

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Change 5KMOC

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By Catherine Thomas

What is Change Management?

Change Management is about moving an Organisation from its present state to its preferred forthcoming state, and is done via a structured approach (APM, 2017)

Change management is about moving an organisation from its present state to its preferred forthcoming state and is done via a structured approach (APM, 2017). Organisations may change due to downsizing departments, re-structure, management of possibly sick employees or staff who have been furloughed (People Management, 2021). Not managing change in the correct way may mean it goes on longer than should and can be overwhelming so management need to be prepared in readiness for supporting change (CIPD, 2021). There is no one size fits all (Nelson, 2003, within (Rees and French 2016, p.103). Every organisation at some point will go through change whether it be a minor or enormous change (Taylor & Woodhams, 2016a p 32).

Objectives

- Make sure people have a clear vision of what is happening, what the end result will look like
- Senior Managers plan structure so it is transparent
- Help others accept the need for change
- Explain of why the change is happening e.g. changing with the times such as new requirements of the business
- Take into account feelings e.g. the change curve, going from asking why, then accepting, to then reflecting and eventually understanding the change is permanent
- Listen to any concerns, have empathy and understanding

(North, 2021)

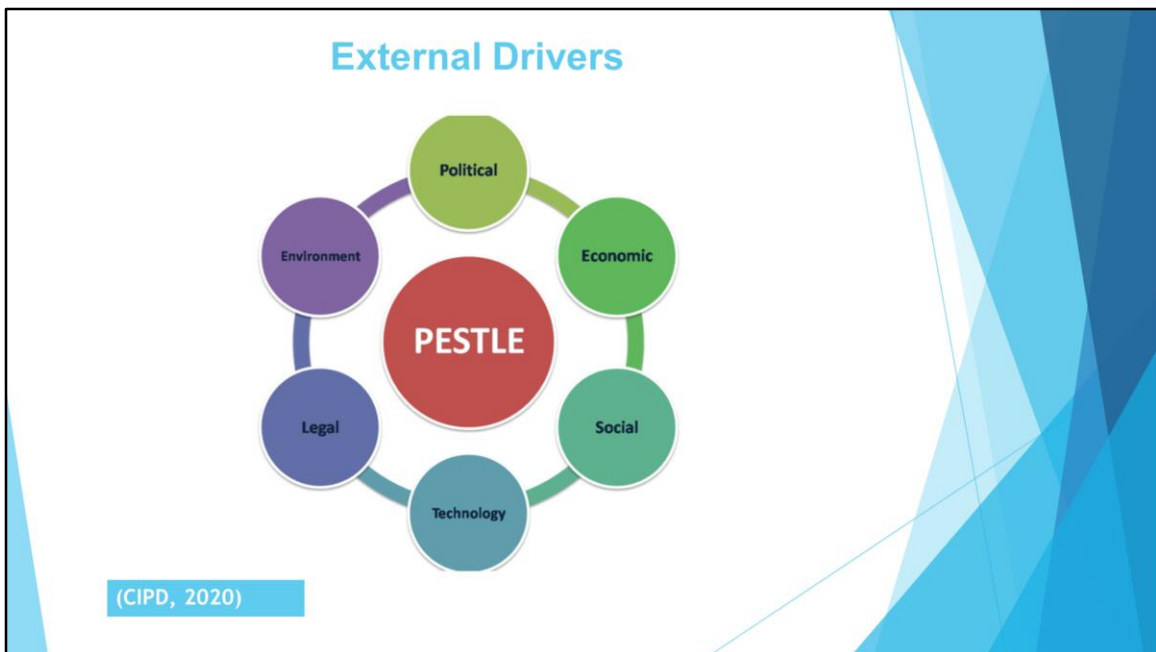
Internal Drivers

- New leadership
- New strategy
- New structures
- New business model
- Organisation development
- Redesign of jobs
- Redesign of business processes
- Outsourcing
- Change of location
- Installation of new technology and systems
- Changes to employees' terms and conditions
- Merged with another organisation
- Redundancies

(Rees and French, 2012)

