



Qualification: CIPD Diploma in Applied Human Resources

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Signed: Bennett

Date: 07.12.2020



Good Morning and welcome to this brief presentation on Change management.

What is change management?

The leadership and direction of the process of organisational transformation -- especially with regard to human aspects and overcoming resistance to change' (Fincham & Rhodes , 2005)

Managing change or Change management is simply, managements control through the application of systematic interventions that involve people to change along with the organisational strategy. (Rees & French, 2016)

Today we will look at:

- Internal and external drivers for change.
- Organisational factors that enable or hinder change.
- Theories and models of change.
- Positive work relationships and how they support change.
- Different communication needs for different stakeholders
- The factors needed to support change.
- Best practice
- Monitoring change.



The need or drivers for change are many. Today we will look at 3 internal drivers of change and 3 external drivers.

Internal:

- Castle leisure as you now is certainly driven by the culture. We are an ever changing sector led by customer service- led by the people on the frontline. To enable any change the culture of the people must change. An example of this was last year we changed our food F&B offering and the frontline staff were very hesitant of this. We found that when we visited clubs, the food offering had not changed. We had to change the culture of the F&B teams to enable this change. (Folz, 2016) stated that The soft stuff is the hard stuff.
- This year has been a tough year for the organisation, The financials have been hit hard. We have had to make difficult changes, our first ever redundancies, changes to terms and conditions of our contracts. Also the amount of staff hours required to function at each site has also been dramatically reduced. This has been our biggest change driver in the history of the company.
- This year our organisation has expected us to work from home for the first time. We just did not have the physical resources to enable this. This became a driver for change, we needed to adapt so our organisation could still operate throughout the almost 7 months of closure so far.



External drivers:

- A political driver for change is the EU settlement scheme, this has the potential to be difficult to set up. Castle current has 31 EU employees that are legal to work in the UK, but what is their status with the new regs, will they apply to the settlement scheme, do they even know how. This will be a large change for us.
- Economical drivers this year have led to many changes. I believe the biggest change has been for you the General managers, you have had to still operate your clubs compliance and people from home. The organisation has also purchased an online gambling site, and you the general managers are pivotal to this line of profit as you are controlling it.
- But of all the changes this year the effect the global pandemic has had on our organisation has been dramatic and the largest driver of change.

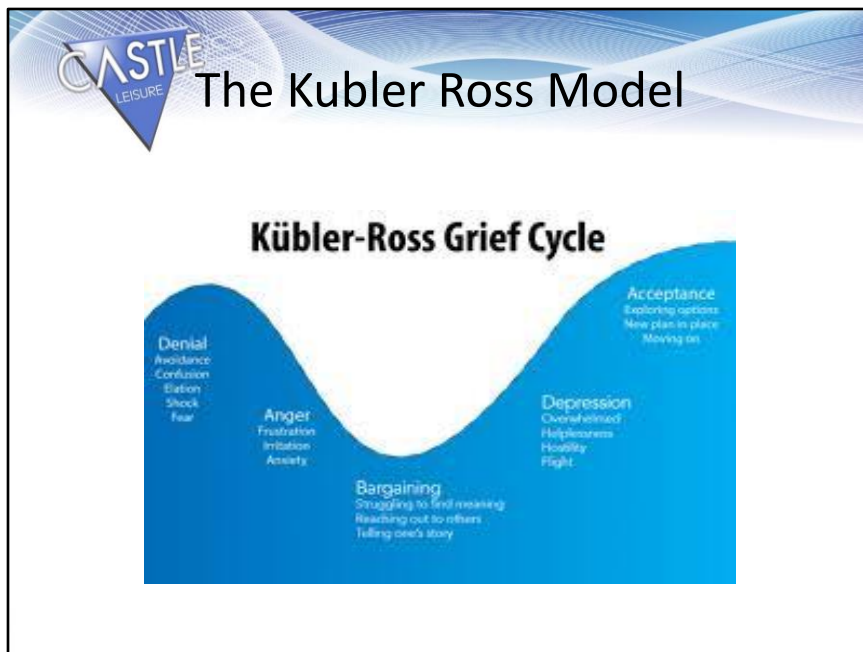


Enablers:

- A clear strategy is a key enabler of change. If the workforce understands what is changing and how it will change, then this is more likely to be accepted. Association of Project Management (APM), (2018)
- Leadership is also another key enabler of change. Change must be from the top down and supported at all levels to succeed.

