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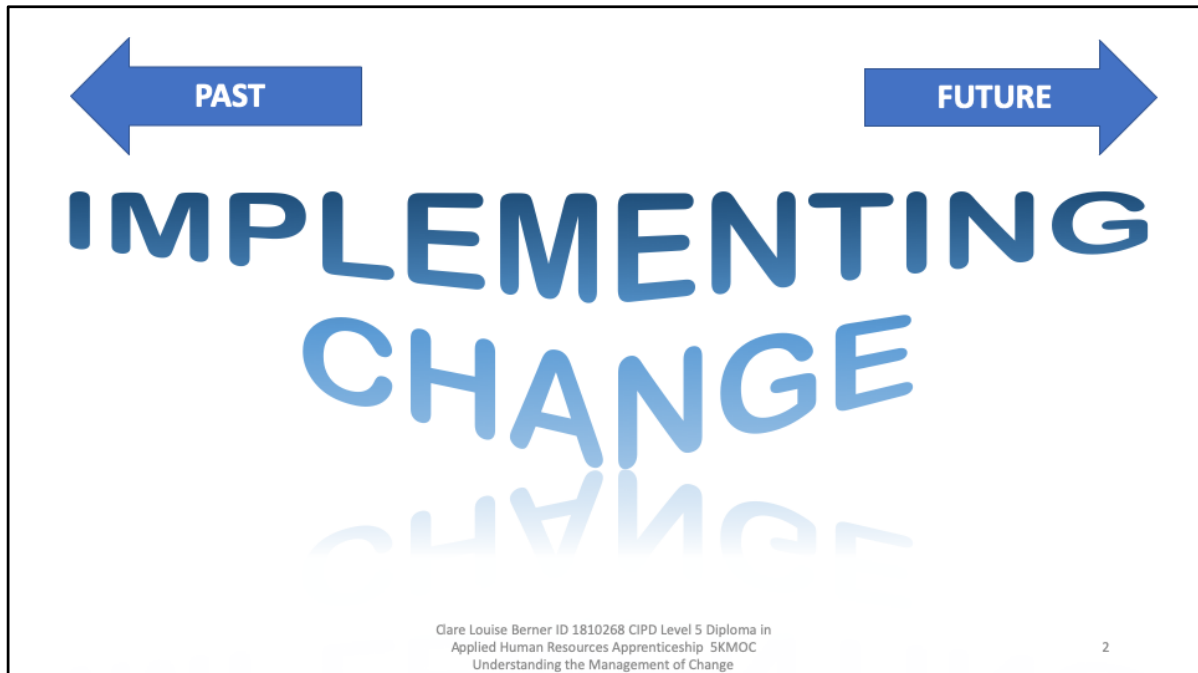
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Date: 13th November 2019

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Understanding the Management of Change 5KMOC

- 1.1 Potential internal and external drivers for change in organisations (at least 3 of each)
- 1.2 Organisational factors that might a) enable and b) hinder change processes (at least 2 of each)
- 1.3 An explanation of 2 change theories/models and how they can support change management
- 2.1 How positive work relationships can support change processes and how these can be built and maintained
- 2.2 The different communication needs and types of support that might be required by different stakeholder groups
- 3.1 Factors you would consider when planning for change and what a change plan looks like
- 3.2 A summary of best practices for implementing change processes
- 3.3 An evaluation of at least 2 techniques for monitoring change processes and assessing the impact of change

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Introduction / Aims

This presentation aims to give you as line managers, an enhanced understanding of organisational change, how change can be implemented within the organisation and the importance of communication and monitoring of the change process. Change is frequent for organisational survival and involves managing the process well; a line managers role is crucial in the whole process along with the support from HR and their Business Partners.

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Definition of Change

“Change management” is defined as a structured approach to transitioning individuals, teams and organisations from a current state to a desired future state. It can be applied to situations such as downsizing, introducing a new internal process or adding new technology. Research shows that actively managing change can increase the success rate of these initiatives (SHRM, 2015).

External Drivers for Change

PESTLE Factors within the NHS

**Brexit – Recruitment of Doctors and Consultants
from abroad and issues with medication**

Government Funding – Austerity measures

**Technology – Changing the ways of working;
hotdesking, new systems**

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1.1

HR have multiple roles in managing change and a major role in ensuring change is carried out respectfully and that it aligns with the organisational strategy and culture; giving organisational effectiveness (Cohen, 2016).

