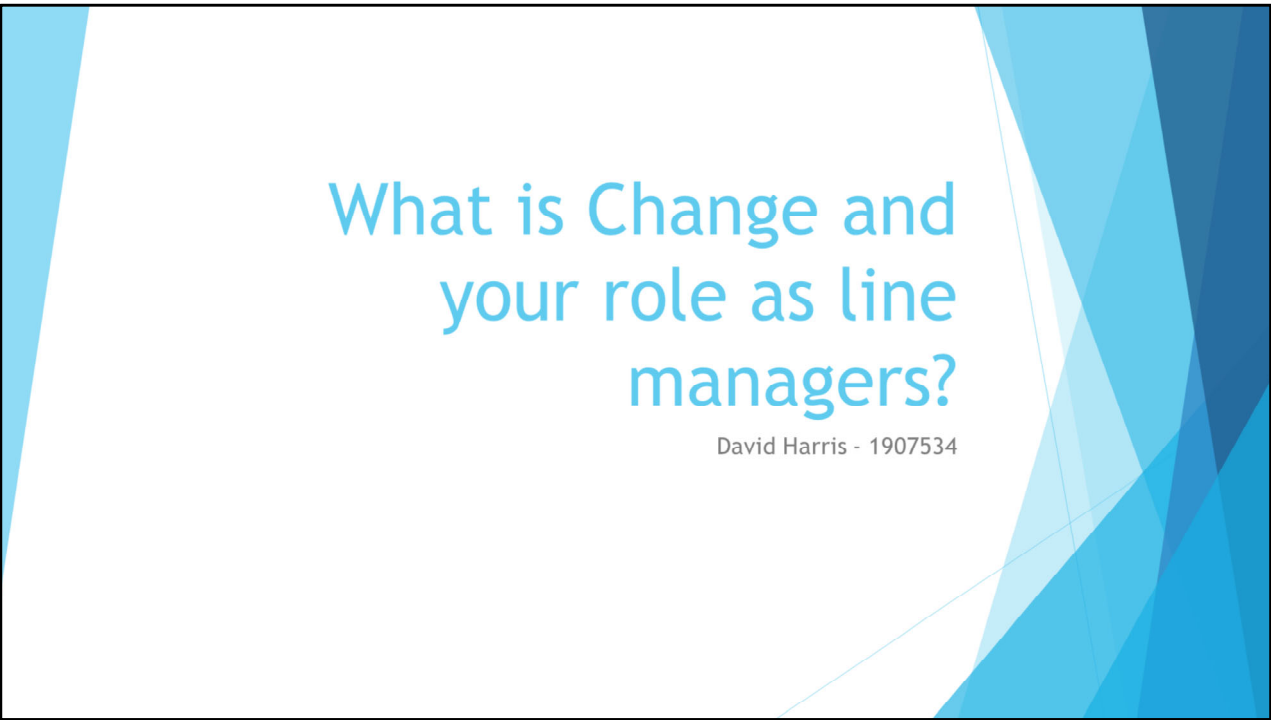


The slide features a white background with abstract blue geometric shapes on the left and right sides. The shapes consist of various triangles and polygons in different shades of blue, creating a modern, dynamic border.

What is Change and your role as line managers?

David Harris - 1907534

Aims

- Understanding what change is
- Internal and external drivers of change
- Factors enabling and hindering change
- Understanding change models
- Impact of positive relationships
- Change Management vs Change Leadership
- Communication and Stakeholder engagement
- How to support those affected by change
- How to plan for change
- The 'Change Plan'
- Assessing and evaluating change



What is Change?

‘The systematic approach and application of knowledge, tools and resources to deal with change’

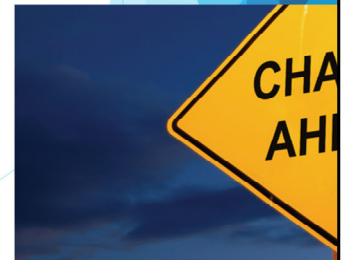
The Society For Human Resource Management

The Society for Human Resource Management define change management as *‘The systematic approach and application of knowledge, tools and resources to deal with change’*. What this means in reality is that change involves management interventions, working with individuals to deal and adapt to a workplace change. This can be change of different scales, from small business change to more large scale organisational change. What is clear, is the need for organisations to be able to react to the drivers for change and be agile enough to alter the way they work.

