMMA DU PARCQ

Head of Consulting, Research and
Thought Leadership, Roffey Park Institute

RESOLVE CHANGE FATIGUE BY MAKING CHANGE MORE COLLABORATIVE AND INVOLVING

"Someone wise once said to me: anybody can lead when things are going well. The real test of your mettle as a leader is leading in tough times. And we are in tough times. Never before has there been such a complex external environment creating such a demand for change. It's a perfect storm of pressure.

Alongside that, employee attitudes are changing. For the first time in decades, we have a real difference between generations around attitudes to work and the psychological contract. Leaders are rarely generationally diverse, so there is a chasm of understanding between younger workers and older leaders around expectations of work.

That means the old idea of change, where the leaders are seen as the experts who design and decide on the change and then cascade it, no longer works. New approaches to change are much more collaborative and involving, inviting a greater number of perspectives. It's about an equal balance of power. We need that as younger members of the workforce have great ideas, particularly around how to use technology.

"As soon as you start involving people in the change, change fatigue becomes less of an issue"

The earlier you can involve people in change, the better. You could have a 'jam' or a large scale workshop where people help define the problem. You can even do this with the worst kind of change, for example having to reduce your workforce by 20%. If you reframe the problem - we need to reduce salary costs by 20% - you can get people involved. That will uncover some great ideas, like bringing forward retirement or offering career breaks. Even with difficult change, you can involve people and shift the conversation.

People get exhausted by change because it's like they're standing on the beach with the waves crashing over them. They've got no control and are going to get tired. As soon as you start involving people in the change, change fatigue becomes less of an issue. People aren't resistant to change. They are resistant to change that they don't see the need for, that they think is ill conceived or that they think is badly implemented. You can resolve change fatigue by doing change in a better way."

TOP TIPS

- Change must be collaborative and involving, not cascaded down from leadership level.
- The earlier you can involve people, the better. Invite them to define the problem and come up with creative solutions.
- Change fatigue is linked to poorly conceived and implemented change. Improving involvement from the start can help prevent burnout.
- Too much change? Try an exercise where everyone puts change initiatives on the wall on post-its. This helps uncover what changes aren't necessary, which are linked, and which are not a priority. Du Parcq's record is 160 change programmes in an 800-person business.



CLARITY, TRANSPARENCY AND INVOLVEMENT: EMPOWERING EMPLOYEES THROUGH CHANGE

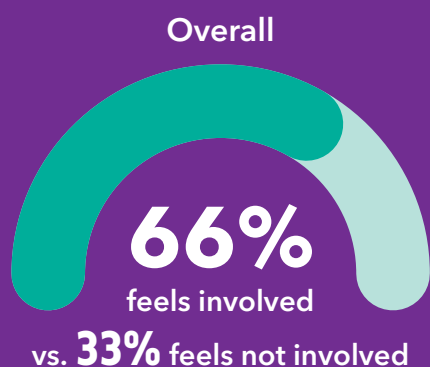
It appears that around a third of organisations aren't offering much in the way of support to their people through change. And that among those offering support, the resources on offer have not always cut-through effectively with the people they are designed to help. So, what does good look like when it comes to supporting people through change? How can organisations best empower their people through change, harnessing their energy rather than burning them out, and creating sustainable, change-ready cultures?

Roffey Park's du Parcq believes that the sheer pace of change and shifting employee expectations around work, means that more traditional top-down approaches to change are no longer fit-for-purpose. "New approaches to change are much more collaborative," she explains. Involvement is key.

Heartily, many of those employees responding to our research do feel involved in change at work, with 66% saying that when change happens at work they feel either highly or somewhat involved. However, that leaves a third feeling not very involved or not involved at all.

And, yet again, this lack of involvement is more of an issue for those further down the organisation. Among intermediate level staff, for instance, 47% don't feel involved in change and among entry level staff, it's 57%. Once more, this suggests younger, more junior and frontline staff are being neglected when it comes to planning, communicating and implementing change. As one junior employee told us through the survey, the one thing that would help them feel more supported during future change would be "if my points were heard, even though I am one of the youngest in the team".

HOW INVOLVED DO PEOPLE FEEL IN CHANGE?



Senior managers



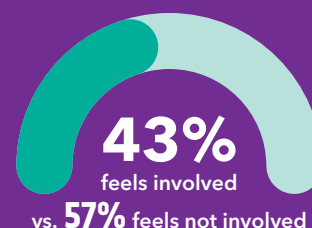
Middle managers



Intermediate level



Entry level



When asked what would make them feel more confident when change happens, employees told us they wanted to see clear, honest communication (48%), be given more time to adjust and learn (39%), and to understand the 'why' behind the change (38%). A third (34%) said they would appreciate more support from their manager and the same proportion (33%) said they would like to be asked for input.

Professor Hodges says that not knowing the 'why' behind the change can be the major reason behind change resistance. "Leaders must take the time to explain and use language that people understand," she says. HR and leaders should develop a compelling, clear and transparent narrative around change, treating people like adults who can deal with challenging, honest messages.

We also asked employees to reflect on what one thing would make them feel more supported through change at work. Common themes emerged, with clear and transparent communications and involvement and input coming out on top. These outranked more 'tangible' support like training and resources, wellbeing support or extra recognition or incentives (although all these were still mentioned several times).

This should be seen as a positive by HR professionals. It suggests that despite people getting tired of change, there remains a clear appetite to understand the why behind it and to be involved in change. HR professionals and leaders may need to rethink their communications and engagement strategies to harness it, but the energy is there to drive successful transformation. It just needs to be unlocked through empowering, supportive management and clear, transparent and inspiring communications.