The world is forever changing, meaning that organisations need to change, adapt and grow due to economic, technological and strategic changes. There are competitive and market pressures due to company mergers and market uncertainty, new legislation and government pressures. Research indicates that companies go through major change every 3 years, but smaller changes happen more continuously (CIPD, 2011).

When considering change there are a range of HR change models and theories that can be utilised as support when going through the change process, but the external and internal context needs to be taken into consideration and analysed. The need for organisational change is driven by the external and internal factors (Wilkinson and Taylor, 2016).

External Drivers of Change

There are a number of external factors that drive the need for organisational change. External elements can be seen as challenges, opportunities or threats, including political, economic, social, technological and environmental components (Hodges, 2016).

The PESTLE framework can be used to examine/evaluate the external environmental factors for change (Rees and Hall, 2016).

Political: Determine how the current direction of the political parties that may influence business development and growth.

Economic: Examine the effects of interest rates, taxes, the stock market, consumer confidence and other economic metrics.

Social: Acknowledge the changes in lifestyles, advertising targets, ethics, demographics and culture.

Technology: Evaluate your company's current technology. Is it up to date?

Legal: Anticipate any new laws and regulations that can impact your operations.

Environment: Identify the environmental factors that should be considered.

External Drivers for change:

Political: Brexit and government forces that influence, many laws and regulations may change, and businesses will need to adapt. The effects of Brexit have positive and negative impacts on businesses. A negative effect may be a loss of trade with EU customers, but the positives could outweigh the negatives, in that there will be less restrictions on businesses by the EU and possible trade deals with other countries. Other political factors could include new revised laws on wages and health and safety, bringing with it, major changes within business/organisations in that will affect companies' policies, wage bills etc (BBC, 2019).

Social: The change in demographics, whereby the population is rapidly growing and ageing globally and will impact on organisations majorly over the next 20-30 years. In 2016 the Office for National Statistics (2017) reported the UK population to be around 65.6 million and the UK population is expected to grow to approximately 74 million by 2039. The UK population is getting older, 18% are aged 65 years or older

with a figure of 2.4% over the age of 85. It is said that births are out numbering deaths and immigration continues to grow. This can cause a detrimental effect on the public sector, such as health and social care in having an ageing population and the need to formulate change and transformation within services due to the expanding health conditions within society requiring treatment (Garza, 2019).

Technological Factors: Rapid technological advancements and the changing nature of jobs today, being more agile utilising tablets, mobile phones as well as companies introducing automation. Companies keeping in the present as old systems are now going obsolete. This can have a major financial impact on businesses in costs, but also savings in that automation can make certain jobs redundant (BBC, 2019).

Internal Drivers for Change

- **Technological changes**
- **Strategic**
- **Management Team**
- **New Strategic Objectives**
- **Organisation Re-design**
- **New Services**

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1.1

Internal Drivers of Change

According to Hodges, (2016) there are many internal drivers for change in organisations, these can be large or minor scale changes and can, but do not necessarily have to be influenced by external factors. Internal drivers of change derive from the internal environmental factors within an organisation. Most relate to changes or improvements such as ways of working; improving efficiencies, cost reduction, quality of service improvement, new products and processes and can affect employee behaviours.

A SWOT analysis can be used to measure and assess the current position of the internal factors of strengths and weaknesses and external factors of opportunities and threats in conjunction with the PESTLE (MindTools, n.dd).

Internal Drivers can be:

Strategic change: changes due to new leadership; bringing in new ideas, new

strategic objectives, company vision and mission and values.

New Leadership: Bring new ideas and ways of working and having their own ideas and style which may lead to organisational re-design.

Policy changes: changes to policies, procedures and processes from new ideas and re-design, legislation and laws.

The managers awareness of internal and external drivers for change within the organisation is imperative. For instance, interest rate rises will affect organisational costs; increases in costs means that organisations will need to put in place changes to working practices and try to improve efficiencies (Hodge, 2016).

