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Module: **Change Management**

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Emma Carrington

Date: December 2020

The art of progress is to preserve order amid change and to preserve change amid order.
—Alfred North Whitehead

Introduction

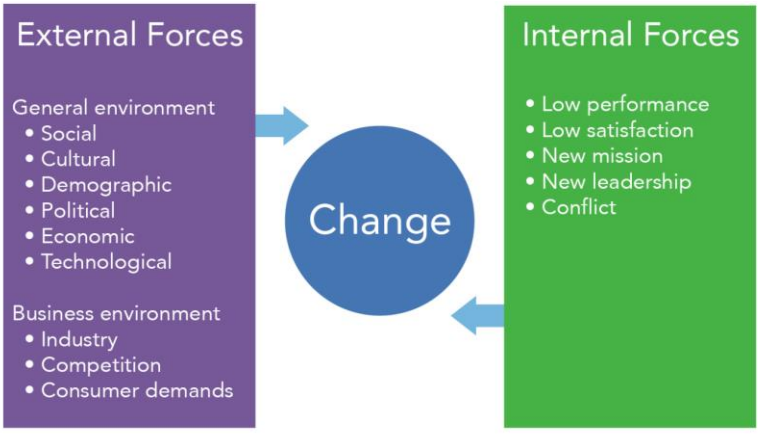
This presentation aims to develop managers' understanding of change and inform you of best practice when implementing change within your organisation.

Definition of Change Management

- Change management is the “leadership and direction of the process of organisational transformation – especially with regard to human aspects and overcoming resistance to change” (Fincham & Rhodes 2005, p525)
- SRHM defines change management as the systematic approach and application of knowledge, tools and resources to deal whit change. Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment.

CIPD (2011) proposes that change is frequent and occurs within an organisation approx. every 3 years (Leigh, 2018; Rees & Hall, 2016)

Change Management: internal and external drivers



https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/forces-of-change/

In order to create effectiveness within a organisation Lunenburg (2010) states organisational change is needed to take it from its present state to the desired future state. As a reaction to changing organisation environments, such as internal / external drivers that happen in a crisis' i.e. the pandemic, Jones (2004) and Van de Ven & Poole, (1995) proposes this is when organisational change occurs. Fullan, 2011; Hargreaves, 2011 and Spector, 2011 state that with every change that takes place there will be an internal driving force. External forces occur in the external environment whilst internal forces are under the control of the organisation (Blankstein, 2010; Duke, 2011; Fullan, 2011; Hargreaves, 2011; Lunenburg, 2010; Mdletye et al, 2014; Spector, 2011; Smylie; Creemers, 2011).

External Drivers of change: HEIW Pestle

- **Political –** Government policies beneficial/detrimental to HEIWs success and whether the political environment is stable or likely to change i.e. Brexit.
- **Social –** Human behaviour or cultural trends have a role in HEIW. There has been a change in attitudes towards work and careers with the need to find a work life balance becoming an increasingly important requirement for HEIW employees.
- **Technological –** Innovation and technological advancements by recognising the need to make progress on the digital and technologies agenda going forward.

A pestle helps organisations identify future threats and puts measures into place to prevent or minimise its impact(CIPD, 2018; Pettigrew and Whipp,1993; Luneburg, 2010;).

Political. Restrictions by government can force organisations to change, such as changes in electorate. Due to organisations having a statutory duty to comply with new laws will lead to a forced change (Bryson, 1988; Senior, 2002; Childhope, 2004; Luneburg, 2010). When GDPR laws were introduced HEIW had to change their operations and put steps into place to confirm that all employees comply with the new law and the Wellbeing of Future Generations (Wales) Act (2015). HR function are tasked with the development more sustainable workforce solutions, which rely less on short term, expensive solutions (agency staff). This a key factor in HEIW which links to the UK government & Welsh Government 10 year 'modernisation change programme' of public services (White Paper, 1999). The aim is to deliver a more responsive and high quality measured, through better results, public service. However a combination of external and internal factors drive this change.

Technology In order to maintain a competitive advantage in the labour market organisations have to adapt to new technology, whilst demonstrating cost effectiveness and return on investment. This can have an affect on the organisational

structure, which can lead to organisational change (Childhope, 2004; Brimley & Garfield, 2009; Lunenburg, 2010; D'Agustino, 2011). HEIW long term plan and the workforce implementation plan is to create a digitally ready workforce able to use new technology and medicines and to adapt to new ways of working (Topol Review, 2019; Imison, 2019).

Changing social trends that typify peoples values, habits, norms, attitude and demographic characteristics can pressure organisations into making changes. Mdletye et al suggest organisations need mindful that these often become reflected in employees aspirations, needs, wants, interests and ways of working and living. It could be debated that these social changes are enhanced by forces such as individuals level of education, feeling of autonomy, and urbanisation, which affect the behaviour of individuals in organisations. Senior, 2002; ChildHope, 2004; Brimley & Garfield, 2009; Lunburg. 2010, suggest that these changes require organisations to change their operations to meet new trends in demography, stakeholder requirements and customer buyin.

Internal factors.

Management Styles

Organisational culture and identity challenges within the organisation can be affected by inappropriate leadership behaviours. Insufficient professional guidance, assistance, advice or support_may result in low employee engagement and morale, negative organisational identification, job dissatisfaction, low organisational commitment and loyalty. In order to promote organisational performance in terms of effectiveness and efficiency, Senior, (2002) advocates a need to change management policies

Organisational Strategy, structure, systems, practices and procedures

Organisational policies, practices, procedures, processes and systems allow organisations to become more agile and respond to change. Senior managers and HR need to work collaboratively in planning and communicating change management (Grint, 1997, p1; Sage, 2020). According to Ulrich (1997) HR functions need to support organisations to benefit from change and capitalise on change management processes. This will shape and identify key organisational successes. Effectiveness and efficiency mechanism can enhancing organisational performance to drive change i.e. when organisational-performance improving aspects become ineffective an

organisations operations management arrangement becomes deficient too and this creates a need for change (Luneburg, 2010; CIPD, 2019; Mintzberg, 1994;; Hutchinson & Purcell, 2003; Boxall & Purcell, 2008; Conner et al, 2012).

Performance gaps

Inefficiencies and poor service delivery within organisations generate organisational performance gaps. This can have a negative impact on clients service delivery, and risk organisations not meeting organisational goals and objectives. Alexander & Alexander, 2009 suggests that organisational changes is therefore essential to close organisational performance gaps.