In terms of good practice from our HR leader sample, respondents mentioned the importance of clear communication, active listening and empathy and feedback and participation. Several also raised the importance of face-to-face communications and not relying overly on technology. This is something Professor Hodges also believes: that despite the potential of technology to facilitate more flexible working models and remote communication, at least some communication around change must, where possible, be done in person.





JULIE HODGES

Professor of Organisational Change,
Durham University Business School

EXPERT VOICE

COMMUNICATING AND FACILITATING TRANSFORMATIONAL CHANGE

“Incremental change is happening around us all the time, but today with technology disrupting the workplace we are seeing more transformational change – that’s change that hits the structure of the organisation, the culture, the strategy. There’s also more emergent change – change you can’t plan for, like the pandemic – which is complex, chaotic and challenging to deal with.

When it comes to change, people want to know the ‘why’. The reason they ‘resist’ change is because it’s never been explained to them. It’s about taking time to explain: Why do we have to change? How will we change, and what are the implications of changing? You need to use a language that people understand; the language used at board level is not the language that people on the frontline use. Communication has to be clear, concise and transparent, and the key messages have to be repeated. Not everybody hears what’s being said and interprets it the first time.

Common mistakes I see when it comes to change include organisations continuing to use traditional linear change models that are out of date, looking at change as a negative rather than something positive that adds value, and not engaging stakeholders (including frontline staff who often get overlooked) early enough. Transformational change can also get stuck when middle managers aren’t involved in the decision-making.

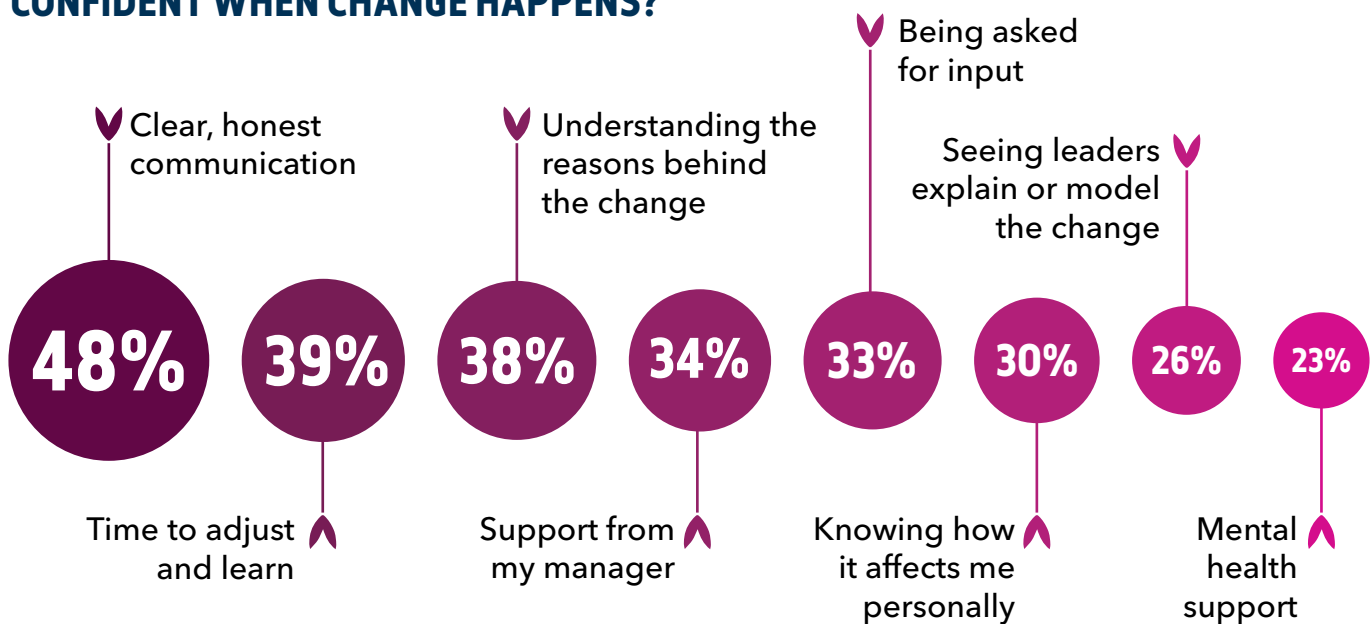
Rather than change being seen as an add-on in organisations, it needs to be seen as integral to the manager role. All managers should be able to facilitate change: asking questions, listening to people, and creating a psychologically safe environment where people feel they can raise issues, concerns, fears and ideas. It’s about moving away from the concept of management being ‘command and control’ to a more facilitative and transformational role. And HR’s role is not to ‘do the change’ on behalf of managers, it’s to support managers in the change. That moves HR itself from being transactional to being transformational.

“When it comes to change, people want to know the ‘why’.”

TOP TIPS

- Where possible, involve people at all levels in change, including giving voice to the often voiceless. This doesn’t have to take long: getting stakeholders around a table to talk about what could be better could be done within half an hour.
- Focus on improving manager capability around facilitating change, including creating psychological safety for their teams.
- Ensure communications are written in a language those at all levels will understand, and keep repeating key messages.
- Ditch traditional linear change models which are no longer fit for purpose in a fast-paced world, moving to more cyclical approaches.

WHAT WOULD MAKE EMPLOYEES FEEL MORE CONFIDENT WHEN CHANGE HAPPENS?