Factors Enabling and Hindering Change

- **ENABLING CHANGE**

- **Early Communication involving Manager and HR from the outset**
- **Expertise from Managers and HR to deliver change smoothly through correct policies and procedures and 'best practice'**

- **HINDERING CHANGE**

- **Culture within the organisation – disengagement**
- **Hierarchical management structure – time scales to sign off paperwork in the NHS**

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1.2

HR play a vital role in change initiatives, effective organisational change concerns the controllable; which are the organisational processes that will be implemented and the uncontrollable; which are the employees, everyone has their own opinion, they may not support change or they may have their own personal past experiences of change which will hinder the change process (Wilkinson and Taylor, 2016).

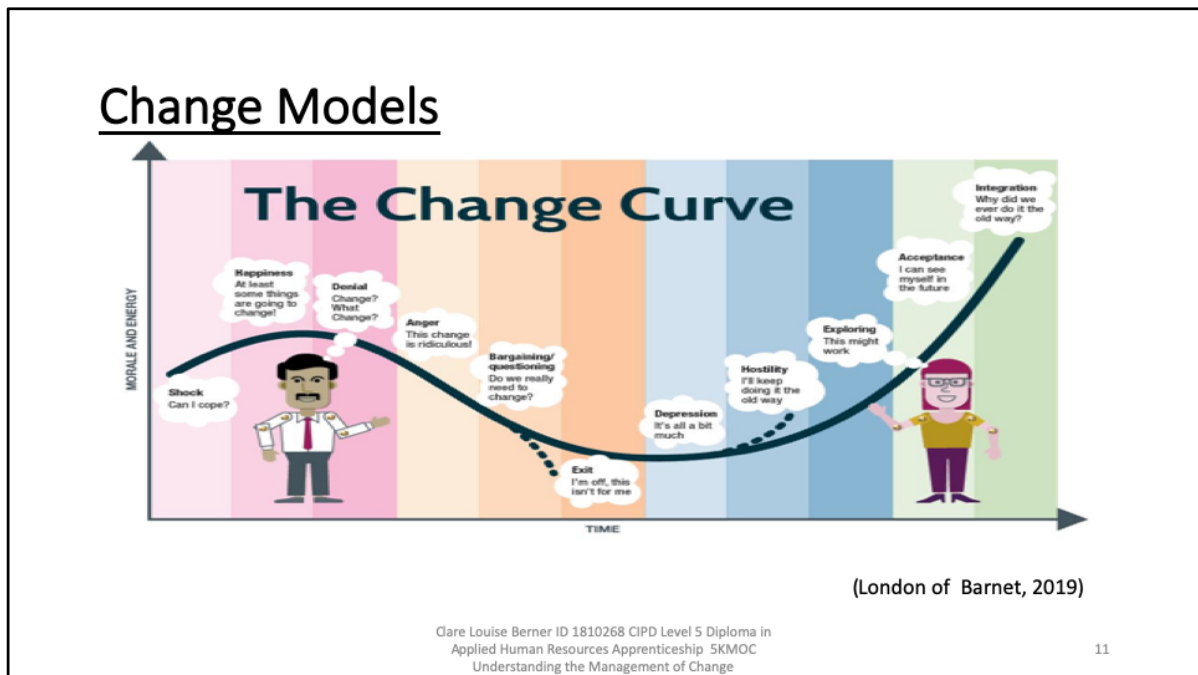
Change management has evolved over the years, by managing change well through engaging, leading and supporting individuals through change can address resistance to change and reduce impacts on performance. Organisations are often confronted with a multitude of change factors in the environment; HR and line managers can help embed and integrate change into the organisational culture, so that change is a way of life and to ensure employees do not revert back to their old ways of working and to enable future organisational changes (Hodges, 2016).

There are many factors that enable and hinder change within organisations, some of which I have mentioned above. Line managers and HR can focus on involving everyone, by giving employees a voice; by top down approach through the

organisational structure to bottom up approach, explaining why change is happening 'the drivers' thus then gaining their commitment and building high levels of trust to enable the change and to help build and create a change-ready agile culture.

Management style of strong leadership can help enable change through creating a future vision, being visible and engaging with employees, creating an organisational culture of openness and trust (ACAS, 2014).

Trade Unions can help enable and also hinder change within organisations. A large trade union presence can hinder any proposed changes that an organisation wants to implement. By withholding and not involving the trade unions in the change agenda, then they will hinder any change process, as any change will involve their members. Trade union, HR and managers all need to work collaboratively if change is to happen (TUC, n.d).



