

Understanding the management if change

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1.1

Internal and external factors.

“Change effects everyone, every business every day. Change can ne tough on leaders and team members, especially if they don’t understand the two primary forces of change.”
(Chris Stowell)

External

These impacts van be positive or negative and they can not be controlled.

- Political – E.G. New legislation

- Economic – E.G. Inflation, unemployment
- Social – Changes in taste, fashion or increase in spending power
- Technological – Being able to sell online
- Environmental – Weather conditions
- Competitive – Rival firms

The acronym PESTEC is used to help you remember the different types of external factors. (Bitesize)

Internal factors are originated from the organisation itself. They can be analysed and the organisation can start making the changes.

Internal

- **Vision** – Some organisations continually change their vision
- **Value** – Core values are the driver of change E.G. gender balance, ethnic diversity are powerful, they often lead to changes in the organisation.
- **Core expertise** – Core expertise can dictate change. If an area is strong in one area it can disrupt existing methods and culture.
- **Leadership** – Every new leader brings a new vision, new strategies, new work cultures.
- **Performance** – Changes are made in roles and responsibilities to perform better.
- **Employees** – Changes can be made in an organisation, but this very much depends on the people. If the people are communicated to and they approve they are more likely to accept the change.

(Umar Tahir).



1.2

Organisational factors.

Crisis

When things happen, it sees all kind of changes. 9-11 was a horrifying event that required airlines and financial service industries to change rapidly. Those companies that di not implement change didn't prosper.

Pressure

Companies prosper when they respond to internal and external change proactively. UBER had major management and public repletion problems, but has changed these responses. Taxi companies that have not responded to UBER's new model have suffered.

New Technology

Companies that embrace new technology prosper. Companies that don't or have a slow response generally do not. Polaroid once a leading photo technology company, resisted the pressure of digital technology put on the business, therefore it eventually failed.

Mergers and acquisitions

How a business responds is critical, if successful it will prosper. Those that do not may fail. Walt Disney and Pixar were independent movie companies, with strong cultures. Strong leadership demanded a successful merger which led to box office hits.

(Patrick Gleeson).

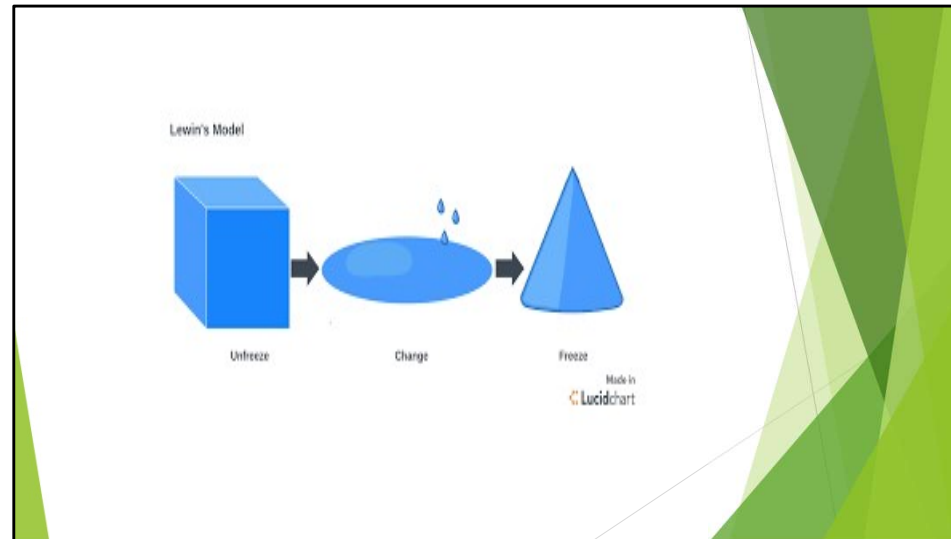


1.3

Evaluate theories and models.

When the need for change becomes apparent an organisation needs to decide what are the best steps to take to put the change into effect. If they were to just hope for the best, it would be taking a big risk. This would be where change management models come in. They provide guidelines to help with the process, planning and implementing. Therefore more successful.

