# Understanding the Management of Change

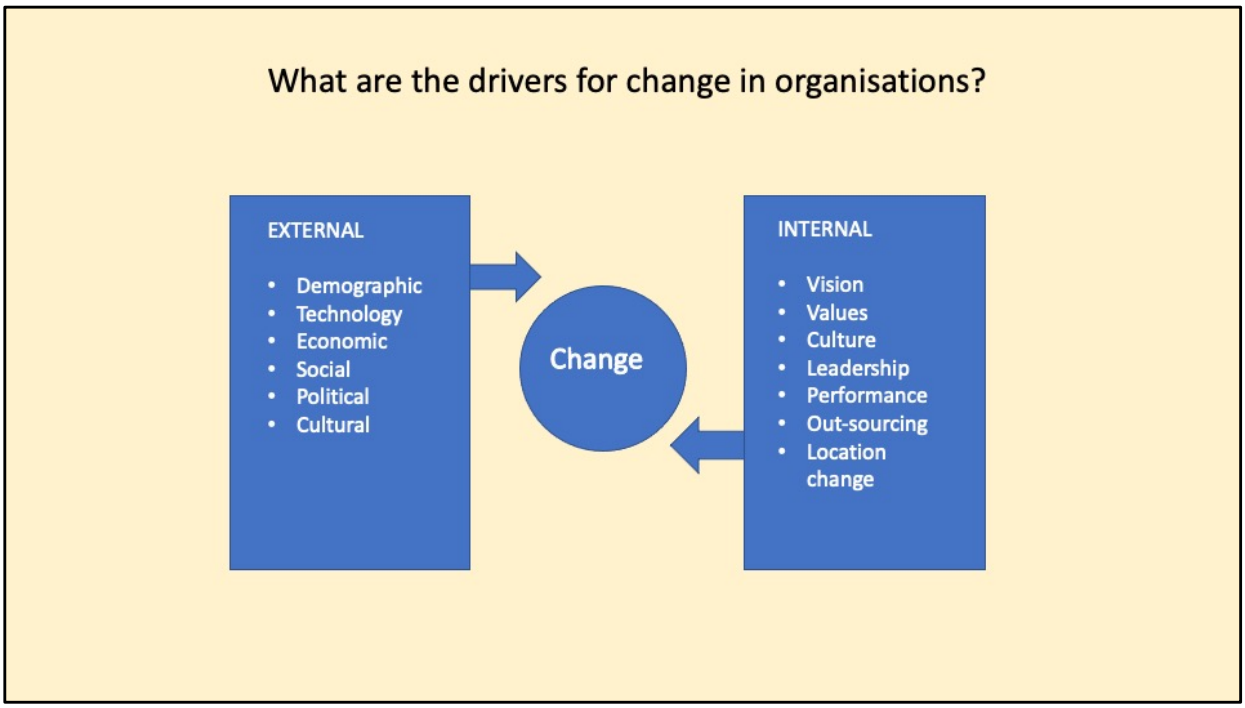
Qualification: CIPD Diploma in Applied Human Resources
Module Name: 5KMOC Understanding the Management of Change
Word Count: 3493
Student Name: Catherine Evans Student Number: 1919841
CIPD Membership Number: 49835269

