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***Approaches to Innovation and
Organisational Change***

Management Innovation & Sustainability (ACMA5007)

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Executive Summary

This report analyses the operational restructuring of the Dragon LNG regasification terminal's operations department, located in Milford Haven, Pembrokeshire. The change under investigation is the transition from a six-person shift complement to a five-person shift structure, with the reallocation of one Outside Operator position into a newly formed day team. This constitutes a transformative organisational change requiring structured planning, effective communication, and active management of competing forces throughout the implementation process.

The report identifies the principal driving forces for change as operational inefficiency, recurring costs attributable to overtime and training disruption, regulatory compliance risk under COMAH legislation, and the strategic opportunity to develop a dedicated operational resource capable of sustaining broader workstream obligations. These drivers are structural and enduring, making a compelling, quantifiable organisational case for restructuring.

Restraining forces include employee resistance, competence assurance obligations, emergency response capability requirements under COMAH Regulation 12, and transitional costs. Whilst substantive, these forces are predominantly transitional and can be addressed through planned interventions, risk assessment, and systematic communication. The staff consultation analysis verifies that people and resistance are the largest single category of restraint, underlining the importance of employee engagement throughout the process.

Lewin's three-stage change model and Force Field Analysis provide the primary analytical system, supported by Kotter's 8-step model and Herzberg's Two-Factor Theory, to evaluate the management of the transition and its motivational effect on affected staff. The change timeline and consultation process closely align with established best practices.

The report concludes that the driving forces outweigh the restraining forces in both magnitude and duration, and that the Dragon LNG restructuring represents a well-founded, well-managed transformational change. Recommendations include a formal post-implementation review and continued management reinforcement to embed the new structure sustainably.

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Introduction

Organisational change and change management are familiar demands in the operation of all corporate institutions. To remain agile, all organisations should seek to identify the need for transition and manage its effective incorporation. Change can be driven by external factors such as industry competitiveness, technological developments, and shifts in societal trends. Internal factors additionally contribute to change; examples include poor operational performance, new leadership, or business growth.

The scale of change can vary widely. Adaptive shifts in organisations involve smaller, incremental alterations to business processes or strategies, introduced over time. Fundamental change usually involves major modifications to a company's structure or business practices. Given the scale of major reform, the implementation process requires greater planning, resources, and effective management.

Institutions must operate flexibly, preventing stagnation whilst embracing necessary change. Geopolitics, international conflict, or large market fluctuations can force change, making it vital that organisations are prepared to initiate change if required. Companies that do not remain agile risk becoming redundant.

Identifying the need for transformation stems from driving forces that demand adaptation; effective implementation necessitates overcoming resistance, a challenge that must be managed throughout the change implementation process. Post-implementation, monitoring is required to ensure that the changes have been successfully deployed into the company's processes until it is satisfied that they are embedded within the organisation.

The literature indicates that businesses adopt numerous change management models to guide their transition processes. Each of these models, in some capacity, theorises the required pathway from a current state to a desired result. These pathways will vary; however, the principle of each model is consistent in achieving the objective of sustained change implementation.

Main Findings

In business, change is referred to as *organisational change*. According to Stobierski (2020), *organisational change* can be categorised as either adaptive or transformative. The former refers to smaller, less disruptive alterations, such as implementing and training employees on an upgraded software system. *Transformative* change represents a more extensive, more impactful overhaul than adaptive change. An example of a transformative change would be a company's organisational restructuring.

Stobierski (2020) also states that organisational change should be viewed as a broad spectrum, ranging from adaptive to transformative. Change does not always fall neatly into the categories of Adaptive or Transformative and may, in fact, fall between. The type of change that would befit the in-between territory of the spectrum aligns with natural company growth, such as the improvement and formalisation of a standard operating procedure. An example of progression rather than change, however, a significant effort would still be required to implement such a change (Harvard Business School, 2020).

The type of change this report seeks to investigate falls within the transformative classification, as stated by Stobierski (2020). The observed change is the organisational restructuring of the operations department at Dragon LNG, a regasification Liquefied Natural Gas terminal located in Milford Haven, Pembrokeshire, UK (Dragon LNG, 2024).

Current state

The operations department at Dragon LNG is primarily responsible for ensuring the safe and efficient operation of the Liquefied Natural Gas Regasification Terminal. The department is divided into 5 shift teams, each comprising 6 team members, for a total of 30 operations staff. The uninterrupted nature of process operations at oil and gas facilities requires a structured shift system to ensure twenty-four-hour operational cover (Parkes, 2012). Figure 1 represents the organisational structure of the operations department.