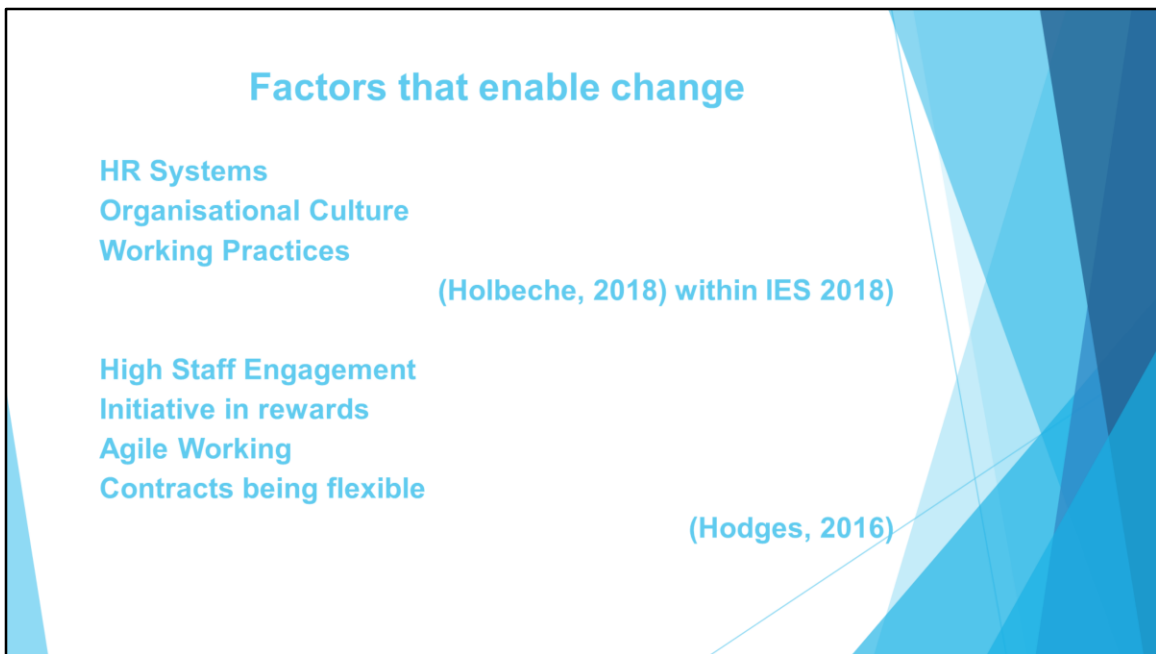
Internal drivers can be part of a large role when initiating change and can be persuaded by external factors. Internal drivers are New leadership, New strategy, New structures, New business model, Organisation development, Redesign of jobs, Redesign of business processes, Outsourcing, Change of location, Installation of new technology and systems, Changes to employees' terms and conditions, Merged with another organisation and Redundancies (Rees and French, 2012, p.110).

Whatever the change HR departments need to ensure that HR policies are compliant (People Management, 2021). New Structures have recently been introduced within Workforce & OD this incorporating Organisational Development which also has meant there are new leaders and they have new structures. This was from the Workforce, Organisational Development & Education Strategy 2020 – 2030. The strategy aims to set out the future vision for the workforce within HDUHB for a ten year period along with the key themes of work to achieve over the next three years. A revised Organisational structure will be implemented during the first year of the Strategy. The revised structure will be the first enabler for the delivery of the Strategy (HDUHB, 2019).



PESTLE (Pest, Steeple, Destp, Spelit) have the same aim this to aid investigation external environment of an establishment. (CIPD, 2017). External Drivers in Organisations are Political, Economic, Social, Technology, Legal, Environment. By examining these factors, organisations look at external influences which may impact their plan and professional conclusions (CIPD, 2020). By doing this analysis it can spot any further costs enabling this to be incorporated into future plans (CIPD, 2020).

The new structure was sent to staff within Workforce & OD and the vision from the 20-30 Strategy, with comments/feedback to be presented to the Head of Workforce & OD. One example was also the names of the departments whether they should be changed or kept the same, such as Resourcing used to be called recruitment. Also Workforce Intelligence and whether this was the right name or should it be Workforce Information. With the new structure this meant more staff which proved to be a problem as there are not enough rooms for everyone. As well as that the Pandemic struck within the period of the strategy being put into place. This meant new computers, accessories were bought enabling staff to do hybrid working.



HR Systems, Organisational Culture and working practices helps employees to have new skills and to adjust to working in the form of new ways Holbeche (2018) within IES (2018). Getting staff involved is crucial, promoting rewards and Agile working is a huge factor to enable change. Providing a service of being flexible with contracts is what staff look for in the current work market Hodges (2016). Transforming an organisation is to create a sense or urgency by investigating market and competitive realities. Getting the right people to lead the change, get them working together as a team. (Harvard Business Review, 1996, p.7).