*"People don't resist change. They resist being changed!"*

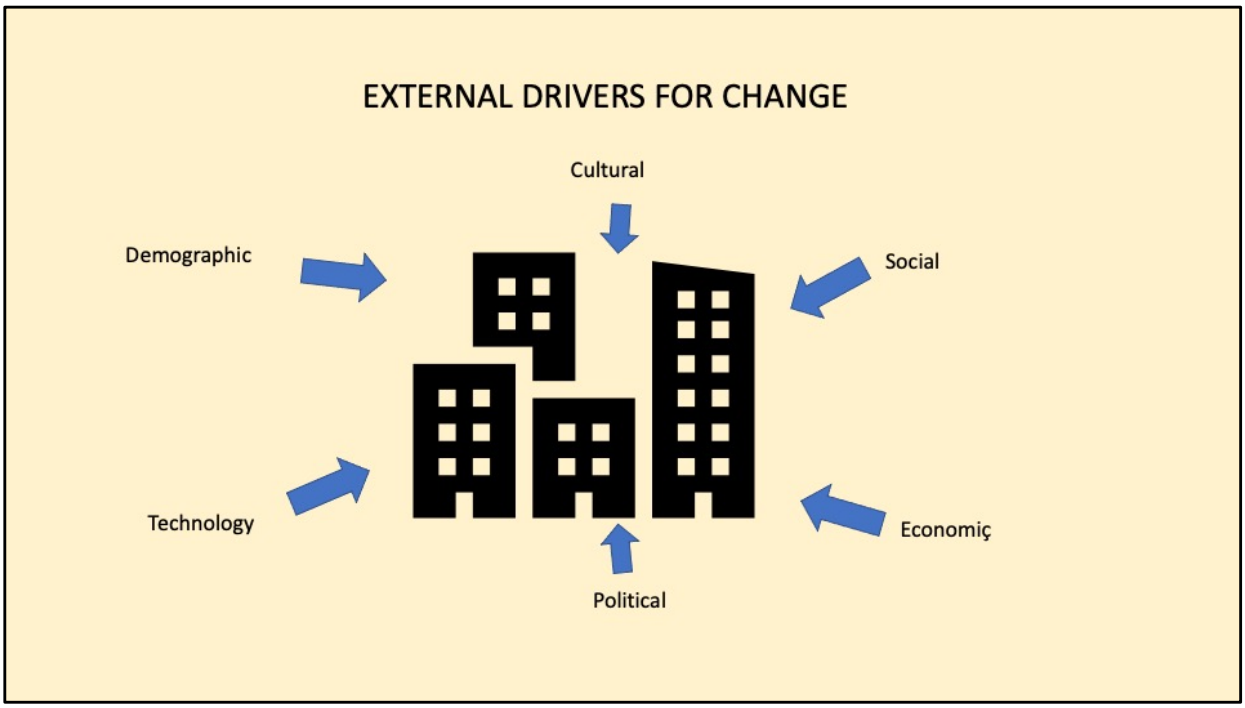
*Peter Senge, HR Grapevine 2015*

Change Management is a structured approach that ensures changes are implemented thoroughly and smoothly. The Covid-19 pandemic has seen many organisations change their model of where and how their work is carried out. I hope that my presentation will help you understand the challenges faced by organisations during change processes.

Organisational change is constant (Coleman & Thomas, 2017) and can be driven by various internal and external forces - as in the recent pandemic. As Line Managers your role is crucial to ensuring that any organisational change is carried out effectively, by understanding the reason for the change and having the techniques to support the initiative. (CIPD, 2021)




The internal drivers are generally under the control of the organisation and arise from inside the organisation and can include the people, systems, structures and conditions. (Change Management Insight, 2019)
Internal drivers can include:
Vision – organisations make continuous changes to achieve its vision
Values – changes due to cultural diversity and gender balance
Culture – a dynamic culture encourages creativity will have an impact on the future of the organisation.
Leadership – changes in leadership can lead to new visions, strategies and cultures.
Performance – changes to roles and responsibilities allow for better performance.
Outsourcing or change of location can also be internal drivers of change.




The external drivers cause change but arise outside the organisation and are generally beyond the organisation's control. These can include:
Demographic – Changes in organisational culture are required due to changes in demographics. An example of this is Avon Cosmetics who had to change their culture when their workforce changed from stay-at-home workers to 9-to-5 workers – finding new ways for their products to reach their customers. (HR Director, 2021)
Technology - organisations need to keep up to date with changes in technology to allow them to be competitive. Blockbuster didn't move with the change in technology from DVD rental to online streaming – their demise was significant as they were an organisation that was capable, but just not willing to change. (Forbes, 2013)
Economic – this remains the biggest driver of change as identified in the 2020 People Profession survey . The recent pandemic and Brexit have seriously affected the economy and organisations need to strengthen their financial, operational and workforce resilience to meet the future changes. (CIPD, 2020)
Social – organisations are pressured into making changes to align with social trends. Macdonald's restaurant reacted to environmental consumer requests by changing from plastic to paper straws. (The Guardian, 2018)
Political – organisations can be forced into change due to political changes. Brexit caused change to many organisations, government legislation changes such as minimum wage and funding also affects organisations.

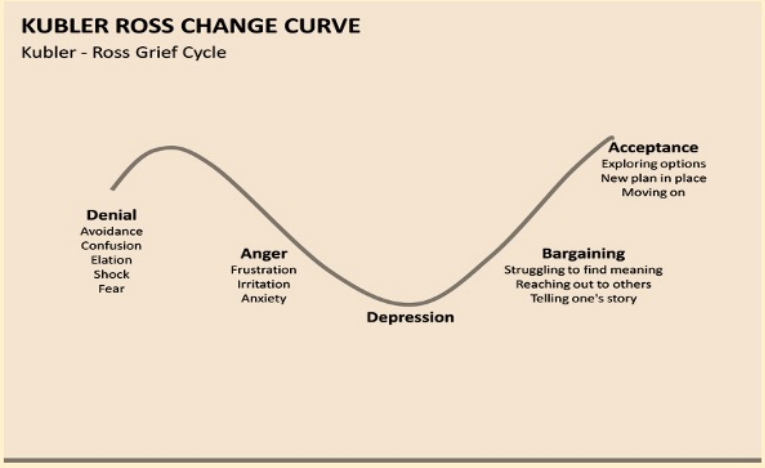
Organisational change is complex (Senior & Swailes, 2016) but also inevitable. (Daft, 2018) Line managers need to be aware of organisation factors that may enable but also hinder the effectiveness of change processes.