Dragon LNG Shift Operations – Current

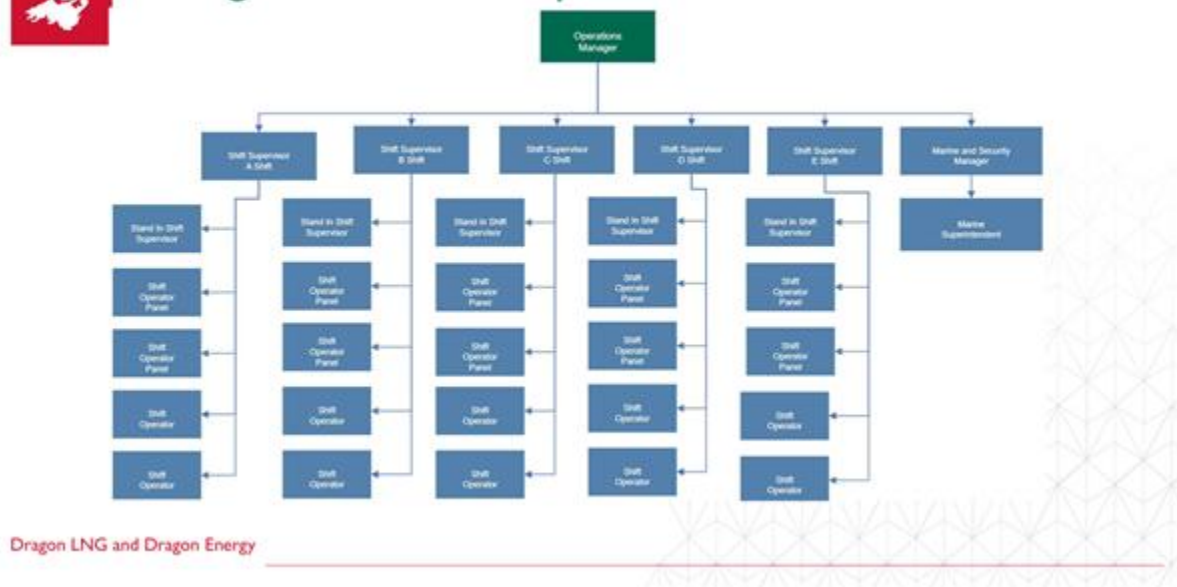


Figure 1 - Current Operations Shift Structure (compiled by author, 2026)

Duties of the operations department vary by type; DCS operators predominantly control the process plant in the central control room. The DCS operators work in conjunction with field operators to maintain safe operating parameters of the process. The Liquefied Natural Gas, which is warmed up to convert back into natural gas for distribution into the National Grid, is supplied via an LNG shipping carrier.

Required manning for shipping unload activities stipulates two operations personnel for the duration of the complex cargo transfer of LNG from the shipping carrier to the Dragon LNG storage tanks. Annual leave, sickness, and training requirements affect manning levels for shipping schedules. Shipping arrival and departure times are rarely fixed and are generally dictated by weather, shipping port resources, or broader factors such as market conditions. This recent Reuters report substantiates the unpredictable nature of shipping schedules, in this case due to adverse weather across Europe (Reuters Staff, 2026).

The scattered schedule causes misalignment with a rigid shift structure, making it increasingly difficult to plan required manning levels for shipping activities. The sporadic nature of shipping time slots often leads to reliance on overtime or postponement of essential training, both of which carry direct cost implications for the company through overtime premiums and training cancellation fees. Portchain is an enterprise that has identified port misalignment issues and developed digital software to enhance alignment and, by extension, overall efficiency (Martin, 2025).

Further inefficiency is observed during night shifts, where the lack of shipping activity reduces operational demand. The current shift manning structure requires a full

complement of personnel, irrespective of the workload for a given shift. The consequence of this type of model is that resource levels are not scaled to operational demands. This leads to periods of underutilisation, highlighting a misalignment between the existing shift structure and the terminal's true operational demand. A study by Legato and Monaco (2003) addresses comparable inefficiencies and proposes a flexible shift pattern as a solution.

The present allocation of resources has a detrimental effect on broader workstream requirements, including procedural development, project planning, and execution. When high-priority work scopes demand dedicated resources, management must appoint staff to project roles on an ad hoc basis.

