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Signed: 

Date: 28th December 2020

What is Management of Change?



- Where are we now?
- Where do we need to get to?
- How will we get there?

What is Change Management?

Change Management is the process by an Organisation with support from HR, of managing the move from 'the here and now' to new ways of working, organisational reviews or the introduction of new processes. Any change process should have a structured approach with clear communication channels. It is important for managers to be equipped in having difficult conversations particularly if the change results in potential redundancies, (Personnel Today, 2011-2020).

Internal Drivers Initiating Change



Understand key principles, theories and models relating to change in organisations.

Organisations need to consider both internal and external factors driving change and it is important to understand the differentiations between them. Internal factors are in the main decisions made by Strategic Managers in line with business objectives and as such are controlled within the Organisation. Whereas external factors may impact an organisation with little, if any control over the decisions being made, (Rees, 2016).

The following are examples of **internal** drivers initiating change:

Technological – Technology is ever evolving resulting in electronic procedures being implemented in replacement of roles that are currently being carried out manually placing employees in a potential redundancy situation. In addition, the implementation of new systems would require employers to provide training and support to enable individuals to undertake their roles effectively.

Home working – In light of the current pandemic, home working has become the 'normal' way of working. Organisations need to ensure the workforce are well equipped and embed a culture of trust.

Restructures – Organisations may for many reasons need to undertake restructures

including change of roles and responsibilities, deletion of job roles, creation of new jobs roles which would have an impact on individual and Team morale.

External Drivers Initiating Change



External Drivers

A PESTLE analysis is a useful tool to identify external drivers initiating change, examples of which are below:

Political – Decisions made by the UK and Welsh Government impacting on income streams, reduced budget e.g. Brexit. Whilst organisations have little control over these decisions, they could have major consequences.

Legal – Employment legislation, Health and Safety regulations, regulatory policies requiring organisations to review their systems to ensure they comply with legislation.

Environmental – Global warming and emission protocols impacting on organisations introducing agile working environments which requires a review of the accommodation strategy and flexible working policies.

What factors might enable change?

- Commitment
 - Embed Culture
 - Deliver new behaviours
 - Leadership and Engagement
 - Identify key stakeholders and key influencers

Communication is Key!

Identify organisational factors that might enable change and those which might hinder change processes

According to (CIPD, 2020), during any change process, organisations need to maintain commitment from the workforce both during and after implementation whilst ensuring business continuity.

(People Management, 2017) sight a number of factors to enable change. A successful change process requires leadership and engagement from all levels of management. Strategic Management aligning together, acting as role models in delivering the new behaviours and embedding the culture. Line Managers have a fundamental role in understanding the views of the workforce from an operational perspective. Organisations should engage with all managers from the outset providing them with justification and understanding of the change with the hope that they will have 'buy in'. Managers should be equipped with the necessary soft skills to enable them to have difficult conversations.

Communication is key for understanding and engagement of any change initiative. Consideration of the appropriate communication channels to encourage open

discussion and ensure people understand and accept the proposed changes, including workshops, team meetings, one to one meetings, newsletter, staff intranet.

Consider relevant stakeholders and get key influencers on board as they will embrace the change and have an impact on others. If organisations can bring key people along with them, there is less resilience and the change is more likely to be successful.

What factors might hinder change?

- Lack of effective planning
 - Lack of clarity and training
 - Resistance – fear of the unknown
 - Personalities – difficult to adapt to the change

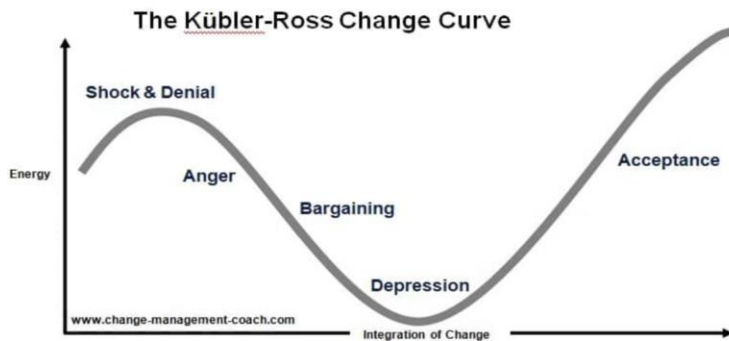
Approach during a change process will determine success!