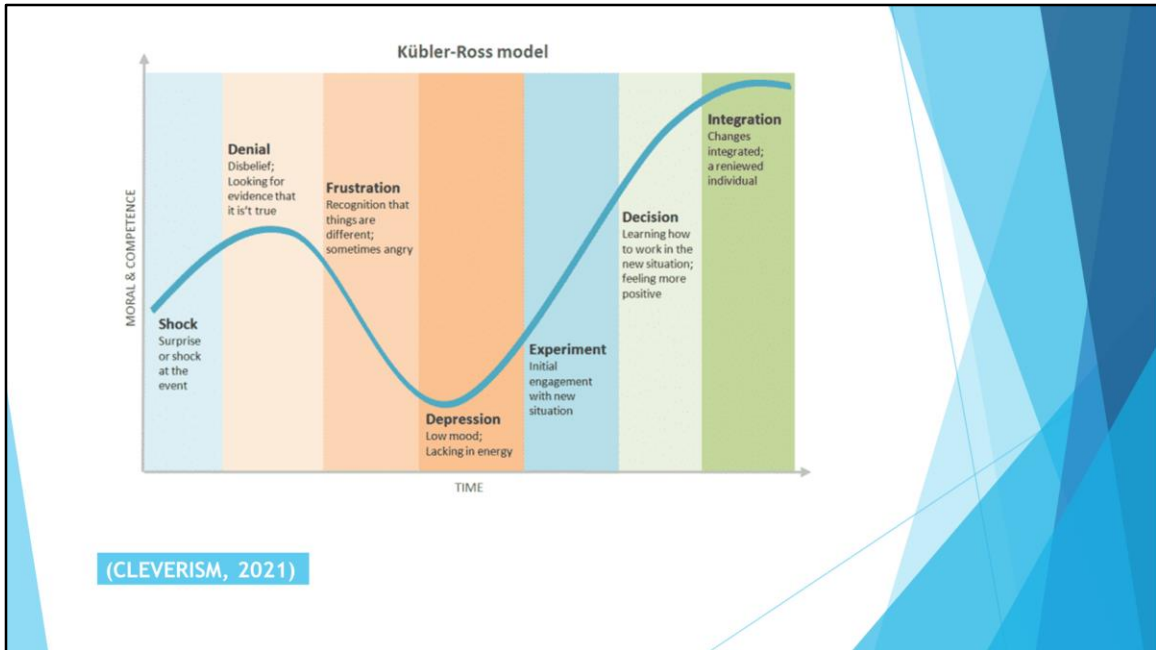
Understanding the development potential is required. Also communicating needs to be done to explain what and why the change is happening so that employees can be on board. Redesign roles to push the change may also be required. Senior staff need to lead by example. Plans need to be put in place to make sure the change is on time and all of the objectives needs to be followed to enable the change happens. McKinsey (2019).

Factors that hinder change

- Negativity supporting structure
- Poor Project Management and Programme Management
- Training not provided
- Poor communication
- Too much work into managing the change and not actually endorsing the change
- Individual and group resistance
- Poor leadership

(CIPD, 2021)