However, as LNG cargo operations take precedence, these individuals are frequently recalled to on-shift positions when manning constraints materialise, disrupting project continuity and compromising the department's ability to fulfil mandatory obligations such as procedure reviews and regulatory requirements. This is consistent with Rowen et al. (2022), who demonstrate that when operational tempo dominates an industrial environment, non-operational obligations, including compliance-related workstreams, are displaced.



Why Change?

- We are committed to ensuring the efficient allocation and utilisation of resource.
- We must remain competitive in the LNG market as we move to 2029 capacity marketing.
- Align with UK and European LNG industry standard organisational structures.
- We have an obligation to ensure the Health and Safety of our teams.
- Our commitment to the North Stars will require additional capacity and support.
- Promote opportunities for growth and development outside of shift structure.
- Since 2021 department OPEX costs have continued to significantly increase.
- With an unsustainable business model and continued escalations in cost, the need to optimise resource is crucial.

Dragon LNG and Dragon Energy

Figure 2 - Reasons for Change (compiled by author, 2026)

The extracted slide in Figure 2, presented to operations staff during the change programme rollout, provides further evidence of the issues and improvements identified in the existing regime. The highlighted points encompass cost, efficiency, regulatory obligations, and development opportunities.

Proposed Change



Revised Allocation of Shift Resource

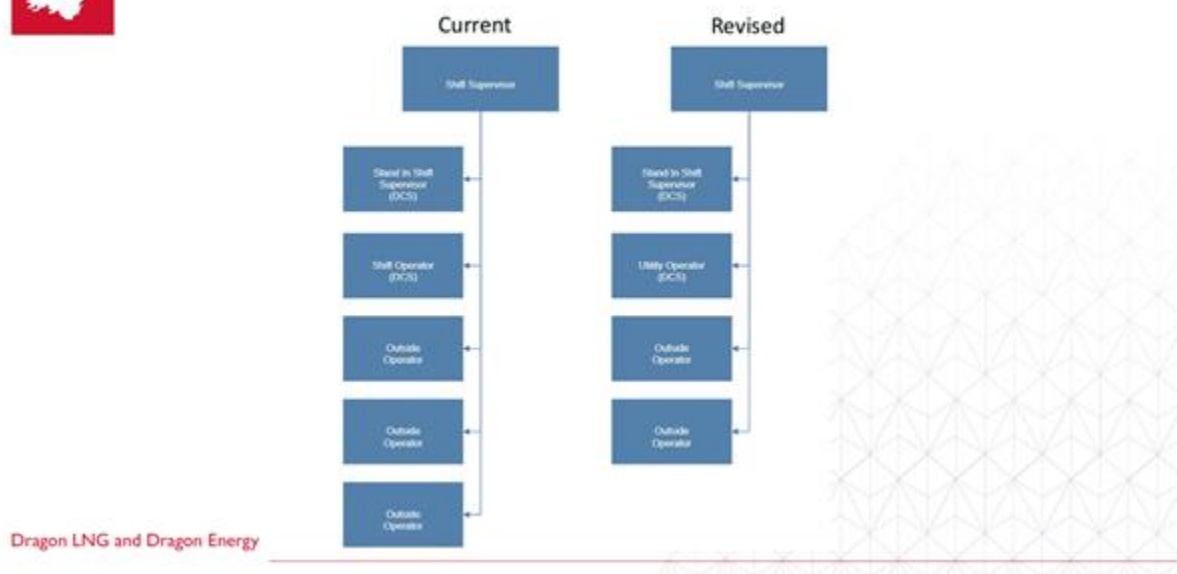


Figure 3 - Proposed Shift Structure vs Current (compiled by author, 2026)

Figure 3 illustrates the newly proposed shift structure. Current manning accommodates 6 shift personnel, whereas the revised proposal includes 5 personnel. The Shift Supervisor position would remain, along with two competent DCS operators. However, the required number of Outside Operators would be reduced from 2 to 1.