Effective communication is a key factor to enable successful organisational change and line managers are fundamental, as employees view the business through them. (People Management, 2017) Line Managers need to ensure that employees understand the reason for the change and can gain 'buy in', by using coaching rather than a directing style of communication. Communicating details of the change can be done via Q&A forums, consultations, group discussions, one-to-one meetings or newsletters.

Organisational change can make some employees stressed whereas others will embrace it. (People Development Magazine, 2020). Line managers can identify these employees and use their positivity around the change to help those that have a negative view by making them change champions.

(McKinsey, 2021) tells us that the main reason for organisational change programmes failing is due to people and culture. By encouraging a change ready culture within organisations, employees are prepared for change by being involved in the processes. Flexible policies, structures, values and job descriptions within organisations enable successful change processes. Dr Reddy's is a 33 year old pharmaceutical company with over 20,000 employees in 27 countries – the organisation had become misaligned and the decision making convoluted. The CEO changed the culture to be innovative and agile by introducing a leadership team with purpose and introducing an internal data platform to help the employees to become proactive and able to solve problems in an agile process. (HBR, 2017)

Lack of communication is a factor that can hinder change processes. According to a blog by (Walk.Me, 2020) employees perceive change as a threat and therefore are resistant to the process. There are varying forms of resistance, from withholding information, undermining initiatives and strike action. Line Managers can minimise the resistance by highlighting the importance and benefits of the change and by involving the workforce in the decision making process from an early stage. (Forbes, 2017) tells us that another factor that can hinder change processes is ''change battle fatigue' which is when previous change failures affect the workforce, with employees becoming discouraged and cynical. Employee performance can decrease as they are distracted with worries around the change and its effect. Constant communication in varying methods ie visuals, newsletters etc. throughout the change process is critical. (Linked In, 2016)




There are various change models that can be used as a framework to guide organisational changes, navigating the process to ensure that the changes are effective and accepted – they should however be tailored to suit the organisation.

The Kubler Ross Five Stages model was originally designed to understand the progressive stages of grief. It allows organisations to understand why and how people react as they do to differing stages of change processes. Change within organisations can bring uncertainty with people moving back and forth through the stages but by Managers being aware of this model they will be able to provide help and support by navigating the change successfully. (CIPD, 2020)

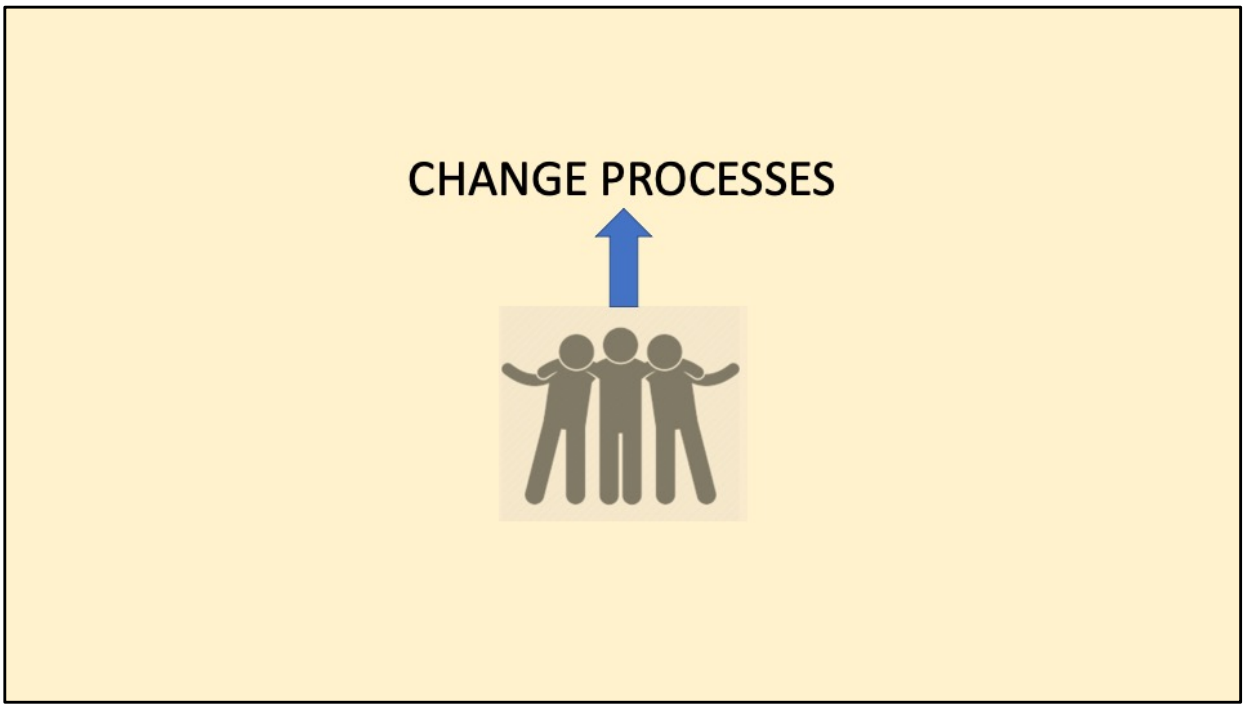
Stage 1 – Shock and denial – important to communicate at this stage
Stage 2 – Frustration, anger and fear – consideration of emotions
Stage 3 – Depression/lack of motivation – reluctance to accept situation.
Stage 4 – Experiment – gradual acceptance
Stage 5 – Gradual positivity –time to adapt
Stage 6 – Integration – acceptance of change