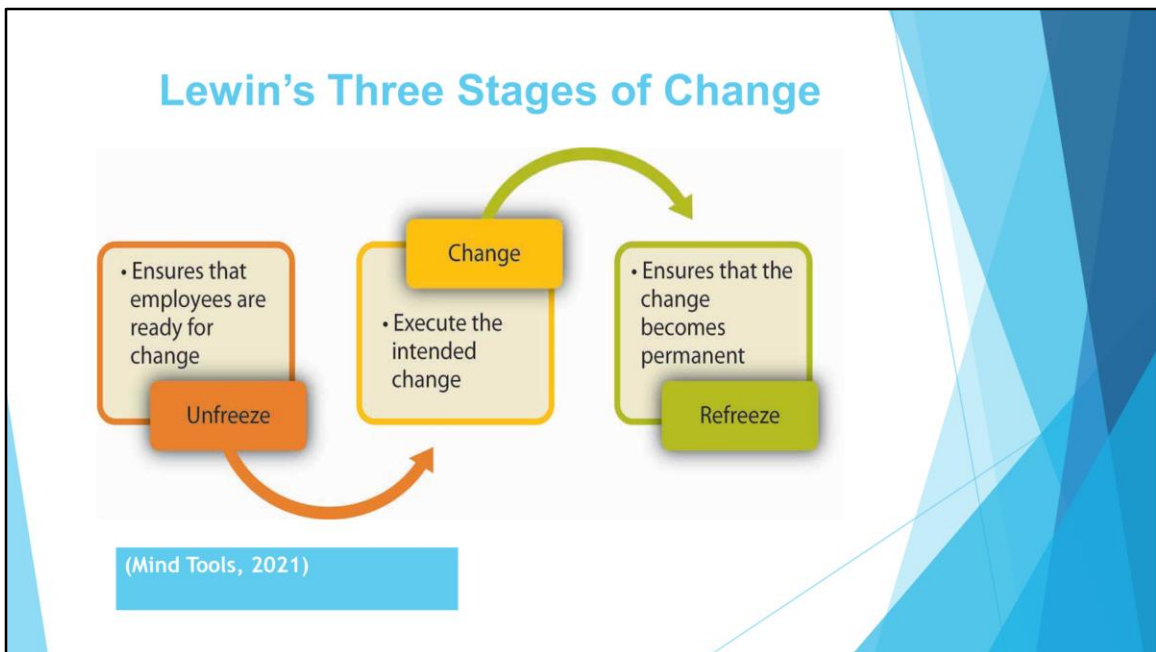
Factors that hinder change are such that no thought is given to support the structure possibly with systems or processes. If Project Management and Programme Management isn't done properly it could mean objectives not being met. Especially if the relevant training for these are not provided to initiate the change. Poor communication can mean that staff become disengaged. Another factor that can hinder the change is if too much work is put into managing the change rather than actually endorsing it. Individual and group resistance to systems or structures can be an issue, however it is important to find out the reason for resistance. Poor leadership can also have a detrimental effect on the change (CIPD, 2021).



Companies need to continue to change to become successful and keep on growing. Its not easy implementing as people can feel their job is in jeopardy and they can feel undermined. People can go through a number of reactions and these can be distressing. The change curve is influential and popular as it helps to forecast how people react to change. It also helps companies to guide staff to make their own personal switch. It helps to ensure advice and support is given to them too (Mindtools, 1996-2021).

There are four stages:-

Stage One – Denial or Shock – When reality sets in people can then be unenthusiastic
 Stage Two – Angry – They can feel angry thinking of the effect of the change and not want to go with it
 Stage Three - Acceptance – people start to accept the change and look at how they must adjust
 Stage Four – Committed – they look at alternative ways of working and embrace the change
 (Mindtools, 1996-2021).



To aid control and manage the change process one of the models that can be used is Lewin's three-phase change model (1951). It concentrates on the emotional aspects of behaviour alteration. (Rees and French, 2012, p.112).

The three stages recognised are:-

Stage one - Unfreezing – not wanting to change by identifying and admitting the necessity for change.

Stage two - Movement – this stage is about developing new outlook, inspiring new behaviours for change to happen.

Stage Three - Refreezing – starting the change being supportive and emphasising the conditions that are new.

Lewin's model helps managers to make better choices around which interventions to use when managing change as it has a methodical approach to change management (Rees and French, 2012, p.112).

Lewin (1947) was also accountable for forming the Force-field study, which consider the forces for and against change.

HR's Role

Change is a big thing for organisations
Research is readily available for best practice etc
HR&OD work with leaders
Everyone needs to be on board to deliver the change
HR Leading and designing processes
HR Functions are need for successful change
HR experts understanding and commitment
HR work with Senior Executives, Middle Managers
HR help with Communications Plans, Champions and Representatives
HR deal with feelings of people, challenges they have and the mood
Champions challenge Executive Team and Senior Managers to get on track

(CIPD, 2015)

For organisations change is very big and they have to get it right and research into doing this is available such as models, best practice, model theories and advice. HR&OD expert facilitator work with business leaders and teams to do the work. Business leaders need recognise their job in leading change and everyone needs to be on board. HR Leading and designing processes doing lots of background work. HR functions are necessary for successful change. HR experts the building, understanding and commitment, holding communication events and explaining the vision. HR work with Senior Executives and Middle Managers who are vital to the change. HR help with Communications Plans, Champions and Representatives to bring messages and responses back to the central team and other functions. HR deal with feelings of people, challenges they had and the mood. Champions challenge Executive team and Senior Managers to get on Track (CIPD, 2015).

