



Understanding the management of change

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Drivers of change

- ▶ Internal Drivers of Change
- ▶ External Drivers of Change

Change is something that affects everyone on a day to day basis. To succeed and create a better future a business should understand what the forces are for driving change and how to manage them. There are seven primary drivers of change which are split off into two primary forces , external and internal (Cmoe, 2021).

External forces are usually more familiar with leaders and will often be thought of first when analysing the extent of the impact of the change. Changing of external forces could be required to meet the needs or demands

of stakeholders or to align internal systems.

Environment, Marketplace Requirements for Success, Business Imperatives and Organisational Imperatives are all external forces considered under the drivers for change in organisations (Anderson, 2001).

Internal forces are harder to identify but if they are not attended to they can contribute to an unsuccessful project. Ensuring both internal and external drivers is the way to ensure success. If focus is made on one rather than the other this can lead to challenges. Cultural Imperatives, Leader and Employee behaviour and leader and employee mindset are the drivers included within the internal forces when it comes to change in organisations (Anderson, 2001).

Individual projects will mainly have an external driver that will initiate the need for the change. Internal and external factors both drive the running concern, an organised direction can make controlling these forces easy. Change is something that must take place and should be approached carefully and regular communication is key to these changes being successful (John F Kennedy, 1963).

Factors that enable & hinder change

- ▶ Organisation Structure
- ▶ Organisation Size
- ▶ Change Resistance
- ▶ Customers
- ▶ Teamwork

Organisational factors that might influence and enable change include organisation structure and size, change resistance, customers, teamwork, the readiness for change and the organisations culture.

Looking into the factor of culture for organisations, although all the above factors mentioned interact with one another. Organisational culture is influenced by all other factors, which contribute to the understanding of Organisational culture. It is made up of patterns of behaviour and the way things are done within an

organisation. There is 12 different factors to define what is described as Organisational culture (Morrison, 2008). It is described as a pattern of basic assumptions from a group that has invented, discovered or developed in learning to cope with the internal integration and external adaptation problems (Schein, 1992).

Organisational culture is also seen as causing uncertainty and chaos, the cultural component is best being addressed as part of the implementation of the change (Nahmias, 2010).

However, not all factors will have a good influence on change. Some create roadblocks, a big negative impact and influence will be the reactions from employees within the organisation. Some groups will naturally tend to support the change but others may be against this and make the change difficult to transition (Enclaria, 2021).

Theories of change management

- ▶ ADKAR Model of Change Management
- ▶ McKinsey 7s Model
- ▶ Lewin's 3 stage model of change

There are various theories and models that relate to change and support change management.

ADKAR model of change management is an outcome orientated method that's goal is to limit resistance to change within the organisation (Prosci, 2021). This model contains 5 elements, Awareness, Desire, Knowledge, Ability and Reinforcement. The process takes part in 3 states, awareness and desire are the first state, this is to help the business move from its current state where the change is needed but has not yet started. The second state is transition, this is where knowledge and

ability come into it and the final state is future, this include the final part reinforcement and focuses on the future of the change. This model is able to be adopted by business to help set out clear milestones to help them reach the goal. ADKAR is a very helpful model due to each stage of the model is areas where resistance can happen (WhatFix, 2019).

Another model includes McKinsey 7s model which was developed in 1980s. This model is adopted by businesses within the academic and practitioner area. McKinsey is seen to be one of the most popular strategic planning tools available (Strategic, 2021). This model looks at the 7 key internal elements including strategy, structure, systems, shared values, style, staff and skills. These elements are chosen to help the organisation check is it effectively aligned in meetings its objectives. All 7 of these internal elements in the McKinsey 7s model are interconnected and if one of these elements require a change, the remaining ones will also need to be changed for this model to function effectively. This model is also split up into soft and hard areas. The soft part include skills, staff, style and shared values where the hard areas are strategy, structure and systems. The soft areas are the foundation of the organisation and implemented

correctly are more likely to create a sustained competitive advantage (et al).

Lewin's 3 stage model of change is able to be adopted by any organisation regardless the size or area of operation. The aim of adopting this model is to change processes in Organisational environments and how the status-quo could be challenged to release effective changes. Within this model, the present section that requires change is known as the status-quo. This is a basic three step model with the first section being unfreeze where you identify the changes required, second section is known as change, this is simply where the changes take place and the final section is refreeze. All changes should now be implemented (BMC, 2021).