“You want to make sure that whatever you’re investing in , whatever that change is, that it sticks”
(Breitbach)



Lewin Change model

This model was named after its originator Kurt Lewin, it was developed in the 1950's. It divides the change process into three steps.

Unfreeze

This is the preparation stage. This would be the stage where everyone is communicated to so that everyone impacted is prepared.

Change

This is the implementation phase. Put the change into practice and keep communicating and supporting.

Refreeze

To avoid falling back into old ways develop a strategy to check in and make sure the change sticks. Review how the new process works and measure how well it went.



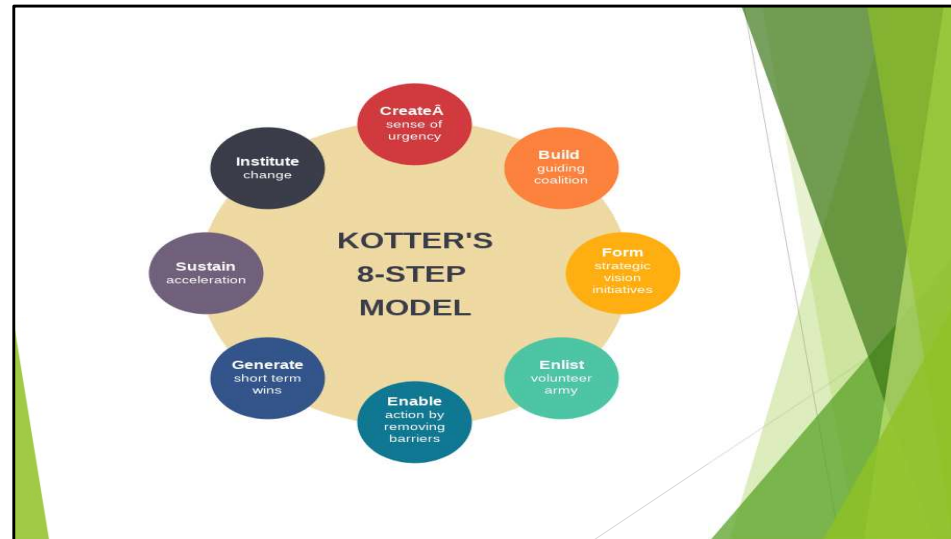
Bridges transition model

Created by the change consultant William Bridges, this model emphasizes the emotional change people go through in the course of people experiencing and accepting change.

- Ending – losing – letting go

For many people, the first reaction to change is resistance marked by fear and discomfort

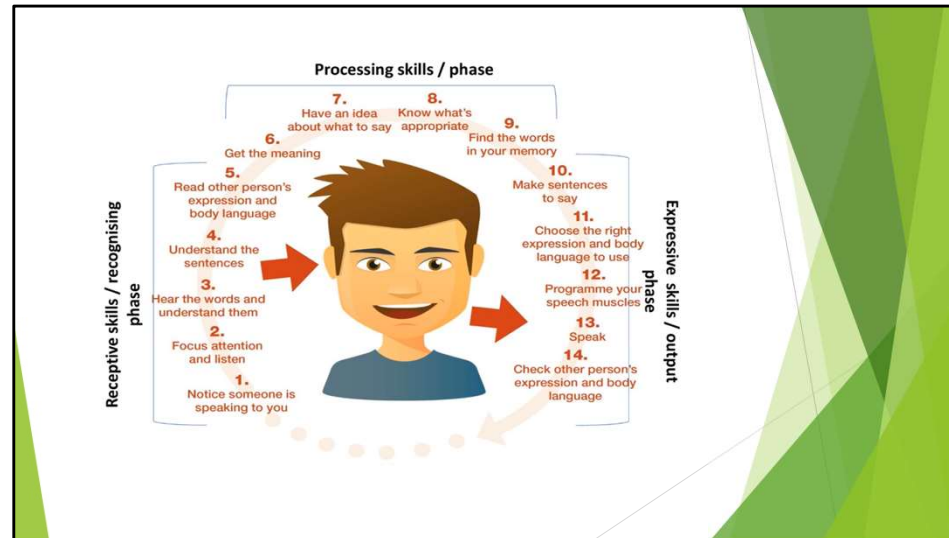
- The neutral zone – When the change is starting to take place, people will be stuck between letting go of the old status-quo and welcoming the new.
- The beginning – Finally, if handled well, once the new change is in place people will enter the stage of acceptance and comfort in the new ways of doing things.