HOW ARE HR LEADERS GATHERING INSIGHT INTO HOW THEIR PEOPLE ARE EXPERIENCING CHANGE?

Informal feedback



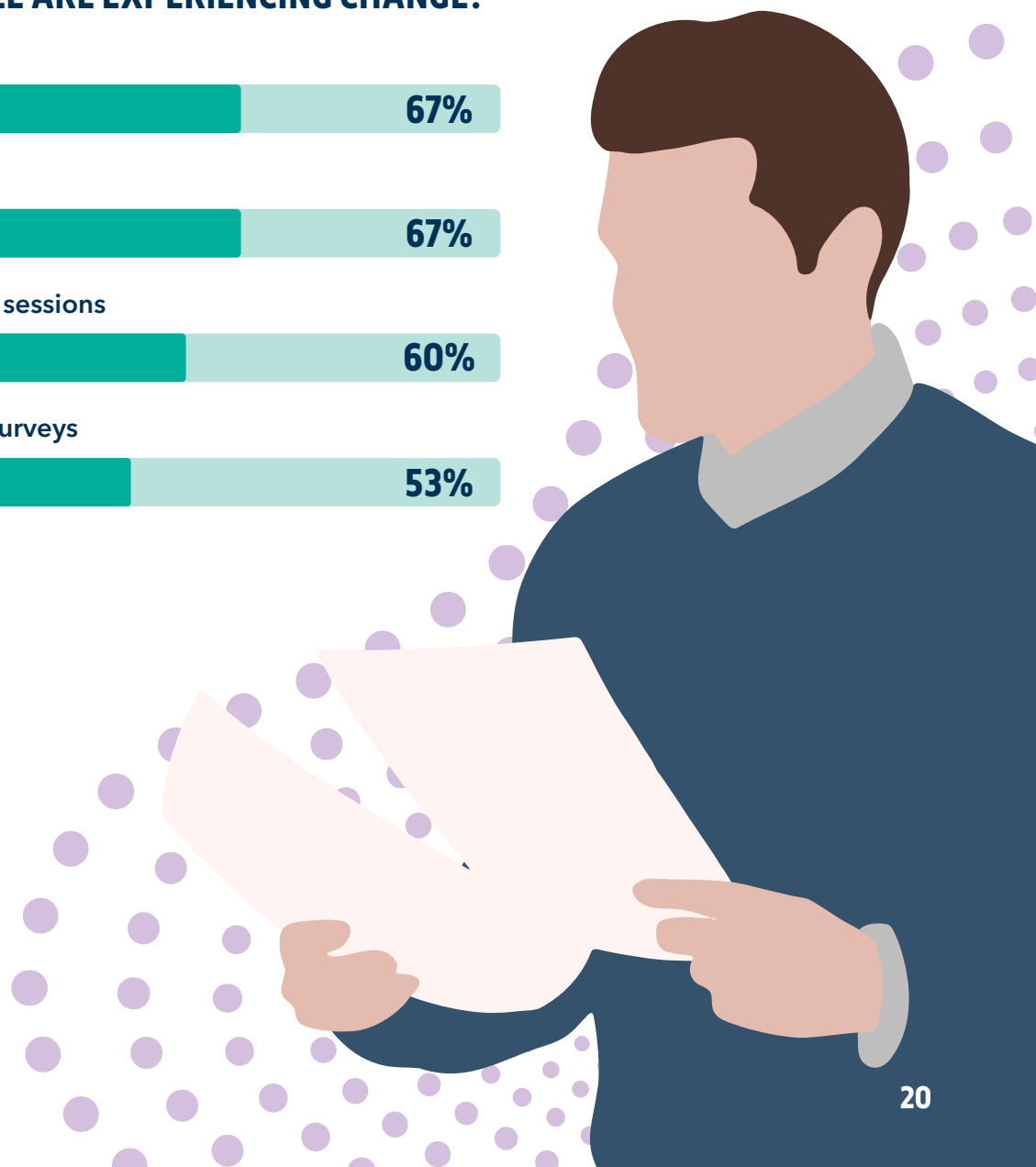
Manager check-ins



Focus groups/listening sessions



Pulse or engagement surveys



MANAGING CHANGE: WHAT GOOD LOOKS LIKE

CLEAR COMMUNICATIONS, TIME TO ADJUST AND UNDERSTANDING THE 'WHY'

Employees on the one thing that would make them feel more supported the next time change happens at work...

"Having clear, timely communication from leadership, combined with structured time to adjust, training resources, and opportunities to provide input, would make me feel more supported during future workplace changes."

"Giving room to learn and have peer support as I navigate through the change."

"To have a full explanation with no buzzwords."

"Giving us enough time to process the information about the change and how it will affect us in the long run. I like when things are clearly explained to me."

"I would feel more supported if my manager provided regular, transparent updates about the changes and actively sought our input. This would foster a sense of inclusion and ensure we understand how the changes impact our roles."

"Next time there's a change, I'd appreciate it if we could get updates a bit earlier and have space to ask questions. It would help me feel more confident and less like I'm scrambling to catch up."

"Clear and timely communication about the change, including its reasons, impact, and expectations, would help me feel more supported and better prepared to adapt."

"Clear, honest communication and understanding of the 'why' behind the change."

FROM ACTIVE LISTENING TO FREE PIZZA

HR leaders on their most effective approaches to supporting people through change.

"Having a 1-2-1 conversation about what is happening and why the changes are necessary; providing training and mental health breaks."

"One effective approach is active listening: taking time to truly understand others' concerns, emotions, and needs without judgment. Pairing this with clear, empathetic communication and involving them in the process builds trust, reduces resistance, and empowers them to adapt more smoothly."

