

IMPLEMENTING AND MANAGING CHANGE

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OBJECTIVES

- Analyse internal & external drivers for change.
 - What enables & hinders change.
 - Evaluate theories & models relating to change.
- Understand the importance of communication and positive working relationships.
- Explain factors which should be considered when planning for change.



Change is constant, daunting and scary. But change encourages innovation, develops employee's skills, improved business opportunities and a boost in staff morale helping organisations retain a competitive edge and remain relevant (McCullough 2020). Businesses who are stuck in their ways or don't change, risk creating a stale working environment and/or getting left behind (McCullough 2020). Some examples of well-known businesses that failed to adapt:

- Blockbuster.
- Blackberry.
- Kodak.
- MySpace.
- Yahoo (Pugh 2018).

Change management can be defined as 'the structured approach in which a company describes and implements change internally and externally to get the organisation from a current state to a desired future state'. This is vital in organisations to ensure that the transition occurs with minimal disruption contributing to increased success rates (ASQ 2019). Change occurs when introducing new processes, adding new technology, downsizing- the list goes on (Society for Human Resource Management 2015).

HR'S ROLE



People professions play a significant 'behind the scenes' role in the change management process. Understanding how to effectively enable change forms part of the CIPD (People) Profession Map. According to this, HR professionals should:

- Be involved in the initial planning stage.
- Bring about change, facilitate the implementation of these new processes and monitor.
- Work in partnership and support the CEO, leaders, and the executive team by advising and communicating training needs/skills/skills gaps in the organisation.
- Balance the interests of different stakeholder groups and understand their concerns (Wilkinson and Taylor 2016).
- Translate the overall change vision through relevant communication to all.
- Remove obstacles (CIPD 2021).
- Guarantee company culture and integrity whilst ensuring processes are coherent.
- Establish a change agenda.
- Train managers so they become good change agents (Perrin 2017).
- Evaluate/report on the impact of change on human resources.

MANAGER'S ROLE



According to Prosci's Best Practices in Change Management report (2016)- managers are either key contributors or formidable obstacles to successful change. A manager's ability to lead their team through change is the deciding factor in the speed and success that this change is implemented. Their role involves:

- Communicating change.
- Supporting and coaching through this change.
- Identifying/Managing resistance (Creasey 2019).



Change management is complex with the proposed change causing high levels of stress/resistance amongst employees. Organisations should follow best practice when implementing changes to improve the chance of success and minimise the impact this has on employees. Best practice states to:

- Define clear goals- these can be used as a reference for employees and managers.
- Be honest/transparent.
- Train employees to ensure they ready to adapt new practices.
- Communicate regularly through the right channels (MBA and PMP 2020).
- Listen.
- Motivate through reward and recognition-encouraging employees to adopt new behaviours (Smarp 2020).
- Set up a team of change champions-key people involved in designing and delivering change and those affected by it. Their role is to define and disseminate the benefits of the proposed change and communicate this (CMI 2014).

FORCES THAT DRIVE, HELP & HINDER CHANGE

Anderson and Anderson (2001) identify 7 primary drivers of change, both internal and external. To create a better future for both employees and the organisation, it is important to understand these.

Internal factors originate from the organisation itself- it is vital that they are both considered and understood when planning to implement change. Having a change-ready organisational culture prepares and enables employees to accept uncertainty, embrace and implement change. This ties in with having managers/leaders who bring new ideas, visions, and strategies to their organisation- they are responsible for driving change- their behaviour/s influence the behaviours of the rest of the team. They are responsible for communicating with employees to ensure this change is implemented and any resistance is dealt correctly and quickly, making changes where needed (Tahir 2019). Performance also drives change- a strategic shift must be implemented when organisational performance is not satisfactory to perform better in their sector. Failing to implement change means organisations get left behind.

External forces can be very challenging as they are beyond the organisation's control (Study 2012).

- Changing social trends can drive companies towards change. One example of this is the

- growing pressure for organisations to become more environmentally conscious.
- Politics can force businesses to change.
- Technological advances often force organisations into change. They help organisations simplify processes, improve safety, and maximise profit but if they fail to accommodate these new technologies, they can suffer the consequences (Lumen).