Positive work relationships

- ▶ How can positive work relationships help support change management
- ▶ How can positive work relationships be built and maintained

Positive work relationships are able to support change processes. Once these have been implemented to be successful they must be maintained. Work relationships are connections that are built up between co-workers, managers and colleagues. These relationships are still crucial even though they are not as intimate as with family members (Indeed, 2021). A good working relationship between individuals is made up of different characteristics, this includes, trust, respect, self-awareness, inclusion and open communication (Mind Tools, 2021). Some relationships will require more

importance than others, this as an example can include a relationship between an employee and their line manager or manager.

To build a positive relationship within work there are a few aspects to adopt to ensure you build the best relationship that will have a positive impact on the business and help maintain that relationship. Building relationships take time but ensuring there is communication, as often as possible, there is consistency and trust, avoid gossip, ensure to support all other fellow team members, remain positive when interacting with any aspects of the job or other colleagues, be aware and know the company guidelines and ensure to continuously deliver quality work on time (indeed, 2021). Additional to this, ensuring to respect your peers time, stay cautious when it comes to social media, acknowledging your mistake will also help build and maintain that work relationship. If there is positive work relationships within the organisation this will help the business be successful and create a good and trusting work environment for all employees (life Hack, 2021).

Stakeholder Groups

- ▶ Reporting
- ▶ Effective Communication
- ▶ Purposeful Communication

Stakeholders regardless the role are very important to an organisation. To ensure each stakeholder has the right information, the organisation must first determine what information it is that they require, how often they are needing to be update and the best way to deliver this information (Kuatily, 2021). There are three general classes when it comes to communicating effectively with stakeholders.

The first is reporting, this has to useful purposes as it shows the business is running their projects properly and

sending out reports ensures you are keeping in touch with the stakeholders (Project Manager, 2014). Although reporting is not a main form of communication it is still useful. A lot of companies require reports by law which can include project status, project committee, shareholder or board of directors and government required such as safety and audit reports. These reports will be issues to the stakeholders and as previously stated, they are not a main form of communication but due to the constant creation of them and the data included, they can be used as part of a purposeful communication process (et al).

The second class of effective communication techniques with stakeholders is public relations and marketing. These two areas are underrated and underused in a communication process. Public relations, PR when communicated to stakeholders provides information to market the value of the project to prevent wrongful information being processed (Project Manager, 2014). Negative influence is common when it comes to social media due to rumours being amplified, when this happens it is very hard to change the individuals mind from the negative information. PR campaigns are a skilled and effective way to deliver communication to

stakeholders. It is a lot easier to build a good project first time than to change an already formed bad impression from the projects (et al).

The final class is purposeful communication. This is where the organisation must focus on the important stakeholders, including both positive and negative. Direction must be provided to team members to influence the attitude or expectations of other key stakeholders (Project Manager, 2014). This method must be planned with the outcomes clearly identified. There are various tactics that can be adopted and used to make communication effective such as using your network to build peer pressure through stakeholder's network of contacts and delivering information incrementally in a planned way. To ensure this method is effective, a regular review of the stakeholder community is essential to scope out new relative stakeholders and any existing ones that may now be important (et al)

If the organisation adopts these three classes for supporting communication within different stakeholder groups then the results would be showing that there is less time spent firefighting and dealing with ad hoc

enquiries and more useful information provided with positive relationships built.

Change Plan

- ▶ Acknowledge and understand the need for change
- ▶ Communicate the need for change
- ▶ Develop a change plan
- ▶ Implementing the change plan
- ▶ Evaluate the progress

Change is something that is constantly happening in life and within the business environment. It can cause feelings such as apprehension, friction, negative emotions and stress. To help prevent these issues from occurring, there are five factors that organisations should be aware of that can help impact the response from employees when things have to change (Great Minds, 2019). The five factors are as follows:

The first step is to acknowledge and understand the need for change. When something needs fixing it is easy

to quickly jump to a solution, but this is not the right approach. Time must be spent to understand the situation and the change that is required. The best way to tackle what needs to change is by highlighting the driver in the external environment that are impacting on the organisation and why they are highlighting the need for change (Know How, 2017). Once you have looked into how these driver will affect the organisation then look into where there are frameworks to facilitate a stakeholder analysis to help understand the change that much more.