"Regular 'town hall' meetings with all staff to convey current and new strategies. This reassures staff and is a good excuse to let our hair down as a company. Free pizza helps too."

"Supporting people through change is less about 'managing' them and more about guiding them in a way that makes them feel heard, informed, and capable. It could be through empathy and trust, clear communication, small manageable steps, resources and support, most importantly leading by example."

"My most effective approach has been combining clear communication about the reasons and benefits of change with active listening to address concerns. I also involve people in the process where possible, which helps reduce resistance and build trust."

"Providing them with leave as a time to reflect."

"Listen first and give them the space to express their worries, because most of the time people just want to feel heard before they can accept something new. I try to be patient, explain the reasons behind the change in simple terms, and show how it could benefit them in the long run rather than forcing it on them. I've found that being honest about the challenges while also offering encouragement helps build trust, and when people know you're standing beside them, they are much more open to adjusting and moving forward."

CONCLUSION: UNLOCKING ENERGY TO DRIVE SUCCESSFUL CHANGE

Change is a part of life, and therefore part of organisational life too. In a volatile and uncertain external context, with profound technological advancement underway, organisations are attempting to ride the waves of change and shape their own future-proof transformations.

Much of this organisational change is necessary – not only to the success but the very survival of businesses in a competitive and challenging environment. But it is clearly taking its toll on some people. Our research finds that many workers are feeling worn down, even burned out, by change, and that HR leaders are concerned about the impact change is having on productivity.

However, our survey also finds that despite levels of change fatigue there remains energy and enthusiasm for change among the workforce, particularly those at more senior levels, who are more involved in shaping the change. With 80% of HR leaders perceiving more change this year than the previous three, there is undoubtedly more major change on the horizon for many organisations, and the energy employees have for it risks diminishing if not harnessed effectively.

Creating a resilient and change-ready culture will be critical to sustainable future success for organisations. With the pace of change unlikely to slow down, HR leaders should focus on building cultures that accept and even embrace transformation. Our research highlights three areas as key in building such a culture:

COMMUNICATION

Ensuring messages from leaders clearly communicate the company's objectives and motivate and inspire people at all levels to work towards them.

EMPOWERMENT

Giving people the opportunity to be heard as well as understand and shape change, and creating a culture of mutual trust and responsibility. It is essential this happens at all levels of the organisation, as our data finds more junior staff are at present being overlooked.

SUPPORT

Helping people work through the sometimes uncomfortable aspects of change, and taking fears of overload seriously, particularly from already stretched populations. In particular, HR must focus on supporting and empowering middle managers to facilitate and drive sustainable transformation.

Change isn't something people are naturally resistant to, even if they can find it challenging. We change in our personal lives all the time – new addresses, relationships, jobs, haircuts. As both du Parc and Professor Hodges point out, what people are resistant to is poorly conceived and implemented change that they are not involved in shaping.

The employees who responded to our research were clear in their desire to understand the reasons behind change and to help conceive and drive it. The will is there. The priority must be to unlock it through creating psychologically safe yet stretching cultures, empowering people and giving them the autonomy and involvement to shape change alongside leaders. Because we all want the same outcome: successful, sustainable and future-proof organisations.



FINDING THE FREQUENCY

RECOMMENDATIONS ON SUCCESSFUL TRANSFORMATION FOR HR PROFESSIONALS

1

GET A BIRD'S EYE VIEW OF CHANGE

While there is no doubt that much of the change going on in organisations is essential, it is possible that some initiatives may be unnecessary, untimely or overlapping. HR leaders should make an effort to get a bird's eye view of change across the organisation, helping to build a picture of where the biggest priorities are and where employees may be at increased risk of change fatigue and burnout. Roffey Park's Emma du Parc suggests a valuable action for leaders is to work with staff to figure out which change initiatives are the most necessary, which could be parked for now, and which may be duplicating or even undermining each other.

2

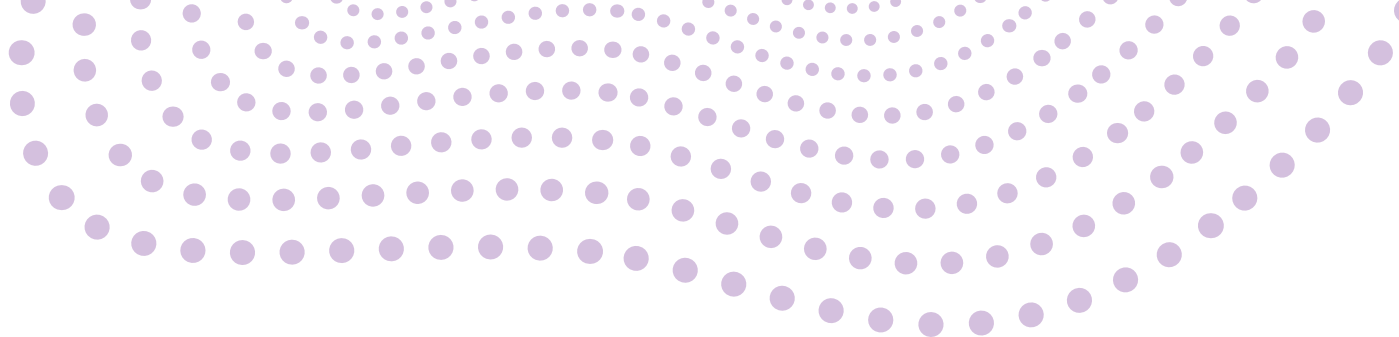
DEFINE THE 'WHY'

As one employee respondent to our survey summed up: "A better understanding of the reasons behind the changes taking place would keep people on board." Many other respondents felt the same. Being able to define and explain the reason - the 'why' - behind any change is critical for taking people with you in driving and landing change that sticks. Rather than doing it in isolation at the executive committee, leaders should involve employees where possible in defining the problem and the need for change. Not being able to clearly articulate the why behind any change is a red flag in driving successful and sustainable transformation.

