

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Change

Title: Managing Change in the Workplace

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Date: 21 December 2020

Managing Change in the Workplace

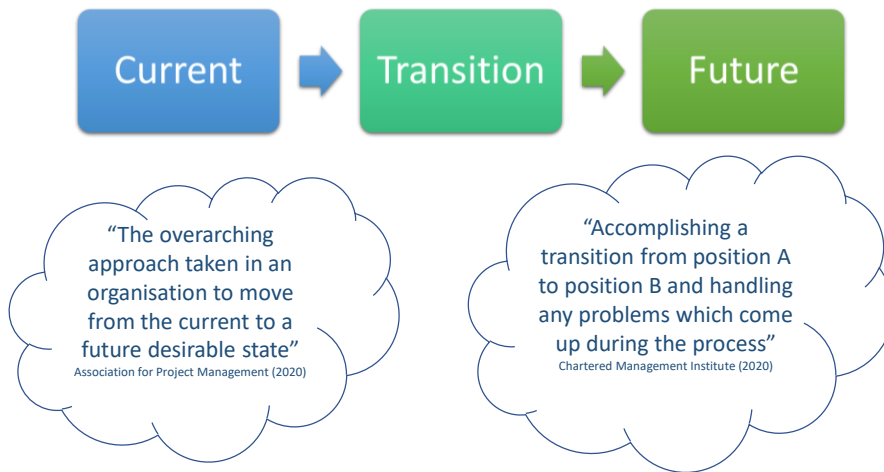
Learning Outcomes

Understand key principles, theories and models relating to change in the organisation

Understand the importance of communication and relationship management within the change process

Be familiar in planning, implementing and monitoring change processes

What is Change?



An essential element to ensuring organisational performance, success and growth, is the way in which change is managed. The pace of organisational change has become increasingly rapid compared to recent years, with organisations needing to adapt to changes from four major elements: equipment (technology), processes (working procedures), organisation structure, and people (Chartered Management Institute, 2020).

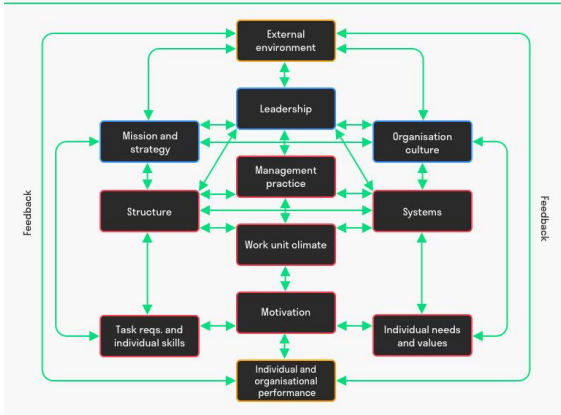
Creasey (2020) defines change as “the movement out of a current state (how things are done today), through a transition state, and to a future state (how things will be done)”. Change is something that happens all around us: at home, in the community and at work. Such changes can be anticipated and controlled, such as implementation or adjustments based on decisions from stakeholders or Managers, others are unexpected or uncontrollable like people’s reaction to change.

As such, change management can there be defined as managing any problems and issues that arise, to assist in the effectiveness and efficiency of any changes (Association for Project Management (2020) and Chartered Management Institute (2020)). Line managers are subsequently required to identify and manage the controllable and uncontrollable aspects of change to reduce its impacts on

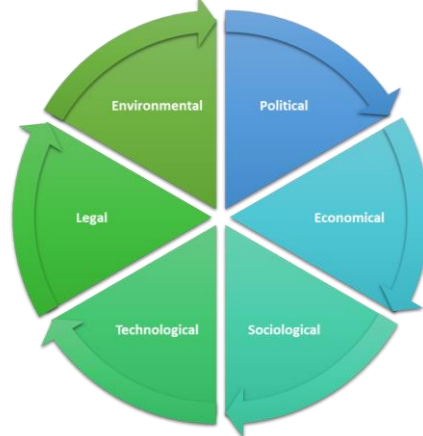
performance.