Kotter's Model

Harvard professor and change management coach John Kotter created a theory focussed primarily on the people involved in the change process and psychology. It is divided into 8 steps.

1. Create the urgency to motivate people.
2. Build a change team with leaders of various skills and development.
3. Define the strategic vision.
4. Communicate with everyone involved, get them on board and make sure they know their role.
5. Identify any road blocks and address anything that can cause friction.
6. Create short term goals to break it into achievable steps.
7. Keep the momentum.
8. Maintain the change.



2.1

Different communication needs.

As human beings are natural social creatures, it seems obvious that good relationships with work colleagues will make a job easier and more enjoyable.

The more comfortable workers are around each other the more confident they will feel voicing opinions and brain storming. This level of team work is essential for embracing change being creative and innovative.

A good working relationship is based on trust, self awareness, respect and open communication. Gallup found that a manager alone can account for up to 70% of a teams engagement. Regular one to ones allows managers to build relationships with employees.

(Mind tools).

We build relationships in the workplace by:

- Developing people skills.
- Focusing on emotional intelligence

This is the ability to recognise your own emotions, therefore more adept at identifying and handling the emotions of others.

- Practise mindful listening

People respond better to those who truly listen to what they are saying.

- Schedule time

By giving a colleague a small bit of time, this will lay the ground work for a strong relationship.

- Set boundaries

Its important to set boundaries and manage how much time you devote to social interaction.

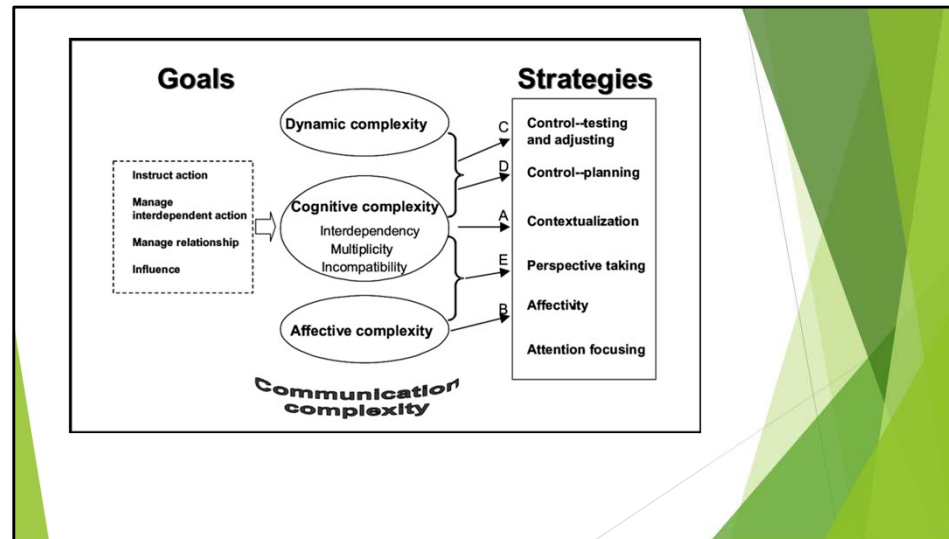
- Determine champions and resisters to change

Communicate through a variety of forums, focus groups, surveys and departments meetings. When you find resisters dig deeper. There is often some good information from them that may help you increase the success of the change.

(Gina Abudi).

Respecting people you work with means that you value their views and ideas. You build a healthy and positive working relationship with colleagues, clients and stakeholders. The more you put into the building positive relationships, the more you will get back.

(Mind tools).



2.2

Different communication needs.

Communication with internal and external stakeholders.

- Identify and profile the stakeholder.

There are not enough hours in the day to treat all stakeholders the same. Some stakeholders are more important. To support with this you can identify and profile them using power/interest model.

- Establish the goal for your communication.

There are many different types of communication goals.

