

Skills for the Workplace

Module Assignment Submission

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Module No:	BMSK_LON_6003
Module Title:	Leading and Implementing Workplace Change
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Introduction

The focus of this report is to discuss change, how it is implemented and what effects it has in the world, and in particular football. Toffler's famous comment some decades ago "There is only one constant today and that is change" Change is inevitable in every form of life whether we like it or not. How change is adapted and handled is imperative to survive in business; from the world of enterprise, to the world of sport. It is often said, that it's not what happens, but how you deal with it that matters most (Epictitus).

Arguably the biggest sport on the globe is football. On a daily basis, more and more people both old and young are getting involved, whether it is watching, managing, playing, scouting or coaching. However, the game is changing rapidly and so technology must also keep up with the beautiful game. The main bone of contention is when referees get decisions wrong, If only you could freeze the game. Subsequently, with Video Assistant Referee VAR you can actually do this. Armchair fans have the privilege of viewing the replays on TV whilst watching Match of The Day or a live match. Now referees can do the same to ensure fairness and honesty is upheld. However, the VAR has not been short of controversy, the author will elaborate and discuss this in a case study on VAR the beautiful game and it's flaws will be unveiled.

Football manages to engage people despite your colour, creed, religion, gender or status. It is a trend that is unlikely to cease anytime soon. Mandela once said: Sport (football) has the power to reshape the world. It can inspire and unite people in a way that nothing else comes close to doing. It is multilingual, being able to speak to the individuals in any language around the globe. It creates hope for those who once believed there was no hope. (Developing Relationships and Workplace Achievement, 2019).

Sport (football) is more powerful than government, in helping to break down racial and sexual barriers. It does not appreciate discrimination and constantly laughs in its face (Edwards, 2013)www.cnn.com.

However, football alone, cannot eradicate the problems the world is facing today, it can just about manage incidents within the beautiful game.

Nevertheless, football/sport when incorporated within the educational, workplace institutes from early can help develop the communication skills of individuals. However, not every aspiring young footballer is going to make it.

Therefore, it is imperative to remain honest and look at other development vehicles that can assist. The author emphasises that assistance is needed at some stage in our lives and referees, who are constantly in the firing line need help as this makes the sport more honest and transparent. Teaching how to be honest is an important factor the world over. Having such values transcends throughout your professional career. Enhancing diversity can help sustain and maintain a positive outlook on the globe. Hagemann (2017), suggests when looking from a managerial holistic view, football/sport should be integrated with other programmes to achieve optimal results. Managers must know what hat is best to wear when dealing with individuals, especially when it comes to developing them (Bono, 2017)

In today and tomorrows world, developing individuals is something managers must be able to do. Organisational change is quite likely to occur at some point in one's career. In sport, for example, this seems to be all-too often. It is seen when a football manager is not performing as expected, change is inevitable as they are not discreetly sacked, or when teams are taken over by new sponsors, and merge with other companies, with a different approach and management style the team are not used to. Whether involuntary or by choice, it is often a period of flux for those who cannot adapt to change, as it is inevitable without so to speak "jumping on the bandwagon and going with the flow", ultimately you will be left behind. Generally, in all its forms, this can be quite a testing time, that is riddled with uncertainty, instability and apprehension for those caught up in it. This is one of the reasons several organisations turn to sports coaches/psychologists, consultants and change management techniques to help guide them through this transitional period.

Although, sports coaching can be a tough job, an already heightened and tense environment can be amplified during difficult times such as these. Let us take for example, Arsene Wenger, he was at the helm of Arsenal Football club for more than two decades as the Head Coach/Manager. The first decade was trophy laden as success came relatively quickly and was sustained with modest resources, in the eyes of many he was undoubtedly one of the best coaches around. Not only on the field but also off it his playing personnel displayed affection for him and he was often seen as a true father figure to many of them. Perhaps his greatest advocate, French striker Thierry Henry as well as many others such as Patrick Vieira, Cesc Fabregas and Robert Pires have described him as such (Auclair, 2013).