External Factors for Change

Burke – Litwin Model of Change



PESTLE



In the 1960's, Burke and Litwin developed their Model of Change, that identifies three levels of change in an organisation which are derived by 12 factors, or drivers of change. Burke-Litwin believed environmental factors to be the most important driver for changes, with most changes being traced back to external drivers for change. The complex external environment can be described as VUCA – volatile, uncertain, complex and ambiguous (Giles, 2018).

Political, economic, sociological, technological, legal and environmental factors can have a dramatic impact on organisations (CIPD, 2020a). More recently, the global pandemic of COVID19 has been the biggest driver for change, firstly highlighting the need for advanced technologies. With more people working from home, technological infrastructures have been required to allow employees to fulfil their roles whilst working from home.

Where Government guidance has encouraged organisations to allow their employees to work remotely, many have been forced to close. Employment relationships have diminished, and employee morale has decreased, with questions being raised whether jobs are secure (Craven, Mysore & Wilson, 2020).

Private sector organisations also need to consider their competitors, and how they are operating, and adapt in order to keep up.

Internal Factors for Change



Sickness Absence



Employee Turnover



Feedback

Research suggests that most internal drivers for change come as a direct result of external factors, especially in public sector organisations such as the Fire Service, where decisions are cascaded through Government, local Authorities and Trade Unions. Two main internal drivers for change have been identified: sickness absence and employee turnover.

The coronavirus pandemic has subsequently increased levels of sickness within the Fire Service, for example in September 2020, 60 Service employees were reported as being “off sick”, increasing to 90 individuals in December 2020 (MAWWFire, 2020). As a result, line managers have made changes to Service procedures and processes to accommodate the activities not being carried out because of sickness absence, as well as introducing provisions to reduce any further sickness absence in the Service through collaborative working with CareFirst and Insync Corporate Healthcare.

As outlined by CIPD (2020b), employee turnover can have a negative impact on organisational performance. Service stats suggest that there is a dramatically higher turnover of employees within the Operational sector, for example, for the period April 2019 – March 2020, the Service lost around 120 operational employees (MAWWFire, 2020). Reasons for leaving are uncontrollable and are not necessarily

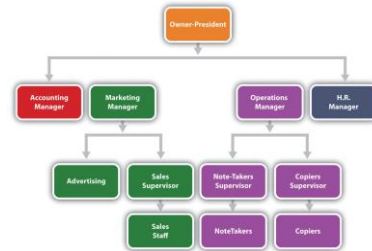
influenced by factors within the organisation.

By using 'Exit Interview Forms' the Service can monitor the reasons why employees are leaving. As a result of such feedback, changes may be made which employees will need to adapt to and incorporate into their daily functions.

Factors Affecting Change



Organisational Culture



Organisational Structure



When planning for any sort of changes, it is important to identify factors that may help and encourage the change, but also those that may hinder the change process. In many instances, some factors can impact positively and negatively on change.

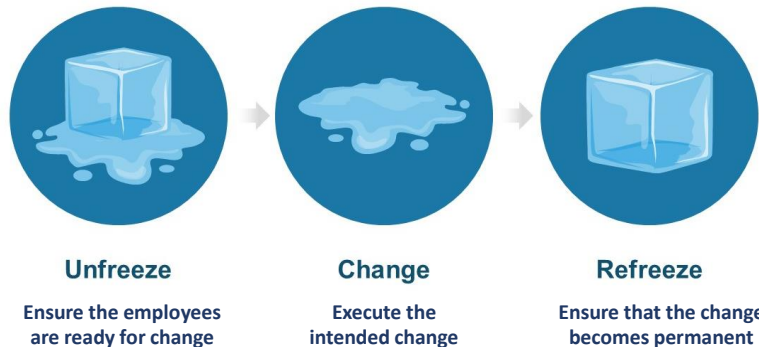
CIPD (2020c) suggest that shared visions, missions and characteristics among people within the same organisation creates an organisational culture, in addition to policies and procedures already in place. People will either support the change with enthusiasm, be uninterested, or resist the changes. By encouraging a 'change ready' culture, organisations are eliminating possible reasons for resistance, and this can be achieved through the actions of managers, and the wording of job descriptions.