Enabling change

Organisational factors such as behaviour structure, culture, history, and politics (Pettigrew, McKee, & Ferlie, 1992) are reflective and influence culture (Nahmias et al, 2010;Carnall, 2003; Luecke, 2003; Burnes, 2003; Burnes, 2004; Balogun & Hope Hailey, 2008; Pettigrew, McKee, & Ferlie, 1992). Organisational culture influences employee behaviour through employee perceptions of climate (i.e. policies and practices) (Schein, 1990; Brewster et al 2008; Brown, and Smit, 2006; Pellegrinelli et al, 2007; Morrison et al, 2008; Telco Case Study; Shoot, 2019). Culture can create both roadblocks and shortcuts to change, depending on whether it clashes with or is aligned with the change (Enclaria, 2020). Nevertheless, when culture is positive, healthy and supports project goals it's easier to achieve outcomes. In contrast, when culture is unsupportive, there is a necessity for better planning and management of factors throughout the project. Morrison et al (2008) concluded that culture should be treated in its own right whilst identifying its interface with all other factors identified (Shoot, 2019)

Organisational Development practitioners have a crucial role in managing organisational culture, and specifically facilitating cultural change (CIPD, 2020). HR can gain incite into the receptiveness of organisational change by holding informal focus groups and using analytics within staff surveys to establish the culture of the organisation It's essential an organisation takes time to plan change and individuals involved within the change have an opportunity to be involved(Taylor & Woodhams, 2016).

The Positive Employee Practice Institute suggests that if organisations can demonstrate they take time to methodically plan for change, the goals, purpose and benefits of the change are communicated to everyone within the organisation, along with open dialog regarding the disruption they may create and difficulties that might need to be addressed (and are quick to fix them), The culture is likely to be more receptive to innovative change initiatives.

HEIWs culture is based on a strongly held and widely shared set of beliefs' that are supported by strategy and culture (Wilkinson & Taylor, 2016; Bersin, 2015). This is reflected policies such as the Communication and Engagement Strategy which is based on the organisation's IMTP (business case), vision, purpose, strategic objectives, values and behaviours, plus feedback from staff and stakeholders. It recapitulates how HEIW communicate and engage effectively with staff, stakeholders and partners to build on existing and establish new working relationships, and outlines HEIWs approach to communications and engagement, and how this will align with the organisation's vision, purpose, strategic objectives, values and behaviours (Taylor, 2016; CIPD, 2019; 2020 MacLeod and Clarke 2009, p33; Holbeche and Matthews (2012).

Leadership within change projects is an important factor (Dulewicz, 1992); Dulewicz and Higgs, 2005); Wren and Dulewicz, 2005); and Young and Dulewicz , 2005). Certain types of leadership behaviours and the ability to anticipate, envision, maintain flexibility, greater self-awareness and empower others to create strategic change as necessary' (Hitt, Ireland, and Hoskisson, 2008, p.489; Breach, 1975, p19; Sage, 2020) are more useful in implementing organisational change. Pellegrinelli et al, 2007) reinforces this notion and advocated that change fatigue or readiness to accept changes can be improved by choosing the right leadership style. It is important that senior leaders advocate and act as role models for the change. Schimmoeller (2007) debates there is a higher chance of acceptance of change if leaders are supportive of it as change can be hindered by managers not accepting change. He furthermore suggests that organisational culture favours particular styles of leadership. Leaders need to have the necessary sphere of influence, the time available and the characteristics to deliver such as, communication and listening skills, integrity, the ability to engage and inspire, trust, and emotional intelligence (Nahmias et al, 2010). Leaders should involve the relevant people to drive and support change to ensure the wider organisation has ownership of the change. It is also important to have feedback mechanisms in place so improvements can be made (Gogates, 2018). Longman and Guttman's (2006) review of various projects concluded that leadership is one element that helps teams reach high performance and makes change projects

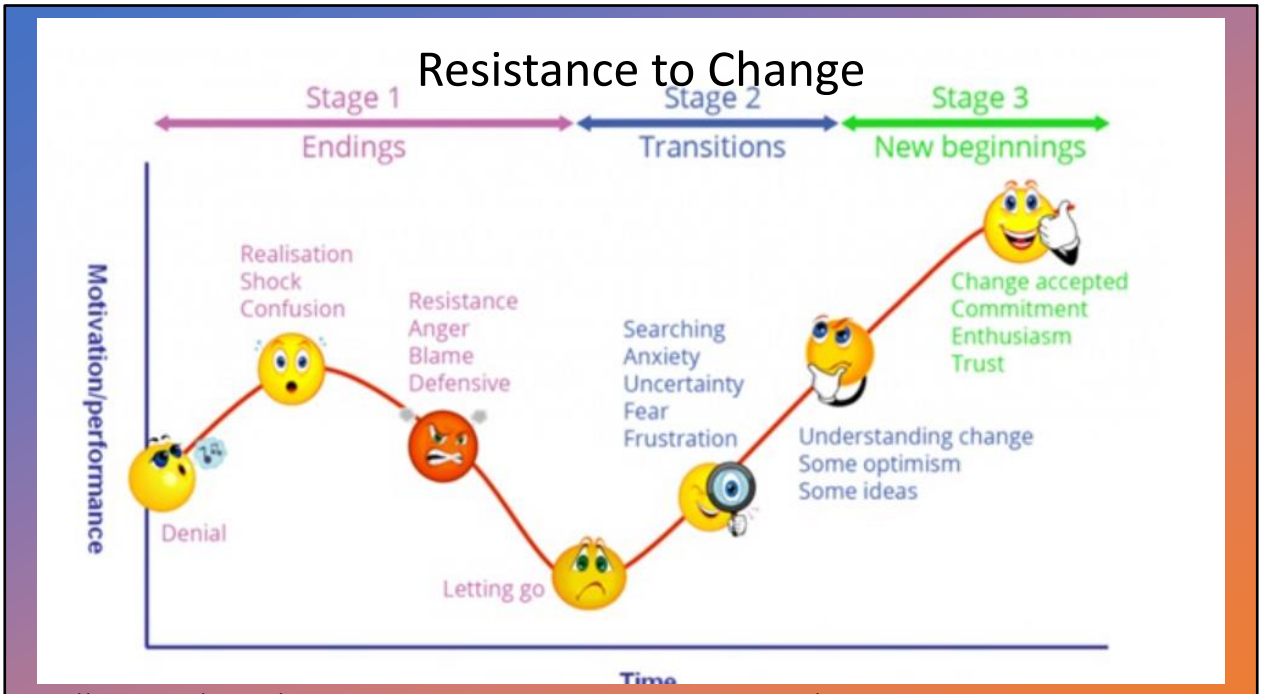
successful, within an organisation and the way they model the behaviour for teams. Linking leadership to teamwork (Shumula, 2017)

Breach (1975, p19) suggests the four main elements of management are planning, control, co-ordination and motivation. Fayol (1949) likewise proposes five management qualities; planning, organising, commanding, coordinating and controlling.

