



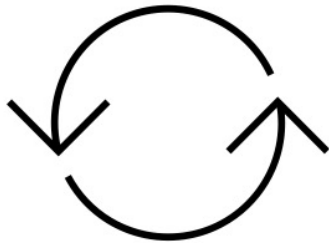
Implementing and Managing Change

A Guide for Leaders

Learning Objectives

By the end of this presentation, you will have gained an understanding of:

- The drivers and enablers for change in organisations
- How positive work relationships can support change
- Some best practice examples of change management
- The factors to consider when planning for change



What is change?

- Change is a psychological experience (Jackson, 2021)
- Change happens constantly
- Change is crucial for an organisation's sustainability

Change is a psychological experience, not an event (Jackson, 2021). Humans, in general, can be resistant to change for a variety of reasons. Somewhat paradoxically, change happens constantly. In the context of HRM, organisations must be adaptable to change in order to thrive and flourish in a constantly changing world. Change happens all the time, sometimes rapidly and sometimes gradually. Technologies, economies and people change in a complex and multi-faceted web.

For an organisation to be sustainable in the long term, change is crucial. Specifically, the management and implementation of change is crucial. Throughout this presentation I will explore the concept of change (and change management) in order to enhance understanding and promote ideas of more effective change implementation.

What role do Leaders play in change management?



-CIPD (2021), Horlick (2020)

Managers have a key role in the change process. They play vital roles in ensuring that they are advocates for change, sharing visions with business leaders and removing obstacles (CIPD, 2021). Managers also have to be skilled in overcoming resistance to change as well as being skilled coaches (Horlick, 2020). As well as being 'change leaders', managers must also have an awareness of their own need to change.

Managers, and the wider HR function, have an imperative duty to be skilled at change management. This will be explored further as we examine the various models, stages and theories pertaining to change.

Internal Drivers of Change



Staffing changes



Change in strategy



Technological
Advancements

There are many factors that drive organisational change. Some drivers are external, such as competition and some are internal, such a desire to change culture. In this presentation we will analyse three internal and three external change drivers.

Changes in staffing are a common internal change driver for organisations. If we take staff turnover as an example; this can have a destabilising effect on the 'growth culture' of an organisation (Bishop, 2019).

An organisation's strategy will change periodically, to accommodate other factors. This is change in itself which breeds its own change.

Technological advancements within an organisation can be an internal driver of change. As technology constantly reinvents itself, it brings about massive change impacts for organisations.

External Drivers of Change

- 1) Changes of or by competition
- 2) Government policy
- 3) Customer desires

-Guadalupe, 2008, Thomas-Byrant, 2021 & Schiller, 2016

Often much more impactful change drivers are those that originate externally.

Changes of or by competitors can be large drivers for organisational change. As markets and competitors change strategy, so to do organisations (Guadalupe, 2008) Government policy can have a direct impact on organisational make up. These can range from small operating changes to huge KPI shifts. An obvious example is the impact of Brexit (Thomas-Byrant, 2021).

Customer desires can and do change as the world changes. These desires can be drivers for change as organisation's develop and adapt to customer needs (Schiller, 2016).

Factors that enable change – An overview



Covid has shown a huge need
and ability for change



Working remotely demonstrated
rapid change agility

As we have discovered, organisations must be ready and able to adapt to change. The Coronavirus pandemic has demonstrated a huge need for change for most organisations. One of the most obvious impacts of this was the necessity to work remotely, which saw businesses rapidly adapt their working practices. As organisations tread cautiously into the post-covid world, it is prudent to explore factors that enable change within organisations.

Change enablers: Culture

- Culture – ‘The way we do things around here’ (Balogun & Johnson, 2004)
- Organisations can foster a change-ready culture
- Employees should be involved in the decision-making process (Lewis, 2020)

Organisations can design themselves to have a ‘change-ready culture’. Whilst culture in general is almost an ethereal concept, it can be defined as ‘the way we do things around here’ (Balogun & Johnson, 2004). Organisations can foster a change-ready culture by designing their systems to involve employees in the decision-making process (Lewis, 2020). This can be a change-enabling factor for organisations.

Change enablers: Flexible contracts

- Research (Airtasker, 2020) shows flexible workers are more productive
- Agile working as a direct impact on productivity

Another factor that can enable and support change is the adoption of flexible contracts. Research (Airtasker, 2020) has shown that flexible workers work 1.4 days per month than employees that do not have flexible contracts. This shows that agile-working practices can have a direct correlation on increased productivity.