Morgan (2015) suggests that there are 5 types of organisational structure, of which, MAWWFRS operates a traditional hierarchy structure with differing levels. Max Weber identified hierarchical structure as a central principle of a bureaucratic organisation (Kew and Stredwick, 2010). Due to the rigid organisational structure, those in higher hierarchical positions such as Directors, give instructions to those further down. MAWWFRS use a 'top-down' approach to communication, whereby decisions are made at the highest level and transpired through to those lower down the hierarchy, often leading to reluctance to change, and slow progression of change.

The influence of trade unions is still a reality for public sector organisations; however, this continues to decrease, from 12 million members to around 7 million today (CIPD, 2019a). Gov.uk (2019) addresses this by confirming 3.7 million public sector employees belonged to a trade union in 2018, compared to 2.65 million private sector employees. According to the Trade Unions and Labour Regulations Act 1992 (TULCRA), a trade union is defined as an organisation whose relationships are regulated in some form (Legislation.gov.uk, 2020). The role of a trade union is to represent their members to maintain and improve conditions of employment (Unison, 2020). Trade unions can represent their members on an individual or collective basis, however, believe they can more greatly influence decisions when working collectively. Trade unions are said to have emerged to distribute the power equally in relationships between management and workers (Ellis, 2016).

Change Management Models

Kurt Lewin – Three Stages of Change



SlideModel (2020)

Kurt Lewin's Change Management Model refers to a three-stage process of change, described as 'Unfreeze, Change and Freeze'. Lewin suggests, as recognised by Mindtools (2020) "Motivation for change must be generated before change can occur", suggesting that by looking at change as a process with distinct stages, preparation can be made in readiness for transition.

Firstly, by carrying out appropriate analysis of the organisation, a decision can be made as to whether change is necessary. This stage is seen as being one of the most difficult and stressful, as the thought of change can be unnerving for employees.

After the uncertainty created in the unfreeze stage, the change stage is where people's confidence builds and look for new ways to do things. The change process is not instant, and therefore time and communication are key for people to embrace new processes and proactively participate in change.

Once individuals have embraced the new ways of working, the organisation is ready to refreeze. The HR department can contribute by ensuring that new job descriptions reflect the work being carried out, along with incorporating new business processes into policy and procedure.

Change Management Models

Kotter's 8-Step Model



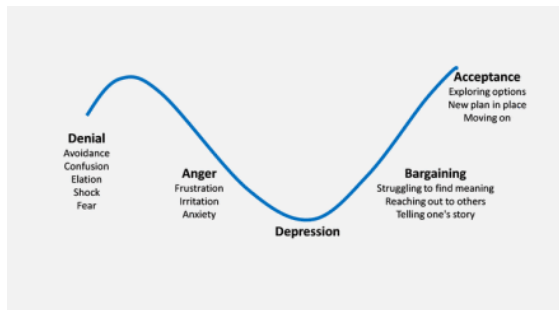
Management Study Guide (2020)

Similarly to Lewin, John Kotter introduced an 8-step change model for helping managers deal with transformational change. Kotter's model provides a step by step description and guidance on the change process, and the simplicity of implementation. The model places emphasis on the involvement and acceptability of employees, building acceptance for change.