Factors that might hinder change

A number of factors for consideration which may hinder the change process include lack of project planning. If a project plan isn't produced outlining clear timescales, there is potential that deadlines are missed and as such the project will not meet the desired outcomes. Lack of clarity and training for individuals identified as part of the project team will have a negative impact on the change process.

During any change process, organisations will face resistance from individuals and teams due to the lack of control and fears of the unknown. Individual personalities may find it difficult to adapt to change which could impact on employee engagement and performance which in turn affect productivity. Organisations need to be mindful on how they approach employees during a change initiative as this will determine the success of the change in the medium to long term, (SHRM, 2020).

Kubler-Ross Model of Change



Evaluate current theories and models relating to change and how they support effective change management

It should be acknowledged, that people go through a cycle of emotions when dealing with change, as illustrated in the Kubler-Ross Model of change.

According to (Change Management Coach 2018) The 'change curve' derived from the work of Kubler-Ross, describes the internal emotional journey that individuals typically experience when dealing with change. This journey consists of a number of stages:

Shock & Denial - a temporary defence that gives time to absorb news of change before moving on to other stages. Initial stage of numbness and shock, disbelief that change is happening.

Anger – Realisation that the change will affect them, denial usually turns to anger. Look to blame someone or something else.

Depression - Reality that negotiating is not going to work the reality of the change sets in. Awareness of the losses associated with the change and what is left behind. This has the potential to move people towards a sad state, feeling down and

depressed with low energy.

Acceptance - As people realize that fighting the change is not going to make it go away they move into the acceptance stage, resigned to the fact that they must get on with it.

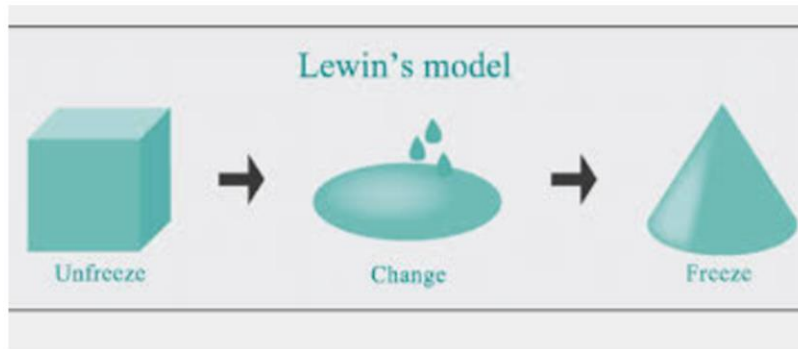
For the first time people start considering their options.

It should be recognised that people may not go through each stage concurrently and may move around the curve during a period of change which is normal.

The time for concern is when someone gets stuck at one stage which may be 'anger' or depression. This may be due to personal circumstances and as such may need support to move on. If this is the case, individuals should be advised to speak to someone to discuss their circumstances.

Although Hope is not included in the five stages within the Kuibler Ross model, it is recognised as an important thread running through all stages. People *hope* that there will be a positive ending and lessons learnt from the experiences during the period of change. experiences which will eventually be learned and lessons learnt during the period of change.

Kurt Lewin 1940 – Model of Change



Another model of change developed by **Kurt Lewin in 1940** is known as Unfreeze – Change – Refreeze, comparing the change process with changing the shape of a block of ice, (MindTools, 2020).

An explanation of each stage is detailed below:

Unfreeze – Time of uncertainty, considering the status quo and determine what needs to change with 'buy in' from Senior Management. Identify change champions who may have previously been resilient to change, communicating clear justification of the change linked to business strategy.

Change – Resolving uncertainty, looking at alternative ways of doing things. Please start to change behaviours embracing the way forward however, this takes time. People need to understand the reasons for the change and feel engaged with the process.

Refreeze – Change of culture, clearly defined roles and responsibilities, providing training and support so employees are confident in the new ways of working. Most importantly, celebrate success.

