



Implementing Change

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Housekeeping

- ▶ Introductions
- ▶ Notes and slide pack
- ▶ Breaks
- ▶ Emergency procedures
- ▶ Questions and answer session

General introduction of myself plus group members and the roles they hold.
Inform the group that notes will be available and slide thumb prints also.
Inform the group that the presentation is short but they can take a break if needed.
Go over emergency procedures such as the event of fire, need to evacuate.
Explain that time will be available for questions at the end and to make a note of any along the way.

Aims of the presentation

- ✓ To enhance the management team's understanding of change.
- ✓ To provide clarity on how change may be implemented.
- ✓ To prepare ourselves for a change initiative ahead.

1. Introduction

The Society for Human Resource Management definition of Change Management:

"A structured approach to transitioning individuals, teams and organisations from a current state to a desired future state."

Firstly provide an explanation to the audience as to why HR can contribute positively to managing change. Refer to information they hold, the communication means they have, their ability to change policy and process, their role in relationship management, their placing to gauge reaction, the trust and culture build they can assist in.

Secondly discuss examples of when change management may be applied such as during TUPE, downsizing, site relocation, change in process, technology. Refer to changes the company has also been through. Discuss proposed change program if able to at this point in time.

Content

1. Internal & external drivers for change in organisations
2. Organisational factors that may enable or hinder change
3. Theories & models
4. The impact of positive relationships
5. Communication needs and support
6. Planning for change
7. Implementation & monitoring

Just run through the content and explain that we will be going through each in the order listed and that there will also be a Q&A at the end and some signposting.

Internal & external drivers for change

- ▶ Strategic Objectives
- ▶ New products or service provisions
- ▶ Process changes
- ▶ Technology change or progression
- ▶ Organisational change including people, commercials
- ▶ Compliance needs

AC 1.1 Strategic objectives can come from both internal and external drivers. An examples of an **internal strategic objectives** that required change management within our company was that in 2020/21 the finance function decided that to become more efficient & streamlined by taking all employees over to receiving pay-slips electronically. On analysis the change was significant as only paper copies had ever existed. It required consultation, communications, training and project management. An **external strategic objective** that necessitated change management was when the company took over two depots in Cardiff and Swansea that had previously been managed by a competitor. On analysis TUPE was also required as well as some redundancies and a change in branding.

An example of an internal **new product** that required chain management was the introduction of glass bottled milk. On analysis this was firstly provided by an external bottler but then changed again to an internal provision. An example of an internal change in **service provision** was the business acquirement of doorstep delivery that necessitated more provision of glass bottles. This linked with an external driver of a change in customer habits to want glass bottles over plastic cartons. On analysis there was significant change to processing lines and food safety requirements and staff training.

With respect to **process changes** a key internal change that requirement management was transferring over to a matrix process solution that provides better yield and less waste.

With respect to **technological change or progression** we had the internal driver of

the need to change the handset used for plotting delivery routes for a more technical advanced one that would provide more accuracy for invoicing. On analysis this was met with some initial resistance and the change needed to be managed. There has been a significant external driver to cause **organizational change** being that of the Covid19 pandemic. The same driver impacted on mandatory compliance requirements. On analysis the change was so significant we had to appoint someone into the role of managing the impact of Covid. Its important to note here and explain to the audience that encouraging the positives of change can encourage a culture of innovation and enable a business to sustain its place in the market.

Organisational factors that may enable change

Enablers:

- Clear expectation of what is needed
- Clear and engaging communication means
- Role clarity
- Visibility of what is happening in the organization
- Leadership
- Time boundaries

AC 1.2 & 1.3 Explain that this slide lists some enablers to change and means of supporting effective change management,

Explain that if employees are given a clear expectation and vision as to what is expected as a result of the change then buy in is more likely. It's important that the end goal is known. Two change models that can be referred to at this point is that of Kotter and that of the McKinsey model. On evaluation of these models Kotter in 1996 listed 8 key steps to successful change management. (give out handout now with Kotter 8 steps on + McKinsey's approach) Kotter holds a procedural approach. McKinsey's is behavioural and mindful.