Change is something which all organisations need to be able to deal with as part of their regular business, with a requirement for this to be managed well. Change can be for many reasons, including both internal and external factors, however is one of the main constants in modern business. This presentation aims to explain the main drivers for change, how to react to these and how you, as managers and supervisors can understand the change process and guide your teams through with as minimal disruption as possible.

What is Change?

- ▶ Change Management - 1940's (SmartSheet)
- ▶ Change must be managed well for it to succeed
- ▶ Change only succeeds in only half of change programs (Aguirre et al)
- ▶ Change can be driven by a wide range of factors
- ▶ Change is constant, but also necessary
- ▶ Internal and External pressures (Aghina & De Smet)
- ▶ You are an important part of this process!!!!
- ▶ So what can you do to plan for change in your organisation??????



Change management is a concept which dates back to the 1940's with individuals models for change from individuals being used across organisations (SmartSheet), which were more widely used in business change by the 1990's. Change is something which all organisations need to be able to deal with as part of their regular business, with a requirement for this to be managed well. Aguire et al (2013) report that only half of change programs meet their goals and are able to sustain these changes over time. This can be due to a number of reasons, which we will discuss later in the presentation.

What is important is that change is not only constant, but it is also necessary for businesses to remain competitive and to ensure that they can adapt. There is a growing need for organisations to be agile and to be able to adapt as quickly as possible to the requirement for change. Organisations face a number of internal and external pressures and there is a need to adapt quickly to be able to work with these and not be broken by them. This is often the case with organisations where there are heavy managerial structures, which can impede agility and flexibility, but you as line managers can play your part in enabling the change process and ensuring a change ready culture exists within your teams.

This presentation aims to explain the main drivers for change, how to react to these and how you, as managers and supervisors can understand the change process and guide your teams through with as minimal disruption as possible.

External Drivers of Change

- ▶ Typically outside an organisation's control.
- ▶ Political pressures.
- ▶ Taxation and economy.
- ▶ Corporate Social Responsibility (CSR)
- ▶ Ethical and Green.
- ▶ Pestle
 - ▶ Political
 - ▶ Economic
 - ▶ Sociological
 - ▶ Technological
 - ▶ Legal
 - ▶ Environmental
- ▶ SWOT

External Forces

General environment

- Social
- Cultural
- Demographic
- Political
- Economic
- Technological

Business environment

- Industry
- Competition
- Consumer demands

The drivers for change can be both internal and external to an organisation and as such, can be both within and outside your control.

External drivers, by their nature are typically outside of an organisation and as such are more frequently out of an organisation's control. These can include matters such as political pressures, taxation matters or the current global economy. All of these can result in an organisation needing to change in some way, whether that is to downsize processes, alter product manufacture or alter technology. Organisations can also be affected by social and environmental factors. With an ever increasing drive for corporate social responsibility (CSR), with customers looking for businesses to be more ethical and green, there is an ever increasing drive for businesses to react.

One of the key ways to identify what can affect organisations and how prevalent these factors can be, is to use a PESTLE analysis tool. This tool focuses on examining 6 key areas; Political, Economic, Sociological, Technological, Legal and Environmental. This analysis can allow organisations to identify what factors can affect their organisation and how this may impact on their organisational strategy (CIPD). It acts as an aid memoir to understand what factors affect an organisation, it allows you to analyse the findings and then decide on what areas should be addressed.

Once the PESTLE analysis has been completed, this can be used in conjunction with a SWOT analysis. SWOT stands for strengths, weaknesses, opportunities and threats and was initially introduced in the 1960's. The SWOT framework is a simple method, which allows it to be used in all organisations, however it works best when used as part of a collaborative group of individuals. With the use of both of these tools, it is an easier process to try and establish whether change is needed, an important part of the change process

Internal Drivers of Change

- ▶ Internal factors can be within an organisations control
- ▶ Must be well managed
- ▶ Can include; Changes in Leadership, Organisational Strategies, Location changes, Redundancies (*Rees & French*)
- ▶ Can be linked to external factors or pressures
- ▶ Technological advancements > Changes to systems
- ▶ Political > Changes to staff terms and conditions
- ▶ Financial Pressures > Redundancies

Internal Forces

- Low performance
- Low satisfaction
- New mission
- New leadership
- Conflict

In addition to external factors, organisational change can equally result from internal factors, which are usually within an organisations control, however these are equally as important to manage well. These include, changes in leadership, new organisational strategies, changes of location and unfortunately redundancies, amongst others (*Rees & French*). Whilst these factors are internal and can be linked to organisational decisions, these are often driven by the external factors we have discussed, or that are identified as part of a PESTLE analysis.

