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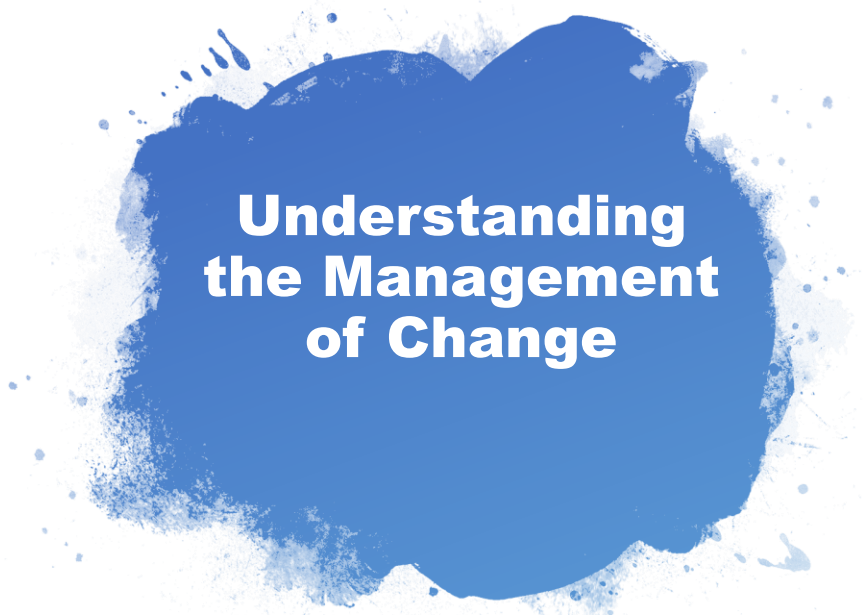
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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: S D Tillman

Date: 08 December 2020

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Understanding the Management of Change

Objectives

The key objectives are: -

- To understand the key principles, theories and models relating to change in organisations.
- To understand the importance of communication and relationship management within change processes.
- To know how to plan, implement and monitor change processes; and
- To provide an overview of 'Change Management' and look at how it works within an organisation.

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This can be defined as the ‘systematic approach and application of knowledge, tools and resources to deal with change. It involves defining and adopting corporate strategies, structures, procedures and technologies to handle changes in external conditions and the business environment’ (Managing Organizational Change, 2020).

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Reasons for Change

Change is inevitable and occurs in response to the external and internal environment.

External Factors include:

- Government Legislation,
- Technology; or
- Social Factor, for example changes in consumer buying patterns.

Internal Factors include:

- Review of Policies and Procedures,
- Change in Culture, for example a review of the Organisational Structure; or
- Shift in Strategic Objectives.

Examples of how organisations have had to change and acclimatise to new ways of working has been made evident during the COVID-19 pandemic. Organisations have had to learn to quickly adapt, re-focus their business needs and identify new ways of working. It was identified that HR leaders played a critical role during the pandemic by keeping the workforce *engaged, productive and resilient* (Workforce strategies for a post-COVID-19 recovery Workbook, 2020).

Brexit is another area which creates uncertainty for organisations and will require 'change' to comply with legislation. Employer's will be duty bound to take appropriate steps to ensure their workforce remain supported and have strategies in place to meet future legal requirements.

Deloitte identified five areas that 'Brexit' could impact on:

- **Business Structure:** changes to locations, manufacturing and supply chains.
- **Migration:** Immigration has been identified as one of the key drivers of Brexit and this is an area that may see significant change.

- **Currency:** the deflation of the pound will have implications for export as well as import of goods and services to the UK.
- **Regulation:** Potential divergence of regulations, for example Data Protection may evolve in different directions leading to issues in sharing data between the UK and EU.
- **Tax:** Potential change to the consistent tax environments (The impact of Brexit on Shared Services, Deloitte UK, 2016).