During Arsene Wenger's first decade he managed to achieve a feat that no other English Premier League manager has accomplished to date. With solid Team working Together, Everyone, Achieves, More, With, Outlined, Realistic, Knowledge, incorporating, innovative, necessary, goals (Ojugo, 2019). Arsenal under Wenger's leadership went an entire season unbeaten in the top flight thirty eight (38) game season. Also winning the double on two occasions.

Wenger's second decade at the helm was not as successful as the first, although within that period he still managed to win a few Football Association Cup (FA) trophies making him the most decorated manager in the history of the competition winning it a record seven times, which is over half of Arsenal's current haul of thirteen FA Cup wins. Arsene Wenger arrived at Arsenal in 1996, however by the time he parted ways with Arsenal in 2018, an uncomfortable toxicity had begun to develop between sections of the fanbase and club management, the central argument was that Arsenal's reduced trophy haul was evidence of the club's elite status being on the wane. It must be said at this point that Wenger's tenure at Arsenal coincided with a 16 trophy haul.

Arsene Wenger is widely credited with introducing what was seen as revolutionary and innovative practices to the English game when he arrived at Arsenal football club. These centred around diet and tailored training techniques for individual players. He believed that a healthy diet was essential to enhance the mind body and soul (Cross, 2018). Wenger's techniques were considered revolutionary when you consider that alcohol and fry ups were a feature of many professional football players' regime.

It is arguable then that good fortune for a professional football club is cyclical but crucially access to quality resources and applying those resources, be it investment in a playing personnel, support structure and commercial acumen to sustain investments and ultimately success. Without over indulging in Wenger's lot, one can either isolate his fortunes and demise as an inability to adapt to a changing environment that required a level of innovation to navigate change; or we can consider some occurrences that had an impact on Arsenal as a club, the English game and further afield.

The advent of the moneyed football club by oligarch, philanthropist and ultimately by a principality propelled what were once moderate institutions into super clubs. Today we may refer to Chelsea and their money successors Manchester City. Two clubs that are testament to change management and the inability of most other clubs to compete. This direction has resulted in management regime change as decisions at the upper level affect a club's fortunes.

The pressure and expectation on coaches during organisational change can be testing, especially if they are taking on more work, which so often happens. The author made reference to this in a former report (Coaching and Mentoring, 2019).

PESTLE ANALYSIS FOOTBALL VAR:

With the English Premier League soon kicking off VAR will be introduced for the first time in the league, In that said, it was first tested in England on the 8th January 2018 for a FA Cup match contested between Brighton and Hove Albion and Crystal Palace.

Political:

- Taxation
- Health Regulations
- Sanctions
- Macroeconomic Environment
- Sovereign Nations and Favouritism

Economical:

- Inflation, Interest Rates
- Labour Costs
- Wages Increasing
- Sponsorships
- Merchandising
- Governing Bodies

- Ticket Prices

Socio-cultural factors:

- Consumer Behaviour
- Corporate Social Responsibility
- Education
- Hooliganism
- Racism
- Natural Disasters
- Engaging Fans

Technological factors:

- New Media
- Mobile Applications
- Perimeter Advertising
- Goal-line Technology
- Video Assisted Referee (VAR)
- Season Ticket Magnetic Cards
- Laser Panels

Environmental factors:

- Climate change
- Environmental Disasters
- Lower Carbon Footprint
- Corporate Social Responsibility (CSR)
- Pledges

Legal factors:

- Governing Bodies
- Sport Regulations
- Legislations
- TV, Broadcasting Rights
- Bosman Rule
- Players

Both the Porters and Pestle analysis have many things to feel apprehensive about, nevertheless the impact of VAR, has most people looking forward to it. The next section outlines concepts of the change management theories, Laws of the game and VAR how they work in society.