Dragon LNG Operations – Revised

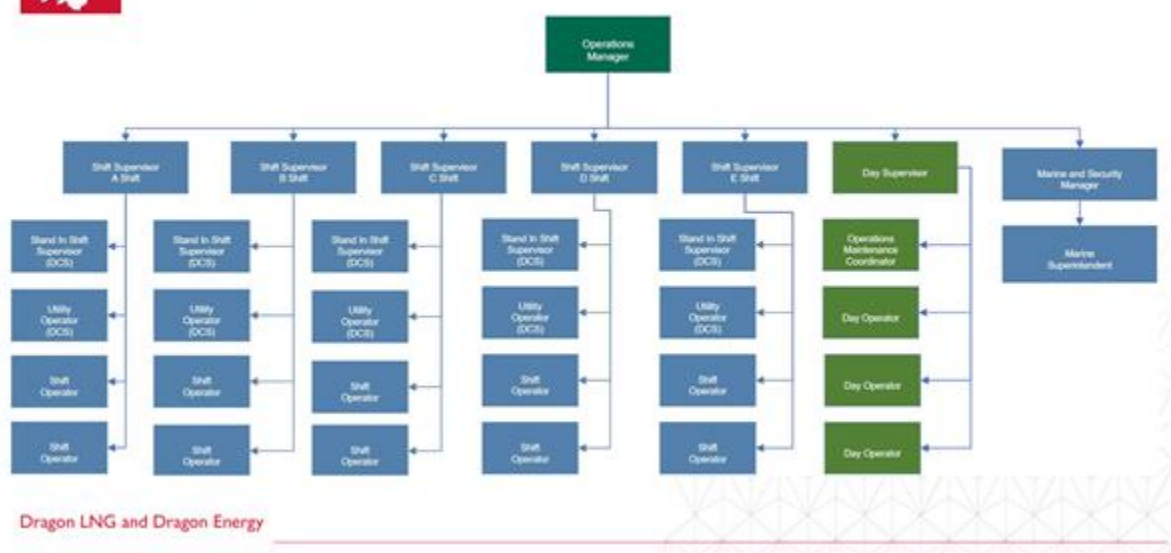


Figure 4 - Proposed Operations Structure (compiled by author, 2026)

Figure 4 illustrates the proposed operations organisation model. The chart provides greater clarity regarding the reallocation of resources for the Outside Operator across

the 5 shifts. The sixth Outside Operator position identified as obsolete in terms of shift-working capacity will be absorbed into the Day Operations team. Figures 4 and 5 demonstrate a structure aligned with the flexible model suggested by Legato and Monaco (2003).



What can we achieve?

Consistency - Deliver positive outcomes through routine engagements and interdepartmental collaboration, ensuring dependable performance in day-to-day operations.

Collaboration - Open communication, mutual support, and teamwork across all departments to achieve Dragon's shared objectives.

Cost - Deliver efficient, cost-effective solutions by balancing operations support with affordability while maintaining strict control of OPEX.

Dragon LNG and Dragon Energy

Figure 5 - High Level Overview of What Change Can Achieve (compiled by author, 2026)

Implementation of the proposed changes ensures consistency and continuity of operations, bridging shift handovers. Continuity of operations personnel in a day-to-day role capacity also encourages cross-departmental working. The planned change is expected to improve the operations department's efficiency and reduce associated costs.

The transition from the current shift structure to the proposed one can be understood through Lewin's three-stage change model (Majka, 2024). The identification of inefficiencies and the case for restructuring outlined represent the unfreeze stage, in which the existing state is challenged, and the need for change is established. Lewin's Change Model is shown in Figure 6.

Lewin's Change Model

Lewin's change model

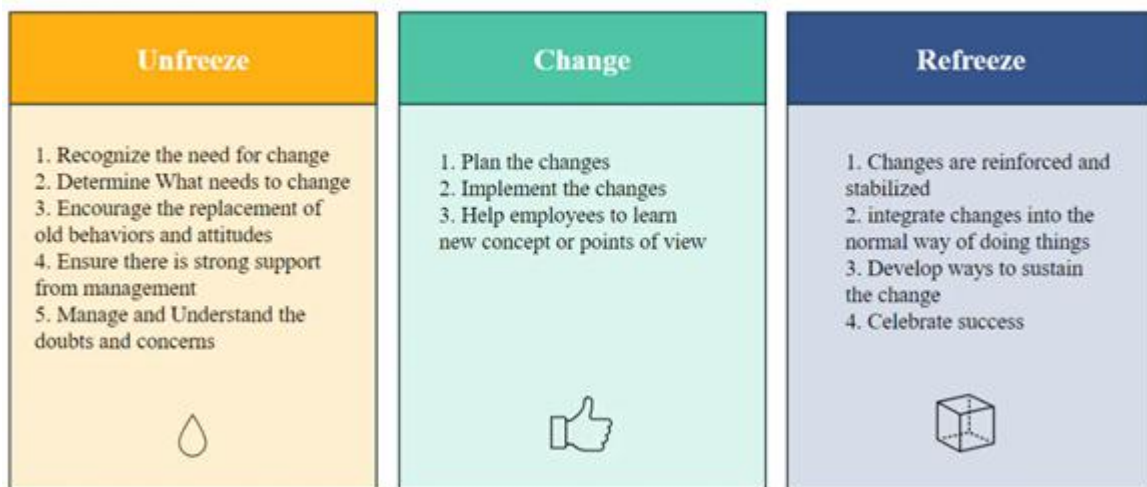


Figure 6 – Lewin's Change Model (Nash, 2023)