Managing Change

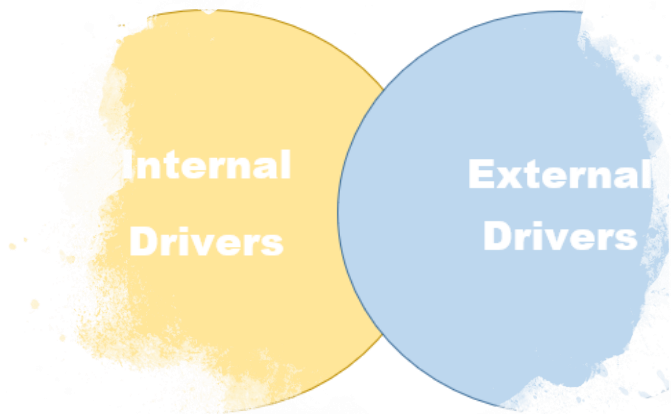
- HR plays a key role during any change initiative as they are at the heart of the organisation and drive change forward.
- HR are responsible for the controllable, such as business processes, and the uncontrollable, such as employees.
- HR have a responsibility to provide a clear vision, to involve employees from the beginning, ensure employee's voice is heard as well as having a communication strategy in place.
- Failure to manage change initiatives could result in failure; failure rates frequently cited as high as 70% (Change Management, Factsheets, CIPD, 2020).

HR contribute to the 'controllable' element by assessing the impact of, creating a 'project team', being involved at the initial stage and advising project leaders of the skills employees have that are available to them to use within the organisation.

HR contribute to the 'uncontrollable' element by having an awareness of how change can affect people, ensuring it is carefully planned, promoting a culture to embrace change via appropriate communication channels and ensuring employees participate in discussions.

According to Kurt Lewin time and communication is key to implementing changes successfully; people need time to understand the changes, and they also need to feel highly connected to the organisation throughout the transition period (Lewin's Change Management Model: Understanding the Three Stages of Change, 2020).

What Drives Change?



Internal and external drivers are the reasons for organisational change.

Internal drivers are events or situations that occur within an organisation and therefore under their control.

External drivers are factors that occur outside of the organisation and are likely to have an impact on the way an organisation operates.

Internal Drivers

The following internal drivers could initiate change:

- **Technology:** This is continually evolving and developing to keep up with business demands. It can change the way inputs are transformed into outputs, improve delivery to the customer, change current processes and overall shape the future of an organisation.
- **Department Restructure:** This will change how a department operates by altering processes, changing lines of reporting, decision-making procedures and communication channels.
- **Inadequate Administrative Processes:** Each function within an organisation will follow a set of procedures, rules and regulations. As times change, it becomes necessary to change existing rules and processes, which results in employees changing the way they operate and adapt to new ways of working.

Technology is becoming more innovative and this creates opportunities for employers to become more advanced and use it to their advantage. For example, Mid and West Wales Fire and Rescue Service (MAWWFRS) employees have access to a HR Self Service Portal which is available 24/7; this has enabled the Service to reduce the administrative burden; Payslips/P60s are no longer issued in the mail, employees can amend personal details in real time as opposed to HR requesting data, and communications can be uploaded to the portal.

A restructure can result in changes to job descriptions or re-alignment of responsibilities etc. MAWWFRS is currently in the process of change whereby the aim is to develop a 'business partnering approach'. This has resulted in the creation of a hierarchy within the HR department for whom employees are to contact, i.e. Service Support, Advisors or Managers and this is over seen by the Head of HR (Service Level Agreement 2020/2021, Miles, 2020).

Changes that occur within organisations will require administrative processes to be amended to ensure they are current and remain fit for purpose. The implementation of business partnering within MAWWFRS has resulted in

changes to day to day processes such as Capability, Sickness Absence and Grievances as more responsibility has been placed on the line manager, so HR can focus on strategic activities. (Business Partnering 2018).

External Drivers

The following external drivers could initiate change:

- **Government Regulations:** These influence each process that an organisation has such as hiring, training, compensation, termination of employment and processing of data.
- **Economic Conditions:** An organisation needs to be aware of economic conditions and have a backup plan in place for when there is an economic downturn.
- **Technology:** the pace of technological change is accelerating which presents organisations with new innovations such as facilitating newer ways of working.

Government Regulations: Organisations are continually under pressure to ensure they are compliant with the law. Failure to do so could result in fines or ultimately in an Employment Tribunal. MAWWFRS have multiple policies and procedures in place which are continually reviewed in line with current legislation such as the General Data Protection Act (GDPR) (Data Protection Procedure 2020).