- Raise awareness of a situation
- Provide knowledge
- Shape attractiveness
- Attract sales
- Support a policy position
- Change a misconception about an incident.

(integrated)

Communication goals can be an iterative process, so it may take several messages.

- **Choose a communication medium.**

Choosing the best way of communication is vital. Communicate to stakeholders in a manner that is appropriate, relevant and is respectful of their time. It could be via email, zoom or face to face.

- **Communicate your message concisely and clearly.**

Think about your audience and what they already know and where their knowledge gaps are. Consider the language used, make it clear and easy to understand.

Winston Churchill said:

“To do our work, we all have to read a mass of papers. Nearly all of them are far too long. This wastes time, while energy has to be spent in looking for essential points”

Make life easier by using plain language and concise communication.

- **Monitor feedback and follow up.**

Part of effective communication is monitoring feedback and following up on goals set. This helps you adapt future communication. This will improve interaction with stakeholders and relationship becomes more effective.

Follow up, seek feedback, act on it.

(Swift digital)

HR support can provide specialized support through the change process. HR can craft training programs to help stakeholders understand. HR can bridge communication between management and employees. They can provide advice, offer assist programs, such as counselling if required. Coaching and mentor support so that all employees successfully move through the transition.

(Paychex).



3.1

Factor to be considered.

A change plan is developed to implement projects. Its important for all businesses to have a change plan. Change requires courage, certain degree of risk, some discomfort and hard work. Communicate to your team and efficiently implement the strategy you will have a blue print for change management.

1. Identify need.
2. Alignment and preparing your team change
3. Implementation

Identify the need for change. (Design)

Identify what is needed to change look at opportunities or threats to the business. Start building a plan using SMART goals. Complete risk assessments if necessary.

(Kat Boogaard)

The most important part of a business is its people, people will be in charge of implementing. If you force sudden change on people, problems will occur. Communication is crucial to ensure every team member is on the same page. Once employees understand the change, adopting it will be less challenging.

At the planning stage project costs are required, these could include learning costs, travel costs or administrative costs.

(shmula)

Implementation phase (Enact).

This is the most important part of the phase, the project is in full swing and is iterating or re-iterating to ensure a successful execution. Communication and engagement tracking stakeholder surveys and measuring learning surveys is critical. Typical measurements include course quizzes, tests or course evaluation.

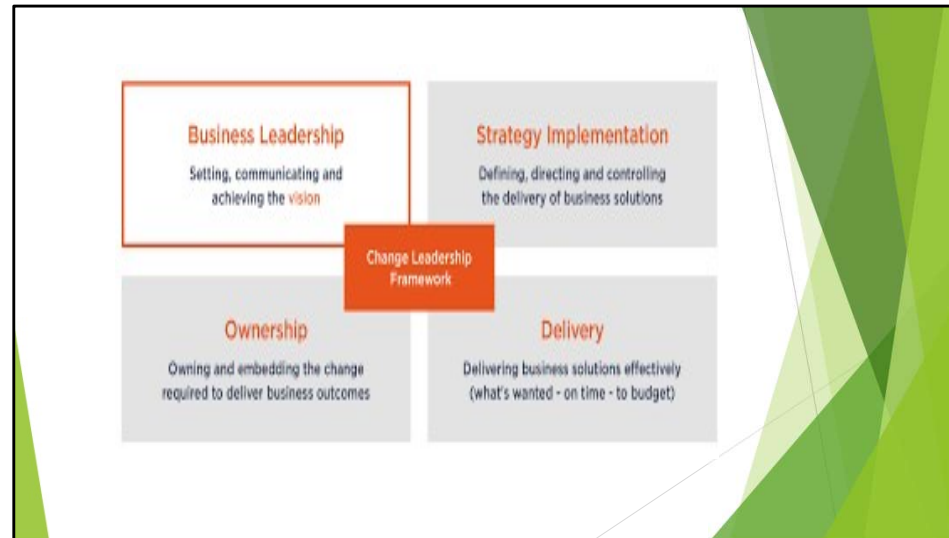
Releases phase (Sustain).