By recognising the three stages, organisations can effectively plan and implement a change initiative.

Positive Working Relationships



Understand the importance of communication and relationship management within change processes.

Explain how positive work relationships can support change processes and how they can be built and maintained.

Positive working relationships between the Organisation, Managers and HR can contribute to change management in a number of ways including effective communications, people participation and encouraging an organisation culture that embraces change.

It is important to have a clear understanding of the organisation's culture by engaging employees in focus groups allowing them to have a voice, undertaking interviews with relevant stakeholders, encourage questions on change initiatives to be included in staff survey's. (Wilkinson and Taylor, 2016). This will enable HR to have the necessary knowledge and understanding to engage staff through the change process allowing a smoother transition.

As outlined within the Kubler-Ross Model of change, employees go through different

feelings during periods of change including emotionally, mentally and physically. (Acas, 2020) recognise the range of emotions employees experience before accepting the final stage and moving forward. It is therefore important for Line Managers to liaise with HR to relay the support available for employees during times of uncertainty. This including signposting to Occupational Health, clearing outlining options, identifying any training or coaching opportunities. Whilst employees may initially see the change as negative, it may also result in opportunities for career progression.

According to (MindTools, 2020), positive working relationships require a number of characteristics:

Trust – allows openness and transparency within the Organisation, allowing employees to be honest and air their opinions without any recourse.

Respect – feel valued as a team member, working together being solution focussed.

Self-awareness – being reflective on your own words and actions not letting your personal emotions impact others.

Inclusion – value opinions of colleagues and consider things from their perspective.

Open Communication – whatever the method of communication, being open and honest enables effective relationships.

Whilst managers may be required to have difficult conversations throughout any change process, positive relationships will enable a smoother transition process.

Communication

- Clear communication strategy
- Effective communication plan
- Clear and Concise Messages
- Different approaches i.e. Newsletter, 121's, Intranet



Line Managers recognised as primary communicators

Communication

When an organisation is going through a change process, it is important to have clear communication strategies so employees understand how they can relay their views and feel valued. The role of HR is to encourage a communication plan that is effective for both Senior Managers and Employees and ensure consistent messages are being relayed i.e. via newsletters, intranet, agenda item in team meetings, 121 meetings with HR and Management.

Having different approaches in relation to conveying key messages from the outset will enable employees to absorb the information, engage with both Managers and Colleagues and provide meaningful feedback. Various forms of communication encourages 'buy in' from employees as they feel involved with the changes and don't feel it is not being imposed on them from Senior Management, (McKinsey and Company, 2019).

Communication methods should be clear and concise from the outset. Line Managers are recognised as the primary communicators and as such should regularly engage with employees providing them with consistent messages detailing what the change entails, why and how it is progressing and most importantly how it impacts

them. If employees are engaged with the change, managers can bring them along with them and as such have less resistance to the proposed changes, (SHRM, 2014).

Stakeholder Engagement

Identify Internal &
External Stakeholders

Stakeholder Status

Key Messages



Effective ways of
Communication

What can they bring?

Identify Approach

Implement Communication Plan

'On Board'

Discuss the different communication needs and types of support that might be required by different stakeholder groups.

Organisations need to identify relevant internal and external stakeholders prior to commencing a change process and consider the most effective way of communication with each one which will keep them 'on board'. The aim of which it to encourage engagement and maintain their support throughout the process. To achieve this, according to (MindTools, 2020), organisations should consider the following five steps:

Stakeholder Status – determine the level of influence and interest they have in relation to the proposals. Consider whether they are an advocate, support, neutral, critic or blocker of the process.

Determine what each Stakeholder can bring to the project – determine the level of support required i.e. full time or on an ad hoc basis. Stakeholder should be aware of their requirements in order to progress the project.

Relay key messages – highlight the benefits to both the organisation and individuals concerned, focus on the positive outcomes.

Identify Communication Approach – what communication methods will be effective

to ensure it is meaningful. Consider the best strategy for each stakeholder i.e. Manage closely, keep satisfied, keep informed or monitor. Initially focus on engagement with key stakeholders and what form of communication would be appropriate i.e. email, face to face, or virtual.