The Dragon LNG operations department's recognition of the need for change and identification of what is required to effect it are consistent with the unfreeze element of Lewin's model. Support from management was successfully concluded as a prerequisite before communicating with operations personnel. Operational inefficiencies, cost constraints and compliance risk served as driving forces, compounding the need for change. Management authorisation and the formal communication to staff on the 18th of December 2024 (as detailed in Figure 7) marked the point at which the organisation was prepared to transition from the current state.



Timeline for Change

Date	Change Activity
13 December 2024	Shift Supervisor meeting - Final confirmation prior to roll out
16 December 2024	Meeting request to all Operators
18 December 2024	Communication sessions: • Works Council and Union Representatives @ 10:00 • Operations team @ 17:00 • Phone calls for Operators unable to attend the communication session Q&A period opens – Shift Supervisors to act as POC
18 December 2024 – 03 January 2025	Day Supervisor position EOI period – Day Supervisor Job Description to be shared with current Shift Supervisors & Stand In Shift Supervisors
05 January 2025	Feedback deadline from Q&A period
06 January 2025	Communicate Job descriptions and open application window
06 -12 January 2025	Questions & feedback to be discussed by Shift Supervisors and Operations Manager, any changes to be communicated by end of this period.
19 January 2025	Application window closes – recruitment process to follow.
03 March 2025	Change to manning philosophy – inc. jetty post disconnection demanning – GO LIVE
03 March 2025	Day Team- GO LIVE

Dragon LNG and Dragon Energy

Figure 7 - Change Timeline (compiled by author, 2026)

The timeline for change referenced in Figure 7 illustrates the methodical process utilised to ensure two-way communication throughout the process. (Schneider, 2023)

emphasises the importance of conveying information, stating ‘The team needs to prepare the organisation through stakeholder involvement and clear communication plans’. The timeline and execution of activities demonstrate effective communication with those involved.



Figure 8 - Kotter's 8-step change model (BiteSize Learning, 2024)

Kotter's 8-step change model offers an alternative, proven structure for implementing change. The activities described in the timeline for change (Figure 7) align with the fundamentals of Kotter's model (BiteSize Learning, 2024). Figure 8 represents the eight steps that form Kotter's theoretical framework for change.

Table 1 - Kotter's 8-Step Model vs Dragon LNG Change Timeline (compiled by author, 2026)