Positive Working Relationships

- Be clear on the change
- Interact with staff
- Managers to demonstrate their competence to enable building trust
- Listen to the employees
- Provide support for emotional strain
- Hold useful consultation meetings
- Identify the impact on teams and individuals

(Acas, 2014)

Organisations should be clear on the change being made, ensuring they consult employees before the change takes place as policies may need changing. Listening to employees is important and letting them have time to consult with their representatives, also giving an explanation if their proposal is discarded. Hold useful consultation meetings with significant agendas, making sure a professional person chairs the meeting enabling details are available for reporting back to employees (Acas, 2014). Good working relationships gives people freedom (Mindtools, 2021).

Stakeholder Mapping Worksheet

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Example: Marketing	Low	High	Keep Informed

The stakeholder influence table will help to control stakeholder's grouping for change communications (SHRM, 2019).

Communication is key when going through change and employees need to have an explanation from managers of why the change is happening. Managers explaining transformation change can be critical to ensure jobs for future generations. Continuation of communication by senior managers means that staff will understand and buy in. Having forums, conferences for employees, monthly newsletters, 1-2-1 meetings, holding small group discussions and having monthly updates mean that these are key for persuading lots of people and making sure they recognise and accept the vision and strategy (People Management, 2017).

A communication plan (roadmap) will help organisations to shape communication purposes and activities. Guidance for this is as such:-

- From your work plan take the program objective
- Establish your audience
- Communication objective
- Communication Activity

- Person activity assigned to
- Budget for each activity
- Metrics – Social media views, web site visits, TV, Radio & web ad placements

Supporting Staff Through Change

- Working with Staff Representative
- Provide counselling when needed
- Coach staff
- Give guidance
- Retrain

(Acas, 2014)

As well as supporting staff through change it is important that organisations use technology to communicate via social media, mobile communication platforms and Internal channels. However, communicating via emails or instant messages may mean that employees can't always check their messages in a timely manner (Workforce, 2020).

The Need For Agility

When it comes to agility Organisations need to:-

- Be permanently agile meaning their chance of success is sustainable
- Frequently adapt and move and change
- Processes to be simple so people can adapt
- Encourage a change ready mindset
- Generate a culture where people feel confident

(CIPD, 2011)

The 4 E's Principles of Human Change

- Educate
- Engage
- Empower
- Enable

(Geraghty, 2019)

Considering the 4 E's Principles of Human Change allows behaviours and mindsets to support each other. This assists people to get involved with the change and to build the skills required to take it forward. Behaviour and mindset come hand in hand, you can change a behaviour however, people need to understand the reason behind this change and get it into the head then change will stick (Geraghty, 2019).

Educating, involve the person to help them understand the reason for the change and get them to learn

Engagement, getting the people to want the change, having two way discussions

Empowering people to be accountable to deliver change. Ensure up to date systems and processes. Delegate and trust, setting limits and expectations.

Enable, train and support people to help them create results. Remove barriers.

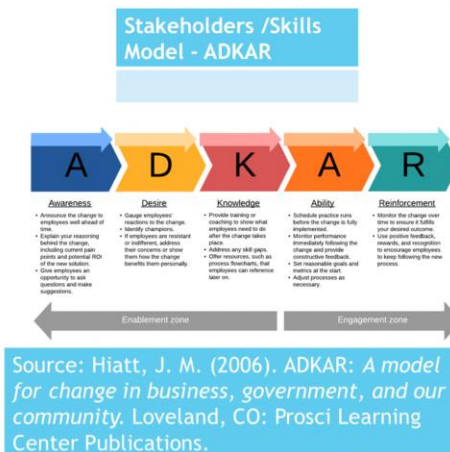
Alongside events to engage people there also needs to be support by continual leadership, active communications and change delivery via the 4E's principles. Should businesses use the 'nudge' techniques for changing behaviours they should ensure

that the original business culture and hierarchy will aid their hard work (Geraghty, 2019).

Three Phases of Change Management

- Designing
- Enacting
- Sustaining

(SHRM, 2015)



The Three Phases of Change Management are Design, Enact and Sustain.

The **Designing Change** principles are as follows:-

1. Administration of a present state assessment
2. Plan change not for here and now but for the future
3. Set important, actionable and practical goals

The **Enacting Change** principles are as follows:-

Enacting a change takes a long time commitment from a enthusiastic team.