Resistance to change:

The change should be:

- Benefit – perceived as a 'better way' and advantaged communicated to the people affected.
- Compatibility- compatible with values and experience of the individuals being asked to change
- Complexity – easy and not complex to understand
- Triability – step-by-step process that individuals can try, and adjustments made throughout the process.



https://fmlink.com/articles/10-tips-managing-rumors-resistance-workplace-change/

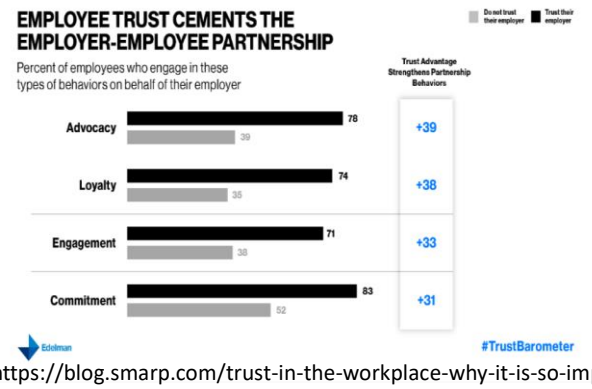
Prahalad, in Allio (2008) suggests there are three primary reasons for resistance to change; *Managers behaviours and actions* is not always apparent; *Change becomes a personal treat*; *The need for managers to constantly learn new skills,* order to minimise resistance the change agent should make sure people affected by the change are aware of how it fulfils the above (French et al, 2011**;** Walkme, 2018; Beckett, 1999; Cadwell, 2003; Doz & Prahalad, 1988; Buchanan & Boddy, 1992; Kotter, 1999; Balogun et al, 2005; Hardy, 1994/6). However, Farham & Brown (2005) debate that receptivity of employees to organisational change is one of the key aspects of creating strategic change. Thus, effective communication can significantly help alleviate resistance to change and the problems associated with it (Shoot, 2019;). Folger & Skarlicki (1999) claim that "organisational change can generate scepticism and resistance in employees, making it sometimes difficult or impossible to implement organisational improvements**".** Kanter (2012), proposes not everyone is willing to accept and support a change, and sometimes people who resist change due to its spontaneous, uncontrollable, uncertainty, and unpredictable

Resistance to change aligns with culture i.e., when cultural aspects of a change project are not aligned there is greater resistance to change being implemented.
Senge (1992) suggests this arises from treats to and way of working and traditional norms i.e. the treat of power on an individual level and organisational level may

cause resistance within an organisation is a manager may resist change if it decreases their power and is transferred to their subordinates within the organisation. In contrast the change may result in some groups, departments or sectors becoming more powerful, consequently an affected individual may appose the idea as they will lose their power (FMLink, 2020).

Alas & Vadi (2006) suggest that organisational commitment (as a result of positive organisational culture) reduces change resistance and team working dynamics also supports this commitment (Morrison, Brown & Smith, 2006). Compobasso & Hoskings (2004) furthermore suggest the decision regarding who is part of a team can make the difference between the success and failure of a change project, whilst also distinguishing between those who don't complete the process for months or years.

Lack of communication and trust hinder change



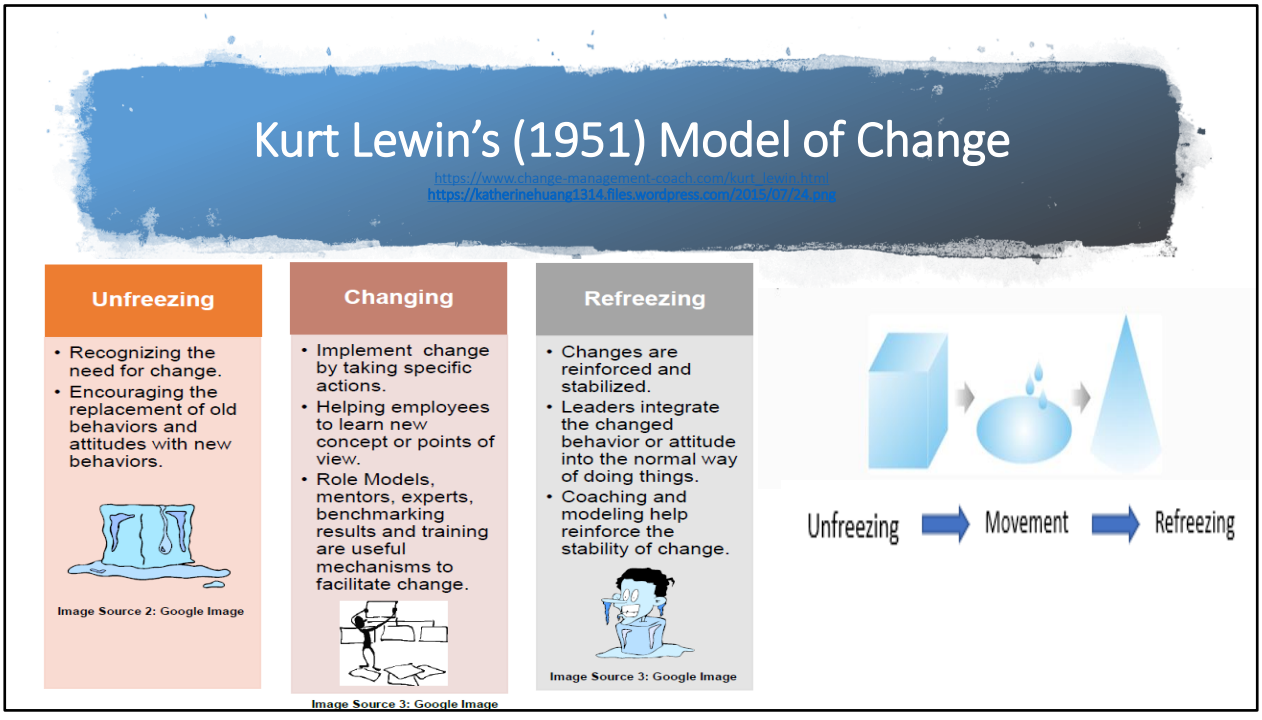
https://blog.smarp.com/trust-in-the-workplace-why-it-is-so-important-today-and-how-to-build-it

Trust has an important role in managing the acceptance of change and organisational change success (Rosseau, Sitkin & Camerer, 1998; pp. 395; Zak, 2017; Meinert, 2017; Great PlaceTo Work, 2016; Trust Edge, 2002; SHRM, 2018; Accenture, 2020; Gallup, 2002). Trust is defined as leadership behaviour and practices
(Dirks & Ferrin, 2002;Sisodia at al., 2014).

Trust is critical to organisations in enabling coordination of activities, risk taking and deployment of resources into productive activities (Kramer, 1999; Lewicki & Bunker, 1996; Global CEO Survey, 2016). Brockner et al.,1997; Mishra, (1996) suggest that Trust is more critical within organisations which undergo change due to uncertainty and an increased need for coordination and communication associated with the transfer and learning of new skills. When employees feel free to communicate, express their ideas, and trust their employers and superiors, 23% are more likely to innovate ideas and new solutions (Smarp, 2020). Stanford (2017) suggests most often, trust comes from the top down i.e. , if managers are trustworthy and trusting, then an organization has a higher level of trust, in contrast, if they are not performance and moral decrease and resistance is inevitable etc Models like Great Places to Work (2020) identify credibility, respect, and fairness as the building blocks of trust. The best-laid change management plans struggle if trust is not present. It is important that managers build trust as a core component of interactions and culture

from the beginning. However, Cai *et al,* 2018 research indicated that although trust in management facilitates the relationship between both types of leadership and acceptance of change, transformational leadership is more effective in increasing both trust and acceptance of change (Smollan, 2013).