Dragon LNG Operations Restructure — Kotter's 8-Step Model vs Timeline for Change					
Source: Kotter (1996); Dragon LNG Change Timeline (compiled by author, 2026)					
Step	Kotter's Step	What Kotter Prescribes	Dragon LNG Activity	Date / Period	Alignment Commentary
1	Create a Sense of Urgency	Identify and communicate a compelling reason why change is necessary. Make the need for change obvious.	Go Live date of 03 March 2025 communicated. Inefficiencies, cost pressures and compliance gaps formally identified.	Dec 2024	The formal identification of operational inefficiencies and a fixed Go Live date created urgency. Staff were made aware the change was happening — not subject to vote.
2	Build a Guiding Coalition	Assemble a group with enough power and credibility to lead the change effort.	Shift Supervisors engaged as Points of Contact (POC). Operations Manager and Leadership Team (LT) driving the programme.	Dec 2024	Shift Supervisors were central to communicating and managing the change at team level, forming a coalition between senior leadership and frontline staff.
3	Form a Strategic Vision	Create a clear vision of the future state and develop a strategy to achieve it.	Proposed shift structure and Day Operations team model developed. Manning philosophy documented and presented.	Dec 2024	The proposed organisational structure (Figures 3 & 4) represents the strategic vision — a clear picture of the desired future state communicated to all staff.
4	Enlist a Volunteer Army	Communicate the vision broadly and recruit a large group of people to drive change.	EOI (Expression of Interest) period opened for Day Supervisor and Day Operator roles. Application window opened 05 Jan 2025.	18 Dec 2024 – 19 Jan 2025	Staff were invited to volunteer for day roles. The EOI and open application process directly mirrors Kotter's step of enlisting willing participants before resorting to selection.
5	Enable Action by Removing Barriers	Remove obstacles to change. Empower people to act on the vision by addressing structural and procedural barriers.	Q&A period held. Shift Supervisors act as POC to resolve concerns. Feedback deadline set 05 Jan 2025. HR and contractual queries addressed.	Dec 2024 – Jan 2025	The structured Q&A process and management responses (29 documented questions) directly addressed barriers — contractual concerns, fatigue risk, operational coverage — enabling staff to proceed with confidence.
6	Generate Easy Wins (Short-term Wins)	Plan for and create visible improvements early in the change process to build momentum.	Day Team Go Live 03 March 2025. Early benefits of consistent presence and project support expected to become visible quickly post-launch.	Mar 2025	The Go Live marks the beginning of tangible results. Early visible benefits — reduced overtime, improved handover continuity — serve as short-term wins to sustain momentum. To be monitored post-implementation.
7	Sustain Acceleration (Increase the Pace)	Build on early wins. Keep driving change rather than declaring victory too soon.	Ongoing review of Day Team working practices committed to. Ways of working to evolve and adapt to meet business needs.	Post Mar 2025	Management commitment to continuous review and adaptation (Q11, Q24 responses) aligns with Kotter's instruction not to ease off after initial implementation.
8	Institute Change	Anchor the new approaches in the culture. Ensure the changes are embedded and seen as the norm.	24-month minimum secondment period established to ensure continuity. Ongoing monitoring by Day Supervisor and Operations	Ongoing	The 24-month minimum commitment is a deliberate mechanism to embed the new structure and prevent regression. This directly reflects Kotter's refreeze concept — institutionalising change so it becomes the new normal.

Table 1 has been formulated, using the timeline for change (Figure 7) and Consultation Feedback (Appendix A), whilst incorporating Kotter's 8 Step change model. The table clearly demonstrates how Kotter's theory has been applied throughout the change-planning process.

