



IMPLEMENTING CHANGE

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LEARNING OBJECTIVES

- LO1: Understand key principles, theories and models relating to change in organisations.
 - LO2: Understand the importance of communication and relationship management within change processes.
 - LO3: Know how to plan, implement and monitor change processes
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WHAT IS CHANGE MANAGEMENT?

- Organisational redesign/ development driven by internal/ external changes (or both)
- E.g. introducing Hybrid working as a result of the Covid-19 pandemic
- Small change happens every day
- It is vital that change is sustainable - line managers carry this

Rees and Hall, 2016

Change in an organisation is not uncommon, most will experience small changes every day (Rees and Hall, 2016, p.4). For example, one department may undergo an informal continuous improvement discussion and implement change because of this. Change management on a larger scale, is where careful planning and consideration needs to be taken to ensure it has the desired positive impact on its stakeholders. An organisation may be redesigned in some circumstances or developed due to internal/ external factors, or even both (CIPD, 2021).

HR must ensure this is clearly communicated to the workforce and must consider how to support them during this process (CIPD, 2021). They can also be included in the practicalities of developing policy and practice.



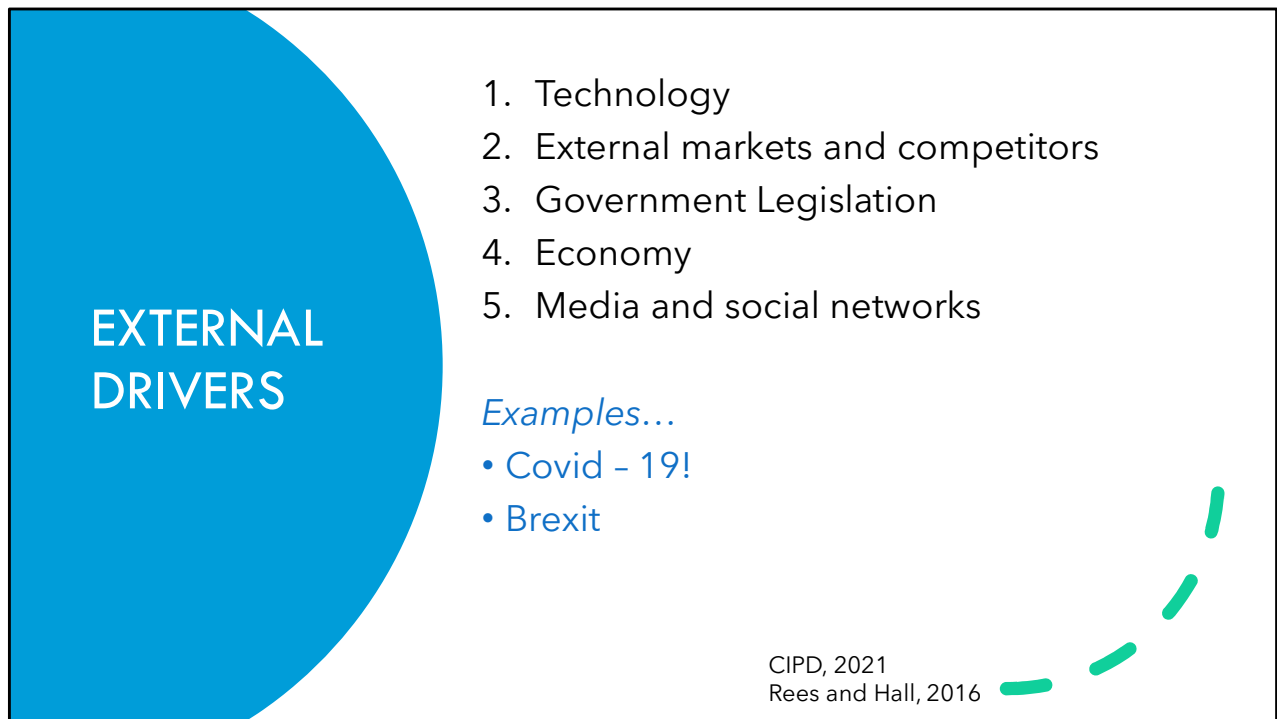
There are many drivers of change including internal and external drivers. The following 3 internal drivers will be considered here (CIPD, 2021):

1. Customers – an increase in demand may require the organisation to create a slicker means of production internally.
2. Change in strategy/ objectives – this may require teams to shuffle and reallocate work and rethink the way targets are met.
3. Suppliers – an increase/ decrease in supply or a

change in the way a product is supplied, may prompt the organisation to change the way they provide their service or product.