# Kotters 8 step change model

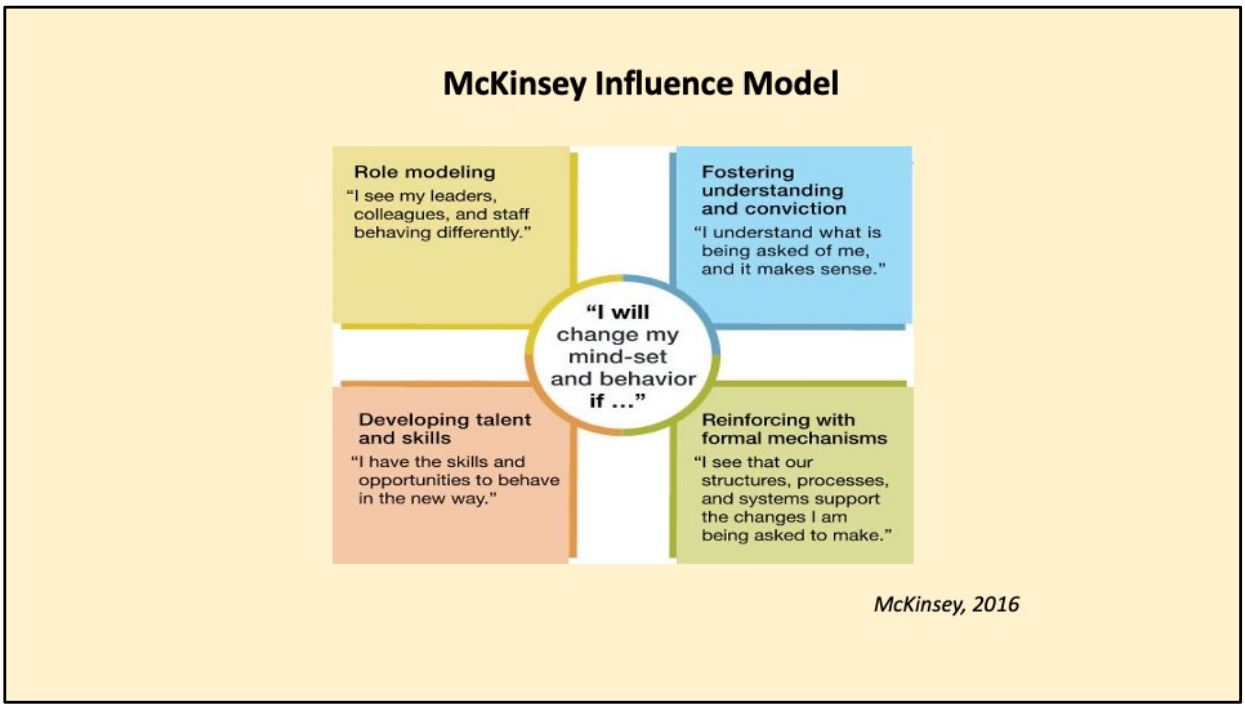
(Mindtools, nd) tell us that 75% of managers need to buy into the change to make it successful. Kotter's 8 step change model allows managers to prepare and guide through change successfully and this model has been used by major corporations including Capital One, Dell, Estee Lauder and Coca-Cola. (Kotter, 1996)

Step 1 – Create a sense of urgency by discussing the opportunities that change can offer
Step 2 – Powerful coalition – develop strong leaders
Step 3 – Vision for change – describe the values
Step 4 – Vision communication – walk the talk
Step 5 – Remove obstacles – recognise and reward and take action to remove barriers
Step 6 – Create short term wins – set targets
Step 7 – Build on change – analyse what went right and what needs improving
Step 8 – Anchor changes – talk about progress and success.