3

LEADERS MUST ENSURE CLEAR, TRANSPARENT COMMUNICATIONS

Communications around change must be clear, transparent and consistent. Leaders should consider how they land at all levels. The language of the exec and the board is unlikely to be the language of more junior staff or those working on the frontline, so leaders must tailor communications - language, tone and platform - appropriately. Don't think 'one and done' will be enough to get messages across: repetition is key to ensuring it sticks. Where possible, at least some communication should happen in person. Our survey also suggests communication about the support on offer during change isn't landing with employees, so HR professionals should look at how they are making people aware of what they could access. When it comes to challenging news, transparency and treating people like adults is vital.



4

DON'T NEGLECT JUNIOR STAFF

Our survey found a clear difference between how junior and senior staff felt about and perceived change. Entry level staff were less likely to feel they were involved in change, had less awareness of the support on offer, and were less likely to report feeling energised by and ready for change. This suggests that change messages aren't reaching down the organisational hierarchy and that junior staff aren't being asked to input into shaping change. This is both a miss and a risk for organisations. Du Parc's research into generational differences at work, for instance, highlights the importance of involving less experienced staff in coming up with ideas for change, particularly given they have come into the workplace as 'digital natives'.

5

FOCUS ON MIDDLE MANAGER SUPPORT

The cohort that appears to be disproportionately suffering the impact of change is middle managers. Our research finds they are more stressed and less motivated by change than others in the organisation. Professor Hodges notes that managers often require support to enhance their capabilities around facilitating change. HR professionals should consider whether more training on this topic is required, particularly as the pace of change continues to accelerate. Read our previous whitepaper, *The Broken Ladder*, for more on supporting this vital group.

6

LEADERS SHOULD CO-CREATE WHEREVER POSSIBLE

Leaders can shy away from involving stakeholders from across the organisation in designing change as they perceive it as taking too much time. But doing so doesn't have to be complicated or time intensive. It could be as simple as asking people from different levels of the organisation to join a discussion about what could be improved. Co-creation can lead to greater levels of innovation and is likely to drive higher levels of buy-in and engagement from employees. It could also help uncover ideas that those at senior management level may have overlooked due to their distance from frontline operations and customers. Rather than conceiving change in a locked boardroom, leaders should be open to ideas and suggestions from throughout the organisation. This doesn't mean they have to be implemented, but leaders must explain why ideas are not appropriate or workable if necessary.

INVESTORS IN PEOPLE PRACTITIONER Q&A: HR'S ROLE IN LEADING CHANGE

Three leaders from Investors in People's vibrant practitioner community share their top tips on how HR professionals should approach change and transformation.

WHAT IS THE MOST IMPORTANT THING FOR HR LEADERS TO CONSIDER WHEN WORKING ON CHANGE?

Liam Linacre, founder and director, Business Edge: Change is a human experience. It's not just about shifting systems or structures; it's about guiding people through uncertainty towards a better future. Leaders must lead with clarity, empathy and intent. Any change plan should be structured and people-centered. HR leaders must prepare with purpose (starting with the 'why' and engaging stakeholders early), implement with clarity (communicating consistently and listening and responding to feedback) and sustain with intention (monitoring, adjusting where necessary and celebrating progress). The key principles that underpin change success are leadership commitment, employee involvement, proactive planning and psychological insight, because change is personal.

Esther O'Halloran, founder, EOH Business Solutions: First, you need to understand the level of change: is it transitional (doing the same thing but differently) or transformational (thinking and being different)? The role of an HR leader is to manage expectations, communicate the change and make it understandable, helping employees see the benefits of the change (what's in it for them) and removing the fear. Be prepared to wear a number of different hats: advisor to the SLT to help develop and embed change; motivator, guiding people along the journey; facilitator, connecting people; and mentor, a sounding board for managers and leaders.

Nicola Dillon, HR specialist: Transformation succeeds when people feel part of it. Everyone

responds to change differently and at their own pace, so empathy and patience are vital. Involve people early: people buy into what they help create. HR leaders set the tone by connecting people to purpose, creating clarity, building competence and fostering psychological safety. This helps people feel confident to act, safe to speak up and fully informed to help shape the journey. When people feel trusted, capable and heard, change becomes more than a process, it becomes progress.

HOW CAN HR LEADERS HARNESS EMPLOYEE ENERGY AROUND CHANGE AND AVOID CHANGE FATIGUE?

LL: In times of constant change, energy is precious – and fragile. HR's role is to protect it, channel it and renew it. I recommend four ways to energise and sustain your people. Firstly, communicate with transparency, speaking early and often and creating safe spaces for open dialogue. Secondly, empower through involvement, co-creating the journey, using champions and tailoring support. Thirdly, support with substance, investing in wellbeing and skills development to help people thrive. Finally, focus on experience, not just outcomes, celebrating wins to keep spirits high and building a resilient, psychologically safe culture.

EOH: Model the behaviours you want to see in others and paint a clear picture of what success looks like so people buy into the change. Identify change champions and harness their influence on others. Make sure everyone is aligned and be sure to recognise and celebrate successes regularly.