Internal and external factors are often interlinked, with internal change prompting more internal change. Changes in leaders can change strategy (Rees and Hall, 2016, p.110).

For example, in the police force, budgets etc are influenced by external factors i.e. politics and economic change as the tax payer funds the service. Depending on the budget allocated, this could influence chief officer vision and therefore internal strategy.



There are also drivers which come from outside the organisation, some of which can be seen on the presentation (CIPD, 2021):

1. Technology
2. External markets and competitors, maintaining that competitive advantage (Rees and Hall, 2016, p.103).
3. Government Legislation

**** Covid – 19!**

2 big external changes which have impacted organisation's massively are the pandemic and Brexit.

Both of which, the pandemic more so, have required organisations to adapt and step out of their comfort zones very quickly (CIPD, 2021). For example, the government ordered the country to work from home where possible, almost overnight. Consequently, organisations had to facilitate this and adapt / create policy and guidance to oversee this change process.

FACTORS WHICH ENABLE CHANGE

- Cohesive with strategy
- Fits within the culture
- Effective communication
- Trust
- Good leadership
- Emotional awareness
- Influencers

CIPD, 2021
Marris, 2017

The CIPD highlights different factors which help enable change. These can be seen on the screen.

Cohesive with strategy and culture

Strategy and culture should fit in with the change that will be taking place. If they clash with each other, and mixed messages are being circulated to the workforce, the change process is bound to fail (CIPD, 2021).

Effective communication

The employees should be made aware of the change as soon as possible and should have the opportunity to

comment on said change. Though the way in which this is communicated should not be overlooked. The project/HR team should ensure this communication is clear and most importantly, that it is done in a way that employees will understand (CIPD, 2021). Regular forums and surveys are a good method to ensure everyone has an opportunity to have their say (Marris, 2017).

Trust

Trust is built on effective communication, completing the work set to high standards, and meeting goals and promises. Only then will the project team gain the trust of its employees (CIPD, 2021).

Good leadership

A clear set or rational and focused leaders, determined to drive company goals through effective and necessary change (CIPD, 2021). These leaders should be role models, leading with a positive attitude (Marris, 2017).

Emotional awareness

Change can be an apprehensive time for some employees, so emotional awareness will go a long way in enabling change, by being considerate of those it will impact. It also ensures that change is made for the better. The project team should be mindful of this and

plan for this in the change plan (CIPD, 2021).

Influences

Having key individuals, 'on-board' is a method of spreading a positive culture for change. This encourages more employees to buy into the concept (Marris, 2017).

FACTORS WHICH HINDER CHANGE

- Poor management
- Bad communication
- Poor leadership
- Not listening to stakeholders
- 2 types of resistance:
 1. Content - what the change is
 2. Process - the process of the change

CIPD, 2021
Keller and Schaninger, 2019

There are numerous factors that can be detrimental to the change process as summarised on screen.

Poor management

Where the project loses focus on what it set out to achieve. Projects may need to adapt in line with new information and developments which come as a result of the change process, but the goal should be clear, timings met, and standards remaining high (CIPD, 2021).

Bad communication

By letting the workforce know about the proposed

changes at an early point, enabling them to have their say and have a voice, should cancel out much resistance that may have resulted if communication had been poor. The CIPD explain that there are 2 types of resistance (2021):

1. Content – opposed to the actual change proposed
2. Process – not necessarily *what* is being changed but *how* it is being done.

For example, over-managing the details of the project without taking a step back to evaluate the process in its entirety. Poor leadership can also include project teams without a clear decision-maker or driver of the change (CIPD, 2021).

MODEL 1 – THE DICE FRAMEWORK

Duration
Integrity
Commitment
Effort

HOW DOES THIS SUPPORT EFFECTIVE CHANGE?

- Addressing problems early
- *Evaluating before issues arise*
- *A forum for effective discussion*

Brightline, 2018

This will enable those conducting the change process to understand how likely the success of the change process will be, by creating a forum where key decision makers can evaluate and discuss the change process (Brightline, 2018).

Duration

The longer the project, the more likely it is to encounter issues and lose focus. There should be set deadlines from the offset so that the team know whether they are on track to meet deadlines, and to manage expectations

for the stakeholders (Brightline, 2018).