It is however essential that all steps are completed as (Kotter, 1996) says that there is usually a big price to pay later on in the process if you omit one of the 8-steps without completing the work.




(CIPD, 2021) tell us that increased levels of involvement, engagement and commitment by employees can not only help organisations reach their goals and objectives but also contribute to wellbeing.
Organisations need to build trust by:
Communicating clear reasoning for the change
Perceiving impact on employees
Acknowledging reactions
Constant and honest communications and consultations
Identifying change champions
Adequate support
Differences resolved
Monitor and maintain relationships
(CIPD, 2021) tells us that change is complex and that solutions will vary in organisations, however key areas of focus are:
Designing the change – overcoming obstacles
Align strategy and culture – use new goals as a starting point and identify culture
Build understanding – by communications
Manage transformation – negotiations and social interactions, build high levels of trust, employee voice should be heard, emotional awareness, maintain energy and momentum




(McKinsey,2019) tells us that company executives that consider employee mind sets are four times more likely to have successful change programs. A positive mindset is essential for a successful change process, but both leaders and employees need to commit to changing. Leaders need to have good emotional intelligence which must include social and self-awareness, self-management, relationship skills and also the trust of the employees

By using an 'influence model', organisations can achieve positive mindsets and behaviour shifts by creating an environment where employees change how they behave and think and become committed to change. (McKinsey, 2020) The below organisations implemented influence models successfully during the recent pandemic.

Step 1 – Understanding and conviction -example was a retailer who supported pandemic by producing masks to support fighting the pandemic which solidified the company's mission statement to transform and improve lives. A cleaning supplies provider encouraged workers consider themselves as 'heroic' frontline soldiers saving lives.

Step 2 – Reinforcement with formal mechanisms – companies utilised weekly Q&A sessions with all employees to source ideas and create accountability.

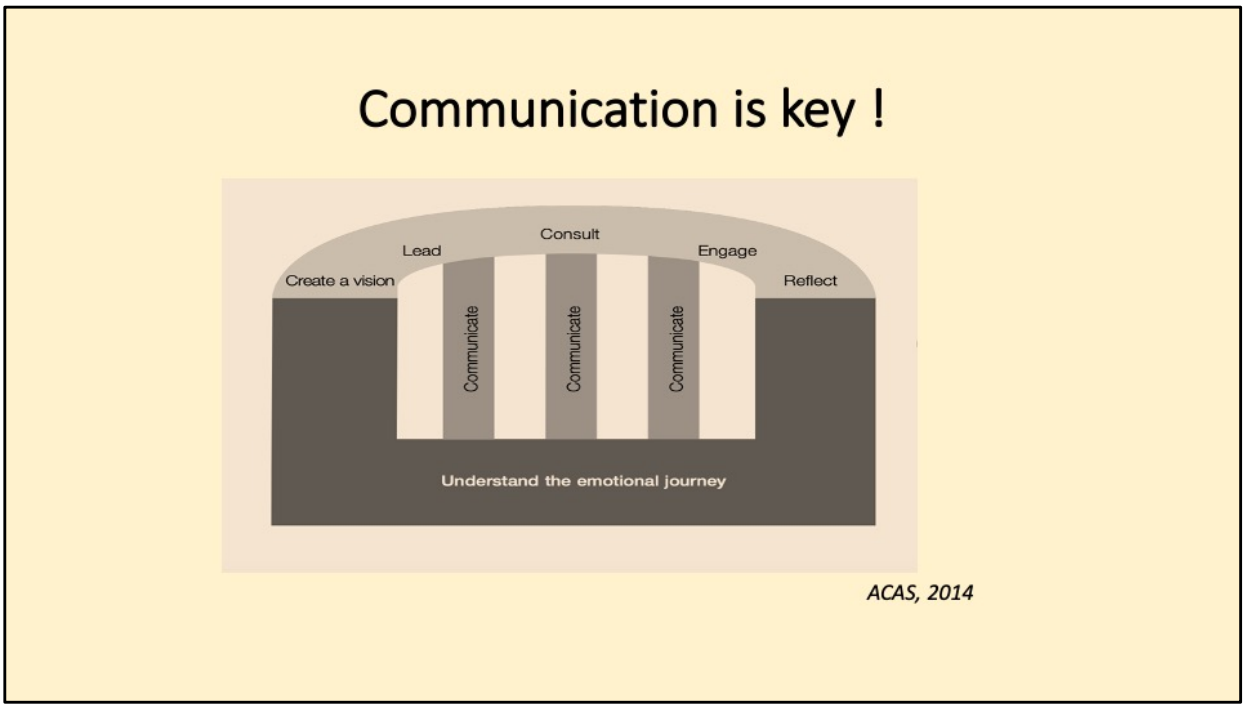
Step 3 – Confidence and skill building – example was a telecoms company that redeployed 1000 employees and retrained them in three weeks.