1.3

Change Models

Ulrich, (1997) states “HR professionals need a model of change and the ability to apply the model to a specific situation”, also understanding the need for change.

There are a number of change models and theories that can help facilitate organisational change which are explanatory of the factors affecting its success. Different models can be utilised and adapted to fit a real-life situation, explaining each part of a change process, also finding that at certain stages you may need to revert back to a previous stage or even revert back to the beginning of the process which is dependant on what model is utilised (Armstrong and Taylor, 2014).

Lewin’s (1951) change model; which is still the most effective model today, explains organisational changes through the changing stages of a block of ice (Armstrong, 2010):

Unfreeze: Before change can be implemented, resistance may occur. Creating an

awareness of hinderance in its current state. Process, behaviours, structure and communication of the change and its benefit.

Changing: Transitioning to the new state and implementation of change, uncertainty for some and the fear of change. Learning new ways of thinking and behaviours. Communicating and supporting employees. Change process that is planned and why change will benefit employees.

Refreezing: Thus, reinforcing, supporting and stabilising the new change. This ensures employees cannot revert to old ways of working. The change needs to be embedded into the organisational culture.

Beer's Model of Change is the 6 steps to effective change, which concentrates on 'task alignment', the main components are the employee's roles, responsibilities and relationships, whereby the aim is to build a self-reinforcing cycle of commitment, coordination and competence and is seen as a conversation, the introduction of new behaviours and attitudes (Beer et al, 1990).

Mobilise commitment to change through a joint analysis of problems; identify the need for change and create a learning culture.

Develop shared vision; organize, manage and achieve goals such as competitiveness. Foster consensus and commitment for the shared vision; develop and support the competence to enact and own change and move it along.

Spread the word about the change; communicate and let everyone find their way.

Institutionalise the change through formal policies; new/amended policies, structures and reward systems.

Monitor and adjust as required; new strategies, competencies and any issues regarding the change.

The Kubler Ross Model can be used in this process of change, in that it can make the change process smoother going through the curve by putting people first; their psychological needs. It is a 4 stages process of grief, from shock/denial; anger/fear; acceptance and commitment (MindTools, n.dc).

Positive Relationships at Work

**Human Resources
Management
Employees**



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2.1, 2.2

Ulrich (1997) states that HR professionals are key in the role of 'change agent'. Communication is key in all change initiatives to ensure commitment and engagement from employees. Change can create anxiety, stress, unhappiness in the workplace, everyone handles and deals with change in different ways; this can cause resistance (Hamlin and Davies, 2001) by building and creating great working relationships, enables trust, respect, open and honest communication and engages individuals at all levels which increases well-being and acceptance of change and reduces conflict (MindTools, n.d.b).

HR professionals are best to drive change effectively. They have the skills, knowledge and behaviours to drive change in a structured and planned way, working towards strategic goals and embedding change within the organisations culture and giving employees a voice. Effective communication throughout the change process is vital for staff engagement and buy-in, to ensure that staff morale and productivity is not affected; this also helps with resistance to change. For change to be effective and successful; 'putting people first'; everyone needs to be supported, led through change and communication is vital. HR can support line managers in communicating

why change and transformation is happening and is crucial for an organisation to build and promote a change-ready culture. The need to for an agile organisation and workforce; thriving because they are developed to spot opportunities and threats, so implementing change is quick and continuous; promoting a mindset of change and innovation; senior leaders need to role model the new behaviours and communicating the vision, missions and objectives of change. The change champion develops the capacity for change, can overcome resistance by engaging with stakeholders; explaining, promoting and supporting change; they help facilitate change by gaining support of the workforce. HR and management can drive talent and work collaboratively to transform the capabilities of employees and create a growth mindset and help staff feel empowered and energised which can help reduce negativity (Marris, 2017, CIPD, 2018 and Beardwell and Thompson, 2017).

HR can utilise the McKinsey Influence Model with the 4 Building Blocks of Change which can help change the mindset and behaviours of the workforce; also the four E's can be used as a tool to help with the process of change; it enables behaviours and mindsets to feed off each other (Basford and Schaninger, 2016 and Geraghty, 2019) :

Educate: help staff understand the rationale behind the proposed changes, build a vision for the future.