Integrity

The project team should be made up of those with the right attitude and skillset, led by an effective and capable leader. In some cases, project members may have to complete their day-to-day roles alongside the project, thus it is crucial that those selected have enough time to commit to the change process as required (Brightline, 2018).

Commitment

The more people who are onboard with the change, the easier it is to implement as well as boosting its likelihood of success. Consulting the workforce early, prevents rumours and miscommunication. It also makes employees feel valued and part of the process. This coupled with inspiring leaders, driving the change, will help improve commitment to its cause (Brightline, 2018).

Effort

As mentioned previously, some involved in the change process will have to carry out their usual jobs simultaneously to the project. It is vital that the workload is manageable (Brightside, 2018).

MODEL 2 – INFLUENCE MODEL

1. *"Understanding and conviction"*
2. *"Reinforcement mechanisms"*
3. *"Confidence and skill building"*
4. *"Role modelling"*

HOW DOES THIS SUPPORT EFFECTIVE CHANGE?

Effective change in behaviours of human capital to encourage commitment.

Keller and Schaninger, 2019
Dagan et al, 2020

Dagan et al summarise this model in 4 ways. The pandemic will be used as an example to help explain (2020):

1. "Understanding and conviction" – e.g. understanding workers needed to be protected during the pandemic, thus ordering more PPE
2. "Reinforcement mechanisms" – e.g. keeping employees up to date with H&S guidelines
3. "Confidence and skill building" – e.g. adapting processes to meet new guidelines such as 2m distance, training employees in new ways to fit in

with this change

4. “Role modelling” – e.g. line managers following guidelines and consistently linking in with staff.

As the title of the model suggests, these 4 actions aim to influence the workforce to be open to change (Dagan et al, 2020) but altering behaviours within the human capital (Keller and Schaninger, 2019, p.8).

POSITIVE WORKING RELATIONSHIPS

How can we build these?

- Honesty from the start - TRUST!
- Clear communication
- Explaining *why* change is happening

How can we maintain these?

- Sustained support and implementation of wellbeing practices
- Anticipate further conflict, dealing with this positively
- Monitor employee mood

This slide summarises how we can build positive relationships within an organisation.



The previous slide summarised positive working relationships, let's take a look at this in more detail. Positive working relationships, communication and support all interlink with one another in ensuring any change process runs smoothly. Drawing from Marris' experience in Cadbury, honest communication is key to kickstarting a positive working relationship to those on the change project and its stakeholders by clearly explaining *why* the change is taking place (2017). This contributes to a change of mindset and behaviour (Geraghty, 2019). Scarlett uses the analogy SPACES to

summarise how an organisation can boost engagement during a change process (2016):

Self-esteem

Purpose

Autonomy

Certainty

Equity

Social Connection

Line managers have a key part to play in supporting employees through the change. Firstly, HR should coach and mentor so that they are fully understanding of the change themselves. There will likely be a need for line managers to give some practical training as well as explain the reasoning behind the change. Line managers, assisted by HR, should enable this change to take place by equipping them with the skills and knowledge to do so (Geraghty, 2019). For example, if new technology is introduced such as a new software, the line manager should be explaining why they have introduced it, and how to use it (Geraghty, 2019). If employees have a say in *how* the change is done practically, this should contribute to their positive wellbeing (ACAS, p.6).

Communication should be a two-way flow of

conversation whereby one party listens to the other. Trade unions can be an effective way of facilitating this. This ensures concerns and issues are addressed and resolved throughout the change. This is also a forum where discussions around occupational health referrals and additional support can take place. For employees also, it ensures they are being listened to and therefore feel empowered. Once they have this and feel part of the change, they will be more committed to the cause and would feel a degree of responsibility in seeing it succeed (Geraghty, 2019). If they are not consulted, this could lead to ill-feeling and long term resentment which could hinder any further impending changes (ACAS, p.6). Change can be an intimidating concept for staff, whose stability and brings them happiness and a sense of security and therefore commitment to the organisation (ACAS, p.9).

FACTORS TO CONSIDER WHEN PLANNING CHANGE

- ✓ Who to appoint to the project team
- ✓ Why the change is necessary - what the future should look like
- ✓ Type of design for the change plan
- ✓ How to communicate the change
- ✓ Legal implications of the change
- ✓ Potential pitfalls and how to mitigate them

Austin, 2015

Planning change is the first phase of the change plan. It is vital that this is done correctly (Austin, 2015, pp.7-9). The bullet points on screen highlight some of the areas that the project team must consider. This will be looked at in greater depth on the next slide.