Step 4 – Role modelling – two large media organisations merged and conducted the first 'virtual handshake'.

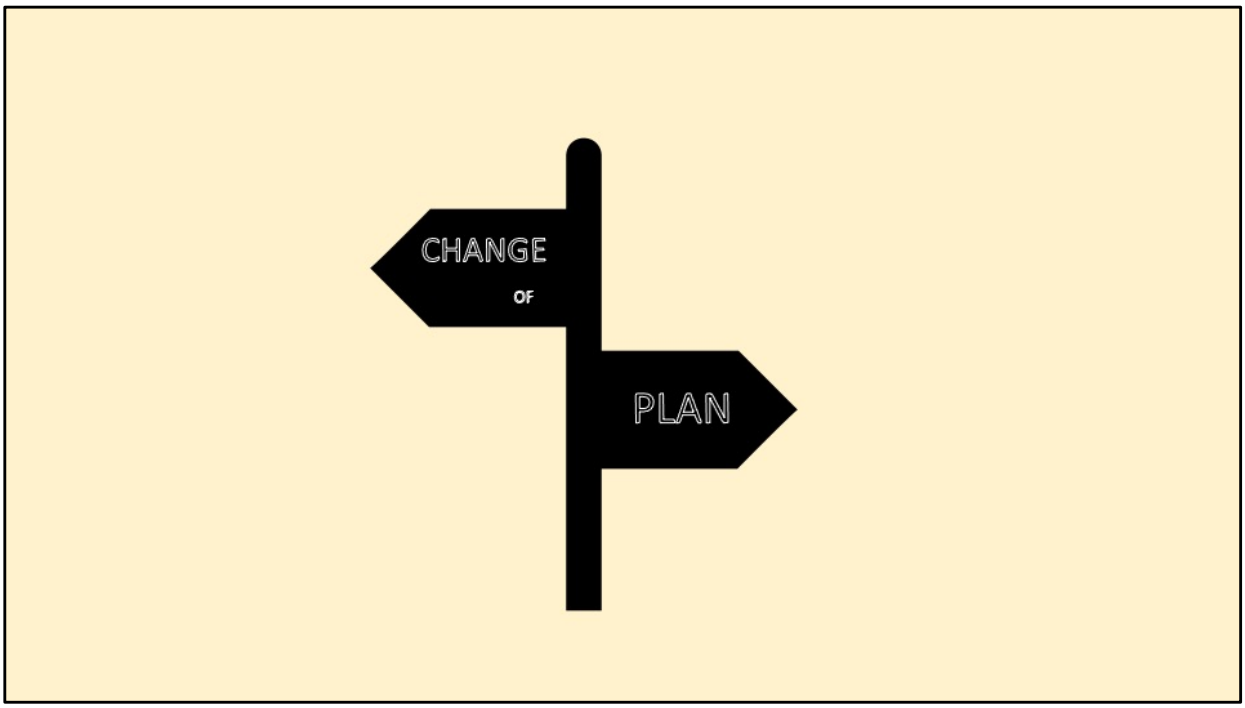
## The 4 E's Leadership Framework

- Educate
- Engage
- Empower
- Enable

(Gardner, 1990) informs us that Leaders have a responsibility to provide aspiration for others. The 4E's principles of human change model enables mindsets and behaviours to feed off each other. (Geraghty, 2019)
Educate – provide rationale and vision – allowing mindsets to change
Engage – two way dialogue will help 'buy in'
Empower – give responsibility and ownership of the change – delegate and trust
Enable – provide the skills and remove any barriers.
The success of change programmes are ultimately down to the people and how amenable they are to the change.




Communication during a change process is vital as poor communication can lead to greater resistance from employees. (CIPD, 2021). (ACAS, 2014) tells us effective change management requires communication and consultation by:
Communication plan detailing strategy
Targeted communications both internally and externally
Involve everyone in the decision making using consultations to improve understanding, gain commitment, identify any concerns and use their knowledge and creativity.
Communication can be:
Top-down channels – senior managers talking directly, intranet, via line managers in team meetings.
Bottom-up channels – workshops, consultations, group meetings
Two-way discussions – 1-1 meetings
A communication plan should be developed during the design of the change process determining stakeholders, delivery channels, key messages, timeline and responsibilities.
Within Dyfed Powys Police we are currently reaching the end of a major change project – End to End - and employees have been provided with continuous updates over the last six months including newsletters, banners, social media posts, timeline infographics showing progress and weekly Film Fridays where Chief Officers update directly on the project.