Engage: evolves over time, successful engagement speaks both logical; who, what, why as well as emotional; job satisfaction, reasoning with personal values and ready to support change positively.

Empower: taking ownership and responsibilities for delivering change; empowerment through effective delegation, through trust, appropriate boundaries and expectations.

Enable: equipped with skills, supportive and build confidence to interact and create solutions which is crucial in delivering lasting change.

HR professionals can measure absence levels; grievances; turnover and engagement scores to see how change has impacted on them. This can help assess the impacts on the organisation as a whole. HR can also identify any training or development requirements, new posts and skill gaps and new policies from the change process. Staff may need coaching and mentoring to help cope with the change (Wilkinson and Taylor, 2016).

Communication Plan

Document: Communication Management Approach	Project: Pen Project	Author: Project Manager	Date:
1. Introduction This document describes how communication will be done during the project: It is based on the standard approach document.			
2. Communication Procedure The PM is responsible for all internal project communication and will report each week to the Project Board using a Highlight Report. Other PRINCE2 documents and reports will also be used as expected. The Sales Manager is responsible for all external communication			
3. Tools and techniques - The PM will use the intranet portal site for all internal communication and project documentation. - The Sales Manager will use an electronic newsletter and site visits to communicate with clients.			
4. Records The following documents will be used for internal communication - Highlight Report, End Stage Report, End Project Report, Issue Reports, Lessons Report, Project Descriptions and registers			
5. Timing of communication activities The PM and Project Board will meet each two weeks The PM and Project Board will meet at the end of each stage			
6. Reports / Stakeholder Matrix			
Report Name	Timing	Recipients	
Highlight Report	Weekly	Project Board	
End Stage Report	End of stage	Project Board	
End Project Report	End of project	Project Board	
Issue Report	Anytime	PM/Project Board	
Electronic Newsletter	Once	Clients	
7. Roles & Responsibilities			
Project Board	Inform the rest of the management team		
Project Manager	All internal communication (project team)		
Senior User	Create the required PRINCE2 documents		
	Communicate with clients		
8. Scales: Priority & Severity			
Priority	Use MoSCoW (Must, Should, Could, Wont...)		
Severity levels	1 = Project Manager, 2 = Project Board		
9. Stakeholder Analysis			
The PM is responsible for all internal project communication and will report each week to the Project Board using a Highlight Report. Other PRINCE2 documents and reports will also be used as expected. The Sales Manager is responsible for all external communication			

(PRINCE2 wiki, n.d)

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2.2

Communication is paramount in change initiatives, ensuring that the future vision is communicated clearly to everyone and less likely to cause resistance.

Communication needs to be regular, honest and can be via (Wilkinson and Taylor, 2016):

Top-down channels: senior managers speaking to employees directly; staff bulletins, intranet; letters; via line managers in team meetings.

Bottom-up channels: employee participation and idea generation. Collective consultation and workshops.

Two-way discussion: one to one meeting with HR and/or line manager to discuss implications or concerns.

Communication should be adapted to different stakeholder groups.

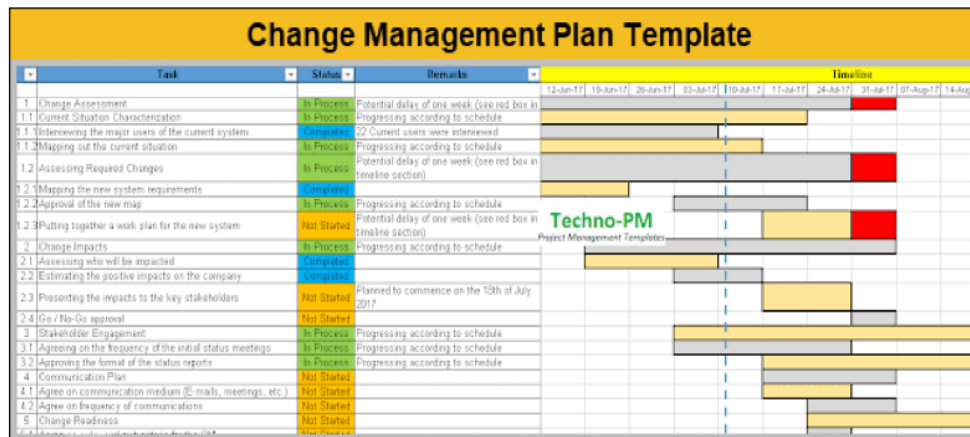
Communication can be tailored to different stakeholders. The level, breadth and depths of information and frequency is different at all levels. A Communication Plan can be developed for different stakeholder levels, from Executives, senior managers,

line managers, employees, trade unions etc; this can include key messages, how the message was delivered, to whom and the frequency etc. Methods of communication in an organisation to staff can be via various means due to the 5-generation workforce and their different levels of requirements; the younger generation tend to lean towards social media platforms and wanting here and now information (Heathfield, 2019 and ACAS, 2014):