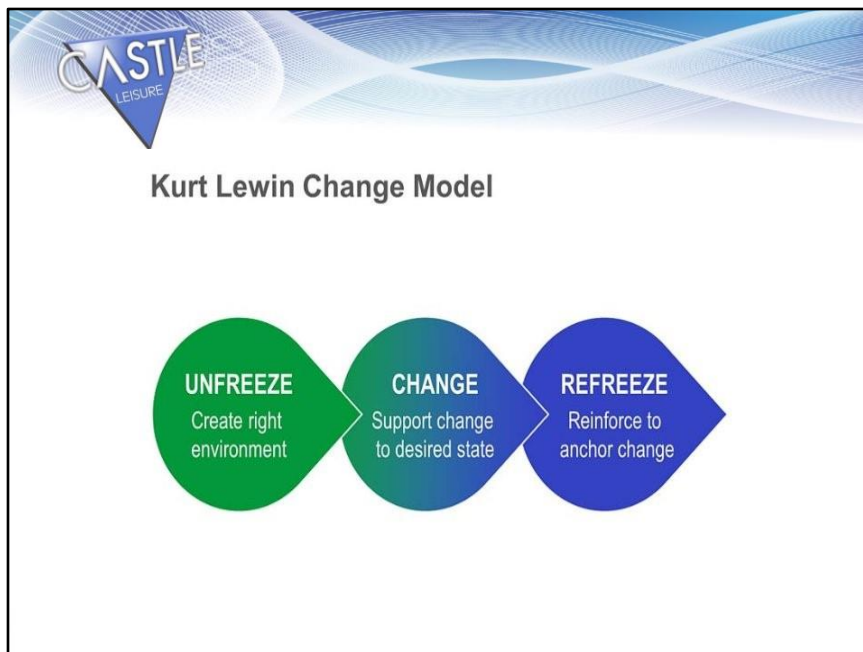
Barriers to change:

- People are the biggest barrier to change. “people do not resist change *per se*, rather they resist the uncertainties and the potential outcomes that change can cause” Waddell & Sohal, (1998) I believe this to be true, for the people it not about what the changes are, rather than how the changes will affect them.
- Rushing the change, Organisational change does not happen instantly; management should set realistic timelines and specific target dates to monitor progress, and make alterations if needed. It is not always a race.



1. Denial – The first reaction is denial. In this stage, individuals believe the diagnosis is somehow mistaken, and cling to a false, preferable reality.
2. Anger– When the individual recognizes that denial cannot continue, they become frustrated, especially at proximate individuals.
3. Bargaining– The third stage involves the hope that the individual can avoid a cause of grief. Usually, the negotiation for an extended life is made in exchange for a reformed lifestyle. People facing less serious trauma can bargain or seek compromise.
4. Depression– "I'm so sad, why bother with anything?"; "I'm going to die soon, so what's the point?"; "I miss my loved one; why go on?"
During the fourth stage, the individual despairs at the recognition of their mortality.
5. Acceptance– "It's going to be okay."; "I can't fight it; I may as well prepare for it."
In this last stage, individuals embrace mortality or inevitable future.

This model is also extremely popular and relevant in change management. We just substitute the loss for a change. It is important to remember that people navigate the curve at different speeds, some will need assistance to move to the next stage, whilst others navigate through each stage quickly. Kubler-Ross, (1969)



Kurt Lewin's model of change (Lewin , 1947) suggests there are 3 stages to change:

1. **Unfreeze**, First, a team or organisation must unfreeze their current process and perceptions when preparing for upcoming changes. This helps the team approach the task or challenge with a clean slate without bias or bad habits.
2. **Change**, Lewin recognised this was a time marked with uncertainty and fear—making it the most arduous step to complete. During this step, employees begin to learn new behaviour, processes, and ways of thinking. For this reason, clear and constant communication across all are critical for employees as they become familiar with the change both during and after deployment.
3. **Refreeze**, Assuming that the changes made to behaviours, processes, and ways of thinking are accepted, the refreeze step locks the new norm or status quo into place. Lewin found this step to be particularly crucial to ensure that teams and organisations would not revert back to their old way.