What is organisational change?

Organisational change can refer to the period in a company when its structure, in part or whole, is reviewed to enhance performance. The Cambridge dictionary explains it as “A process in which a large company or organisation changes its working methods or aims, for example in order to develop and deal with new situations or markets. Sometimes deep organizational change is necessary in order to maintain a competitive edge.” This process is also known as change management.

When management structures change at the top, this has a knock-on effect on the rest of the hierarchy. Since strong leadership is a pre-requisite for successful performance, this is an important transformative time in sport. The effects of which can last well up to six months in some organisations, depending on how well it was managed. Another prime example is Manchester United, since Sir Alex Ferguson left the helm, the club has not had much success. During Ferguson’s reign he presided over Manchester United’s most successful period guiding the club to achieve the most premier league titles in the premiership era, as well as the famous treble winning season in 1999 which culminated in the Premier League, FA Cup and Champions League. Central to change management, is putting people before profits, although this is often does not happen in practise. At a time where uncertainty and anxiousness is rife, the sports coach can help promote best practice to make sure that any transition is managed in the most sensitive way.

The role of the sports coach in change management

The first step is to define the role and responsibilities, which are likely to have shifted during a period of change. While traditionally a sports coach might be focused on athletic performance, it could be that during times of disruption, this extends to other parts of the business too and it may well be ambiguous.

Once the duties have been clearly defined, a sports coach may be involved in one or several ways, such as:

- Working closely with management and

- Setting Smart Targets
- Evaluating and objective setting
- Introducing innovative business models for change management
- Helping to overcome resistance to change internally and externally
- Applying tools and techniques to assist with fear and anxiety relating to change
- Evaluating morale and motivation
- Stress management, Mental Health Awareness
- Managing expectations
- Long-term drivers for sustainable change
- Personal coaching

Putting structures in place

One of the roles of a sports coach is to help manage and guide this process from the start. Using the right business models to define a strategy will help it run as smoothly as possible, and hence alleviate stress and increase productivity.

A holistic approach is best advised, looking at actions as a long-term and not short-term solutions. Therefore, the impact of management change at the end of a season, or after a major tournament should be aimed for. This is a natural time of change anyway and will likely have less negative impact and disruption than a mid-season change would.

Leadership succession

One of the most important parts of organisational change is the successful transition of new management, namely the leader. Experts agree leadership succession tends to be a multi layered process with numerous stages to overcome, from removal through to replacement.

Some of these phases include:

1. Pre-announcement anticipation – when there's uncertainty, rumour and speculation about changes coming. This can be a particularly unsettling time, which requires reassurance and clear and honest communication with colleagues.
2. Upheaval – once a change has been announced, this can cause people to look back at how things were, comparing them to how they are now. *This is often a time when people are most resistant to change as they come to terms with the new world order.* As such, this is a time that management can focus on listening to individual feedback and offer reassurance.
3. Integration – this is the early period where process and practice starts to alter in line with the changes. It's often a time where new norms are developed.
4. Normalisation – eventually, everything goes full circle, as teams accept that things have changed. It can also be a reflective time where colleagues look at new skills and knowledge that might need updating too. This is a prime opportunity to introduce new learning and training initiatives.

Learning and development

More studies are required to understand why teams perform worse following a change of management and how a sports coach can play a role (REF). It can be a demotivating experience to lose a valued manager. Some believe that it may be a particularly stressful time, and can have a psychological impact on the athlete and their eventual performance. Another factor to consider is the new way of working implemented by the new manager. Evidence from Audas et Al (2002) suggests it can take around three months for a team with a new manager to adapt to subsequent changes and tactics in their playing style.