Some of these links can include technological advancements, which can lead to system changes, political decisions and pressure can result in changes in staff terms and conditions and ultimately financial pressures could result in redundancies.

As these changes are internally driven it may be an easier process to identify when change is needed, however this may not always be possible and could be impacted by external factors, such as economic downturns or reductions in funding, could result in a need for technological changes, collaboration, outsourcing and ultimately restructuring in your organisation.

Factors that Hinder Change

- ▶ People must understand the reasons for change (McKinsey)
- ▶ Poor communication can lead to resistance (Smith)
- ▶ Content Resistance or Process Resistant
- ▶ Benefit, Compatibility, Complexity, Triability (Rees & French)
- ▶ Remember, it's not always negative (CIPD)
- ▶ Change culture or lack of it! (Potter)
- ▶ Lack of urgency for change (Kotter)
- ▶ Maintain an 'outward focus'



In order to assist change there are factors which are seen to be positive in assisting any change process. One of these factors is people's understanding of change and why this is happening. McKinsey report that this is part of the process which organisations often fall foul of, with organisations missing the key messages to the people affected by the change and not explaining the 'why' clearly enough (Smith). This lack of effective communication can also lead to increased resistance to change, which can take several forms, but is not necessarily a bad thing.

Resistance can be categorised into two different themes with individuals being resistant to the content of a change or the change process itself and how this is being delivered. Rees & French (2016) suggest that individuals affected by a change need to understand the change in four factors: Benefit to them, Compatibility with how they work now, Complexity and Triability, in that you should be able to try it a little bit at a time. What is important is to try and understand the reason for resistance and not brand this as negative (CIPD).

Another key factor that hinders change is change culture, or a lack of it. Organisations are required to change far more frequently now and a part of these changes is a change in organisational culture (Potter). It is important for line managers and

organisational leaders to ensure that there is a change ready culture in their organisation, as without this change is far harder to achieve. This includes the need for line managers and employees to be trained in resilience and agility, allowing individuals to understand the part has to play in an organisation.

Lastly, there is a need for urgency in any change plan. There needs to be a driver for change, and an awareness of what your competitors are doing. Often there can be a level of complacency in organisations, which can hamper their ability to be able to change quickly or to identify when change is required (Kotter). What is important here is to maintain an outward focus, ensuring that you are able to identify change when this is needed. These factors can all hinder the chances of success in change, however line managers can play a key part in ensuring that your teams are ready.

Factors that Enable Change

- ▶ Trust is key to enable change (CIPD)
- ▶ Create a change-ready culture
- ▶ Communicate a clear vision
- ▶ Engage with Change Agents and Sponsors (Gogate)
- ▶ 'Always On Transformation'
- ▶ 5 Strategic Aims:
 - ▶ Inspire through purpose
 - ▶ Go all in
 - ▶ Enable with capabilities to succeed
 - ▶ Continuous learning environment
 - ▶ Vision, roadmap and hold to account (Hemerling)



Whilst there are some clear factors that hinder change, fortunately there are ways in which a change programme's success levels can be improved upon by you as line managers. Trust is one of the key themes identified by the CIPD, as being one of the main factors to assist in managing any change. This will assist in a change culture being more prevalent in any workforce and will assist in change being delivered (CIPD). This sounds simple and it is. This is about being clear with your teams and being open about the reasons behind any process. It is vital that people feel they are part of a process and not having change thrust upon them.

It is also important to ensure that there is a clear vision for a change and that this is communicated with employees and that there are influential change sponsors or change agents in your teams and the wider organisations that can have a positive impact on the change, bringing colleagues along with them in times of negativity.