Even though this is a very simple model of change, I think that the simplicity is the key to it and the fact is should be generally easy to implement.



Mindtools, (2020) state that “The more comfortable co-workers are around one other, the more confident they'll feel voicing opinions, brainstorming, and going along with new ideas, for example. This level of teamwork is essential to embrace change, create, and innovate. And when people see the successes of working together in this way, group morale and productivity soars”

Gallup, (2018) suggests that people who have a best friend at work are seven times more likely to be engaged in their jobs. People who simply have a good friend in the workplace are more likely to be happy. What's more, good work relationships are linked to better customer engagement, increased profit and a smoother transition to change. If there is a supportive relationship in the work place build on trust and openness with line managers and teams, then the teams will more often take the line manager at their word and support the change.

A great example of positive relationships feeding change management is with Apple. Lock, (2014) When Steve Jobs stepped down as CEO of apple in 2011, the company was financially robust, but there were problems. In steps Tim Cook a very different leader. Jobs was an autocratic leader which slowed down the process of change. He made every decision. Cook set about the changes needed very differently. He sent a company wide email saying nothing is going to change. We are just going to get better at what we do. He brought in a new Hr executive with a track record of inclusive and collaborative policies. She slowly implemented new policies leading to the organisations first social responsibility policy and changing the company culture to a trusting nurturing and collaborative culture promoting relationships at all levels, Executives now had lunch with the employees. During cooks time at apple, he did not

change the way apple made products or sold them. Profit grew by 70%. He puts this down to a positive work environment, leading to excellence in design and strategy.



According to Harvard Business review, (2017) here are three requirements for effective communication during organisational change:

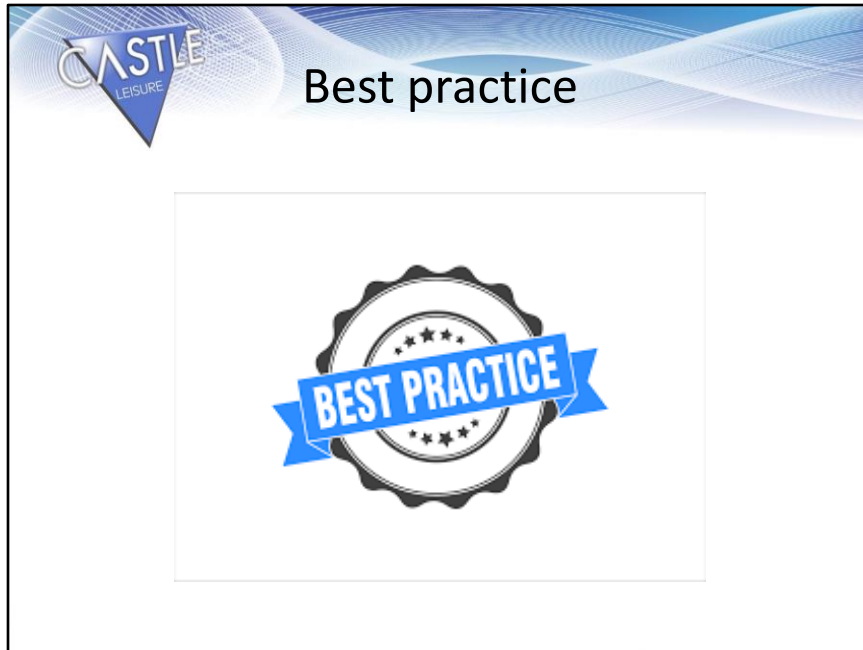
1. Telling your organisation what you want, Leaders are good in stating the outcome of what they want, increased profit. But rarely explain or give a road map of how to achieve this. The middle managers need to know what projects or changes are required to implement.
2. Personally living the change, If the leaders are not living and breathing the changes, then the team will interpret this as not important. The goal will never be achieved.
3. Resourcing the change, If the leaders do not give adequate resources to the change it again will never be achieved. Money, the right people and of course time are key to achieving the goal.

Marris, (2017) stated in people management that senior leadership teams need to role model the new behaviours that they require and must visibly inspire the team, creating time to align together, act as one and coach those around them. From the both examples it seems that going on the change journey with your teas is key to its success.