One way a sports psychologist can aid the process is by encouraging coaches to consider individual responses to change. Another is offering learning courses, training and career building opportunities. Hand-in-hand with change management is the opportunity to grow and promote team members. Often, new management may be keen to upgrade their teams. This is best pitched as an opportunity to learn, develop and enhance skills in the workforce. Allison Brittain CEO of Whitbread constantly applies methods within her work force by team working

Mentoring

During a time of upheaval, an effective sports coach can have a positive role on players mindset. Their role is to remind them of their own journey and to maintain morale and motivation, both on and off the pitch. Using sports psychology techniques such as, self-talk, self-realisation and positive thinking, coaches can help athletes feel valued, to remain in control of their performance and stay focused. Other techniques such as guided meditation and breathing techniques can be useful for those suffering anxiety related to the change.

As with one-on-one meetings, sports coaches should have weekly catch ups to meet team members and talk through concerns they might have. This is where measures can be put in place to assist with any challenges. While the coach might not be able to provide all the answers, it is possible to make the transition that bit easier.

Introduce change gradually

Sports coaches can guide management to take their time and implement change gradually, as they get to know the team around them, and the athletes get the to know them too. Imposing new ways of working can be disruptive and confusing. It also shows that the management has not taken time to consider individual needs. Businesses and managers must look at ways to align their needs with those of their teams.

Businesses and organisations can use the period of change management as an opportunity to review and reassess how your organisation works and what doesn't. What needs to be changed, and what doesn't. It might be a time to reconsider what your business stands for, the values, and can provide an opportunity to listen to colleagues and redefine a new way that works for everyone.

Use appropriate models

As discussed, business models offer a framework that can be implemented during times of change. Whether it is the GROW model (REF?), commonly used for problem solving, or Lewin's three-step model (REF), which involves 'unfreeze, change and refreeze' phases, the later similar to the stages used with the video assistant referee (VAR).

CASE STUDY: VAR - The Beautiful Game and the Flawed Veil

What we know about VAR:

What is it?

VAR stands for Video Assistant Referee. In a nutshell it is technology that is utilised by those who officiate competitive football games to ensure the laws of the game are adhered to with a level of transparent accuracy. This tool reduces human error in decision making and as such promotes fairness and is currently the most effective in game management system endorsed by the world football authorities.

VAR is a holistic system that builds on the pre-existing goal-line technology or GDS (Goal Decision System) that by definition determines whether a goal has been scored by crossing the goal line.

So when is it used?

The following is an extract taken from FIFA.com the international body governing world football:

Three main incidents (plus one administrative) when VAR is used have been identified as game-changing. VAR is a mechanism to help uphold the laws of the game	
	GOALS The role of the VAR is to assist the referee to determine whether there was an infringement that means a goal should not be awarded. As the ball has crossed the line, play is interrupted so there is no direct impact on the game.
	PENALTY DECISIONS The role of the VAR is to ensure that no clearly wrong decisions are made in conjunction with the award or non-award of a penalty kick.
	DIRECT RED CARD INCIDENTS The role of the VAR is to ensure that no clearly wrong decisions are made in conjunction with sending off or not sending off a player.
	MISTAKEN IDENTITY The referee cautions or sends off the wrong player, or is unsure which player should be sanctioned. The VAR will inform the referee so that the correct player can be disciplined.

Figure X: Source - <https://football-technology.fifa.com/en/media-tiles/video-assistant-referee-var/>

How does it work?

STEP 1	<i>Incident occurs</i> The referee informs the VAR, or the VAR recommends to the referee that a decision/incident should be reviewed.
STEP 2	<i>Review and advice by the VAR</i> The video footage is reviewed by the VAR, who advises the referee via headset what the video shows.
STEP 3	<i>Decision or action is taken</i> The referee decides to review the video footage on the side of the field of play before taking the appropriate action/decision, or the referee accepts the information from the VAR and takes the appropriate action/decision. As good sports coach, will find what strategy works best for the organisation and ensure that teams are colleagues are both aligned in its approach.