Organisation change needs a structured approach to ensure that the changes have the desired impact. (Mind Tools, nd). Organisations need to plan how the change goals will be achieved and (SHRM, 2015) tell us that the three phases are:

Designing

Enacting

Sustaining

The change team should continue to identify any challenges, barriers to change and develop a leadership succession plan, development programmes and recruitment to build change management skills. The HR team focusses on maintaining momentum throughout the change, collecting data and monitoring outcomes and successes using interviews, focus groups and surveys.

To implement a successful change process organisations need to transition from start to finish whilst solving any issues that they may experience on the journey. (CMI, nd) developed a checklist to guide organisations implementing change:

Agree the implementation strategy – including key people and communication

Agree timeframes – should be attainable

Draw up detailed implementation plans – empower line managers to decide how to implement change in their areas

Develop change champion team

Build effective programme management practices – using tools or methodology, set milestones, monitor progress and budgets, set ground rules for decision making, reporting and information sharing.

Communicate clearly – do not underestimate the importance of communication in change processes – should be ongoing throughout process.

Ensure participation and help to minimise stress – honesty on consequences of change to avoid uncertainty

Personalisation – what does it mean to the individual in terms of role, beliefs, attitudes and new working practices.

Effectively manage conflict with open discussion and clarification

Motivate your employees – they need to feel valued and recognised.

Develop skills – set up extra training to enable change

Maintain momentum – innovative ways to remind employees of the need for the change

Monitor and evaluate – check against original goals and milestones – revise if required.

## MONITORING CHANGE PROCESS

Measures for monitoring the effectiveness of the change process, including the collection of data should be set at the design stage. (Prosci, nd). The measures need to be continually tracked throughout the change process and the approach adapted if required to reach the required results.

Measuring organisational performance – did the change process achieve the desired outcome? Measured by performance improvements, readiness to change, timeline met, success factors, milestones, objectives, KPI's met, qualiative and quantative data analysis.

Measuring individual performance – how are the employees progressing through the change process? Methods include surveys (traditional or app based such as pulse surveys), assessments, observations, interviews, performance evaluations. Focus groups can be used but employees need to feel safe to speak up – recorded sessions or anonymous surveys can be used. The impact of the change can be identified in compliance reports and error logs, employee engagement, employee feedback, applicant numbers, leaver numbers, sickness levels, behavioural change and adoption metrics.

Measuring change management performance – measure of the change team's activities. Methods include performance improvements, tracking of activities against plan, attendance numbers, communication effectiveness, ROI and speed of execution. The impact of the change process can be gained from stakeholder feedback and HR data.

# CONCLUSION

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

*Niccolo Machiavelli*

Ultimately, within organisations change will happen – it may be a planned change or it may be unplanned due to external events. (SHRM, 2015). By understanding the change process and the steps that need to be followed, organisations can anticipate and react to changes as and when required. Change is complex and it is important that organisations understand the issues and have the knowledge to support the change management initiatives and keep it connected to the long term strategy of the organisation. (CIPD, 2021)

# REFERENCES


Austin, J., (2015). *Leading Effective Change: A Primer for the HR Professional.* SHRM [online]. Available at: https://www.shrm.org/ResourcesAndTools/hr-topics/organizational-and-employee-development/Documents/8-15%20Leading%20Change%20EPG-Final.pdf – [Accessed 4 October 2021]

Basford, T & Schaninger, B. (2016). *The four building blocks of change.* McKinsey & Company [online]. Available at: https://www.mckinsey.com/business-functions/organization/our-insights/the-four-building-blocks--of-change - [Accessed 5 October 2021]

**Baskin, J., (2013). *The Internet Didn't Kill Blockbuster, The Company Did It To Itself.* Forbes [online] Available at: https://www.forbes.com/sites/jonathansalembaskin/2013/11/08/the-internet-didnt-kill-blockbuster-the-company-did-it-to-itself/?sh=1fd5b4a6488d [Accessed 28 September 2021]**

Brower, T., (2020). *Successful Change Management: 6 Surprising Reasons People Resist Change And How To Motivate Them To Embrace It Instead*. Forbes [online]. Available at: <https://www.forbes.com/sites/tracybrower/2020/02/16/successful-change-management-6-surprising-reasons-people-resist-change-and-how-to-motivate-them-to-embrace-it-instead/?sh=27046a531562> [Accessed 1 October 2021].

Chartered Management Institute, (2014). *Implementing an Effective Change Programme.* Available at: https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-040-Implementing_an_effective_change_programme.pdf - [Accessed 5 October 2021]

# REFERENCES


CIPD. (2021). *Change Management Factsheet* . Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet#gref> [Accessed 1 October 2021].