Hemerlin (2016) identified 5 strategic aims of an organisation, which were vital for leading through an effective change process. He termed this 'Always on Transformation' and the aims are:

Inspire through purpose – connect with deeper sense of purpose. Lego – highly

motivating

Go all in – don't just do it as a cost cutting exercise – initiatives to drive organisation and investments

Enable with capabilities to succeed. – Skill development

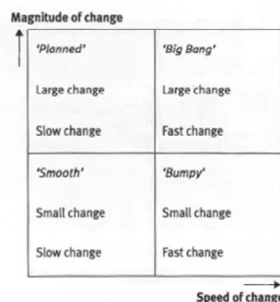
Continuous Learning environment – Growth mindset

Vision, Roadmap and hold account – Directive and inclusive leadership.

With these areas in place, there is a far greater chance of successful change in your organisation and amongst your teams.

Planning for Change

- ▶ Initially understand your drivers - SWOT / PESTLE
- ▶ Understand your hard and soft change elements (Rees & French)
- ▶ 'Hard' factors are more tangible and measurable
- ▶ 'Soft' factors are more culture based and often off shoots of the change programme
- ▶ Speed and Magnitude
 - ▶ Planned - "Large Scale - Slow Change"
 - ▶ Big Bang - "Large Scale - Fast Change"
 - ▶ Smooth - "Small Change - Slow Speed"
 - ▶ Bumpy - "Small Change - Fast Change"



Once you have been able to understand the need for change in your organisation through the use of PESTLE and SWOT analysis, there is a need to understand how you are going to plan and manage your change initiative. This involved understanding what the impact of change and what needs changing. Rees and French (2016) refer to these as either being 'hard' or 'soft' elements. Hard factors are usually the measurable, more tangible elements of change which are planned for as part of the process. What is often not accounted for are the 'soft' change elements, including organisational culture. These can be off shoots of the change programme and this is especially important when looking at communication and ensuring that engagement is maintained with your employees, prior to and during any change programme.

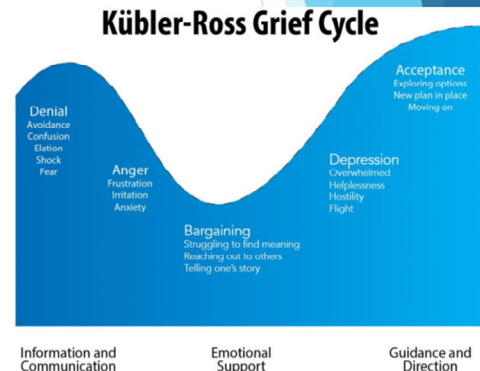
In addition to the soft and hard elements, it is important for line managers to understand the speed and magnitude of the change needed. This can be categorised into four different categories:

Planned
Smooth
Big Bang
Bumpy

Whilst it is not always possible to know exactly what your change plan will fit into, by doing this it will assist in being able to understand what change tools to use and how your teams may react to change. This will assist you in planning for change and understand the models we will discuss now.

Kubler Ross Grief Cycle

- Kubler Ross 'Grief Cycle' or 'Change Curve'
- Developed in 1969 by Elisabeth Kubler-Ross
- 5 Stages of Grief
 - Denial
 - Anger
 - Bargaining
 - Depression
 - Acceptance
- Can also apply to organisational change
- Follows a natural course for individuals to follow (Belyh)
- Demystifies the process
- Line managers need to be able to adapt



One of the common models in change management is the Kubler Ross 'Grief Cycle', also known as the change curve. This model was created by psychiatrist Elisabeth Kubler-Ross in 1969 and demonstrates the typical 5 stages of grief. It shows the common feelings that individuals go through when they experience grief (Psycom). These are shown as:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

What this model shows is the ways in which people react to large changes in their life, something which Kubler-Ross referred to as 'Grief', however this can also be applied to an organisational setting when applying this process to any organisational change process. Individuals experience the same factors, and undergo the same process when they experience a large scale organisational change to that of grief. Initially, they deny the change is happening and fear what the new state of being can look like. This is often followed by a sense of anger of the change and a questioning

as to why this is happening. Bargaining can then follow anger, with individuals looking for any last options from the current state of working, coming to a compromise position. This can assist people in coming to terms with the change. This is then followed often by a state of depression, which ultimately is followed by an acceptance of whatever the new way of working is (Belyh).