Financial Management: Finance is the main factor of any organisation and ultimately impacts day to day tasks. MAWWFRS receives most of the funding by way of levy from six Unitary Authorities (Our Finances - Mid and West Wales Fire and Rescue Service, 2020). The funding received has a knock-on effect to how it will be allocated and what MAWWFRS can achieve each year.

Technology: This entirely reshapes organisations and allows for processes to be more streamlined, it can be used as a platform for communication and most importantly enable remote working, which has been critical during the COVID-19 pandemic as the regulations clearly stated to *work from home if you can* (Coronavirus (COVID-19), Topic, GOV.WALES, 2020).

Enablers of Change

Two key factors that enable change are: -

- **Communication:** Organisations should establish what will and will not change, set out expectations and educate people from the very beginning.
- **Stakeholders:** All interested parties should be identified to gather their views and feedback to help the change succeed; if stakeholders do not get it, they will not buy into it and therefore it is already set up to fail.

Any change that occurs within an organisation will require a different approach. However, managers must consider the way in which the change process is managed and ensure support is provided to employees to achieve success.

The implementation of an effective change initiative will require a comprehensive communications strategy. This is because it will deliver the right information and resources to improve employee capability, provide consistent messages and enable senior staff to act as change accelerators in their teams (Change Management and Communication Strategy, 2019).

This is reiterated by a new survey which suggests that for transformation to succeed, organisations need employee buy-in at all levels, consistent communication and better people strategies (The people power of transformations, 2017).

Barriers to Change

Two key factors that might hinder change are: -

- **Structure:** An organisation that follows the hierarchical structure tends to resist change as opposed to a 'flat' structure. This is because all decisions are made by management, there are complex chains of command in place and tighter control over the day to day activities; thus, slowing down the process.
- **Employee Resistance** – The fear of the unknown. Employees fear the loss of their role, loss of power, money, no support etc. This can create an environment whereby employees resist change and it becomes more of a 'employee verses management' scenario and become difficult to implement.

Organisations also need to be aware of factors that could hinder the change process and ensure necessary processes are in place from day one to overcome this.

Models of Change

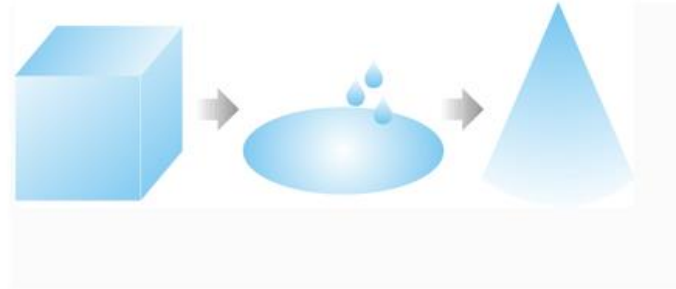


(For Change Management To Work The Reason Must Be Compelling, 2017)

To manage and implement change effectively it is important the reason for change is identified, planned for thoroughly and implemented effectively to set it up for success.

To do this an organisation can use 'change models' which can act as a guideline and potentially be able to predict the results.

Lewin's Change Management Model

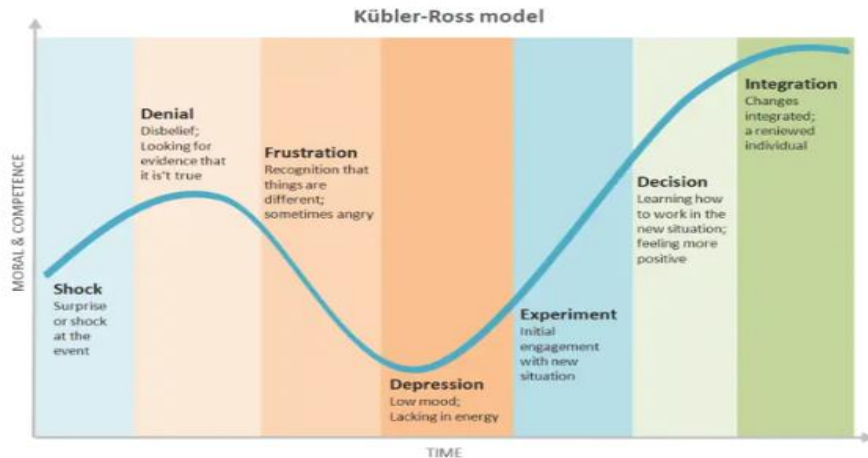


(Lewin's Change Management Model: Understanding the Three Stages of Change, 2020)

Kurt Lewin believes that successful change in any organisation should follow three simple steps: unfreezing, changing, and refreezing. This model is frequently used in organisational change as it supports effective change management through three distinct changes:

- **Unfreezing:** An awareness for change is created.
- **Changing:** Organisations can analyse restraining and driving forces and can take steps to encourage change by issue effective communications or empowering people to embrace new ways of working.
- **Refreezing:** Once the desired outcome is achieved the process ends.