Trust enhances teamwork and collaboration. In most cases, poor employee communication is the reason number one for poor collaboration (Smarp, 2020). Failing to communicate effectively will hinder change efforts. One of the most common lack-of-communication scenarios stems from individual team members having different communication styles (Shoot, 2019), and team leaders not bridging the gaps between them. When employees don't understand why changes are happening, it can be a barrier to driving ownership and commitment and can even result in resistance or push back. And employees' resistance to change is a leading factor for why so many change transformations fail (McKinsey, 2015; Galbraith, 2018), along with such as visibility of leadership, lack of adequate preparation, poor information sharing and insufficient attention paid to employees' (Armstrong (1993), Covm and Kilman (1990) and Gundogan et al (1996).



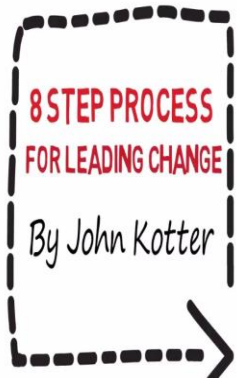
Lewin's three phase change model is a systematic approach that focuses on psychological aspects and behaviour modification of change. It provides systematic approaches within a sequence of interrelated processes.

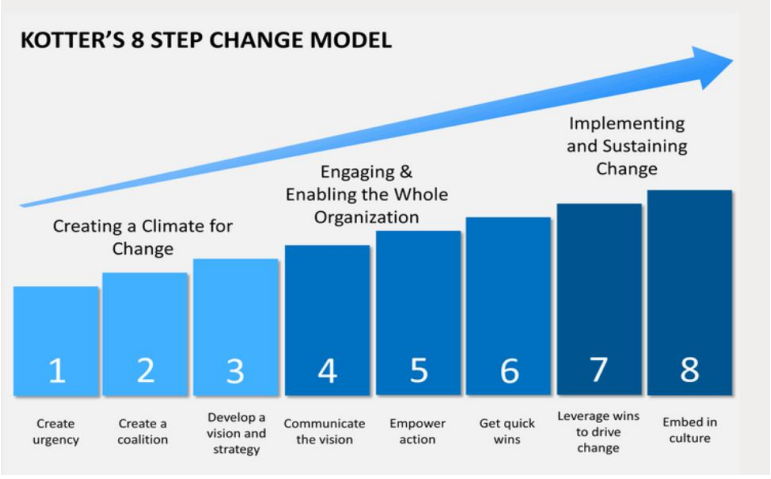
This model demonstrates that by identifying and understanding the key stages involved in the change process managers can make better informed decisions (Mindtools, 2014; French et al, 1998; Williams, 1995).

Lewin (1947) diagnostic tool, Force field analysis, considers the forces and drivers, for and against change. He suggests that factors such as internal or external factors (or a combination of both) are forces that may contribute to the resistance to change and encourage change. When these forces are equal they cancel each other out resulting in a steady state (equilibrium). However, when driving forcing of change are greater than the forces of resistance, change will occur and an organisation will adapt and change to move to a new state.

Lewin's model is criticised for a sequential linear process that over-simplifies change(Kanter et al, 1992; Longo, 2012) however, its three stages of change are reflected within other models (French et al 2011) links eight components of a planned change effort to Lewin model. It could also be argued that linier models such

as this and Kotter (1996) describe the progression of change transforming from an initial state to a final end stage. Nevertheless, change is a constant for all organisations (Taylor &Woodham, 2016; Rees & Hall, 2014, Poccini, 2020, CIPD, 2020)





https://culcjoelkx.wordpress.com/2018/11/12/theme-4-leadership-changes/

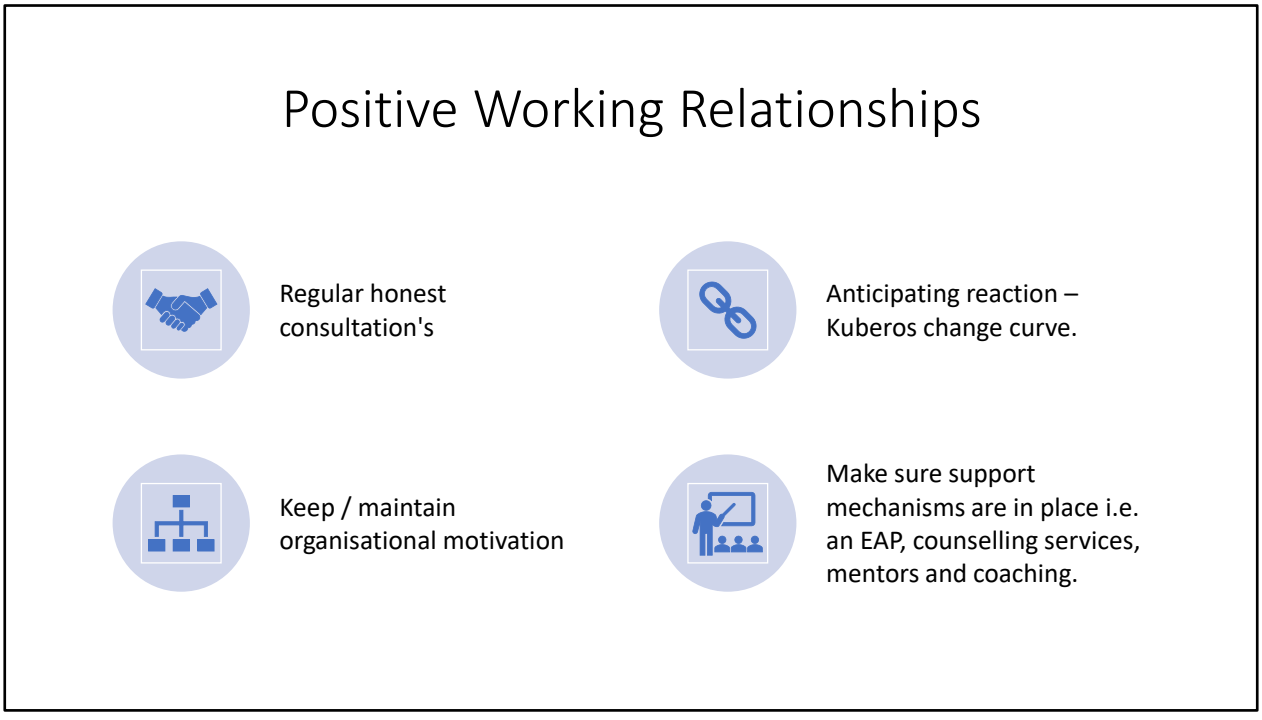
The Kottler's 8-Step Change Model (John Kotter, 1996) is one of the many change management models that a leader and manager can incorporate in any organisation. The model consists of 8 stages. One of the many advantages to this model is the step-by-stem guide for implementing change within an organisation. The model also consists of elements for creating an effective communication plan and preparing employees to cope with the changes (Status net). However, appears linear and sequential for these very reasons and its detailed model, therefore very time consuming to complete all 8 steps. Nevertheless as it's a step can be skipped to reach the one after that (Anastasia, 2015).