Organisations must also consider factors which both support and hinder change, such as:

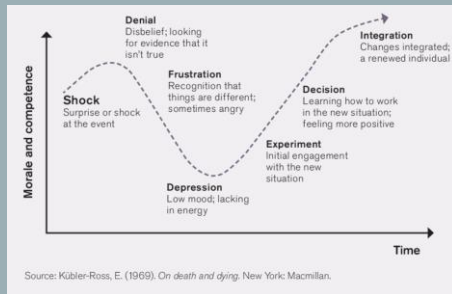
The structure of an organisation involves all people, positions, processes, culture, technology, and everything else which completes the organisation. All elements of this must be totally aligned with the proposed change to achieve its goal (Shapiro 2019). If not, the change/structure risks being disrupted.

According to Mac (2020) due to constant technological developments, growing economic uncertainty and workplace improvements it is important that organisations opt for a more flexible, adaptable and change ready culture. The key to creating a change-ready culture is enabling employees to accept uncertainty and embrace change. To do this, organisations should:

- Plan for change.
- Communicate clearly with all employees. Why is change needed? This ensure that everyone is on the same page, aligning organisation fundamentals to this change providing clarity.
- Have a strong leadership team to deliver change objectives, empower employees and develop future leaders.
- Give people the skills to embrace change. The success of both business and the change being implemented depends on this (Macpherson 2021).
- Celebrate success (Mulcock 2017).

A change-ready culture promotes shortcuts to change, without this organisations risk creating roadblocks (Enclaria 2012).

CHANGE MODELS



70% of change initiatives fail (Leonard & Coltea 2013)- why? Because managers on the front-line don't know exactly which actions they need to be successful (Western Governors University 2020). The Kubler-Ross Change Curve provides an insight into how people can face change, their natural reactions and what managers can do to tackle this and support the employee/s.

- Stage 1- When a change occurs the first reaction in an organisation is often shock, surprise, fear, and uncertainty. To prevent this, it is important that managers communication early in the process.
- Stage 2- Denial. Employees will resist the proposed change. To minimise the impact of this, managers should communicate the need and benefits of this.
- Stage 3- Depression- the lowest point of performance, energy, and morale. Managers should defuse this by listening and building communication.
- Stage 4- Bargaining to try and delay/avert change. Supporting each employee individually is key here.
- Stage 5- Employees accept that the change is happening and begin to realise the benefits. Rewards/recognition is important at this stage (Buehring 2021).

This is similar to the DREC Model which is derived from the Kubler-Ross Model, except DREC stands for Denial, Resistance, Exploration and Commitment. Employees must experience and

work through each stage to be able to accept change (Kew & Stredwick 2016).

Slightly different is Lewin's Three Stages Model known as the 'Unfreeze, Change, Refreeze'. To explain the process of organisational change, he uses the analogy of changing the shape of an ice block. These distinct stages, allow managers to prepare, plan and manage the transition (MindTools 2009).

Stage 1- Unfreeze.

- Prepare the organisation to accept the necessary change by showing why the existing way of doing things cannot continue.
- Break down the existing status quo by challenging beliefs, values, attitudes, and behaviours.
- Make employees aware of the need for change, boosting motivation and their willingness to accept these changes (Juneja 2015).
- This is the most difficult and stressful part of change hence why communication is key.

Stage 2- Change. Employees begin to resolve their uncertainty, look for new ways of doing things and support the change. This doesn't happen overnight as people take time to embrace and participate. Time and communication are key here- people need time to understand the changes and communication ensures they remain connected to the organisation and its goals throughout (Mind Tools 2009).

Stage 3- Refreeze.

- Organisations are ready to refreeze once the changes are taking place and people have embraced the new ways of working.
- Helps employees and organisation internalise ensuring that the changes are used regularly and incorporated throughout the business.
- Employees feel confident, comfortable, and competent with the new ways of working (Mind Tools 2009).

POSITIVE WORK RELATIONSHIPS

1. Clearly defining the change and vision for the future
2. Assessing all the factors related to the change
3. Analyzing all the stakeholders affected
4. Considering changes to day-to-day operations
5. Defining key messages
6. Creating inspiring and motivational internal content
7. Building an editorial communications calendar
8. Defining and understanding various internal audiences
9. Choosing the right communications channels needed to reach the right employees at the right time
10. Measuring the impact of your communications efforts

Smarp (2020)

Communication is key in change management to ensure changes are facilitated fully with all consequences being addressed and worked through. In a Google study, the most important components of a change management program include strong executive leadership (45%), engagement throughout the organisation (42%) and improved communication (32%). All these indicators relate to improve communication demonstrating that open lines of communication between employees and management greatly improve success (LumApps 2020).