Kübler-Ross Model



(Understanding the Kubler-Ross Change Curve, 2020)

This model is purely employee oriented and demonstrates the journey individuals experience whilst dealing with change. Illustrated by a 'change curve', it looks at five different stages that individuals go through during a change initiative; denial, anger, bargaining, depression and acceptance. This will allow employers to determine the "stage" an individual is at and steer them through to the acceptance stage.

Kubler-Ross's research supports effective change management as it provides an insight to understand the emotional stages involved with change and will enable employers to manage the entire process more smoothly which will lead to success.

Agility is Key

- Change is occurring at a quicker pace than ever before and organisations do not have the option of “standing still”.
- Organisations need to be able to adapt and evolve to remain sustainable.
- HR can contribute to agility by promoting a change-ready culture and focusing on an agile approach towards communication, work processes and leadership.
- This will support and maintain change.

To ensure long-term success it is critical organisations can adapt and evolve in response to change. This was evidenced in Deloitte’s fifth annual Global Human Capital Trends report and survey whereby 94% respondents deemed “agility and collaboration” as critical to their success (Rewriting the rules for the digital age, 2017).

**Encourage a
Change Ready
Culture**



Change within an organisation must be thoroughly prepared for. Therefore, including employees during the planning and implementation stages will educate from the beginning. This can provide HR with a better understanding of the organisational culture and make staff / stakeholders feel valued. This can be achieved by holding informal employee focus groups, responding immediately to issues, celebrating an achievement and clearly establishing the purpose of change by setting goals of what the desired goal is.

“The most critical element of building a change-ready culture is ensuring your team understands the need and urgency to change” (Change-Ready Culture, 2018).

Communication

“Employee communication is an essential part of business and HR's role. Effective internal communication is important for developing trust within an organisation and has a significant impact on employee engagement, organisational culture and, ultimately, productivity. To be successful, communication needs management support, a clear strategy and evaluation”
(Employee Communication, Factsheets, CIPD, 2020).

Communicating change within an organisation normally sits with HR. Implementing an effective communication strategy will assist with change as it will provide a clear vision of the proposed changes; if the vision of the organisation has been clearly communicated it is more likely to succeed than fail.

Methods used to communicate change initiatives include: -

Top-down channels: information from the highest-rank within the company filter down to employees using the managerial structure. This can be achieved via bulletins or line managers in team meetings.

Bottom-up channels: employees can ‘voice’ their opinions in decisions that affect their work lives. This can be achieved through collective consultation or holding workshops.

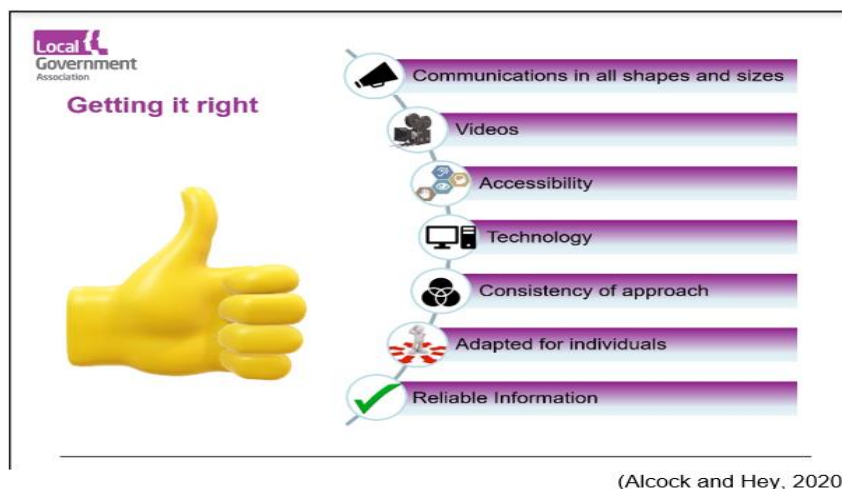
Two-way discussion: one to one meeting with line managers and/or the HR department to discuss any concerns individuals have of a change initiative.