This phase is live. This is where the benefits can be tracked. Change benefits measures and tracks the extent to which targets have been achieved some measures. Some measures are soft measures that are behavioural, others are hard quantitative measures.

(Millar, David 2011) (Pagon and Banutal).

Managing organisational change will be much easier if you follow these 3 steps. This helps stakeholders understand the current state of the business and what they need to do to facilitate change in the future.

(Achiveit).



3.2

Communicating the need and vision of change.

The best managed sustainable change, you must communicate a clear vision of the plan. Set an upbeat, energized tone from the get go. Be open and freely share all information.

(Lorri Freilfeld).

Having positive leadership who actively guide the organisation through change participates throughout its lifecycle is the greatest contributor of success. They will champion and lead the change. They will make effective decisions regarding the change, including alignment and priorities, maintaining direct communication is key.

Applying a structural approach allows the plan to stay on track. Adequate time allowed for meaning activities and

allows space to identify and address gaps.

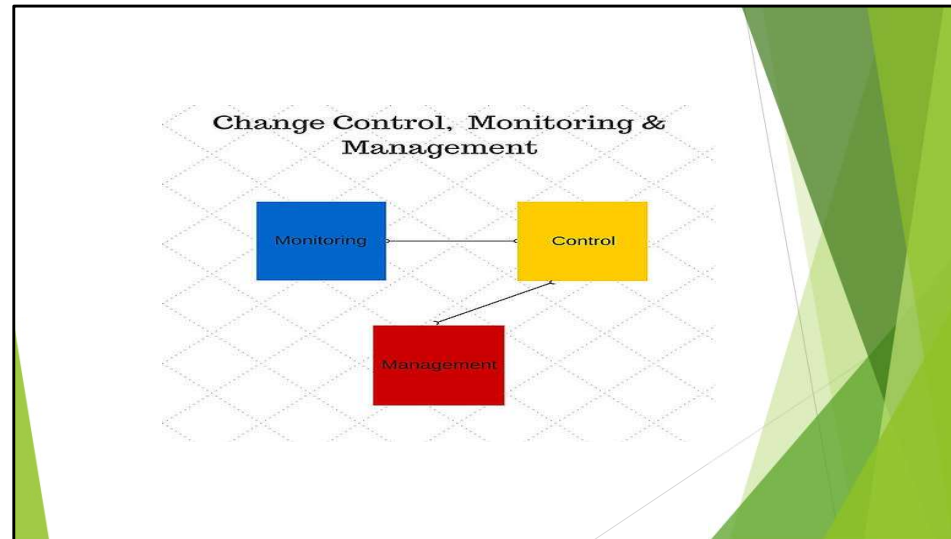
Projects need dedicated resources and funding to get change work done. To realise the benefits of change management, someone needs to be responsible for it and then have the access to appropriate amount.

Change management

“if it isn’t some ones job, then its no ones job”

More organisation are realising the value of integrating project management and change management. Managers are the closest employees impacted by changes. Latest studies reveals middle managers are the group most resistant to change, with 42% of participants identifying them as such. Majority of resistance could have been mitigated by thoroughly addressing this group in the plan.

(Prosci).



3.3

Techniques for monitoring

Measures are associated with projects achieving the desired outcomes, organisation ,metrics should answer this question.

“if you can’t measure it you cant improve it”
Pete Drucker

- **Change readiness surveys**

These are online surveys sent by a project owner to understand the stakeholder feelings on the change. Most results are summarised in a quantities scale of degree in which the group are ready for change. A simple survey

monkey could measure this.

- **Training evaluation surveys**

This is normally paper based and it is based on participant satisfaction across categories such as instructors, content and effectiveness.

- **Employee culture surveys**

These surveys can have questions that are linked to the change. These surveys are short and are based on a Likert scale with less open questions for qualitative feedback.

- **Change benefit tracking**

These measures focus on the outcome and benefits of the change, they include:

- Cost reductions
- Revenue increase
- System usage rates
- Process efficiency
- Customer satisfaction rate
- Employee productivity rate

Change heat maps

Some organisations devise change heat maps on excel sheets and try to map out the extent in which different areas are impacted. These can be subject to bias.

(The change compass).



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