Kotter refers early on to the fact that linking with expectation and vision is the need to promote some sense of urgency to the change which provides a "no turning back now" feeling. On evaluation an example of when we took this approach is when we ran out the pay slip change, we gave a deadline and did not give any room for any variables, it was by email and no other means. McKinsey's model in comparison of evaluation is more based on the power of influence. For example they believe in mind-setting and that role clarity enables employees to see where they fit in with the change. If it is clear to them what is expected of them they can then lead by example and champion the change. McKinsey (2016) refers to this as "fostering understanding and conviction." McKinsey however does not directly focus on urgency and time but rather refers to the change being hastened by employees seeing others behaving differently and therefore they inevitably will too, especially if the "others" are leading

by example. I refer to this in the slide above as visibility across the organization. McKinsey refers to this as “role modelling” An example of this in our company was our management of the pandemic when role modelling of social distancing and mask wearing was imperative.

Both models refer to the need for effective communication to support change management. There is more to come on needs and types of communication but to note here Kotter refers to the procedure of communication and McKinsey to the real need for core understanding of what is being asked as well as the formal mechanisms to support it. Kotter refers to the need to empower employees to act to support effective change management. McKinsey translates this into developing talent and skills. A third model from Geraghty in 2019, referred to as the 4 x E’s Principles of Human Change consolidates both Kotter and McKinsey. The 4 Es being Educate, Engage, Empower and Enable.

Organisational factors that may hinder change

- ▶ The opposite to the enablers plus:
- ▶ Human behaviour
- ▶ Human feelings

Reflect back to the previous slide to affirm that the opposite to the enablers could hinder change.

However, additionally refer here to the cycle that employees can personally go through when faced with change as detailed in the Kubler Ross Change Curve and the DREC model derived from it. Without showing them the model content in full ask the group to list what sort of resistant behaviours they believe may be exhibited from employees and then separately list the feeling and emotions that people may experience.

Behaviours such as resistance, reluctance, sometimes referred to as freezing. Employees may even go to becoming uncooperative, underperforming, confrontational etc.

Feelings such as denial, anger, depression may occur before bargaining and acceptance takes place. DREC refers to the bargaining and acceptance phase as exploration and commitment.

Stress the importance of the impact of mis-trust and lack of confidence in what's happening on what we refer to as "emotional responses" in change management.

The impact of positive relationships

- ▶ They can support change processes
- ▶ How can we build positive relationships in times of change
- ▶ How can we maintain positive relationships throughout the change

AC 2.1 Firstly, ask the group what they believe is a positive relationship in work? Look for answers such as communication, availability, visibility of each other, two way discussions enabled, encouragement, ideas and innovation avenues open.

Its important here to refer back to the Change models mentioned and how there is the huge need for good communication, trust and leadership. Explain how employees need to feel confident about what is about to happen and how they also have trust in the organisation and those that are leading from the front. Remind the audience of the 4 x Es and how important influence is.

Building and maintaining relationships can happen and exist from several core factors being in place. List on the flip chart the following and ask the audience to think of examples when and how this has been evident at work:

How?: Giving clear reason for change – reason - so employees know why change is coming

How?: Acknowledging the effect on people and teams – reason – so mitigating actions can be put in place

How?: Pre-empting and recognising reactions – reason – so we don't lose people or cause them stress

How?: Consistent, truthful consultation and communication – reason – to build trust

How?: Electing "Change Champions" at work – reason – to assist the change and influence

How?: Signposting and suggesting support networks – reason – people like to explore various networks

How?: Resolving differences through the correct mediums – reason - to avoid escalation

How?; Keeping an eye on relationships and not allowing them to become negative – reason - to prevent damage



AC 2.2 Discuss firstly with the group the communication needs in that they will need to be tailored. Discuss that the level and extent of communication will have to be considered, the type, means and frequency.

Draw on **need** examples such as:

Managers may need support in delivering change communications if this is their first change project.