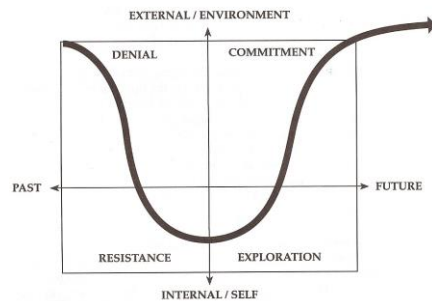
The 8 steps outlined, include: creating a sense of urgency, forming powerful guiding coalitions, developing an overall vision and a strategy, communicating the vision, removing obstacles and empowering employees for action, creating short-term wins, consolidating gains and strengthening change by anchoring change in the culture.

Change Management Models

The Kubler-Ross Change Curve

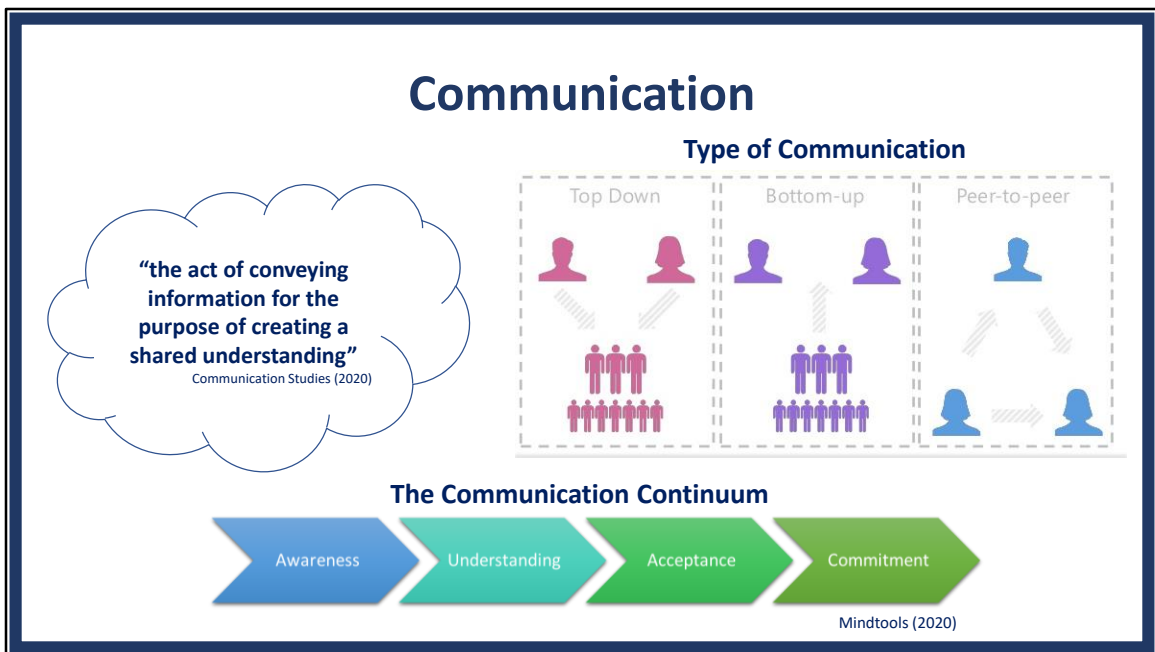


DREC Model



The Kübler-Ross change curve looks at change from the perspective of emotions experience by a person. Initially developed based on the various stages of grief, Kübler-Ross implies that it can also be used for work, employment and business. The curve identifies five stages: denial, anger, depression, bargaining and acceptance. It is important to appreciate that an individual's progression through such stages, takes time, and is not a blanket approach for all.

Derived from Kübler-Ross, Scott and Jaffe's resistance cycle suggests individuals go through four phases of response to change: denial, resistance, exploration and commitment.



The most important factor when making any changes, is to clearly communicate the change to all key stakeholders within the organisation – firstly, the employees, but also external stakeholders such as customers and Trade Unions.

Communication can be approached in one of three ways:

Top-down – where information is communicated from senior managers down to employees through memos, the Service’s intranet, or via line managers.

Bottom-up – ideas and input get generated by employee participation in workshops, and forums.