This process is a useful tool for both you as line managers but also your staff to understand, as it explains and demystifies the feelings that people can experience. Whilst this is useful as a tool, it must be remembered that Kubler-Ross stated that individuals do not always move through these processes as part of a linear process. People often moved between different stages so line managers need to be able to adapt to this and accept that not all individuals will go through this process the same way.

Kotter's 8 Steps of Change

- ▶ Kotter's 8 Steps of Change (Kotter)
- ▶ Very popular due to its simple process
- ▶ Focuses on creating a change environment
- ▶ Doesn't focus on the actual change
- ▶ Communication and Vision are key



Another common change theory is Dr John Kotter's 8 steps of change. This model has been developed over 40 years of experience of organisational change and details the main factors that are required and vital for change programs to be delivered effectively (Kotter).

Kotter's model is an easy to follow guide for individuals involved in change and this is why it is very popular in organisational change (Management Study Guide). It also differs from some other models as it concentrates on the need to create an environment for change and gets individuals involved in the process, concentrating on this more than the actual change process itself.

To do this the model has 8 steps. These are as follows:

- Step 1: Increase Urgency
- Step 2: Build Guiding Team
- Step 3: Develop the Vision
- Step 4: Communicate for Buy-In
- Step 5: Empower Action
- Step 6: Create Short Term Wins

Step 7: Don't let up

Step 8: Make Change Stick

The initial steps of this model focus on ensuring that all of the individuals involved in the change buy into the process and that a vision for why the change is required. This ensures a stable base for the change process and that everyone involved has been communicated with and has the same view of the process (Management Study Guide). The model then looks at ensuring that individuals remain engaged in the process by selling the wins throughout the process, which reminds employees of the reasons behind the change and the benefit which can come from it. Lastly, it emphasises the need to continue to drive the change and make sure that changes are turned into business as normal, so that people don't revert to how they used to do things and that the new process sticks.

Benefits of Positive Working Relationships on Change

- ▶ Close working relationship between parties.
- ▶ Engagement at all levels is key (Aguirre & Alpern)
- ▶ 2013 survey identified 10 key principles to effective change
- ▶ 'Engage, engage, engage' and 'Involve all Layers'
- ▶ Leaders and line managers 'walk the walk'
- ▶ Change is about people (Rees & French)
- ▶ Trust is key!



There are many factors that can affect change but one of the main positive factors is a close working relationship between all parties involved, including you as line managers, your teams, senior management and trade unions. Engagement here is key and it's vital to get everyone affected involved, including people at all levels of the organisation (Aguirre & Alpern). In a 2013 survey, Strategy and Business identified a 10 key principles to effective change management, with two of these being engage, engage, engage being one and involve every layer being another. This demonstrates the importance of building and maintaining relationships with individuals. The other factors focus on similar mechanics of Kotter's 8 step model, with a focus placed on how people interact with each other, how leaders interact with their teams and ensuring that leaders and line managers 'walk the walk'.

Change is about people and the need for them to change to a new way of working (Rees & French). Without people being prepared to change, all the planning in the world will not make a change program successful. For people to change they need to feel engaged with by their managers, communicated with thoroughly and also invested in the change and the reasons behind it. What is key here is building trust with your staff. If individuals feel like they can trust their manager, then this will make the process easier, allowing them to buy into the change initiative.

Change Leadership vs Change Management

- ▶ Change Leadership and Management are both vital but different
- ▶ Change Management focuses on process (Differences Between)
- ▶ Change Leadership is about focusing on the urgency of change
- ▶ Leadership can cause a loss of control - Need for Management
- ▶ Kotter's - Powerful sports car and fantastic driver!!



Change management and change leadership are both vitally important for any change programme to be effectively delivered, however there are some clear differences between the two. Change management focuses on the process of change and involves the mechanisms and tools used to process change. This is more systematic and includes the project management aspects of change. This also focuses on the change plan and the co-ordination of stakeholders and the change management team (Differences Between). Where Change Leadership differs is that this is focused on creating the urgency and vision for change. This is a less process based and more collaborative role, where a greater degree of influencing skills are required as this can require the need for quick changes in plan, engaging with stakeholders to buy into change and encouraging others to value the need for change.