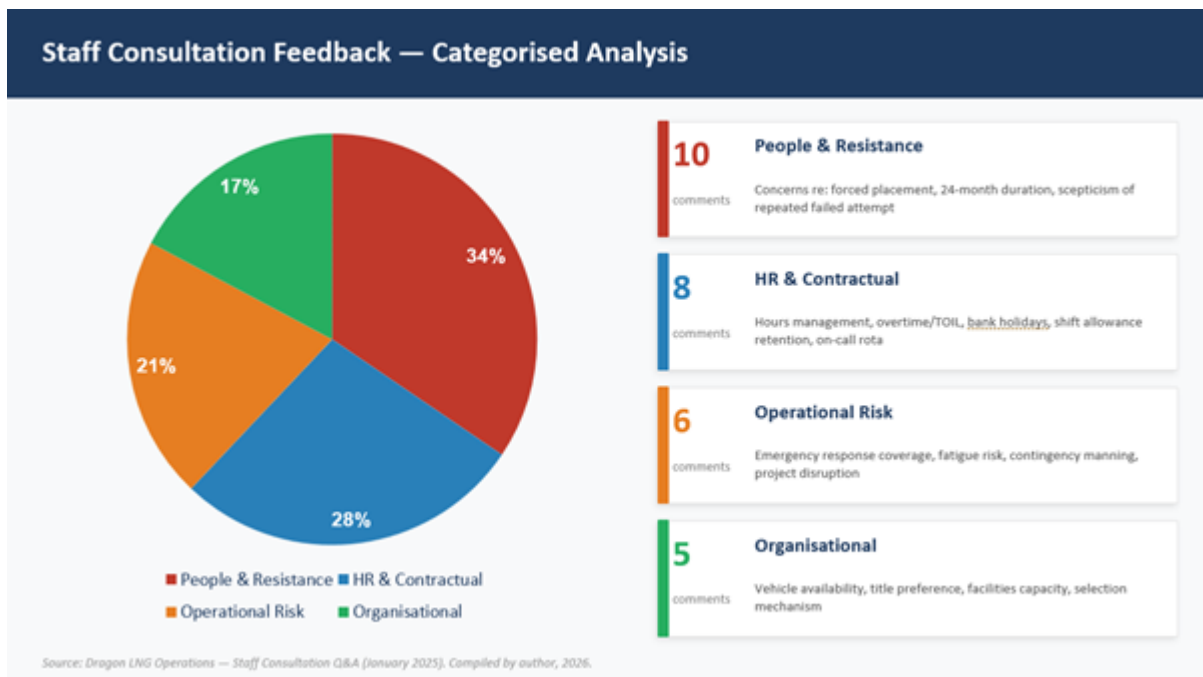


Figure 9 - Staff Consultation Analysis Pie Chart

The analysis shown in Figure 9 was derived from staff consultation feedback. The information has been filtered and categorised into restrictive factors. The chart emphasises that the grouping "People and Resistance" is the largest contributor to resistance. The information in Figure 9 enables further interpretation of the need to address these factors and their drivers.

Other sources of resistance include the HSE (Health and Safety Executive, 2003), where guidance identifies that several factors must be addressed when proposing structural changes at COMAH-regulated facilities such as Dragon LNG. Elements include workload assessment, competence assurance, emergency response capabilities and potential knowledge loss, each representing a legitimate restraining force that must be assessed and controlled during the change implementation process.

Competence assurance must be met; personnel transitioning to the newly formed day team should be adept at executing the responsibilities of a defined role, or specific training arranged to enhance competency to a level that ensures compliance. The same applies to the loss of resources, resulting in the loss of knowledge and experience from the shift. A requirement to balance knowledge and experience across shifts is critical to meet safe operational demands.

Emergency response capability presents another restrictive factor and the resulting challenge, ensuring that resources and planning are sufficient to address potential scenarios a COMAH site may face. (Health and Safety Executive, 2015) stipulates statutory duties regarding the adequacy of emergency arrangements. Reducing the

number of staff on shift must be assessed against the COMAH Reg 12 obligations to ensure the facility's emergency plan remains attainable with a revised structure.

The implementation of a day team structure will necessitate an initial financial outlay, which will serve as a restraining factor. The associated costs likely to be incurred during the transition are overtime payments to maintain minimum shift coverage, training expenditure to ensure competency requirements are met, and general resource costs to manage the change programme. The connected expenses are consistent with Lee-Bourke (2023), who identifies these expected components in any change initiative, regardless of scale. Importantly, these costs are non-recurring, meaning they are finite for the transition period until the change is consolidated, and should be weighed against the driving force financial impact.

Employee Motivation

Sustaining employee motivation through the transition is a critical management obligation. Herzberg's Two Factor Theory, as discussed in Mullins (2016), distinguishes between hygiene factors – in which absence causes dissatisfaction – and motivators that actively drive engagement. The restructuring risks compromising hygiene factors such as job security and team stability, reflected in the people and resistance category, dominating figure 9. Left unaddressed, this leads to active disengagement, regardless of the change's operational merits.

Conversely, the day team structure enhances Herzberg's motivators for transitioning personnel, offering greater responsibility, project ownership and development opportunity. Management's coordinated communication and consultation approach (figure 7) demonstrates awareness of this situation. Schneider (2023) reinforces that transparent communication and employee involvement are the most effective tools for retaining motivation during transition. Clearly communicating the development opportunities to affected staff remains the most effective step management can take to convert residual resistance into authentic commitment.

Lewin's Force Field Analysis

Force field analysis, originally developed by Kurt Lewin, provides a well-defined framework for evaluating the competing forces that influence organisational change (Burnes and Cooke, 2013). Figure 10 depicts the driving forces for change and the opposing restrictive forces identified during the Dragon LNG Day team implementation process.