It is crucial the communication method used to convey change is tailored to suit the needs of the 'stakeholder'. Each stakeholder will have different requirements in terms of the level of information needed and the frequency communications are issued. There are also different support requirements to consider such as providing advice, training or coaching.

To communicate effectively the method used will be dependent on the needs for the stakeholder, for instance, face to face, electronic media, webinars or meetings.

Getting it Right



Technology is continually advancing and comes in all shapes and sizes. Each method should be adapted to meet the specific audience preferences.

For example, millennials now account for the largest generation in the workforce it is imperative organisations can adapt to their “newer” audience. Recent research undertaken, which surveyed 4,500 office workers across six countries, revealed that the younger workers prefer communications with more visual content – such as screenshots, screencasts, images, GIFS and short videos in comparison to other generations in the workforce (Clarke, 2018).

Communication Plan

Communications Plan for	
Overall Communications Objective	

Audience	Communications Objective	Message	Channel/s	Timing

(Communications Planning: Getting the Right Message Across in the Right Way,
2020)

Developing a communication plan is key. It acts as a tool to create an “audience-focused” plan to enable organisations to issue a clear, specific message to each stakeholder and achieve desired results:

- **Audience:** The stakeholders are established i.e. who you want to communicate with.
- **Objectives:** Specific objectives for each audience member are clarified.
- **Message:** Determine what you need to do in order to meet the objectives identified, and when and how these messages will be delivered.
- **Channels:** How these messages are going to be delivered; email, newsletter, team meeting, Intranet or Podcase etc.
- **Timing:** Look at the target group and identify best-timing to deliver the message.

Planning Considerations

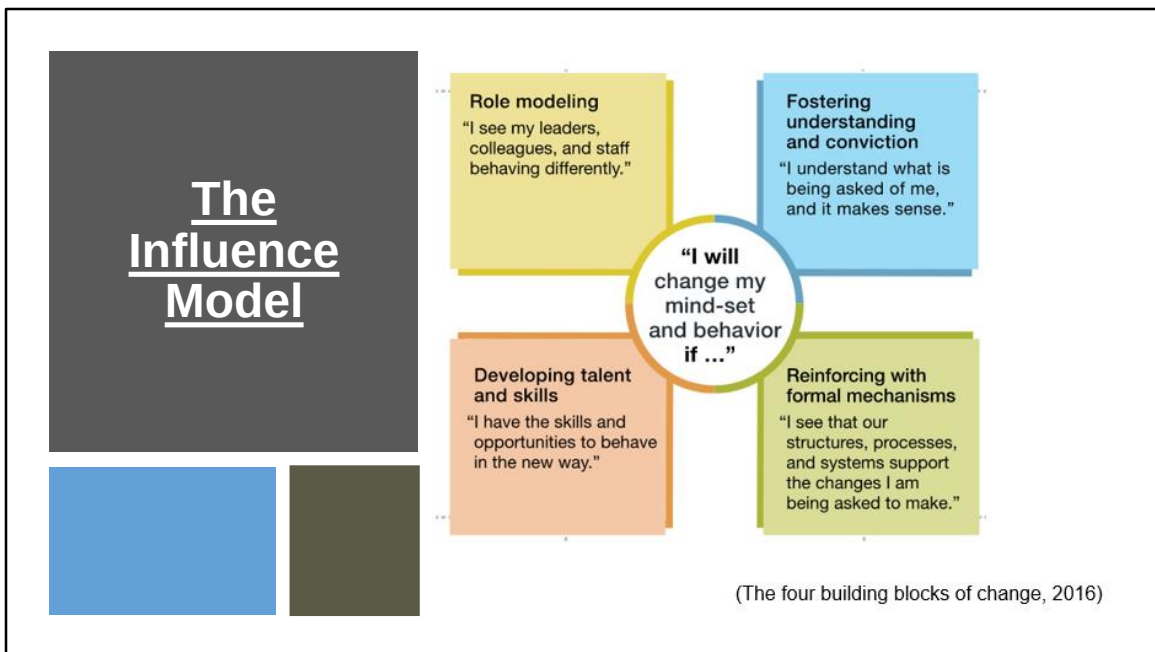
The following factors are critical and can aid the success whilst implementing change:

- **Executive Support:** Top level executives and stakeholders need to be seen to be actively involved; without their support any attempt at transformation is destined to fail.
- **Leadership:** Nominate a leader to take ownership and managing the change process. Assemble team leaders to assist with change and ensure it goes through successfully; devoted leadership is paramount.
- **Clear Vision:** Provide a clear rationale for change and what the desired outcome is.

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- **Employee Engagement & Participation:** Ensure each member of staff is part of the process from day one; if employees do not understand the whole 'change' will not succeed.
- **Constant Communication:** have persistent, open and honest conversations to maintain a productive atmosphere.
- **Accountability:** regularly measure progress and assess against the vision created for the future; no accountability could result in employee efforts becoming aimless, and people reverting to old habits. (The Key Factors of Successful Change Management, 2017).

Organisations are continually changing, and it is imperative they can adapt and transform to have continued long-term success. To achieve this, these key factors should be taken into consideration.



The success of managing a change programme is down to how willing people are to transformation. 'The Influence Model' developed by Mckinsey can be used as a framework as it is based on four tried-and-true pillars, centered around one theme, *what can I do, as a leader, to actually cascade down a change that I'm trying to make in the organisation?* (4 Ways to Manage Change with the McKinsey Influence Model, 2020). It can be used to navigate the shifts in people and current processes.

Planning for Change

Table 1: Prescriptive Change Models		
Model	Change phase	Value to HR manager
Leadership Model: Kotter Leading Change	Enacting	Leadership development resource
Systems Model: Burke-Litwin Change Drivers	Designing	Assessing readiness & identifying gaps
Stakeholder/Skills Model: Prosci ADKAR	Enacting/ Sustaining	Communicating & identifying skills
Recovery Model: Kübler-Ross Change Curve	Enacting	Managing resistance and facilitating acceptance

(Prescriptive Change Models, 2017)

There are three main phases of Change Management;

- **Designing:** conduct a current state assessment and design change for the future.
- **Enacting:** maintain momentum and provide a flow of communications.
- **Sustaining:** collect data to monitor momentum and adjust accordingly.

Each 'phase' will have an appropriate model that can be used as set out in the table.

Change Plan

- Establish the reasons for the change
- Determine Scope; what will the change impact (policies, processes, job roles & structure)
- Identify Stakeholders and create a change management team
- Clarify expected benefits
- Outline Milestones and Costs
- Create a Communication Plan
- Establish Success Measures

Based on the research undertaken all the above factors should be incorporated into a change plan as it will help an organisation remain agile, adapt to challenges encountered, enable monitoring and to track milestones.

Action Checklist

- Agree the implementation strategy
- Agree timeframes
- Draw up detailed implementation plans
- Set up a team of change champions
- Establish good programme management practices
- Communicate clearly
- Ensure participation and help to minimise stress
- Personalise the case for change
- Be prepared for conflict and manage it effectively
- Motivate your employees
- Develop skills
- Maintain momentum
- Monitor and evaluate (CMI, 2014).

CMI have created a checklist for organisations to use when implementing an effective change programme to ensure success.

Monitoring Change

Organisations must be able to measure the success of any change initiative in order to learn from mistakes and improve in the future.

This can be achieved by:

- **Stakeholder Analysis:** Hold focus groups, grouped into stakeholders (employees, managers, customers) and gain direct feedback about their experiences, preferences or reactions to see if the change has been a success.
- **Statistics:** A pulse survey will enable a large sample of data to be collected and analysed against previous data which will enable organisations to assess specific metrics before and after change.

Stakeholder Analysis: This will enable real-time feedback and you can elaborate on any questions to gain further information about a certain issue. However, it should be noted that not all employees feel comfortable about speaking within an open environment.

Pulse Surveys: This method will save time in comparison to focus groups and can be distributed to a larger sample of staff and the results can be integrated into an assessment to establish areas for improvement. However, it is crucial the survey is designed to obtain meaningful data.

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