Some employees may need to know less or more. Mention the likely positive action of developing a “Communications Plan” Refer here to the Communications Road Map promoted by the SHRM in 2017. Put an example of this on the table and discuss briefly the columns that would need to be populated. Mention that the delivery channel is the one that is best for either individuals or teams needs. You could mention here areas of possible support need required due to personal capabilities such as reasonable adjustments, learning barriers, computer literacy levels, language barriers etc. There could be a need for counselling, advice, mediation and possible coaching and mentoring through the change.

Places of work may also need varying support to access any communication – refer to some employees who work nights and may not receive communications at the same time as others. There can exist favoured means of communication that in age groups. This is where a plan is of benefit.

Refer to the dynamics of our customers where some are “on-line” and some are still working on paper and face to face.

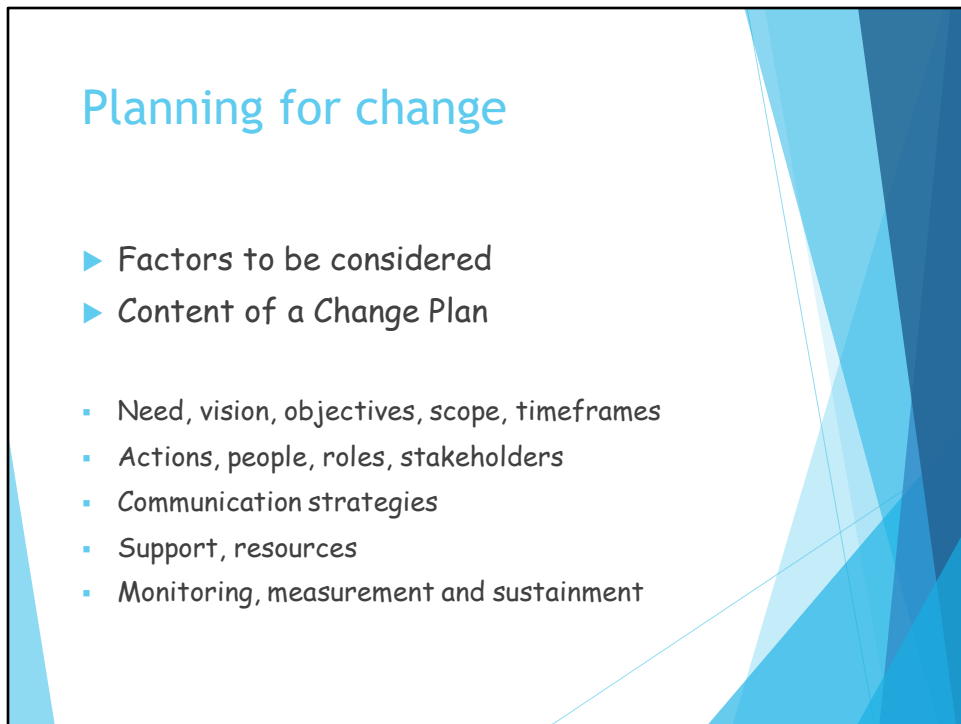
Refer then to the **types** of communication required.

Top- Down channels (communication from management down)

Bottom – Up channels (employees sharing information from their perspective through taking part in meetings, being innovative, attending workshops that generate thought, from within consultation meetings)

Two- Way discussion from one to one meetings with managers or through the HR function

Give brief examples of communication means such as social media, email, information boards, meetings, one to one's, media platforms such as Teams, Skype, Zoom. McKinsey 2016 promotes the use of technology to communicate.



AC 3.1 Give a brief overview of the importance to plan in business and relate to other models that we use at work such as HACCP and Plan Do Check and Act where planning is crucial. Use the well know phrase, if we fail to plan then we plan to fail! In explaining factors to consider discuss the Three Phases of Change Management promoted by the SHRM in 2015 that factor in planning change through:

Factor One: Designing

Factor Two: Enacting

Factor Three: Sustaining

Provide two fold insight into the consideration factors required at the **designing** phase where we would firstly look at the existing state of play ready for any change. We would be looking at where the business currently is at. Areas that can be looked at is what resources are we starting off with, examples such as labour, skill, talent. finance, existing communication means. Secondly, this enables a “gap analysis” to be carried out of what more we need to enable us to **design** the change.