THE CHANGE PLAN

- 3 phases to change:

1. Design - different for every organisation

2. Enact - the correct team is vital

3. Sustain - adapt where necessary

Austin, 2015

Design

Though there are change models that exist, each organisation varies. Therefore, it is vital that the project team enacting the change, choose the best approach that fits with their organisation and change intended (Austin, 2015, p.7). To do this effectively, Austin suggests 3 steps (2015, p.9):

1. Assess the situation within the organisation as it stands
2. When designing the change, think about what the organisation should look like not what it does at

present

3. Make sure that goals SMART

The project should also be mindful of some potential barriers to effective change which range from poor data, restricted mindsets and team members having too much confidence in their knowledge (Austin, 2015, pp.7-9).

Enact

The second phase in any change is enacting it. This second part of the process can often take the longest and requires a dedicated team to drive it. In some circumstances, a different team may be appointed as the skill sets required may differ than those who originally planned (Austin, 2015, p.10). It can be tempting to appoint members to the change team based on their capacity rather than their skill – this should be avoided. The team should regularly communicate with their stakeholders and could benefit from a change champion in a higher rank to help influence and push the change culture throughout the organisation. The team should carry out best practice and ensure they monitor the situation regularly, intervening quickly should issues arise (Austin, 2015, p.12).

Sustain

The change would be valueless if it were not sustainable.

This is the final part of the change process. Again internal and external influences should be considered and monitored here as it may require the changes being made to be adapted. HR have a key role to play in assessing this and suggesting alternative paths if necessary (Austin, 2015, p.13).

Austin summarises this final phase (2015, p.15):

- Track the change
- Communicate
- Use data and evidence to assess impact
- Use change to implicate a wider change culture.

BEST PRACTICE – A SUMMARY

- **Positive change is determined by multiple factors:**

- Appropriate design
- Communication and empowerment
- Line manager support
- Appointing appropriate people to change team
- Monitoring effectively
- Adapting where necessary

- **It is important to remember:**

- ✓ Changes to be made within the law
- ✓ Understand the effect it will have to the organisation and its staff
- ✓ Communicate excellently and engage
- ✓ Problem solve when issues arise
- ✓ Strong leadership is vital

ACAS
Austin, 2015
Geraghty, 2019

Effective change management should be considered in the 3 phases by those who have the skills and knowledge to carry out these tasks (Austin, 2015, p.10). They should communicate why the change is occurring to the employees in plenty of time, allowing them to voice their concerns and listening to them in turn, leaving them feeling involved and empowered (Brightline, 2018). Line managers should be adequately prepared to deal with such change, with training filtering top down to ensure all staff feel skilled to apply the change to practice (Dagan et al, 2020).

MONITORING AND ASSESSING THE IMPACT OF CHANGE

1. Data Analysis - Output reports, staff turnover figures, KPIs etc.
2. Staff feedback - Survey's, focus groups, requests for support etc.

ORGANISATIONAL PERFORMANCE

INDIVIDUAL PERFORMANCE

CHANGE MANAGEMENT PERFORMANCE

Prosci

Monitoring and assessing the change undertaken is essential in sustaining it. This can be assessed with data analysis of KPIs and from staff feedback for example. This should be monitored regularly to intervene early if there is any problem or need to adapt. Change could be monitored and assessed in 3 different ways (Prosci):

1. Organisational performance

A lot of this will come down to the KPIs agreed upon during the planning phase of the change process. This may present itself in the form of improved quality of performance, increased productivity, speed of work

completed etc (Prosci, pp.2-3).

1. Individual performance

To measure how susceptible employees have been to the change, there are a few factors which could be used as measuring tools. Feedback from employees is a good indicator of their opinion on the change. Staff surveys and focus groups are good methods. Errors in work and logs of support requests can also be an indication as to how successful the change has had among staff (Prosci, p.3).

1. Change management performance

This relates to the actual project team who flag shipped the change within the organisation. During the planning stage, it is likely that the team drew up a Ghant chart or similar tool to track key milestones. The timeliness in reaching these milestones is one way in which the team can measure how successful they have been. The means of communication and how this is received demonstrates how well the team are in redirecting existing behaviours and organisational culture. Finally, the receptiveness of training, as demonstrated in attendance numbers and performance thereafter will work as KPIs here (Prosci, p.4).

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