Barriers to change

- Past experience of poorly-executed changes
- Employee resistance

As we have explored factors that enable change, there are obviously many factors that may hinder change processes:

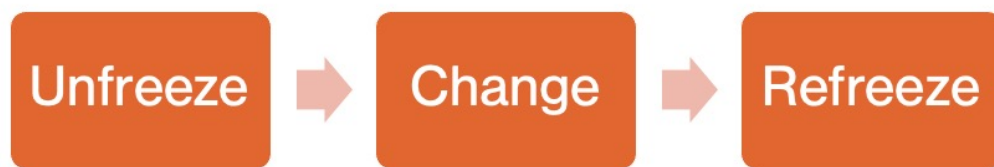
- 1) Past experience of failed initiatives. Organisations and leaders must act sensitively when implementing change, particularly in times of economic uncertainty. Employees may be apprehensive about new initiatives if there is a history of poorly-executed changes
- 2) Employee resistance. The CIPD (2021) discuss how resistance is not always negative, however it can indicate the need for a rethink of the implementation or the change itself.

Models and Theories of Change Management



It is important to have an understanding of the different theories and models of change management. There are many different models prominent in academia today. In this presentation, we will examine two and explore how they can support change management

Kurt Lewin's Change Management Model



Raza (2019)

This simple diagram represents Lewin's change model, a very popular model in the HRM sphere.

Lewin's three-stage model provides a framework for organisations to implement and manage change from a behavioural viewpoint.

Lewin: Unfreeze



Identify the current situation



Identify the need for change



An opportunity for reflection



Use resistance to explore need for change

This model emphasises the importance of the ‘unfreezing’ stage. This stage involves identifying the current situation as well as identifying the need for change (CIPD, 2014). This part of the change process requires organisations to reflect on and examine themselves, which can often lead to resistance. This resistance can often be used advantageously as it may lead to a greater framing of the change or changes needed (MindTools, 2021).

Lewin: Change



EMPLOYEES EXPERIMENT
WITH DIFFERENT WAYS OF
WORKING



EFFECTIVENESS DEPENDS
ON EMPOWERMENT OF
EMPLOYEES



COMMUNICATION IS KEY

The next stage in Lewin's model is the 'change' stage, where organisations and employees begin to experiment with different ways of working, in order to accommodate the change. Mathieu et al (2006) describe how this stage will be more effective if employees feel empowered and have a sense of responsibility for the change. This suggests that employees should be communicated with clearly.

Lewin: Refreeze



Ensure changes become part of culture



Requires strong leadership for change to become organic



Possible opportunities for reward and recognition



Feedback and measuring impact is important here

In the third and final stage of Lewin's model, organisations must ensure that the changes made become sustainable and part of everyday fabric and culture (Raza, 2018). This part of the process requires leaders to implement a variety of methods to ensure the change is strengthened and becomes organic within the workplace. This could involve linking reward systems or exploring avenues of feedback to measure the impact of the change.

Lewin's Change Model – An Evaluation



- Possible use as a change planning tool
- Highlights the importance of communication



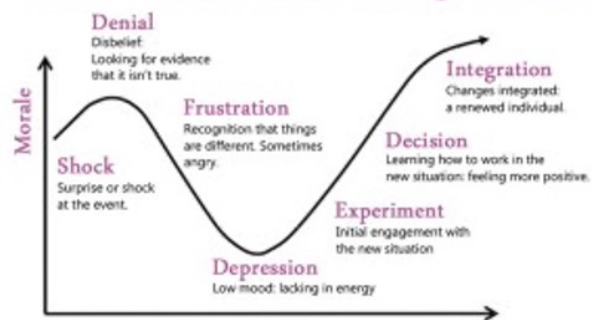
- Too simplistic for complex organisations and complex change
- Should not be used exclusively



So, how can Lewin's model support change management? By having an understanding of this model, leaders can use it as a planning framework to support the change planning. By taking Lewin's 'unfreezing' stage as true, Leaders should be guided to communicate the need for changes clearly. Whilst Lewin's model is a fairly simplistic concept, it has been argued by some (Juneja, 2021) that the simplicity makes it unsuitable for the complex organisational structures that are present today. Having considered the literature, it is my view that Lewin's model is useful for HRM but should not be used exclusively when managing change.