The final two stages of this model attempts to address the 'freezing' stage which is reflected in Lewin's model; to encourage organisations and their employees to develop attitudes and values which aid the behaviours required to encourage future organisational change. Embedding a proactive organisational culture would help to create a feedback mechanism which would transform this linear change model within an organisation into a continuous process (Rees & Hall, 2016; CIPD, 2013; Silverman, 2014; Engage for Success, 2020):

The role of leadership is a significant factor of the model, predominantly in communicating the vision for change, which is critical within effective

transformational management of change and leadership in large organisations such as HEIW (Bass, 1985). This type of approach to change is predominantly hard by nature (Sirkin et al, 2005; Paton & McCalman, 2000; Open University; 1985).

Leadership is a weighty feature of Kotter's model, predominantly in developing and communicating change. Bass (1985) suggests this is crucial to effective transformational leadership and management of change within large scale organisations, such as HEIW i.e. hard by nature and (characterised by the TROPICS test). Objectives, milestones and performance can be measured and applied within the boundaries of a detailed change programme, therefore offering a mechanism to assess progress of the managed change programme (Grundy, 1993; Mabey et al.,1998a; Mackie et al,2001).



Positive Working Relationships can be maintained by managing expectations at the start of the process to make sure that employees understand the reason for change so employees do not feel vulnerable and change is being imposed on them.

Managers need to anticipate the reaction and impact of the change. The Change Curve (Kubler-Ross, 1969; Mindtools, 2020) is a popular and powerful model the demonstrates the four stages most people go through as they adjust to change stages of personal transition and organisational change i.e. Denial, acceptance etc (Mindtools, 2020). It can help manager's predict how people will react to change, so that they can help individuals make their own personal transitions, and make sure that they have all the guidance and support they need such as Counselling services, EAP etc. Link to Kubleros reactions put in place support whilst individuals are going through the reactions : Denial etc. Managers need to make sure they resolve conflict in a positive manner and mechanisms are clear such as policies and procedures i.e. grievance procedures and supportive ones. It is essential that the process is quick to elevate anxiety etc. Managers should constantly monitor the situation and take action asap (Holbeche & Matthews 2012; Graen, 2008; Gallup, 2008, 2015).

Appropriate methods of Communication

Top-Down Channels: Ideally the formal dissemination of information is communicated via the CEO or S. Manager. Regular official information bulletins should be highlighted (Intranet and via managers and team managers etc.)

Bottom-up approach: Allows employee engagement and involvement. A collective consultation and Change Management Workshops could be held etc.

Two-way discussion: Ideally on-one meetings between an employee and employer should be held to discuss the personal implications and concerns regarding the change.

Communication planning avoid resistance to change and begins with careful analysis of the audiences i.e. the needs of frontline employees, supervisors and executives. Key messages and the timing for those messages must be considered as each audience has particular needs for information based on their role in the implementation of the change. Communication should be frequent. Employees may not hear or understand what their managers are communicating the first time around and therefore the messages may need to be repeated several times before they are cemented into the minds of employees (Perosci, 2020).

Regular honest consultation and communication are central to the management process and assume critical importance when dealing with changes in working practices and procedures (ACAS, 2020) . All managers need to communicate and consult with employees in order to be effective but they also need to exchange information with other managers which necessitates lateral or inter-departmental communications. Failure to recognise this need may result in inconsistency of approach or application.

Top down change can start from a managerial prerogative for maintaining control throughout the change. Management can therefore drive change and resistance controlled and illuminated (Taylor & Woodhams, 2016). However, Gloria & Thomas

(2016) debate that change can become a political issue, in contrast Lupton (1991) suggest a bottom up approach benefits employees at all levels as employees have skills and expertise that are frequently lost in the change process. Taylor and Woodham (2016) suggest a combination of top-down and bottom up approaches is a third option (Fmlink, 2020).

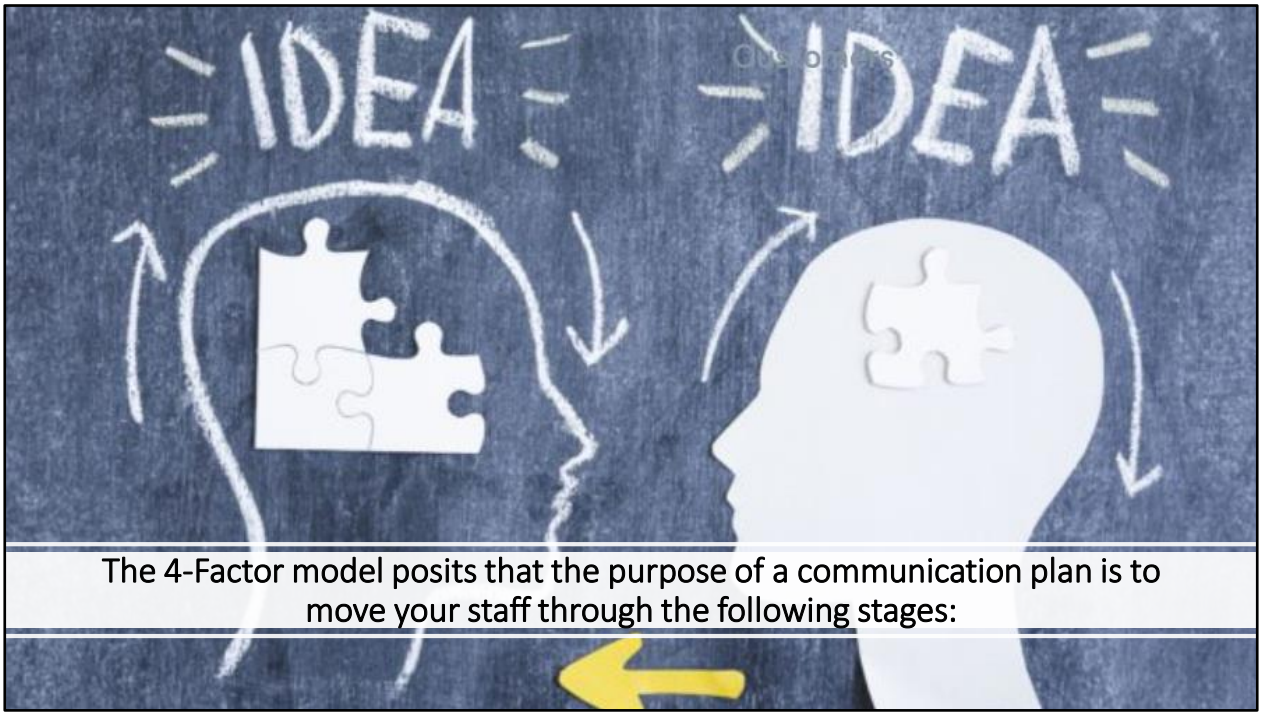
The HR function is usually responsible for ensuring communication mechanisms are in place during change and operate effectively.