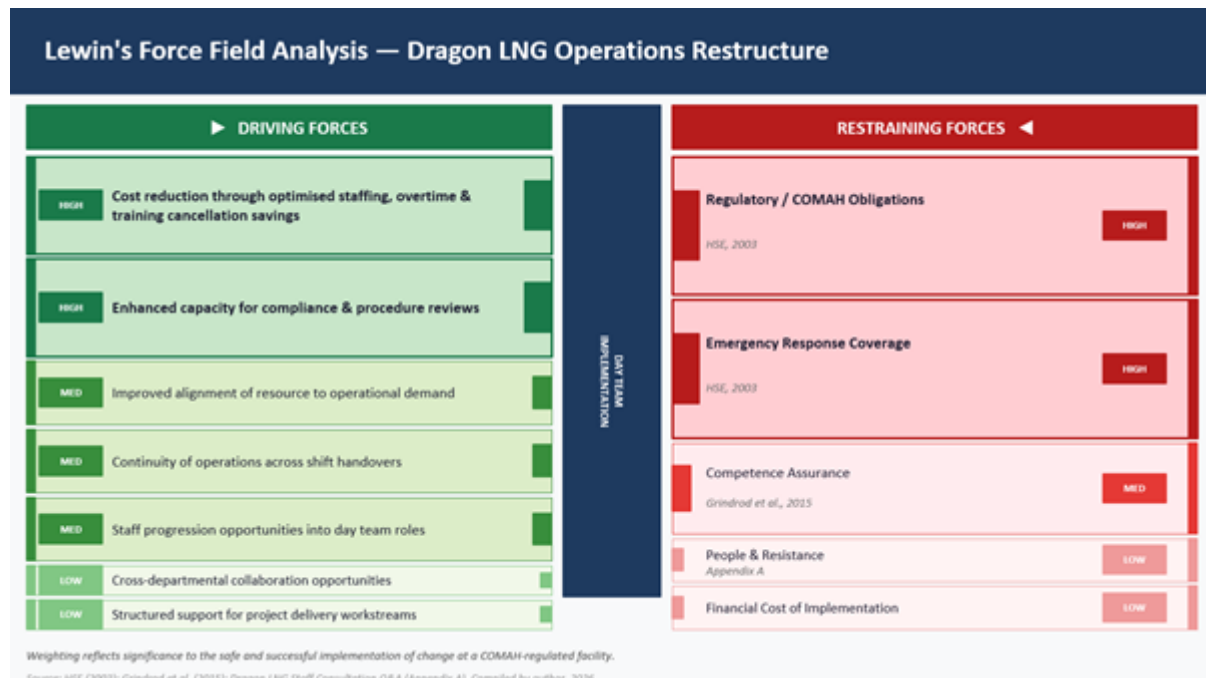


Figure 10 - Force Field Analysis Dragon LNG Operations (compiled by author, 2026)

The driving forces identified in Figure 10 present a strong argument for change. Operational inefficiency is the most significant driver; the existing structure requires full-shift manning regardless of demand, resulting in underutilisation and recurring costs through overtime premiums and training cancellations. Regulatory compliance represents an equally pressing driver; as a COMAH-regulated facility, Dragon LNG carries statutory duties around procedural currency and competency assurance that the current structure fails to adequately resource (HSE, 2003). The day team also creates conditions for workforce development, consistent with Mullins' (2016) assertion that organisations that invest in employee development sustain stronger long-term performance.

The restraining forces, whilst legitimate, are predominantly transitional. People and resistance are the largest category per Figure 9, driven by role uncertainty consistent with Kotter and Schlesinger (1979). Competence assurance and emergency response capability present more substantive COMAH-specific constraints requiring formal risk assessment prior to consolidation. Where driving forces outweigh restraining forces in

magnitude and duration, Lewin's model supports the conditions for sustainable change (Burnes, 2004) — the evidence at Dragon LNG satisfies this.

Conclusion

This report has examined the operational restructuring of the Dragon LNG operations department through the application of Lewin's Force Field Analysis and three-stage change model, supplemented by Kotter's 8-step framework and Herzberg's Two-Factor Theory.

The analysis shows that the driving forces for change — operational inefficiency, recurring costs, regulatory compliance risk, and workforce development opportunities — are structural and enduring. The restraining forces, whilst substantive in a COMAH-regulated context, are predominantly transitional and manageable through planned intervention. Lewin's model backs the conclusion that where driving forces outweigh restraining forces in both magnitude and duration, the conditions for sustainable change are present (Burnes, 2004). The evidence at Dragon LNG satisfies this condition.

The change process itself reflects sound management practice. The systematic communication timeline, formal consultation, and staged implementation closely correspond to Kotter's 8-step model, as shown in Table 1. The two-way communication approach adopted throughout is consistent with established best practice and has demonstrably reduced, though not eliminated, resistance.

Lewin's refreeze stage requires that change is consolidated and embedded before it can be considered complete (Majka, 2024). At Dragon LNG, this necessitates formal post-implementation review, updated competency frameworks, and continued management reinforcement to ensure the new structure is sustained operationally and culturally. Failure to complete this stage risks regression to prior working practices, undermining the investment made in the transition.

Overall, the Dragon LNG Day team's implementation represents a well-founded, well-managed transformational change, with the conditions in place to ensure long-term success.

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