Kübler-Ross' Change Curve

The Kübler-Ross Change Curve®

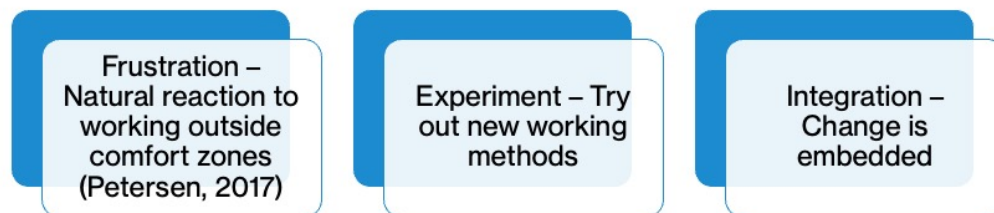


-EKR Foundation (2021)

The next model for exploration is the Kübler-Ross model. Originally conceived as a model to explain what terminally ill patients feel like at the point of diagnosis, it was then applied to the process of grief. It is particularly pertinent to planning and implementing change within organisations.

This diagram portrays Kübler-Ross' change curve. This model is particularly relevant to organisations as it can apply to past changes, future changes or change planning. The shock and denial stages, dependent on context, may be experienced by many employees when faced with change. It is vital that leaders focus on communication in this stage, to minimise the shock factor of a change (Belyh, 2008).

Kübler-Ross' Change Curve



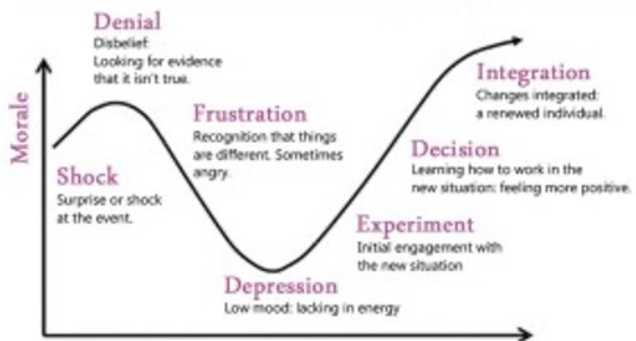
The 'frustration' stage is usually where the most resistance occurs, as employees naturally react to working outside of the 'known' (Petersen, 2017). In this stage, organisations must act with sensitivity and compassion in order to guide teams through the change. It would be beneficial here to reshare goals and objectives, developing a shared understanding of the desired outcomes for change.

As employees travel through Kübler-Ross' curve, they are able to 'experiment' and make 'decisions' around the change. At this point, we assume that the change has been accepted. The experimental change is where employees can try out new working methods that align with the change (World of Work Project, 2021). This eventually leads to the 'integration' stage in which the change becomes embedded in the culture of the organisation.

Kübler-Ross' Change Curve – An Evaluation

- Employees do not travel through a linear sequence
- Employees may experience multiple stages at once
- Humans are emotional and unpredictable by nature

The Kübler-Ross Change Curve®



Much like Lewin's model, there is a need for leaders to have an awareness of Kübler-Ross' change curve. The curve method is inherently flawed as employees do not travel through a sequential, linear route, they may experience many stages at once, move between the stages or even remain at one stage. This can prove challenging for organisations, coupled with the emotion-fuelled nature of humans in general (Tahir, 2017).

The Importance of Relationships

- Positive relationships can positively impact an employee's commitment
- Wellbeing levels are increased through trusting relationships

- Stanford (2017)



As we have discovered, communication and relationships are key in any change management. Chiaburu & Harrison (2008) highlight how positive relationships can positively impact an employee's commitment to the organisation. Similarly, an employee's wellbeing levels are increased through relationships that foster trust and collaboration (Mastroianni & Storberg-Walker 2014).

When implementing change, it is evident that trust is key. Stanford (2017) rationalises this point by exploring the importance of trusting relationships. This research explains how creating trust promotes alignment with company values whilst ensuring clarity to reach a cohesive endpoint.

Building Relationships



- Vital to communicate the rationale for change
 - Managers are crucial to securing the 'buy-in' of staff
-
- ✓ Focus on 'hearts and minds'
 - ✓ Perception of conflict differs from person to person

When managing change, relationships can be built and maintained by communicating the rationale for change. A case study of the Cadbury takeover in 2010 highlighted how managers were crucial in ensuring the workforce 'buy-in' of the imminent changes (Marris, 2017). At this point, it is important to reinforce the need of leaders' awareness of the various change model theories in order to anticipate the impact of any changes.

Organisations should attempt to win the 'hearts and minds' of their stakeholders when managing change. This should help to minimise conflict and provides an opportunity for support in any change management exercise (APM, 2017). Leaders should be aware that conflict has a different meaning to different people and the perception of conflict can be highly subjective (NHS England, 2021).