Figure X: Source - <https://football-technology.fifa.com/en/media-tiles/video-assistant-referee-var/>

The VAR system as described above was first introduced in top flight football in Europe via the Bundesliga in Germany and in Italy's Serie A at the start of the 2017–18 season and later in Spain via the La Liga at the advent of the 2018–19 season.

Before, we elaborate on the deliberately provocative title of this case study it would be wise to take us back to 1966 and the Fifa World Cup final contested by England and West Germany at Wembley. Imagine the scene after 90 minutes both teams were locked in a 2-2 stalemate, extra beckoned. On the 101st minute England striker Geoff Hurst's second goal put England 3-2 ahead with what is perhaps the most controversial goal awarded in world football to date. You see England went on to score a fourth goal to win their one and only World Cup, however for over fifty years Hurst's second and England's third goal has been in dispute. Did it cross the line? Well the then West Germany captain Uwe Seeler believed Hurst's goal never bounced over the line and he has continued to argue this point at 82 years of age.

Fast forward to the 2010 World Cup in South Africa when England and a now unified Germany met in the last 16 knock-out stages. Germany had raced into a 2-0 lead, England defender Mathew Upson had pulled a goal back to make it 2-1. Frank Lampard, England midfielder, looked to have given England parity when his long range effort appeared to have crossed the goal line after hitting the underside of the bar. The goal was not given and Germany went on to win the game 4-1. It is widely acknowledged that this occurrence was one of the main reasons FIFA introduced goal-line technology to the World Cup in 2014, Brazil.

As previously stated the VAR was birthed in some of Europe's major leagues in 2017, but it was not until the knock out stages of the UEFA Champions League knock out stages and latterly the Women's World Cup in 2019 that VAR really came to the fore. Authorities in the game had previously employed additional goal line referees with little success largely due to how fast the modern game has become over the last fifty years. VAR would do as it says and assist the match officials to ensure in game decisions were correct and did not fall foul of human error.

Controversy and VAR

In the 2019 Women's World Cup, Cameroon and England met in a group game that would ultimately eliminate Cameroon from the competition. The controversy is that not once but twice the referee overruled VAR advice as Cameroon threatened to walk off the pitch during the clash. The referee had rejected advice on an England penalty claim and awarded it whilst also refusing to dismiss a late challenge on an England player.

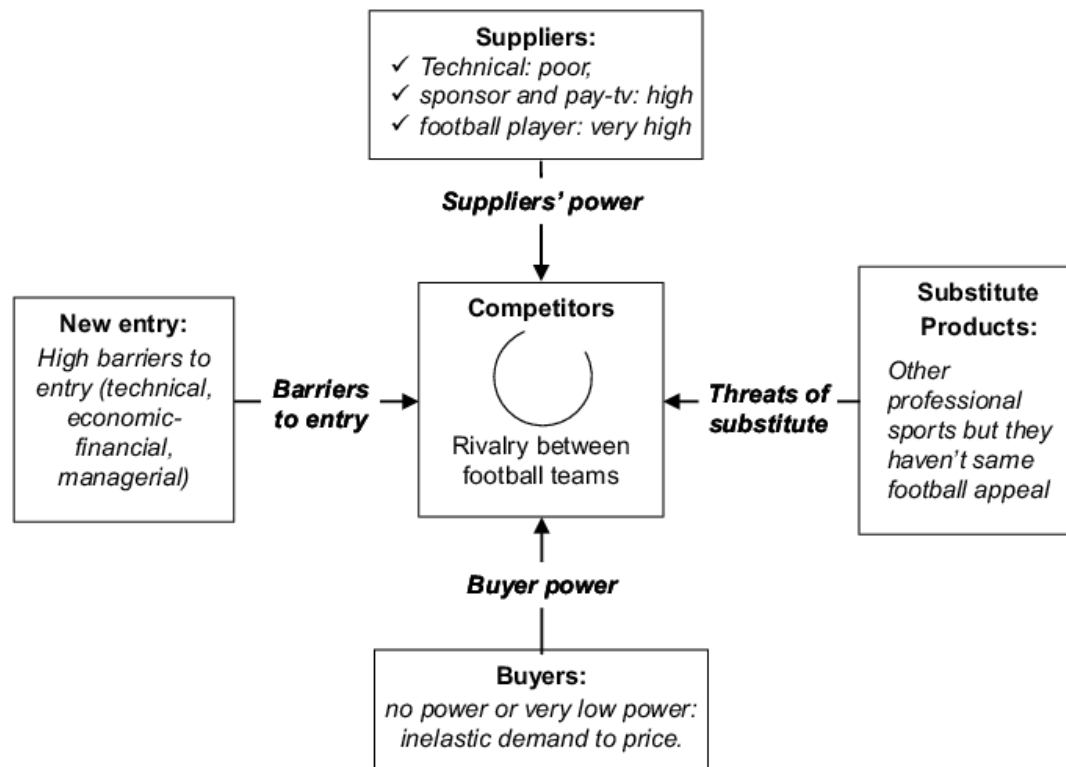
More recently we have seen the impact of VAR when it was introduced to the English Premier League at the start of the 2019-20 season. The game in question is Manchester City v Tottenham Hotspur, at 2-2 injury Manchester City striker Jesus thought he had scored the winner in injury time only to find the goal ruled out due to a VAR ruling. The controversy is that just before striking the ball into the net the ball in the penalty box, unintentionally touched the arm of the striker as he tussled with the Spurs defender this was considered a handball and the game ended 2-2.