CIPD, (2021). *Employee relations: an introduction.* Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet#gref – [Accessed 4 October 2021]

**CIPD People Profession (2020). *Ecomonic transformation remains the biggest driver of change in organisations*. Available at: https://peopleprofession.cipd.org/insights/articles/economic-transformation-driver-change-organisations#gref [Accessed 1 October 2021]**

Coleman, S., & Thomas, B. (2017). *Organizational change explained – Case studies on transformational change in organizations*. London, UK: Kogan Page.

Crosse, E., (2015). *People don't resist change. They resist being changed.* HR Grapevine [online]. Available at: https://www.hrgrapevine.com/content/article/2015-11-17-people-dont-resist-change-they-resist-being-changed-peter-senge - [Accessed 6 October 2021]

Daft, R. (2018). *The Leadership Experience* (7th ed.). Boston, MA: Cengage.

# REFERENCES


Dagan, N., et al (2020). *Driving organisation and behavior changes during a pandemic*. McKinsey & Company [online]. Available at: https://www.mckinsey.com/business-functions/organization/our-insights/the-organization-blog/driving-organizational-and-behavior-changes-during-a-pandemic - [Accessed 4 October 2021]

Geraghty, J., (2019). *Change management: how to shift the behaviours and mindsets of your people.* HR Zone [online]. Available at: https://www.hrzone.com/lead/change/change-management-how-to-shift-the-behaviours-and-mindsets-of-your-people - [Accessed 4 October 2021]

Gleeson, B., (2017). *1 Reason why most Change Management Efforts Fail. Forbes [online]. Available at:* https://www.forbes.com/sites/brentgleeson/2017/07/25/1-reason-why-most-change-management-efforts-fail/?sh=72312582546b – [Accessed 28 September 2021]

Gordon, J., (2020). *10 Ways to be an effective change champion. People Development Magazine [online]. Available at:* https://peopledevelopmentmagazine.com/2020/01/06/change-champion/ - Accessed 30 September 2021

Havard Busines Review, (2017). *Changing Company Culture Requires a Movement, Not a Mandate.* Available at: https://hbr.org/2017/06/changing-company-culture-requires-a-movement-not-a-mandate - [Accessed 2 October 2021]

# REFERENCES


Kotter, J. (1996). Leading change. Boston, Massachusetts: Harvard Business School Press.

Lindor, C., (2016). *Top 7 Ways to Overcome Change Fatigue Within Your Organisation. Linked In [online]. Available at:* https://www.linkedin.com/pulse/top-7-ways-overcome-change-fatigue-within-your-lindor-pmp-ms - [Accessed 30 September 2021

**Marris, A., (2017). *I'll tell you something*. People Management [online]. Available at: https://www.peoplemanagement.co.uk/voices/comment/tell-you-something-anthea-marris - [Accessed 29 September 2021]**

McKinsey & Company, (2021). *How to influence change.* Available at: https://www.mckinsey.com/featured-insights/themes/how-to-influence-change – [Accessed 1 October 2021]

Mindtools, (nd). *Kotter's 8-Step Change Model* Available at: https://www.mindtools.com/pages/article/newPPM_82.htm - [Accessed 4 October 2021]

Mindtools, (nd). *The Change Curve*. Available at: https://www.mindtools.com/pages/article/newPPM_96.htm - [Accessed 4 October 2021]

**Powers, T., (2021). *Millions of UK women reconsidering career options to allow more flexibility.* HR Director [online]. Available at: https://www.thehrdirector.com/business-news/flexible-agile-working/avon-study-reveals-6-5-million-uk-women-reconsidering-career-options-to-allow-more-flexibility/ [Accessed 28 September 2021]**

# REFERENCES


Prosci, (nd). *Metrics for Measuring Change Management*. Available at: https://www.prosci.com/resources/articles/measuring-change-management-effectiveness-with-metrics - [Accessed 6 October 2021]

Senior, B., & Swailes, S. (2016). *Organizational Change* (5th ed.). London, UK: Pearson.

Stroemer., G (2018). *Machiavelli on Change and Innovation.* Linked In [online]. Available at: https://www.linkedin.com/pulse/machiavelli-change-innovation-guido-stroemer - [Accessed 6 October 2021]

Tahir, U., (2019). *Factors Affecting Organizational Change | CMI*. [online]. Available at: <http://changemanagementinsight.com/factors-affecting-organizational-change/> [Accessed 1 October 2021].

**Vaughan, A., (2018). *McDonald's to switch to paper straws in UK after customer campaign.* The Guardian [online]. Available at: https://www.theguardian.com/business/2018/jun/15/mcdonalds-to-switch-to-paper-straws-in-uk-after-customer-concern [Accessed 28 September 2021]**

Walkme.com., (2020). *How to overcome the top 4 barriers to organisational change.* Available at: https://blog.walkme.com/4-barriers-to-organizational-change/ - [Accessed 2 October 2021]