As this can be a more fluid approach, this can cause a lack of control over parts of a change process, which is where you will also need a strong change management structure to maintain the change process, however both roles are vitally important as one can't operate fully without the other. Kotter (2011) refers to this partnership as a powerful sports car with a fantastic driver, meaning that there is strong change leadership and urgency for change, with an efficient change management process in place to ensure that this is controlled well. This supports the need for high level

engagement and sponsorship for change with a strong team behind them to deliver the vision.

Communication Needs



- ▶ Communication is vital
- ▶ Not just at the start of a change programme
- ▶ It allows individuals to move through: (Management Study Guide)
 - ▶ Awareness, Understanding, Acceptance & Commitment
- ▶ Provide a personalised experience
- ▶ 'Mass Communication Events' (CIPD)
- ▶ Two way dialogue and multiple methods
- ▶ Essential for building trust
- ▶ People like change, but not being changed!

As mentioned in the previous slides, communication is a vitally important part of any change programme. This does not just mean sending an e-mail out at the beginning of a process from the Head of HR, or from the CEO of an organisation, but continual, effective communication.

Communication is about providing information to individuals, which provides clarity on what the change is about (CIPD). Management Study Guide define the need for communication as critical in that it assists individuals move through the communication continuum of Awareness, Understanding, Acceptance and Commitment. This raise the importance of the change with employees, ensuring they are able to understand it fully. What is also important is that the communication is personalised depending on who this is for, and how often they should be communicated with. CIPD (2015) suggest that there is a need for 'mass communication events', where individuals are not only communicated with, but have an opportunity for two way communication, and with individuals at all levels. McKinsey (2015) refer to this as providing a personalised experience, providing information to people which was relevant to them to personalise the change experience. This is an important step for you as line managers to ensure that your teams are kept updated on how the change programme will affect them and their

roles. There is also a need for various different communication methods to be used, allowing for two way dialogue. These must be accessible to all stakeholders in the process so that all affected feel engaged.

As mentioned in the change models we have already discussed, communication is also key in building trust between individuals and plays a vital part of the process allowing the reasons behind any change plan to be relayed across an organisation. It is this trust which will ultimately assist with individuals being more change ready and less change resistant. This level of trust, coupled with the key messages being continually reiterated to the organisation, will assist in reducing anxiety in the workplace and ultimately easing the pressure of a change programme. This is something which you as line managers will need to effectively work through such a change.

People are often resistant to change due to a lack of understanding or knowledge, which leads to a fear of the unknown (ChangeMinds). This is combated with communication as ultimately, people are not adverse to change, but they are to being changed. It is important that individuals are aware of the specific reasons for any change so that they are able to rationalise the reasons and also how this can impact them personally.

Stakeholder Support and Needs

- ▶ Line managers play a vital part of support network
- ▶ Trade Unions play a part of support role
- ▶ 8 Tips for line managers to consider:
 - ▶ *"Give it to them straight"*
 - ▶ *"Be clear about the change drivers"*
 - ▶ *"Talk Adult"*
 - ▶ *"Be Kind"*
 - ▶ *"Let them be negative"*
 - ▶ *"Encourage them to face fears"*
 - ▶ *"Let them talk as much as they need"*
 - ▶ *"Celebrate their successes"* (Lattimer)
- ▶ Provide employees with the clarity, understanding, support and control over change (Anderson)



Stakeholders, including direct staff and the wider organisation need support throughout the change process to make sure that they are affected as little as possible. This support includes some of the topics we have already discussed so far and you as line managers play a vital part in providing this support. Individuals can be supported by Trade Unions within organisations, however this only plays part of the support role.

Lattimer (2012) describes there being several ways in which line managers can support individuals through change, with them highlighting 8 tips for line managers, including:

- Give them bad news straight
- Be clear about the drivers for change
- Talk adult
- Be kind
- Let them be negative
- Encourage them to face fears
- Let them talk as much as they need
- Celebrate their successes

All of these echo the views of Kotter and may seem like common sense, however it is too easy to miss these or to see resistance or negativity as a bad thing. What is clear is the important role that line managers play in supporting their team through these process, by allowing them to process the need for change and to be free to communicate about it, ensuring that this communication is two way and clear.