Fundamentals of Communication

- **Communicating the Change Vision Clearly and Doing it Early**
- **Highlighting the Benefits and the Impacts of Change**
- **Ensuring that the Leaders of the Organisation actively communicate in the entire process of change:**
- **Using various channels or mediums for communicating the message of change**
- **Using various channels or mediums for communicating the message of change**
- **Providing Opportunities for Exchange of Dialogue or Conversation**
- **Repeating the Messages of Change Periodically**

https://www.managementstudyguide.com/importance-of-communication-in-change-management.htm

Clearly communicate the vision is the most important stage as it details the aspirations of the change at the end of the change effort, improves knowledge sharing, employee engagement, innovation, organisational culture and team spirit (Smarp, 2020; Holbeche & Matthews, G., 2012). The change must be done early as it will be easier for those affected to be able to understand and adapt to the change (Adkins 2015; Rees & French, 2016; Taylor & Woodham, 2016). This can be achieved by managers highlighting the benefits and the impacts of change by explaining how the change will affect the people associated with it and why it is being implemented during a change process which will help employee fears. This sends a powerful messages to key stakeholders about how seriously the organisations is committed towards the implementation of change. Never underestimate the amount of time you communicate, care should be taken in understanding how people learn about change from different mediums of communication, Repeating the Messages of Change Periodically (Mindtools, 2020; Barnard, 2017). Managers should provide and facilitate opportunities for a two way exchange of dialogue or conversation with the stakeholders that creates a sense of ownership and fosters a sense of responsibility among the stakeholders (Smarp, 2020; MSG, 2020; McKinsey, 2020; Robinson, et al 2004).



The 4-Factor model posits that the purpose of a communication plan is to move your staff through the following stages:

Awareness: Introduce the idea of the change throughout the corporate hierarchy however, change is quicker and easier to implement within flat structure (Taylor and Wilkinson, 2016; Edwards and Ram, 2010);
Understanding: Explain the detail of how the change will affect both teams and individuals;
Acceptance: Empower employees to manifest the change and see the benefits (Sage, 2020);
Ownership: Once the change is implemented praise and credit the team members who made positive contributions during the project (Asya Stamenova , 2020; Lumapps, 2020).

A variety of communications methods will be needed ahead of rumours and resistance to change, both spoken and written. The methods will depend mainly on the size and structure of the organisation. (ACAS, 2020, Augustin, 2014).

Skills and attributes required to enable effective communication:

Honesty: Users', Managers and stakeholders should mandate honesty and consistent positive and negative up-to-date information (CIPD, 2015; Augustin, 2014).
Empathy and concern: regarding stakeholder reactions to the change and the aptitude to ensure stakeholders understand (Deeny, 2018; West & Baileys, 2019 & 2020; Poorkavoos, 2020; McKinsey, 2020)
The ability to listen: Ensuring that communication is two way and employers have an opportunity to raise concerns and ask questions.
Monitoring: of the effectiveness of communication channels (ACAS, 2020).

Nine Elements to successful change management Plan

- Readiness Assessments
- Communication and Communication Planning
- Sponsor Activities and Sponsor Roadmaps
- Change Management Training for Managers
- Training Development and Delivery
- Resistance Management
- Employee Feedback and Corrective Action
- Recognizing Success and Reinforcing Change
- After-Project Review

https://www.prosci.com/resources/articles/change-management-process#readiness

These elements comprise the areas or components of a change management program.

Effective change management is a combination of planning, executing, and sustaining the change initiative. Each stage has significant value in the change process (Strategic front, 2018).

Readiness assessments will assess value-system and background of the impacted groups, the current number of changes within the organisation and the resistance that can be expected i.e. a change assessment.

The audience needs to have a clear awareness of the desire change and prudent consideration will need to be made in terms of what is communicated and when e.g. A careful analysis of the audiences, key messages and the timing for those messages. Managers must design a communication plan that addresses the needs of frontline employees, supervisors and executives. Each audience has particular needs for information based on their role in the implementation of the change (Shoot, 2019;).

Managers should develop a plan for sponsor activities and assist fundamental business leaders carry out these plans. Research shows that sponsorship is the most

important success factor (Prosser,2020)

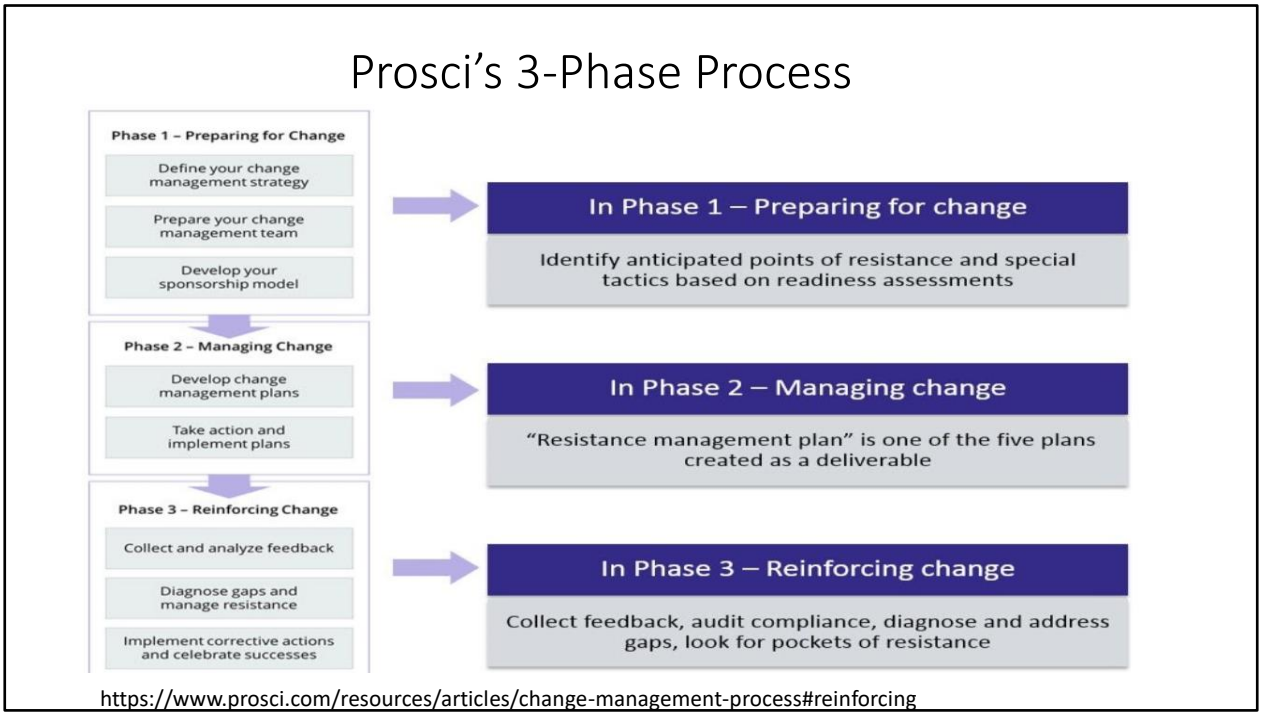
Managers should deliver training after steps have been taken to ensure impacted employees have the awareness of the need for change and wish to support the change. Change management and project team should develop training requirements based on the skills, knowledge and behaviours necessary to implement the change.

Managers need to incorporate resistance management to manage employee resistance.