The second step is to communicate the need and involve people in developing the change. Once you have understood and acknowledge what needs to change the next thing to tackle is ensuring this is communicated throughout the organisation, mainly to the individuals it will be impacting. This step will cause frustration as there will be many questions individuals will want to ask, it is important to not rush the communication side and take the time it need, if communication is rushed this will have a negative impact further down the line (Know How, 2017).

The third step is developing change plans. Once the changes have been understood and communicated plans need to be created that contain all the details. The first part of creating a developing change plan is detailing exactly where you want to be, this needs to be very exact and include what precisely will be different and what the objectives are that you now want to achieve.

The fourth step is implementing the change plan. This is where the change will be taking place. Everyone must be aware what has to happen and what their role involves within the change (Know How, 2017). Support must be provided to help ensure minimum stress is produced. Maintaining a routine during the change is very important and will help the change process run smoothly. It is important to monitor individuals during the change process to understand how they react to change and manage these situations in the future.

The final fifth step is to evaluate the progress and celebrate the success of the change. Once the change has taken place be sure to provide recognition and praise for the projects that went well and celebrate success with the individuals that performed hard work

during this time (Know How, 2017).

Implementing change processes

- ▶ Identifying the need for change
- ▶ Aligning and preparing your team for change
- ▶ Implementation of the change process

Change processes and management is one of the most critical success factors within an organisation today. Managing change is easier to follow when organisations adopt the following three change management process steps (Achieve It, 2021). If the change has already been identified, it has been communicated throughout the team and effectively implemented then the organisation will already have the blueprint for change management. The following steps are there to help the stakeholders understand the current state of the business and how the changes they need to facilitate in the future.

Identifying the need for change is the first step. Identify precisely what needs to be changed and identify the opportunities and threats the change has to the organisation and then evaluate if the opportunities or threats are sizable enough to warrant a change strategy (Achieve It, 2021). If there is enough evidence to show a change is needed, this should be actioned by adopting a structured goal-setting methodology such as smart goals. This will help when deploying a change management planning initiative.

The second step is the most important part of implementing the change process. This is aligning and preparing your team for the change. It is important to not force sudden change within an organisation as problems will arise (Achieve It, 2021). Aligning your team with your vision is the first step and then secondly communication. This is a crucial component for ensuring that all team members are on the same page and understand the reason for the change. If employees feel important and included within the change process, adopting the changes will be less challenging.

Implementation is the final step for the change process. Execution and accountability are both very much strategic imperatives. To ensure the implementation stage is done successfully its best to simplify the process and break it down into smaller components (Achieve It, 2021). Smaller components and processes will help employees become trained in these new concepts. Technology can be implemented within this process to track the progress of the change and help identify what is on track, off track or at risk. Using technology will also help holding people accountable for their results (et al).

Techniques of change processes

- ▶ Assessing impact
- ▶ Communications and engagement
- ▶ Assessing readiness

When it comes to change management processes, it is easy to overlook how the employees get things done. There are crucial change management tools and techniques to ensure success (Lock, D 2014). The importance of understanding and using change management tools is critical. This will help individuals understand the tools required and the methods to get the best outcome.

Assessing impact is the first technique for monitoring the implementation of change processes and assessing the

impact. An example of this would be surveys and questionnaires. This method is able to be used to help collect and analyse research information. You must decide on what questions to ask and how to deliver the survey questionnaire. Within change management, this method is used to help identify stakeholders expectations and measure satisfaction (Lock, D 2014). The main advantage of using a survey and questionnaire as an assessing technique is the survey is able to integrate into an assessment and improvement approach, the disadvantage being that people become bored with answering surveys and are most likely to be biased.

Communications and engagement is the second technique. An example of this would be stakeholder analysis. This method is implemented to help discover what stakeholders are part of what project and help identify what matters to them. This step is critical and should be carried out before any engagement with stakeholders takes place (Lock, D 2014). There are various factors to help identify categories of stakeholders this can include geography, income groups, recognised bodies, institutions and land ownership. Everyone must be included within a stakeholder analysis. The most

common way to categorise stakeholders is by considering the amount of engagement that is required and the amount of influence the stakeholder will have on the change success.

Assessing readiness is the third technique. An example of this would be a change readiness assessment. When it comes to change, there are risks involved and these are mainly associated with individuals and not processes. Conducting a change readiness assessment provides information of the current organisational culture and peoples behaviours. This process usually involves a survey from different employees at different levels throughout the organisation. The outcome for this technique is to ensure people are ready for the change and to avoid failure (Lock, D 2014).



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