Communication is Key

- The communicator must give a detailed, clear and authentic message
- The receiver must listen and trust the communicator
- The method of communication must meet the needs of all parties
- The message must align somehow with the held-beliefs of the receiver



Successful change management and good communication are mutually exclusive. For any organisation planning change, stakeholder groups should be identified as each group will require varied levels and breadths of communication. Heathfield (2021) encapsulates this by explaining:

The communicator must give a detailed, clear and authentic message

The receiver must listen and trust the communicator

The method of communication must meet the needs of all parties

The message must align somehow with the held-beliefs of the receiver

Heathfield further explains how organisations should communicate how proposed changes will personally impact the employee. This helps to build a clear rationale and shared vision for change. Further research shows that successful change managers market change in a positive light, setting high aspirations and ensuring that all levels of the organisations are involved and invested (Musselwhite & Plouffe, 2011).

Communication: A Case Study



TOWERS WATSON

68% of senior
managers
understood the
change

Only 40% of
supervisors
understood the
change

When communicating with different stakeholders, leaders should be aware of the study of Towers Watson which stated that 68% of senior managers understood the change compared with only 40% of supervisors. This clearly shows the need to have a consistent, well-executed communication strategy for any change management.

Supporting Staff Through Change



Directors supported through coaching employees.
-CIPD, 2015



Involvement of Trade Unions lead to decreased cynicism of change.
-Gifford, 2019

- ✓ Minimise resistance
- ✓ Employ unions as change agents
- ✓ Coach and mentor employees to remove obstacles
- ✓ Role model desired changes
- ✓ Consider the role of counsellors if necessary

During any process of change, there needs to be a range of support mechanisms planned and in place for employees. Again, communication is key here. By effectively communicating the need and purpose of change, organisations can minimise employee resistance (Heathfield, 2021b).

Organisations should be open to adopting a range of support mechanisms. A case study of HMRC (CIPD, 2015) explored how Directors directly supported, through coaching employees impacted by the implemented changes. Another support option is through representation. The natural fit for this would be to consider the role of trade unions as agents of change. A case study by the CIPD (Gifford, 2019) explored how the involvement of a trade union official in a change process led to decreased cynicism and greater employee engagement.

Further research demonstrated how organisations can provide support through change by coaching and mentoring employees. Leaders can role model desired changes while coaching employees to remove obstacles (Nevenhoven, 2021). Consideration should be given to employees who may need psychological support through a period of change. There is much talk about resilience in today's workforce. Employers could employ the services of counsellors if this is necessary to their

change management process (Smith, 2021).

Planning for Change



When planning for change, Organisations and managers need to consider many factors. Kotter' 8 step model (MindTools, 2021) can provide a framework for this. This image is a great visual for this model.

Using this model, organisations can design, enact and sustain change across their workforce.

Planning for Change

- A clear framework
- Focusses on people, not process

Vision and Objectives
Create an employee-led performance management process where employees feel motivated to drive their own performance through objective setting and reflection.
Activities to achieve objectives
- Remove the necessity for an annual appraisal - Replace the annual appraisal with regular performance conversations that happen throughout the year (minimum 3 but amount should be agreed at local level)
Business case (evidence-based) - include data, benefits of change, gap analysis - difference between current and future states, gaps and risks
CIPD Could do Better Report: Assessing What Works in Performance Management Report of the Mui Staff/Union NHS Foundation Trust Public Inquiry
People affected (stakeholders - employees, particular employees, customers, shareholders)
Employees Line Managers / Appraisers Senior Leads / Service Heads Executive Directors Board Members Patients and Service Users
Scope of change (eg one site, one product group)
Mental Health & Learning Disability (MHL D) Directorate
Roles (project manager, steering team members)
Project Lead - Culture and People Specialist Change Ambassadors - 3 x key influencers within MHL D Executive Sponsor - MHL D Director Appraisers
Communication strategy (attach communication plan, list of change champions)
Communication Plan 18-19
Support to be offered (advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan)
Digital communications such as global emails on a regular basis Performance Management newsletters (emailled fortnightly and containing success stories/FAQs etc) 1 hour Performance Management Workshop delivered to all MHL D employees
Timings and milestones (see Gantt chart)
Gantt Chart MHL D 18
Resources required, including cost (equipment, time, people, materials, guidance)
Staffing for workshops Backfill for staff attending training
Monitoring activities
Regular check-ins Audits of performance log Removal of PADR compliance Focus groups
Success Measures
- Regular performance conversations take place - Anxiety at 'PADR Season' is reduced

This slide shows an example of a change plan within an organisation. A plan such as this sets out a clear framework for implementing change in a stage-by-stage process. Change plans can be useful as they keep the focus on people, rather than on the process (Izquierdo, 2021).