ND: Create rhythm. When people are given time to absorb, adapt and celebrate progress, confidence grows and energy builds naturally. Recognising small wins keeps purpose alive and connects effort to real outcomes. Wellbeing and connection are powerful energisers, so build networks where people share ideas, celebrate learning and support one another. Energy grows where people feel trusted to make decisions and shape how change lands in their world. When people feel valued, connected and clear on the difference they're making, energy becomes contagious.

HOW CAN HR BEST SUPPORT MIDDLE MANAGERS TO FACILITATE SUCCESSFUL CHANGE?

LL: Middle managers are the bridge between strategy and reality, yet they're often under-supported and over-stretched. To unlock their potential, HR must move beyond instruction and into partnership. That means equipping middle managers with what matters, investing in their development, giving clear support and feedback to avoid ambiguity, and allowing them space to reflect. Managers thrive where they feel safe and supported, so focus on developing a culture of care, including offering flexibility where possible and creating collaborative networks. HR is a driver of transformation, translating vision into action and helping managers communicate the why and tackle any resistance to change.

EOH: Managers need to know what the process of change entails and what to expect. HR can help them be prepared, making it easier for them to plan and implement change. Build manager skills and awareness of change through training, including introducing them to any models or frameworks. And help them understand their role as a manager in bringing about change and how to overcome resistance through coaching and facilitation.

ND: Middle managers carry the weight of making change work. HR can support them by creating clarity, connection and care. Give managers the context behind change so they can speak with confidence, building psychological safety so they feel able to ask questions, test ideas and share concerns early. Wellbeing and peer networks are vital: managers draw strength from knowing they're not alone. Keep communication open and ongoing. Recognise and celebrate managers who lead with empathy and courage; this reinforces that this style of leadership matters and will inspire others. And let's not forget HR: you also need a safe space, mentors and moments to recharge. When HR and middle managers learn and lead together, change becomes sustainable.



Case study: NIE Networks

TRANSFORMING INTO SAFETY-FIRST CULTURE

Northern Ireland Electricity Networks is the owner of the electricity transmission and distribution networks in Northern Ireland, transporting electricity to over 966,000 customers.

In 2020, a series of serious safety incidents, including one involving a fatality, led NIE Networks, the owner of the electricity transmission and distribution networks in Northern Ireland, to embark on a change programme that has transformed the organisation. Originally introduced as a safety programme, it has evolved into something much bigger: a cultural transformation. And the company has achieved this through a relentless and authentic focus on involving people in – and supporting them through – change.

Soon after the incidents, the company gathered together its 1600-strong workforce in small groups to “dig a bit deeper” into the reasons behind the incidents, explains learning and culture manager James McCullough. Twelve working groups were then set up to look at different areas, including the approach to near misses and developing a “fair and just approach” to safety incidents. “Our goal was to create a more open environment where people felt comfortable reporting incidents and near misses without fear of disciplinary and where people are encouraged to come forward so we could learn from them,” says McCullough.

It was decided that rather than focusing solely on physical safety, the change had to address the wider culture too. “This made Safer Together more inclusive for all employees across the organisation, not just those in operational roles,” explains safety, culture and leadership coach Kelly McCluskey. One of the first stages of Safer Together was setting up a new Learning and Culture Department to lead the cultural transformation journey, supported by a new structure of leadership teams.

Supported by external consultants, the company also carried out an ‘integral assessment’ to gain an understanding of the existing culture and to identify specific areas for improvement. This involved interviews with 15% of the whole company across all functions and job roles, plus a company-wide survey.



Four key principles were developed to support the change:

- Be why-based: Making sure that everyone understood the why behind the change. As McCluskey puts it: "Ensuring people understand the why is half the battle."
- People are the solution: "Rather than having decisions made at the top, it's about bringing people with you and inviting them to have an input," says McCluskey.
- Build on people's strengths: Identifying and utilising people's individual strengths to include them in the change journey.
- Everybody matters: A drive to increase empathy and value diversity.

These four principles come to life through change-related activity. Learning and culture training workshops, for example, will be structured around them, and communications are tightly focused on the 'why'. And safety communications are focused on the very human message of getting people home safely to their families.

When communicating change, McCluskey says it's important to use "a range of communication styles to suit individual preferences". For a recent announcement, NIE Networks used newsletters, emails, briefs and videos, plus a roadshow where the MD explained the reasons for the change and answered questions.

And every month, the company produces a brief: a digital newsletter that includes videos and written content. Managers are encouraged

to discuss the brief in face-to-face sessions with their teams. "Without the wider discussion, there may be updates in the brief that people don't realise impact them," says McCluskey. "It's about sharing insights, making sure everyone feels involved and has the chance to ask questions. It creates two-way communication, rather than everything being fed down to people."

As a result of the change, engagement has increased significantly, as have near-miss reports.

"Change is never easy, but people are now at the heart of everything we do"

Retention levels have remained high at 97% and absence levels are consistently low, sitting at about 2-3%

Hierarchies have been flattened, psychological safety has increased and a new local leadership team model and engagement forums means people are easily able to raise challenges. "Change is never easy, but people are now at the heart of everything we do," concludes McCluskey.



TIPS

- Before rolling out any change, establish key organisational principles and stick to them. This should help keep people at the heart of decision-making.
- Support and encourage authentic leadership, which people are more likely to trust and choose to follow.
- Tailor your communications to different audiences, demographics and learning styles. Ensure comms are relevant and don't neglect the power of face-to-face interaction in engaging people in organisational communications.