The issue is that whilst VAR made the allowed for the correct decision, a small change in the handball law penalised what would otherwise have been a legitimate goal the season before. Basically, it follows that if a ball hits a striker on the arm however unintentionally a hand ball is the call, however and controversially had the ball hit the arm of the defender unintentionally then a penalty would not have been given.

Since the advent of the 2019-20 Premier league season VAR decisions have been the subject of debate, with players, coaches and TV pundits bemoaning the inconsistencies of its application. You may recall that earlier we discussed Lewin's model that cautioned against introducing change to quickly or in such a way that it is insurmountable. In effect the *refreeze* has only been partially successful because it is still unclear how VAR is being applied since different incidents have produced different results, and the common denominator...the human referee. The technology itself is not problematic but rather its interpretation of game rules by officials, which quite frankly, has always been the case, irrespective of technology.

In closing the impact on football culture is telling. Whilst detractors of VAR have spoken about the expected negative effect on the proverbial chat after the game in the pubs, I'll leave you to guess what they are talking about in the pubs?

Managing Change



Source: Adapted from Porter (1980)

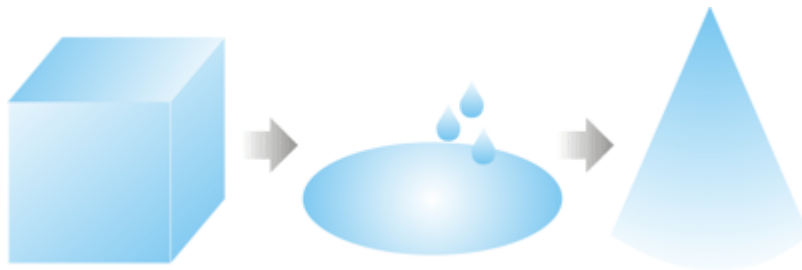
Diagram of Porter's five forces applied to football sector

Kurt Lewin's Model for Change Management

Change is an inevitability and in businesses this is inextricable from business itself. Those who manage change successfully thrive who do not struggle lose market share, traction and mostly likely fail. The chances of success are down to how well change is managed in a particular business environment and the competencies of personnel involved to understand the process and their roles.

In the 1940s Lewin developed his model to make sense of change in organisations. He describes three stages of change management, and it is important to understand how these are applied to our subject matter.