Best Practice

- There is no 'one best way' (Burnes, 1996)
- Certain components can be considered best practice

Throughout this presentation, we have explored the many different aspects of managing change. So, what is considered best practice? Whilst it can be argued that there is no one 'best way' (Burnes, 1996), it is clear that there are certain components that can be considered best practice in change management.

Best Practice: Communicating Need

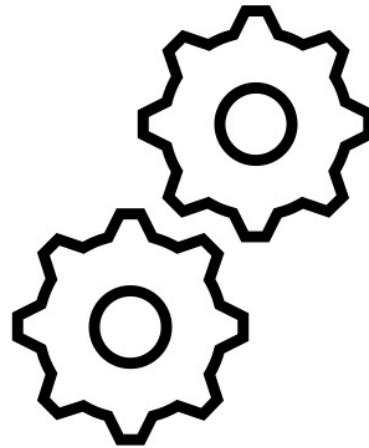


Best Practice
=
Develop a
communication strategy

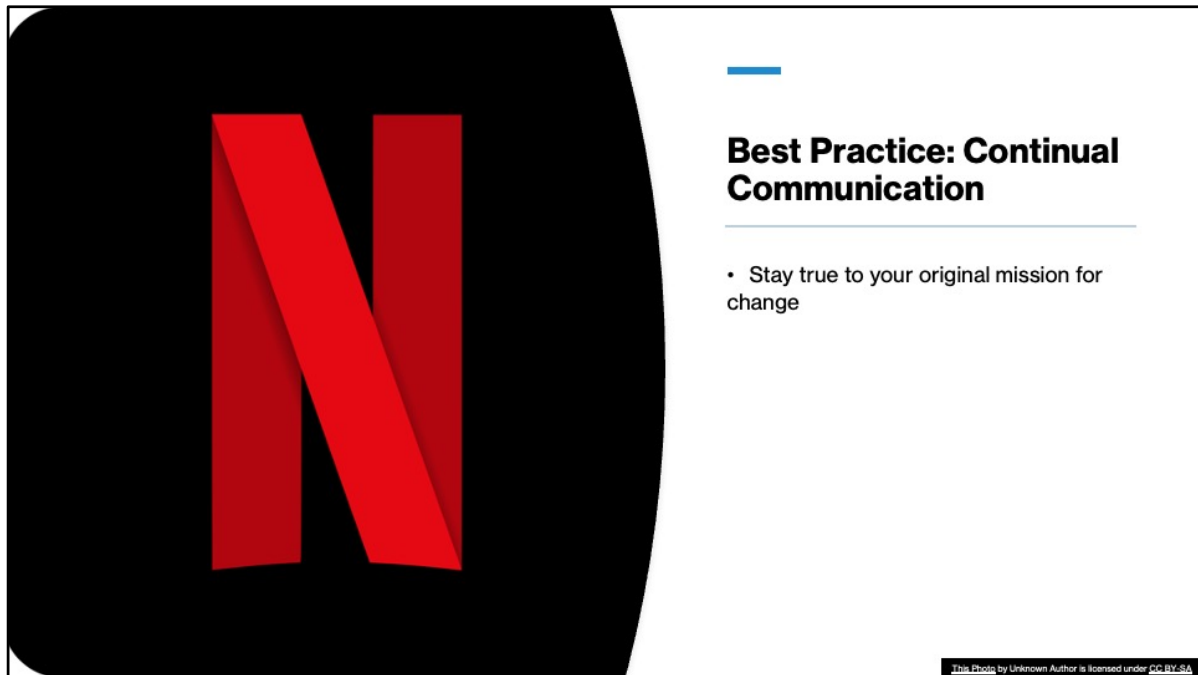
Kotter's (1996) model discusses creating a sense of urgency. This provides an opportunity for leaders to communicate the need for change. As noted in an article from Personnel Today (2002), best practice is to develop a communication plan and strategy.