Factors to consider when planning for a change are detailed by Association of Project Management (APM), (2018):

- Formulate a clear vision and strategy, supported by well-defined benefits, People are more likely to accept change if they understand why it is happening, what it will entail and how it will affect them.
- Ensure strong leadership and sponsorship, Actions speak louder than words. It is important that senior leaders act as role models for the change, they must support it.
- Understand, engage with, build commitment from and support all stakeholders, Stakeholders will respond to change differently therefore it is important to understand, engage with, build commitment from and support these stakeholders through the entire change programme.
- Build a strong change team with the necessary capabilities for success, Build the change team to make it a high-performance unit that combines a clear focus on its task with strong interpersonal relationships. Make sure that the purpose of the team is well defined and have clearly set goals.
- Measure the success of the change initiative, Measures can be an excellent tool for engaging and communicating with the wider organisation and stakeholders on the effectiveness and impact of the change over time. Seek feedback. Ensure you have a baseline and success criteria at the start.



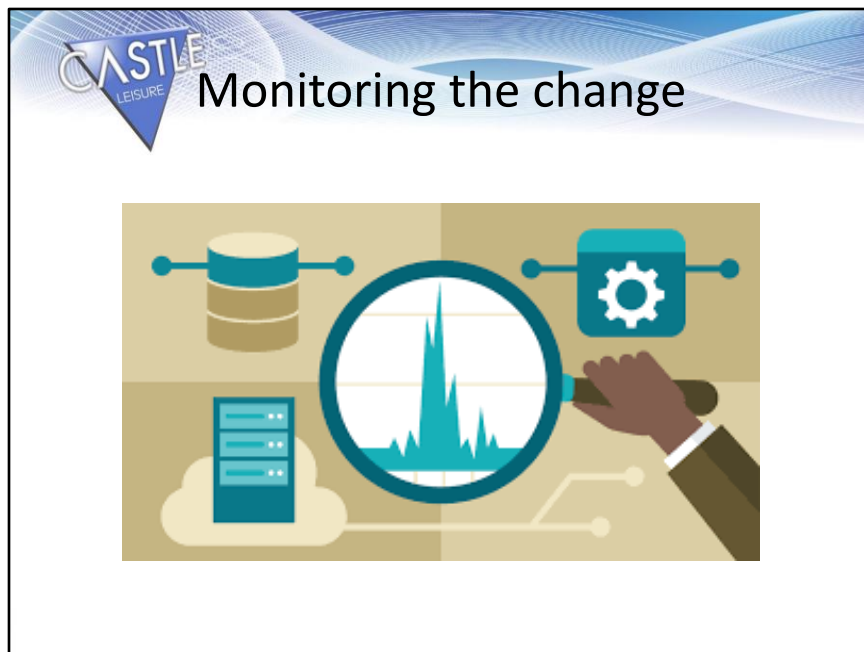
There are many best practice models of change management. We have used one such model on many occasions at Castle leisure. We feel that it is still the best practice model for us:

Prosci change management process. Prosci, (2019)

This best practice model has three phases:

- Phase 1 Prepare:
Define your change management strategy and prepare your Strategy, identify points of resistance and create tactics and readiness assessments.
- Phase 2 Manage the change:
Develop and implement change management plans.
- Phase 3 Reinforce the change:
Collect and analyse the feedback. Find the issues and manage them through. Monitor corrective action and celebrate success.

These elements put together a best practice road map to change, it is what we use to start the process and monitor its success.



As an organisation we use (prosci, 2019) metrics, specifically change management activity effectiveness metric.

- Has the change managed programme followed a plan.
- Has it tracked to the plan.
- Training participation and attendance.
- Has the training been effective? Have we seen what has been taught used?
- Has there been any resistance?
- Has the resistance been resolved?
- Has there been any performance improvements?
- Has the initial plan succeeded.
- If not where was the deviation and is it acceptable.
- Speed of execution.
- Is the change fit for purpose.

This monitoring model will keep the change process moving and it allows the organisation to evaluate the change and the outcomes.

The second monitoring metric I will show you is Miller, (1997) This model has 3 simple dimensions:

1. Achievement, did you achieve what you intended, how well was it implemented and did you achieve your intended outcome.
2. Did you complete the implementation. Did you complete all the intended aspects within the anticipated timeline.
3. Are the stakeholders satisfied? And how satisfied are they?

I feel this is a very simplistic way to analyse change. As an organisation we have



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