1. Select knowledge over availability when choosing representatives of the change team
2. Obtain a senior person change champion
3. Recognise and involve key stakeholders
4. Practise project management best practices
5. Observe the situation for changes and bring into line with other initiatives

The **Sustaining Change** principles are as follows:-

Sustaining a change is difficult as people will go to new jobs when the change has come to an end. HR may need to ensure that the initial aims are met.

1. Follow the impact of the change and involvement of stakeholders
2. Discover chances to tell the pre change story
3. Search for evidence that the initiative doesn't suit the situation
4. Continue working to transform the overall design goal into local behaviours

Other Change Models include: Leadership Model (Kotter), Systems Model (Burke-Litwin), as shown above Stakeholder/Skills Model (ADKAR) and Recovery Model (Kübler-Ross).

(SHRM, 2015)

Change Plan Details

- Vision and Objectives
- Actions to reach objectives
- Why the change is happening
- Benefits and risks of people affected
- Scope of change
- Positions of people involved
- Communication strategy
- Support and training offered
- Timings and milestones recognised
- Required Resources such as people, time etc
- Keeping an eye on activities
- Measuring success

(UWTSD, 2021)

A change plan should form the vision and objectives. Gantt charts are useful when identifying objectives, timings and milestones to be achieved. The Benefits of the change should be included, also detailing issues and risks. The people it affects such as stakeholders, employees etc with an explanation of the scope of the change. Roles should be discussed such as project managers etc. The plan should also have a communications plans identifying the support and training that is provided and such resources which are needed people, equipment, materials, guidance and the financial element. Keeping an eye on activities and measuring success (UWTSD Moodle, 2021).



The Influence Model being the four main actions to change mindsets and behaviour are Role Modeling, Fostering understanding and conviction, reinforcing changes and developing talent and skills. Champions need to be sort to implement the change (McKinsey, 2016).

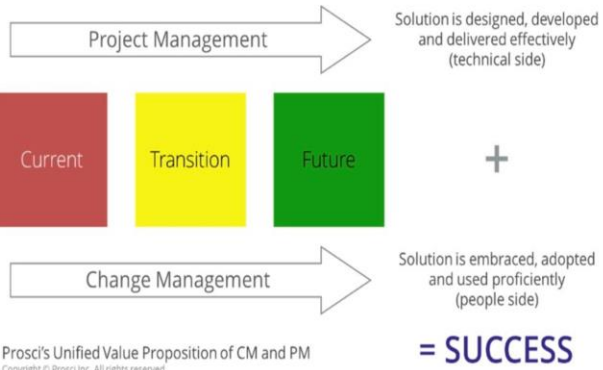
Communicate the point of changing including any structure change, including reward and credit for the employee. Managers must lead by example. Making sure people have the equipment to adapt to the change and giving them time, following the Kolb four phased learning cycle. (McKinsey, 2003).

Best Practice Checklist

- Outline the objectives
- Assign the project manager
- Create the terms of reference
- Choose and develop the project team
- Decide the activities required to create the component basics of the project
- Plan for quality
- Plan costs
- Set the project timetable
- Observe and report progress to stakeholders
- Deliver the output
- Assess the project

(CMI, 2020)

Change Management and Project Management



Methods for Monitoring Change

- Usage, utilisation, compliance and adherence report
- Proficiency measures
- Employee engagement, buy-in and contribution measures
- Feedback from Employees
- Issue, compliance and error logs
- Calls to a helpdesk and requests for support
- Understanding and awareness of the change
- Examination of behavioural change
- Assessment results employee readiness
- Satisfaction employee survey results

(Prosci, 2021)

Measuring individual performance can be an indication of the success of the project. The employee metrics provide specialists of how the employees are progressing and where they are in the process of the change (Prosci, 2021). Qualitative data can be accessed through interviews, Observation or focus groups, staff surveys. Quantitative data can be accessed through measuring the starting point before and after change. By also measuring staff turnover and absenteeism (Hughes, 2010).

Conclusions/Summary

- Be transparent with the details of the change
- Consult the relevant people
- Ensure changes are within the Law standards
- Accept peoples feelings that it is a huge change for them, supporting when needed
- Communicate via all channels
- Continue keeping people updated
- Celebrate success
- Once changed complete continue working towards the aims

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