Best Practice: Shared Vision

Individual Economic Value



It is vital that stakeholders are all 'on the same page' when imagining the future post-change. This shared vision is exemplified by Bernick (Harvard Business Review, 2002, pp.125-142) who developed the 'Individual Economic Value' (IEV) of each employee. In this scenario, the leaders showed how each individual contributed to the economic success of the organisation. This concept of a shared vision proved highly successful in the change process.



Media giant Netflix grew its customer base by over 100 million in less than a decade (Ritcher, 2020). Whilst this was met with some resistance, the organisation stayed true to its original message and continued communicating to stakeholders (Conrad, 2008). The results speak for themselves.

Monitoring and Measuring Impact

Once change has been carefully implemented and enacted, organisations must be able to monitor and assess the impacts. Organisations can use many techniques for this. We will evaluate two:

Staff Feedback



Can take many forms – quantitative or qualitative



Provide fast, specific results

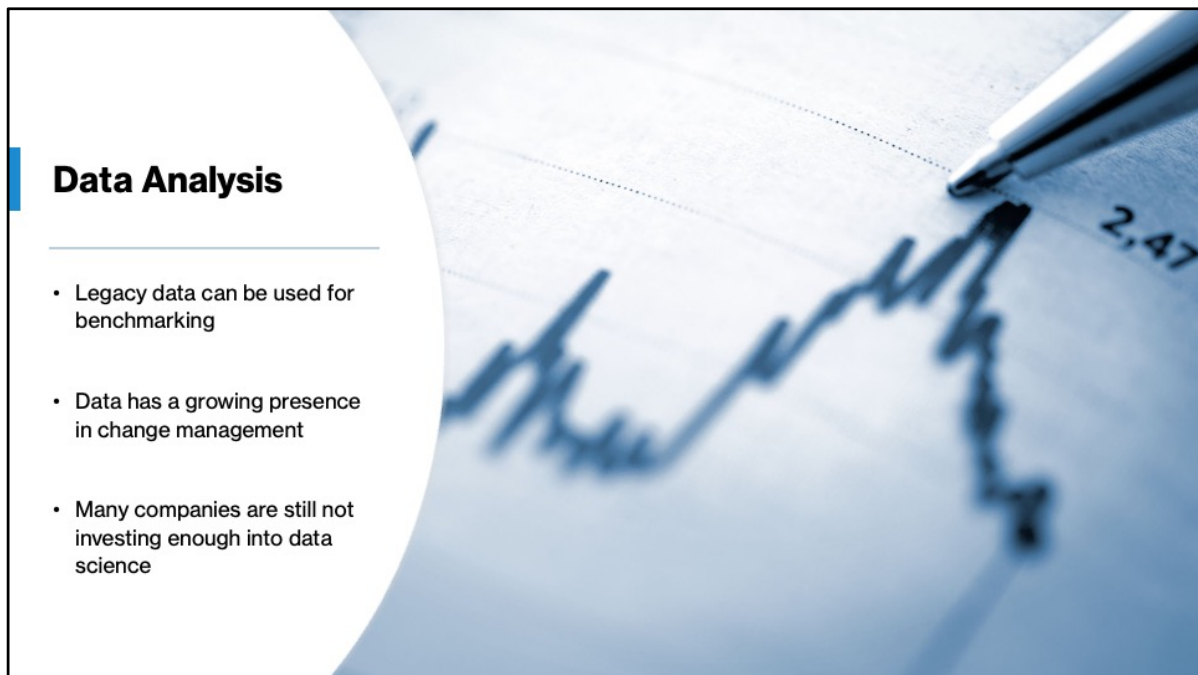


Reliability will depend on the context of the change



Measuring change often requires a more complex analysis

Organisations can gain feedback through various mediums, either qualitatively or quantitatively. A case study by the CIPD (2015) mentions pulse surveys and engagement surveys as a method of assessing the impact of change. These can be a useful tool for monitoring change as they provide fast, specific results. However, it should be noted that the reliability of survey results will be dependent on the change. Surveys can often be a 'one-size fits all' approach to situations that require a more complex analysis (Pagon & Banutal, 2008).



Organisations can also use data analysis as a method of monitoring and assessing the impact of change. Organisations can use legacy data as a benchmarking tool. This can prove useful during change and after changes happen (Proctor, 2019). Data is becoming increasingly vital in change management for organisations. However, many companies are not showing signs of investing enough in data science to provide an adequate foundation for change (Tushman et al, 2017).

Review

- ✓ The drivers and enablers for change in organisations
- ✓ How positive work relationships can support change
- ✓ Some best practice examples of change management
- ✓ The factors to consider when planning for change

Thank you for listening – Diolch am wrando

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