Examples of communications methods:

- Letters
- Video conference
- Focus groups
- Small groups
- One to one session
- Team meetings
- Team Briefs
- Supervision
- Newsletters
- Meetings
- Email
- Social Media Platforms

Example Change Plan Template



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(Wale, 2019)

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3.1

There are three phases of change management according to SHRM, (2015) which consist of:

Designing:

Conduct a current state assessment
Design change for the future, not the present
Create prioritised, actionable and realistic goals

Enacting: Techniques for enacting change are focused on maintaining momentum, ensuring flow of communication; Expertise Assessment; Stakeholder Mapping; Project Management; Communication Planning and Environmental Monitoring
Prioritise expertise over availability when selecting members of the change team
Secure a senior-level change champion
Identify and engage key stakeholders
Use project management 'best practices'
Monitor the environment for changes and align with other initiatives

Sustaining: Techniques are on creating a clear understanding of new contexts, collecting data to monitor momentum, assessing need to adjust initiative.

Track the impact of the change and engagement of stakeholders

Tell the pre-change story

Look for evidence that the initiative does not fit the situation

Work to translate the overall design goal into behaviours

Change should be built into leadership development programmes and a factor to consider when recruiting talent, also having a leadership succession plan to maintain long-term change initiatives (SHRM, 2015).

Change plan

To help manage effective change, a Change Management Plan will help to ensure that budgets are controlled; schedules each stage of the change and communicated effectively. The organisational strategy, vision and objectives help employees understand why change is critical and what the future state will look and feel like. The Plan will need to include reasons for the change, who the stakeholders are, the change team leading the project and the benefits that will eventually be implemented, along with activities and milestones in the process along with outlined costs, resources and measures of success (Smartsheet, 2019).

'Best Practice' for Change Implementation

- **Bottom Up Approach / Flatter Structure**
- **Keeping everyone informed and involved**
- **Learning from previous experiences**
- **Change ready culture by adopting agility**
- **Building trusting relationships**
- **Provide upskilling, support, training, coaching and mentoring**
- **Reinforce how successful previous change was**

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3.2

Implementing change 'best practice' includes (SHRM, 2019b):

Defining and planning: a clear picture and vision for change and what the benefits are

Lead and Sponsor: develop leader capacity to steer organisation through change

Engage and Communicate: change agents/champions, inform employees about the change 'tell the story', providing ongoing communication and support to all stakeholders

Enable and Empower: determine the competencies, skills and knowledge; provide training and support to meet new ways of working

Align and Impact: ensuring processes, people, roles and structures are aligned to the strategy

Monitor and Assess: monitor the change activity and making adjustments to ensure success. Develop measurements too to collect and analyse data and results and action where necessary and whether organisation is ready to transition to the future state

Monitoring and Impact of Change



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3.3

HR can measure change through qualitative and quantitative data. HR can look at various data before and after change in the organisation. HR data can consist of staff turnover, absenteeism, training data, work performance and outputs, baseline measuring before and after change, benchmarking, employee survey and skills development. HR can hold focus groups, interviews or direct employee feedback regarding the change process. Internal social media platforms can be utilised and pulse surveys using apps. Monitoring against success, objective and milestones. Customer and stakeholder feedback. By measuring and evaluating the change initiative, helps facilitate and establish lessons learnt and best practice for future continuous change. It can also help modify, redefine and establish future goals (DanielLock Consulting, 2019).

Conclusion

For the sustainment of organisational success, change needs to be continuous due to the ever-changing environment. In order for this to happen, HR and line managers should ensure that organisational change is planned, communicated, implemented and sustained ensuring this is a continuous ongoing cycle and utilising 'best practice'.

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