To do this, a change communication strategy should be constructed. This is shown on this slide.

Communicating openly, honestly, and consistently throughout the whole change process helps all employees understand why the change is implemented and their role in this (LumApps 2020). Updates must be communicated in a timely manner through the right channels- tailored to suit each group/stakeholder. This ensures that the right message reaches the right employees at the right time (Smarp 2020).

Top-down communication is the method of issuing communication/information using hierarchical structure (Bizfluent, 2011). This channel of communication allows the whole change management process to be easily managed with risk being decreased provided over-

communication occurs (Eby, 2018).

The bottom-up channel gives all employees a voice and involves them in the change management process. This communication encourages communication amongst all employees, increasing morale and increasing collaboration. This increased morale and transparency amongst employees, minimises the chance of employees rejecting the change (Eby, 2018). Employees require transparency from their line managers regarding the proposed changes, coaching/mentoring on the future adjustments and representation- this ensures all employees opinions/thoughts are presented to the top of the hierarchical structure and considered throughout the process.

Communication contributes/leads to positive work relationships amongst all employees. This increases the trust individuals put into their colleagues, managers and the whole change process subsequently leading to an improved working atmosphere, reduction of conflict and an increased likelihood that change will be accepted. This positive work environment and improved relationships amongst staff also contributes to increased well-being as everyone is open and honest with each other.

FACTORS TO CONSIDER



When organisations plan for change and implement this, it is vital that they consider the 4E's Principles of Human Change:

Education is vital to provide employees with the understanding/reasons behind the change.

It is vital to keep employees **engaged**, motivated, and supported throughout the process.

Employees should be **empowered** to take ownership and responsibility.

The work environment/structures must **enable** employees to take action through communication and training (Culture Consultancy).

It is proven that employees can only truly align/engage with cultural change and organisational strategy where they are properly supported along the journey.

CHANGE MANAGEMENT PLAN



A change management plan helps manage the process whilst ensuring budget, schedule, scope, communication, and resources are controlled. This minimises impact on the business, employees, customers, and other stakeholders.

How to write a Change Plan

1. Reasons/benefits of change. What change is needed? What will results look like?
2. How are objectives going to be achieved?
3. Scope.
4. Identify stakeholders/change management team and their role/s.
5. Identify those affected.
6. Create a communication plan- how will change be communicated? (Smartsheet 2019)
7. Identify support.
8. Create milestones/timings.
9. Gather/implement resources.
10. Monitor/evaluate change activities.
11. Was the change successful? (Gillingham 2021)
12. Reward/recognise employees.

The SHRM Foundation's Effective Change (2015) proposed a three-phase process for

managing change.

Phase 1 is Designing. HR should provide data on the current organisational situation giving the organisation all the information needed to design change, create prioritised, actionable, and realistic goals, the impact of change and approach. This gives change the best chance of success by developing a strategy- subsequently gaining support (Prosci 2019).

Enacting is phase 2. At this stage, change leaders must align employees to the reason for the change through communication and active leadership (Beehive 2021).

The change is fully implemented when support programs are completed. HR should report and reflect on the success of the change using the chosen quantitative and qualitative method/s. Recognition and rewarding employees is key at this stage to motivate employees and ensure the change is sustained (iSixSigma 2010).

MONITORING & ASSESSING THE CHANGE PROCESS

Online real-time employee feedback gives employers the opportunity to receive open and honest feedback regarding the change strategy, chosen communication channels and engagement tactics. Any concerns or problems which arise can be rectified and improved quickly (Tushman, Kahn, Porray, Binns 2017). This is effective due to the opportunity for open and honest feedback in a timely manner.

HR data can be used to both monitor and assess the success of change management. This can assist in the implementation phase, evaluation of training and predictive models. Subsequently, providing information into skills development and staff turnover during the change process to discover if the change was beneficial (Andersen 2018).

Measuring and assessing the success of change management is complicated, but the ultimate question is 'did the initiative deliver what was expected?' To gather qualitative data, organisations can use focus groups giving employees and stakeholders the opportunity to discuss what they thought about the change, what went well and could be done differently. Provided the participant group is representative of the workforce their views will be shared by others in the business (WalkMe Blog, 2017).

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