- Create regular and easily accessible opportunities for all your people to give feedback, suggest ideas for improvement and raise challenges. Work on building the psychological safety that encourages them to do so.
- Ensure you have a strong culture of engagement and inclusivity to support all of the above.

Case study: New Technology Group

CREATING A VISION AND SINGLE FOCUS FOR TRANSFORMATION

New Technology Group's vision is to be the leading sustainable Technology Group delivering world class Customer Experience (CX) and Digital Transformation solutions.

When Adam Turton was appointed CEO of New Technology Group in February 2023, he knew he needed to transform a business which had significant challenges. "Business was declining across a number of key metrics and customer churn was at an all-time high," he recalls. "People were frustrated, unsure of what we stood for and where we were going, and becoming increasingly disengaged."

Standing still was not an option – as Turton points out, technology is moving so quickly that if companies don't keep up, they can be "rendered irrelevant". But he was also aware as a 20-year veteran of the business that it had already been through a lot of change. "I knew change needed to happen. The employees knew and wanted change to happen, but it was important to make sure we weren't making change for the sake of it," he explains, adding that he could sense a level of change fatigue within the workforce.

He knew he had to do things differently and align the organisation behind something people could buy into, and that meant embarking upon a radical transformation. The first step was to develop core guiding principles behind change including a clear single focus for everyone to unite behind. "We needed to set a long-term vision that everyone could get excited about," Turton says.

Workshops with senior managers helped them agree on a clear goal and focus that would bring together a fairly complex and scattered organisation. The focus: to provide the best customer experience, an unrivalled commitment to helping customers.



Turton was also keen to bring purpose to the fore and “start with why”. “Technology is what we do; it’s not why we do it,” he says. “To really engage with people, you’ve got to engage with them on a very human level.” That meant talking authentically and with vulnerability about his own sense of purpose, and empowering employees to connect to their own personal sense of purpose and that of the business.

“I knew change needed to happen. The employees knew and wanted change to happen, but it was important to make sure we weren’t making change for the sake of it”

In May 2023, Turton launched the new vision at a whole-company in-person event. “I talked about my purpose and that of the business, aligning everybody in the organisation behind a clear single focus and the vision of where we were going,” he says.

This clarity of the ‘why’ set the stage for further transformation, and in November a restructure began, separating the organisation into two separate trading companies (Elite Group and Netcentrix) under New Technology Group. “We were clear that if a change wouldn’t deliver on our single focus and contribute to the achievement of the vision, we wouldn’t do it,” says Turton. “That gave credibility to the change and was important to getting people on the bus.”

After a Teams announcement of the reorganisation, Turton and other senior managers did a face-to-face recap and Q&A session in both the company’s offices. Via his “plugged in” HR team, Turton was aware of headline questions around jobs being at risk, and he addressed them head on as well as taking questions from the floor and inviting challenge, making it clear that “nothing was off limits”.

Four workstreams (people, customers, systems and suppliers) were established, each with employee representatives involved. Managers and employees were empowered to shape the plans, with an open-door policy in terms of asking questions and making suggestions to senior leaders. “Employees felt: I have a voice. I’ve got a platform,” Turton says.

Thanks to relentless focus and clarity of message, the transformation has been a resounding success. Recurring revenues are up, sales orders are up 200%, customer escalations and churn is at the lowest level recorded in the last six years and customer satisfaction (CSAT) and Net Promoter Scores (NPS) are the highest on record.

TIPS

- Pick a single focus behind the change and drive towards it. You can’t start any change programme without clearly articulating a long-term vision.
- Create clear ownership and accountability for workstreams.
- Over-communicate – even if you feel like you’re repeating yourself. You cannot communicate too much.
- Be transparent: if people feel there’s another agenda that’s disingenuous, they will check out of the change.





The Richmond Fellowship
Scotland

INVESTORS IN PEOPLE®
We invest in people Gold

Case study: The Richmond Fellowship Scotland

HARNESSING EMPLOYEE IDEAS FOR CHANGE

The Richmond Fellowship Scotland is a charity which supports around 2500 people across Scotland with a broad range of needs to live as independently as possible in their own homes and communities.

With about 3,700 employees spread across Scotland delivering support services to people with a range of needs, including the elderly and those with learning disabilities and mental health problems, leaders at The Richmond Fellowship Scotland (TRFS) have learned that listening to employee voice can pay huge dividends.

TRFS works Scotland-wide and its staff support service users in the community, in their homes or in the organisation's care home facilities. While such roles come with an immense sense of purpose it can be a difficult job. "It's not always an easy day," says executive director Teresa Dellett. "You can be working with challenging individuals, whether that's an elderly person with dementia or a young person with autism and challenging behavior, it can be tough, but nevertheless rewarding when you make a difference to someone's life."

Post-pandemic, turnover across the sector had risen to 32% (TRFS has an internal KPI of 18%), putting "a big strain on staff and managers". It was clear something needed to be done to radically rethink recruitment and retention. So, TRFS set up a working group, mainly made up of operational staff, and sent out a staff survey asking for ideas for improving retention.

This led to an action plan for change, tackling a wide range of recruitment and retention activity, everything from advertising strategy to interview and onboarding processes. "We used champions from the working group to spread the word," Dellett explains. "As a large organisation with most of our staff out working with people and not using computers, it can be hard to reach people so we need to be creative in ways to get feedback."