Managers can use metrics to analyse feedback and implement corrective action based on this feedback to ensure full adoption of the changes (CIPD, 2013; Silverman, 2014; Engage for Success, 2020):

Early adoption, successes and long-term wins must be recognised and celebrated. Individual and group recognition is a crucial factor of change management (Wright, 2018; Sivasubramaniam, 2019; SHRM, 2020)

The final step in the change management process is the after-action review; evaluate successes and failures, and identify process changes for the next project (Prosci, 2020)



The change management process is the sequence of three stages or activities. Prosci's 3 phased process suggest they prepare for change; Manage change; Reinforce change (design, enact and sustain) that a that a manager can work through when supporting a change initiative i.e., planning, doing and keeping it going, to apply change management to a change in order to drive individual transitions and ensure the project meets its intended outcomes. (Prosci, 2020; Mayon- White,1993, p136; Cannon et al, 2010; CIPD Professional Map, 2015).

Whereas CIPD advocates a four stage **ADIE** framework for OD (Instructional Design, 2020; Evolution Culture, 2020; Mahoney, D,2018; CIPD, 2019; CIPD, 2020; Downes, 2019; Kurt, 2018) : **Access:** HR gather facts and data along with stakeholder demands. HR contribute to the formulation of strategy by providing insights and analysis and interpreting business data e.g., benchmarking against other organisations and labour markets, analysing data such as financial performance metrics, and producing analysis tools such as a SWOT / PESTLE to identify obstacles and risks and assist with the determination of objectives, strategy formulation and policies that assist with implementation (Taylor & Woodhams, 2016).

Design: The design stage helps managers prepare for change i.e., the time needed, who will be impacted by the change and consider the sponsors that need to be

involved to make the change successful. Confirms the goals and objectives i.e., which models will be used and the communication plan. Once an OD model has been chosen, the information collected will determine the choice of organisational structure. Effective tools include KPIs and performance measures aligned to structure and strategy. The first phase considers situational awareness profiles that is essential for creating effective change management plans; Change characteristics; size, scope and impact; Organisational attributes; considers challenges that may impact the change (Llopis ,2014), .

Implementation: The second phase focuses on creating plans that will integrate with the project plan; Communication Plan; Sponsor Roadmap; Training Plan; Coaching Plan; Resistance Management Plan. HR would be involved within the transition stage i.e., change management (Kurt Lewin's, 1951), communication plans and ongoing monitoring of progress.

Evaluate and embed – OD is assessed - The third phase reinforces change and helps managers create specific action plans for ensuring that the change is sustained. Managers should develop measures and mechanisms to measure how well the change is taking hold, to establish if employees have embraced the change i.e., Measuring Changes in Behaviour; Corrective Action Plans; Reinforcement Mechanisms; Individual and Group Recognition Approaches and identify and correct gaps within an after-action review and to celebrate success (Prosci, 2020)

Seven Change Management Best Practices

- Mobilise an active and visible executive sponsor
- Dedicate change management resources
- Apply a structured change management approach
- Engage with employees and encourage their participation
- Communicate frequently and openly
- Integrate and engage with project management
- Engage with middle managers

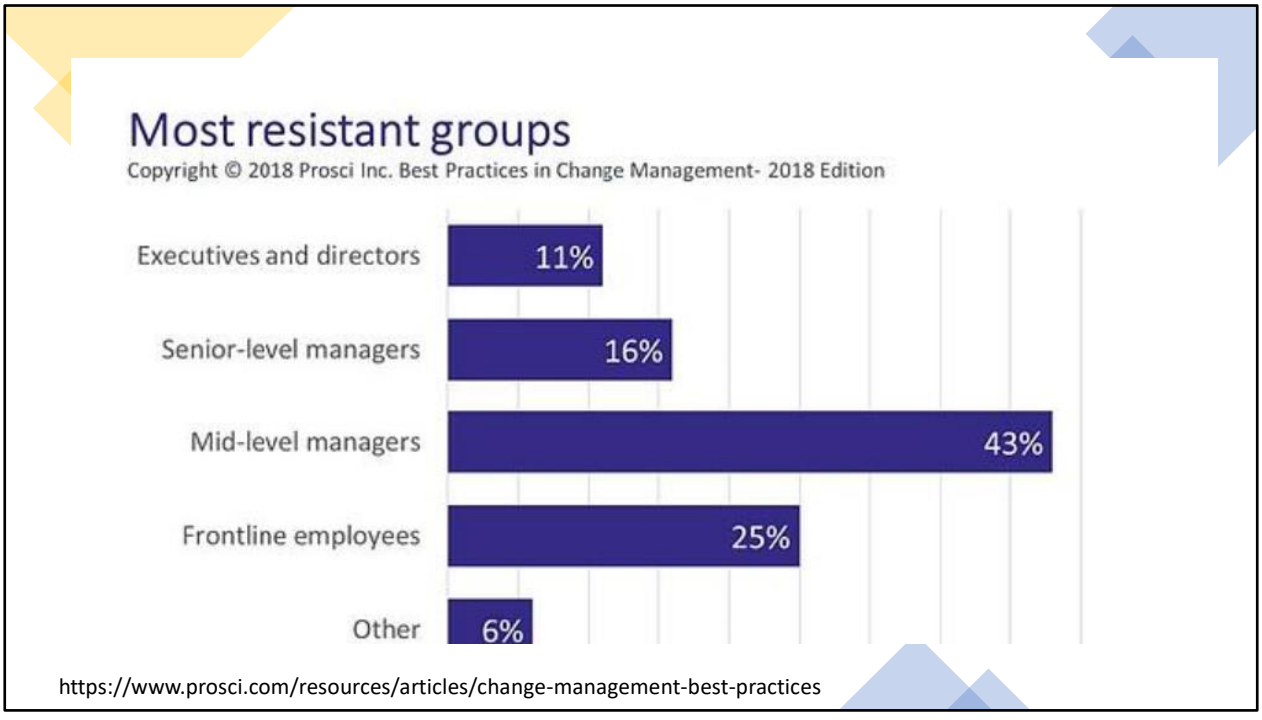
https://www.prosci.com/resources/articles/change-management-best-practices

A positive manager who guides employees through a change transition is far more likely to achieve success of the process. Managers should:

- Establish good management practice i.e. monitor progress to keep the change on schedule and on budget and have an appropriate amount of funding (Kotter, 1995)
- Align priorities among other leaders and make effective and influential decisions
- Always maintain effective communication with everyone affected by the change, the organisation and Change Management Teams (Holbeche & Matthews,2012; Llopis, 2014). Always communicate why the change was happening, expectations, long-term plan perspectives, how the change will impact employees, and essential business drivers. This should be done consistency, with transparency and use multiple communications channels. This ensure the right messages is relayed to the right stakeholders through the most appropriate channels. Managers need to identify stakeholders, map them carefully, and then communicate with each stakeholder group in a way that will encourage their positive engagement with the aims of the programme) (CIPD, 2019; 2020;HEIW, 2018; Wilkinson & Taylor, 2016; Bersin, 2015 Macleod, 2009, p6; Rees & Hall, 2016). It is imperative that employees at every level of the organisation understand the reasons for change and know what will be happening, when it will be happening and what is expected of them. Uncertainty rather than change creates resistance and worries employees; effective communication will supress inaccurate rumours.