Implement Stakeholder plan – Engaging with Stakeholders is vital for a change process to be successful. During any consultation process, the initial proposals are subject to change which is the same for stakeholders. Therefore, it is important to review identified Stakeholders throughout the process.

It is important to remember that any change process can impact stakeholders in different ways and as such Organisations need to closely manage expectations and advise them if any concerns arise. Continued engagement will ensure two way communication enabling an open and transparent process.

Sustaining



and as such the project may require modifications in line with future business requirements. Consideration should also be given to ensure systems are still aligned to meet the aims of the change initiative. Following implementation, it is important to concentrate on embedding the change whether that being the culture, implementing the initiative in other areas of the introduction of new IT systems.

Change Plan

- Vision and objectives, need for change, benefits of change
- Specific activities to achieve objectives
- Scope of activities
- People and roles
- Stakeholders and parties affected
- Communication strategies
- Support strategies
- Timings and milestones
- Resources – money, time, people, equipment, materials, guidance
- Monitoring activities
- Success measures

Change Plan

Prior to commencing a change management process, it is important to produce a change plan detailing the following:

Best Practice

Educate



Engage

Empower

Enable

“Through an understanding of the psychology of change management it is possible to create cultures and deliver change in a way that allows everyone to thrive” (HRZone, 2019)

Summarise best practice for implementing change processes within an organisation.

According to (HRZone, 2019), in order for any change initiative to be successful, line managers play a vital role in engaging the workforce recognising how their own behaviour impacts individuals and in turn impacting on the change process.

The main question from employees is how the change is going to affect them and therefore they need to be **educated** to understand the rationale behind the proposals. It is important for managers to bring people along the journey with them rather than imposing the change. If individuals feel involved in the decision making and feel valued, they are more likely to be engaged in the change.

Getting employees **engaged** with the change will not happen overnight, there is a requirement for a two way communication process providing clear and consistent dialogue in relation to logical and emotional values.

Another important factor to consider is to **empower** individuals to understand their roles and responsibilities within the change process. Managers need to create a

culture of trust setting boundaries and expectations where people feel their opinions are valued.

In order to deliver successful long term change initiatives, organisations need to **enable** individuals and teams to succeed. Thus providing them with the necessary skills, resources and working environment where they feel confident and solution focused.

To summarise, a best practice approach in success change management is changing behaviours and culture of the organisation, managers and employees.

Monitor and Assess Impact of Change

Measuring Organisational Performance

Measuring Individual Performance

Measuring Change Management Performance

Quantitative & Qualitative Data

Evaluate techniques for monitoring the implementation of change processes and for assessing the impact of change

A number of techniques can be used to monitor the implementation and impact of change utilising both quantitative (statistics, KPI's, compliance data) and qualitative data (opinions and feedback).

Quantitative - HR data – turnover, absence, skills development, training data. Has there been an increase in sickness during the period of change?

Qualitative – Consultation process whereby relevant Stakeholders have an opportunity to provide comments/feedback during workshops, interviews, questionnaire.

As stated previously, change management has an impact on the whole organisation. The (Procsi, 2020) report explores ways of measuring change management within three categories:

Measuring Organisational Performance associated with desired outcomes being achieved for the organisation. Examples include, improved overall performance, did the implementation meet the timescales identified, relevant key performance

indicators.

Measuring Individual Performance is important to determine both individual progress and also the overall progress of the success of the change. Methods used to measure the stages at which employees are at and also how they are progressing include satisfaction surveys, employee feedback, requests for support and awareness and understanding of the change.

Measuring Change Management Performance is the final category which are associated with the activities undertaken by the project team as a whole. It should be acknowledged that these should not be considered in isolation and as such when linked to the other two categories, an analysis can be undertaken regarding the overall success of the change initiative. Examples include, effectiveness of communication plan, progress and adherence to timescales, participation and attendance records of training opportunities.

By measuring the performance activities of a change process, it will enable organisations to measure the impact and effectiveness of the change and whether it meets business objectives set out within the initial change plan.

Change Management

*Effective change management processes will encourage everyone to adapt to embrace the new ways of working.
Embedding the culture for the future of the Organisation, (MindTools, 2020)*

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