One major idea from staff was for TRFS to get a visa sponsorship license, as turnover was linked to people having to leave Scotland after their visa expired. This isn't an easy process, and it isn't cheap either, but TRFS now has a sponsorship license. "That has been a real game changer," says Dellett. Between November 2023 and July 2025, the organisation sponsored 382 staff and only had five voluntary leaves. The change has put them in a unique position in terms of EVP, given not many other providers offer sponsorship.

"We are seeing low numbers of people leaving as they are not burned out anymore, the balance is better for employees and managers," says Dellett. She adds that the impact of "being able to say: we've listened to you, gone all out and got the license" has been profound.

"We are seeing low numbers of people leaving as they are not burned out anymore, the balance is better for employees and managers"

Employee voice is "absolutely imperative" when it comes to any kind of change, with frontline staff often providing the best ideas. TRFS is not unionised but runs an employee forum that meets quarterly, with regional as well as national meetings. "Part of our mission is about making improvements," Dellett explains. "We want to hear things that are going to help us be a better provider and a better employer." Another suggestion that came out of the forums was to introduce a buddy system for new starters, tackling early exits.

"It's really important to be honest, that we go back to our teams and get input. That's what people will buy into"

Forums are supported by engagement and staff surveys (although Dellett admits these can be "hit or miss" with frontline staff), regular team meetings and executive leadership spending lots of time on the ground. Investing in manager training also helps them act as a support during times of change, and employee forum reps receive training to help them in their role.

Ultimately, taking a "you said, we did" approach helps build trust and confidence, Dellett believes. "It's really important to be honest, that we go back to our teams and get input. That's what people will buy into."



TIPS

- Be clear from the outset: what are people signing up for, what's the end goal and what are the steps you have to take to get there?
- Consider workforce demographics when planning communications. At TRFS, English is not a first language for a proportion of staff, so communications must be tailored appropriately.
- Do your due diligence before embarking upon change. Think about the benefits, but also any considerations. Make sure you are not sleepwalking into something you are not fully prepared for.
- Don't be afraid of change. If you're constantly risk-averse, you're never going to improve. Learn from mistakes you make along the way, and course-correct where necessary.

INVESTORS IN PEOPLE®

Investors in People is a Community Interest Company and an agent of change, calling for a movement that puts people first – for the benefit of every person in every workplace, increased productivity across organisations, and a stronger, healthier and happier society.

Investors in People was established in 1991 by the UK government as a standard for best people practice. Building on this heritage, today we're a proud Community Interest Company with one purpose: to **MAKE WORK BETTER** for individuals, organisations, and society.

ACCREDITATION: A STANDARD OF EXCELLENCE

For decades, we've proudly accredited over 50,000 organisations across different sizes and sectors and in many multiple countries, each one committed to creating exceptional workplaces where people thrive. Our **globally recognised accreditations** serve as a powerful benchmark, celebrating organisations that champion a people-first culture, one that fuels productivity, drives performance, and unlocks lasting success.

But accreditation isn't just an achievement; it's a bold statement. It signals an organisation's dedication to **Making Work Better**, empowering people to grow, excel, and build meaningful careers.

For clients and customers, an Investors in People accreditation is more than a badge, it's proof of an organisation's integrity, strong values, and ethical leadership. It showcases a relentless pursuit of excellence, continuous improvement, and dynamic people practices that spark innovation, enhance reliability, and create an exceptional experience for all.



FRAMEWORKS THAT DRIVE SUCCESS

At Investors in People, our frameworks form the backbone of our assessment and accreditation process, built in collaboration with leading academics, industry experts, and sector specialists. Each framework is guided by three core principles: leading, supporting, and improving best people practices, ensuring organisations can achieve high performance through a thriving workplace culture.

More than just a structure, our frameworks provide a rigorous yet supportive approach, helping us test, challenge, and recognise outstanding people practices within organisations. We bring them to life through staff discussions and surveys, ensuring that every assessment reflects real voices rather than a mere tick-box exercise.

Accreditation isn't one-size-fits-all. Organisations progress through different award levels - **Standard, Silver, Gold, and Platinum** - each marking an important milestone in their journey to excellence. No matter where you start, our frameworks help you grow, evolve, and achieve recognition for your commitment to putting people first.



EXPERT-LED SUPPORT

Our network of **highly experienced specialist practitioners** partner with organisations to provide tailored, bespoke assessment and advisory support, helping to shape workplace cultures that drive performance and success.

Far more than assessors, our practitioners take the time to truly understand each organisation - its goals, challenges, and aspirations - before anything else, building a relationship founded on trust and openness. They act with integrity and honesty, becoming a critical friend to clients, offering a dedicated, independent, and confidential service rooted in trust and objectivity.

Every organisation is carefully matched with a practitioner based on its unique needs, ensuring a personalised approach. And with ongoing support from our central team, we maintain consistency and quality throughout the process.

Simply put, we work hard to help organisations get the most out of their people, unlocking potential, strengthening culture, and driving measurable success.



80% of IIP Accredited Organisations report a Positive Impact on Quality of Leadership



80% in our community report a Positive Impact on Staff Wellbeing

JOIN A THRIVING COMMUNITY

With over **1.2 million people** and growing, the **Investors in People community** is a dynamic network where organisations come together to collaborate, learn, support, network, and gain recognition.

Our diverse community of organisations share a commitment to putting people first, creating workplaces that inspire, and driving success for employees, customers, and organisations alike.

We reinvest in initiatives, conduct research, provide expert resources, and host a rich calendar of events, all designed to support growth, spark innovation, and build meaningful connections. And every year, The Investors in People Awards shines a spotlight on the organisations that truly excel in making work better.

This isn't just a community, it's a movement. And we're here to help you thrive.

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