Two-way discussion – one to one meetings with line managers and/or HR.

Time should be spent providing the reasoning for change, what the change will look like, and clear guidance on how individuals will be involved in the roll-out of such changes. As part of the communication phase, time should also be provided to allow all parties to ask any questions they feel necessary to provide clarity and to further understand the changes. The more people know, the more partaking they will be.

Mindtools (2020) highlights the importance of having a proper communication plan. Consideration needs to be made for the type and method of communication used;

this could be through face-to-face discussions or forums, or alternatively, via bulletins and memos, the frequency of communication, individuals needs to be notified regularly of any changes and its impacts. They provide a communication continuum showing how effective communication can influence stakeholders.

Positive Working Relationships



Trust



Communication



Appreciation



Positivity



Gratitude

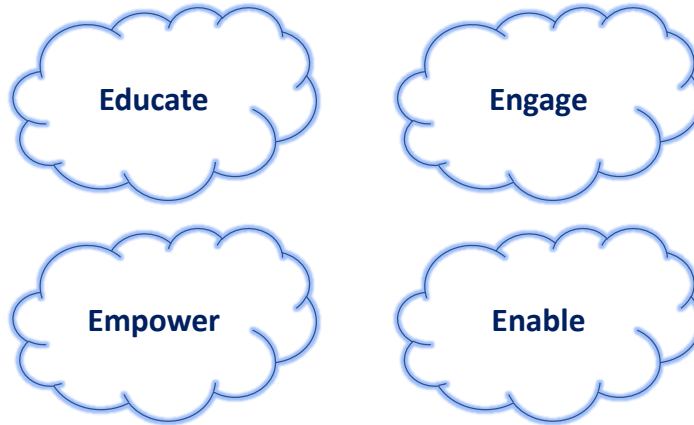
Sources such as Mind Tools (2020), Balance Careers (2020), and Inam (2018) suggest ways of building good and effective work relationships, including:

- Develop trust with colleagues
- Maintain consistent communication
- Show appreciation and respect for others
- Speak well of team members
- Be positive
- Show gratitude and be thankful to colleagues

Once these relations have been formed, the focus then shifts to ensuring these relationships remain during a change process. Ways in which this can be achieved are:

- Providing clear rationale for change
- Recognising the impacts this could have
- Anticipating and acknowledging the varied reactions
- Providing and signposting colleagues to necessary support
- Resolving indifferences efficiently and effectively

Four E's – Principles of Human Change



Geraghty (2019)

Geraghty (2019) suggests that by understanding and adapting one's own personal behaviour can make a difference in successful change management. The 4 E's principles of human change is a recurring change model that enables behaviours and mindsets to feed off each other, providing a platform to build the necessary skills required.

Planning for Change



Three phase process:

1. Designing
2. Enacting
3. Sustaining

SHRM (2018)

HR's Contribution

- Identify skills gaps
- Training needs
- Additional posts
- Balancing short-term goals with broader needs
- Understanding stakeholders

SHRM (2018) implies that managing change is a three-step process:

- Phase one – Designing – by analysing the organisations current position, you can design a change for the future, acknowledging how this can be achieved through setting goals and milestones.
- Phase two – Enacting – assigning individuals with the required expertise eliminates the need to continuously monitor activities. It is important at this stage to engage with key stakeholders. Assigning a project manager ensures that the project is being someone primary focus. Engaging with other Fire Service's for example, allows for ideas to be shared.
- Phase three – Sustaining – By measuring and monitoring the change process through stats and progress updates, assessments can be made: whether the change is effective, the feelings of employees and stakeholders, levels of communication and understanding. By doing this, you hopefully remove or diminish any possible barriers for change.