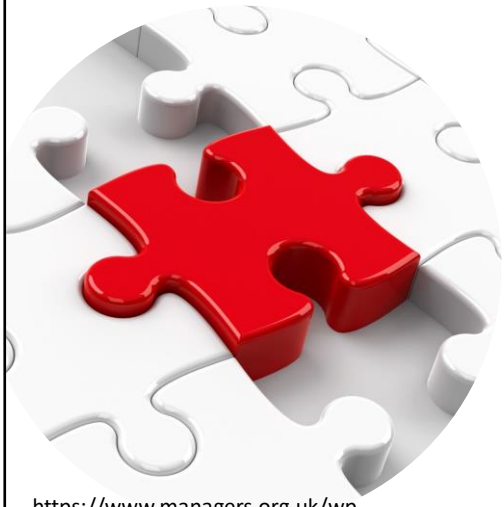
Communication should be continuous and opportunities and employees should be provided with opportunities to seek clarification and support. Regular progress reports and updates should be circulated to employees and early wins and success should be included.

- Make sure you are accessible during the change
- Use a structured formal change management approach which delivers the structure to stay on track. Participants that apply a structured approach are 33% more likely to experience good or excellent change management effectiveness than those without a methodology.
- Always engage with employees and inform them of what is in it for them, identify and build relationships with impacted groups and ensure these groups receive the appropriate level of training. This will build trust and demonstrate a willingness to participate in the change.
- *Minimise stress and give employees a voice* i.e. consultations to facilitate the change process (Mackie et al., 2001; Beer et al, 1984 p. 53; Heller et al., 1998; Fox, 1985; Verma, 1985; Marchngton and Wilding, 1983, p32; Verma and Taras, 2001; Sisodia et al, 2014; Shoot, 2019; (CIPD, 2013, 2020; Silverman, 2014; Engage for Success, 2020; Judge et al 2001, Lyubmirsky et al 2005; Peccei et al, 2013; Van de Voorde et al 2012; Engage for success, 2014; Bailey et al, 2015a, 2015b; Dylag et al 2013; Oswald et al, 2014; Zelenski et al, 2008; Gallup, 2013, 2015; Diener and Chan, 2011; Deeny, 2018; West & Baileys, 2019 & 2020; Poorkavoos, 2020; Mckinsey, 2020)
- *Set up a team of change champions (Kotter,1995) that include* key people involved in designing and delivering the change (not always top managers), as well as those affected by it (including resistantors). This team has a key role to play in benefits comprehension management – defining and disseminating the benefits of the changes and communicating them effectively in their own parts of the organisation (Levine, 2020; Prosci, 2020)
- *Develop skills;* Change also provides an opportunity to develop learning capability and build a culture of learning into the organisation, managers can set examples through upskilling i.e. developing both technical and interpersonal skills at all levels within the organisation and integrate this into corporate training and development programmes (Rees & Hall, 2016).
- *Establish good programme management practice;* set milestones and monitor progress
- *Monitor and evaluate* results of the change programme against the goals and milestones established in the original plan (Taylor & Woodhams, 2016; Rees & French, Pappas, 2020; EIGE, 2020; Pappas, 2020).



Prosci's research indicated middle managers are the most resistant group to change (43%). Thoroughly addressing this group in a change plan, can mitigate resistance can and managers will be able to drive change (Prosci, 2020).

Best Practice



https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-040-Implementing_an_effective_change_programme.pdf

The above slide highlights the Change Management best practice that has been discussed throughout this presentation (CMI, 2020) .

Best Practice: Managers should avoid (CMI, 2020):

- › trying to implement change without top management sponsorship and commitment
- › going ahead without involving employees at every stage of design and implementation
- › failing to anticipate resistance or prepare for it
- › forgetting to consider implementation costs,
- › getting lost in the detail and losing sight of the vision
- › failing to publicise successes to build up momentum and support.

In addition to recognisng the achievements of individuals and groups who have changed successfully, it is important to publicly highlight the success of the initiative and provide opportunity to celebrate the hard work to get to a future state (Prosci, 20202). Publicising organisational and individual success stories will embed the organisational change and support the organisations change ready culture, hence employees will approach future change initiatives in a more positive manner (Taylor & Woodhams, 2016).

Techniques for monitoring the implementation of change processes and for assessing the impact of change.

https://www.iied.org/monitoring-evaluation-impact-evaluation-methods

Its important to monitor change during both implementation i.e. checking if the actives outlined in a work plan have been implemented using regular reporting, surveys or other methods, explicitly determined beforehand. The data can be used to evaluate the procedure's progress, analyse whether or not the chosen strategy will be successful and how the strategy should be adjusted. This evaluation can, for example, be carried out using regular review meetings. During this process, it may be necessary to react to any constraints that occur, reinforce certain efforts or set new priorities in order to ensure success (EIGE, 2020).

HR evaluation traditionally focused on costs and effectiveness to meet organisational objectives however, evolution in HR means that its function is evaluated against its influence on strategy, stakeholder views, external benchmarking and internal SLA's. It is therefore important continuously assess the impact of change using both qualitative and qualitative analytics (Taylor & Woodham, Rees & Hall, 2016), i.e. staff engagement surveys, focus groups, which gives employees a voice by collecting feedback to get their thoughts about the change management process and identify areas for improvement (Pappas, 2020; CIPD 2020) e.g. do they feel like their opinions count and that team leaders offer enough support. Quantitative and Qualitative metrics such as measuring as the change of staff turnover (Huselid,1995), absence and grievances etc area also valuable.

Training and Development Initiatives

Training and development Initiatives can help with change management in several areas:

- Enhancing employee responsiveness to change
- Enhancing the ability of employees to adapt to change
- Coaching and mentoring

Training and Development can also aid change management in areas such as, *increasing employee responsiveness to change* i.e. being aware on the external environment and as a consequence be furthermore responsive to customer needs. Development opportunities can assist with innovation; *Enhancing employees ability to adapt to change* through a skills gap analysis which may arise as a consequence of the change; Coaching and Mentoring can also help those who are struggling to cope with change.

Summary and Conclusion

- "Change is the law of life. And those who look only to the past or present are certain to miss the future" (John F Kennedy 1963).

Change is inevitable. If an organisation chooses to not adapt, change and innovate, they might not be relevant in the market anymore. An example for that is Kodak failure when they decide to not change and innovate during the early stage of digital photography (Kotter, 2012). However, if an organisation is always ready to change, they will be able to be one step ahead of their competitor gaining competitive advantages. A good manager and leader with excellent communication skills and who adopts best practice is an essential element to ensuring the organisational change process run smoothly. Brech (1975, p19) defines management as: "A social process entailing responsibility for the effectiveness and economic planning, in fulfilment of given purposes or tasks, such responsibility involving change"

- Judgement and decisions regarding plans and using data to regulate progress and performance against plans;
- The guidance, integration, motivation, and supervision of the personnel composing the enterprise and carrying out it operations. (Rees & Hall, 2016)

Managers need to consider many elements involved in a complex and dynamic situation before making decisions and implementing actions that will influence effectiveness', efficiency and ultimately the sustainability of the organisation. HR professionals add value to change and aim to protect, enhance and reinforce organisational culture and a positive organisational reputation with a collectively held body of knowledge (Taylor & Woodhams, 2016; Arreta et al, 2007).

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