This is supported by Anderson (2015), who suggests the four key areas to support people is to ensure they have a firm understanding of why the change is occurring and to reinforce the new organisational priorities, as well as giving them as much control over the change as possible and ensuring they have the relevant skills to carry out whatever their role will look like after the change.

The Change Plan

- ▶ A Change Plan is vital
 - ▶ Plan for any foreseen issues
 - ▶ Change Road Map (Heathfield)
1. Vision and Objectives
 2. What activities are required
 3. Stakeholder Analysis
 4. Roles of key individuals
 5. Communication Strategy
 6. Support and Advice available
 7. Milestones
 8. Monitoring Activities
 9. Success Measures



A change management plan is a vital tool that all line managers and anyone involved in change should be familiar with. We have looked at some of the factors that can affect change, both positively and negatively and therefore it is vital to plan for change effectively. There is a need to avoid the mistakes which are often seen in change programmes, which we have discussed and a change plan gives you the best possible opportunity to foresee these and plan to avoid them. This should be considered as a road map for your change programme and one that's vital to use! (

The plan would normally consist of the vision and objectives of the change, including why the change is needed and is beneficial. A list of activities or tasks which are required would also be included, along with a list of the affected stakeholders and what support and communication they would need. There would also be a breakdown of what roles certain individuals would play in the process and any support or advice which would be made available to individuals who were affected. Lastly, the plan would highlight how success would be measured and communicated to the wider organisation and at what stages. This supports Kotter's 8 step model, in embedding the change and celebrating the quick wins to maintain an emphasis on the positives of change.

It is key that there is careful consideration given to these areas prior to the commencement of any change programme, and that these steps are used in conjunction with one of the models discussed. This minimises the risk of change not being successful and allows for far easier management of the process as you move through the stages.

Evaluating Change Success and Impact

- ▶ What does good look like?
- ▶ Success measures need to be built into the change plan
- ▶ Can be both qualitative and quantitative
- ▶ Data needs to be monitored for any adverse affects
- ▶ Sickness data, turnover figures, reduction in performance, call waiting times etc.....



Whilst it is important to plan for a change programme and to try and stick to this plan as closely as possible, it is also fundamental to be able to assess a change programme's success. This can be done a number of ways and can be done using measures, both quantitative and qualitative. These need to be identified and planned for at the change plan stage as it is important for change managers and change leaders to understand what they are expecting good to be. Depending on the change initiative, there may be a difference in what you would expect to see as a positive reaction. Without this being planned it is difficult to understand and quantify whether change has been successful.

Once it has been agreed what success or good looks like, it is possible to start to collate measures which will demonstrate what impact the change is having. There is also a need for data to be monitored to identify any adverse affects of the change programme. This could include an increase in staff absence, an increase in individuals leaving the organisation or a drop in performance in a certain area. This data needs to be assessed by the change team to ensure that the initiative is not impacting negatively on business and if it is, to look to address the reasons for this.

CONCLUSIONS



- ▶ Change is now scary
- ▶ Be change ready and resilient
- ▶ Individuals will react differently and this is normal
- ▶ Always communicate the WHY
- ▶ Build trust
- ▶ Drive change from all levels
- ▶ Plan and communicate widely, regularly and ensure its tailored
- ▶ Measure your success and sell it
- ▶ Remember you are all working to the same goal!

It is important that you as line managers are aware that change is constant and now something to be afraid of. As line managers you play an important role in ensuring that your team are change ready and that this is done by ensuring they are resilient to change. When change occurs you must remember that individuals will react differently and that this is normal. Some will be anxious, become disengaged and could be angry about how they will be affected.

Whatever the change process is, you must communicate clearly with your teams about why. Building a trusting team and a strong relationship will allow change to be better accepted and managed and will reduce resistance to change.

It is also important that change is planned fully, engaging with the necessary people to drive the change fully and from all levels of the organisation. Ensure you have a change plan and that this is well documented, allowing for regular, bespoke communication with all those affected, as this will minimise resistance and improve engagement in the process.

Lastly, it is important to measure your change process and to sell the wins it achieves, however small these are, as this will embed the need for change within your teams

and keep you all working to the same goal.

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