The three stages are basically referred to as Lewis' model of **unfreeze – change – refreeze**. Lewis was a physicist and social scientist by trade and felt that organisational change could be explained by using the process of altering or reshaping a block of ice. The premise is a simple one, you take a block of ice you wish to change in shape from a large ice cube into an ice cone. The first thing to do is melt it (unfreeze) so it is possible to mould the now water into the shape you want (change). The new mould is then solidified into the new shape (freeze).



Picture taken from www.mindtools.com

The aforementioned stages are distinct and enable you to manage transition and control when it is applied. It is a plan to manage change so one need not run head long into a transition without recognising the need to apply a process, this avoids the inevitable chaos of the unplanned and enables you to test the water, so to speak. Lewin stressed the importance of first understanding why a change should occur and the motivations to apply change, it was equally important to challenge long held assumptions about the individual and the relationships within teams and that represents the initial unfreezing stage.

Unfreezing applied

This stage is perhaps the most important step, it comes first. In order to test tolerance to change it is necessary establish and recognise what the status quo is and what aspect(s) of it are simply not working; thus providing context and testing appetite for change. Lewin believes this can take the form of a compelling message explaining why current practices are no longer fit for purpose and cannot be left to continue. It may be necessary to back up the argument with evidence of failings, poor sales or customer dissatisfaction for example which helps to frame things.

The challenge of this stage is to create look at the way things are done and introduce a mechanism for improvement. This will inevitably lead to challenge as people are pulled out of their comfort zone, challenging their beliefs and practices which is not something everyone will accept and evoke strong feelings. Lewin, used the analogy of a building and the desire to add more storeys, however this ambition cannot be realised without first strengthening the foundations to support added down

force. Without such an examination the building would almost certainly collapse. The idea is to effect a controlled crisis that is rather like having a vaccine which contains a very small part of the very poison being targeted to train anti-bodies to recognise and learn how to adapt the body's biology to fight infections. So without such motivational tactics it may not be possible to get that required buy in, take up and participation.

Applying Change

The unfreeze stage will have created a number of uncertainties and evolved into a space where people would begin to look at new approaches. The stimulation of the unfreeze provides possibilities for shaping change in a way that brings about innovation and people begin to support the new direction with their ideas.

Lewin tells us that change is not without pain. Change for change sake is short sighted and detrimental to organisational relationships causing the most pain. The transition from resistance to acceptance is rarely taken up quickly, it can take time for people to embrace change unless they can see a benefit to them. When the momentum of the majority has materialised and the elements put in place the new regime would have already been suspended or unplugged, shaped and ready to be applied or plugged in for go live. It is important to understand however, that no matter how compelling an argument for change is, some will not see the benefit of change. To counter voices of dissent Lewin suggests that both time and effort as well as being hands on are effective ways of not leaving anybody behind.

The Refreeze – applying the change

The refreeze is effectively the finished product or mechanism to be administered. The old practices are no more and those support mechanisms would have re-purposed and applied to support the “relaunch”. The organisation must be diligent and manage the relaunch by institutionalising the change and imbedding them into everyday business. In order ensure uptake of the new sensibilities it is also necessary to allow time for the new changes to sink in and become the norm. So a staggering or staged application could be introduced as bite-sized, digestible chunks that are manageable for those who may feel overwhelmed by the new ways of working, to feel more comfortable about losing something that was so familiar. By taking this approach one is able to control things, ramping things up from 0-10 will result in confusion and dissent so giving people time for things to sink in is always preferred and more successful.

Conclusion

Change management is essential to the successful roll out of new innovations. However, without clear guidance and time to absorb fundamental change of culture the very inefficiencies the change was supposed to resolve can not only fail to take hold but introduce new inefficiencies. It is also the case some individuals or groups will not see the benefits of change because they cannot see how it benefits them personally. The momentum of time and normalising of practices ultimately reflect how successful change is and this is down to how well change is managed.

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