HR professionals can contribute to the development of change programmes by:

- Advising of available skills in the organisation – identifying skills gaps, training needs and potential for new posts
- Balancing short-term goals with broader strategic needs

- Understanding stakeholder concerns to predict any problems arising

Planning for Change



A change plan should include:

- Vision and objectives, need for change, benefits of change
- Specific activities to achieve objectives
- People and roles
- Stakeholders and parties affected
- Communication strategies
- Support strategies
- Timings and milestones
- Resources – money, time, people, equipment, materials, guidance
- Success measures

A change management plan “defines activities and roles for managing and controlling change when executing a project” (Bridges, 2018). Researchers provide an extensive list of the elements that change plans should include, such as:

- Vision and objectives, need for change, benefits of change
- Specific activities to achieve objectives
- People and roles
- Stakeholders and parties affected
- Communication strategies
- Support strategies
- Timings and milestones
- Resources – money, time, people, equipment, materials, guidance
- Success measures

Peter Drucker’s SMART approach explained by Mindtools (2019) enables realistic targets to be set and achieved. A successful change management plan clearly sets out all the requirements and factors of the upcoming change, ensuring all stakeholders clearly understand the processes and impacts. Done correctly, this should minimise any potential barriers to change.

Best Practice for Implementing Change

1) Agree an implementation strategy

2) Agree timescales

3) Draw up detailed implementation plans

4) Set up a team of change champions

5) Establish good programme management practices

6) Communicate clearly

7) Ensure participation and help to minimise stress

8) Personalise the case for change

9) Be prepared for conflict and manage it effectively

10) Motivate your employees

11) Develop skills

12) Maintain momentum

13) Monitor and Evaluate

Similarly, to the change management plan, CMI (2020) suggests a thirteen-point checklist that aims to provide generic guidance for implementing change in the organisation. Where a change plan looks at the reasons for change and how this will be achieved, an implementation strategy looks at the importance of when to implement the change. Communication again plays a big role in implementation, whether this is to pass on details of the change, or to help resolve any issues people may have.

As addressed by Kubler-Ross, employee emotions will vary during the change process, and therefore managers need to be prepared for conflict and ensure that employees remain motivated, with any issues being resolved immediately.

Monitoring Change and Impact



Interviews



Focus Groups



HR Statistics



Questionnaire / Survey

Monitoring change is essential in ensuring that deadlines can be met and to obtain feedback for future processes. Prosci (2020) suggests that change management can be assessed from three different perspectives: organisational performance, individual performance and change management performance. Techniques of measuring and monitoring change can be qualitative and quantitative.

CIPD (2019b) explain that quantitative data can be measured and illustrated through numbers such as surveys and questionnaires, whereas qualitative data can't be measured and often represent an individual's view or opinion as a result of interviews and focus groups.

Surveys and questionnaires are used in change management to help identify the expectations of stakeholders, measure satisfaction, and determine areas for improvement. Should you wish to gather information from a large group of people, surveys and questionnaires are less time consuming compared to interviews and focus groups. However, people do become less interested in this approach should they be regularly asked to complete them, and therefore the likelihood of a response decreases.

Interviews allow specific information to be gathered on a one-to-one basis. Alternatively, focus groups bring together a small group of people allowing you to gather information about their experiences, opinions or reactions. Unlike interviews, in a group situation, others are more likely to contribute, agreeing or disagreeing with what is being said.

For the HR function to determine whether its contribution is effective, systems must be in place whereby evaluation can be made, both individually and as a collective. Wilkinson and Taylor (2016, p.30) explain that traditional HR evaluation methods, focused on efficiency and effectiveness of processes carried out, where efficiency looked at how cost-effective each activity was, and how effective activities are in terms of meeting objectives.

The most commonly used evaluation tools include:

HR Statistics – Refers to areas of responsibility whereby a numerical value is used as an indicator, for example the rates of turnover within the organisation and costings of such activities, and absence figures. This information may not mean much when used in isolation, however it can be useful in terms of benchmarking, both internally and externally.

Key Performance Indicators (KPI's) – Identifying the key areas of HR performance that contribute to achievement of business objectives, establishing targets for each activity and assessing performance against such targets.

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