Factors to consider at the **Enacting** phase is that the change requires a focus on keeping the change going at a speed that the business wants but balanced against what everyone can cope with. Reiterate the importance here of choosing the best placed people in the business to enact the change, choosing a good overall leader and making sure all stakeholders are considered and no one omitted. A project management approach is needed to be factored and monitoring crucial.

At the **sustaining** phase factoring in tracking of progress is important so that corrective action can be taken if needed to sustain change

In explaining the content of a Change Plan refer back to the enablers that we discussed on Slide 7 and the importance of positive relationships on Slide 9 and how they cyclic link to the Change Plan. It may also be a good opportunity to mention how business cases are put together in the company that can come before a Change Plan. Refer to the article in People Management that relates change following Kraft's acquisition of Cadburys which brings again the importance of Slide 7 & 9 and planning. In explaining what a Change Plan looks like refer to that its format can vary such as being a Word Document, Pictogram, Infogram or even a Spidergram. As long as key headings are captured to be populated as per the slide then it is likely to be suitable and sufficient.



AC 3.2, 3.3 In summarizing best practice for implementing change I think its important here that the value the HR function can add needs to be acknowledged first and foremost and that they are available and would promote best practice. They can help with controllable aspects such as information provision, communication and process. They can also help with uncontrollable aspects such as peoples behaviour and emotional responses. Best practice can then follow any of the models referred to such as Kotter and McKinsey but as long as the content of proposed action captures everything then a checklist can be used to ensure all areas are done well. Key best practice would be clarity early on with the agreed strategy, timeframes and resources. Then a comprehensive delivery plan that involves information and communication. Engagement and consultation needs to be full and diverse and known potential outcomes catered for with anticipation such as conflict. Best practice would also entail following recognized procedures such as those promoted by ACAS, GOV.UK where necessary and other business supporting resources. It is also best practice to motivate and correct the journey if needed to ensure momentum.

3.3 Techniques for monitoring the implementation of change can be both quantitative and qualitative. They key best practice is to make sure you do! If not monitored then the impact can cause severe damage to strategy and hinder change. There is a need to look at what monitoring techniques may be best for what stakeholder. With respect to employees for example, quantitative monitoring can be gained through data such as absence increases or decreases, compliance with requirements of the change, outcomes and take ups of communications, social media

hits etc. In essence data. Qualitative monitoring of the change can be through talking, surveys, feedback, opinions generated or forwarded. Customer monitoring for example could be from an alternative source such as feedback on social media, product uptake, loyalty. Depending on the change monitoring may be taken and fed back from enforcement agencies, auditors.

In assessing the impact of change direct feedback may be more beneficial such as through one to one interviews with staff and maybe a selection of stakeholders so more personal insight can be gained as opposed to data. This will go beyond any impact measurables that you may have as targets such as KPIs, milestones. An example here used for the audience can be our introduction of electronic payslips. We could monitor and measure the change by the speed and ease of uptake once initiated but we could only measure the deeper impact by talking to those who were affected to maybe a degree that was invisible e.g. did someone have to purchase a computer in order to retrieve them. Have some people not been able to retrieve them. Not the best example but one that could be related to by the audience to realise the differences that can exist between ways of monitoring impacts of change.

Conclusion & Questions

- ▶ Any questions on anything discussed?
- ▶ Feedback
- ▶ Going forward
- ▶ Thanks for listening
- ▶ Alys

Are there any questions from anything that we have discussed?

Can the viewer give feedback on the presentation?

How does the viewer intend to use this knowledge in their working life?

Make sure viewers know where they can gain more information from on PM and HPW

Ask if a follow up session may be advantageous.

Bibliography

- ▶ Kotter 1996 8 step Change Model
- ▶ McKinsey 2019 Getting Personal About Change
- ▶ McKinsey 2016 The Four Building Blocks of Change
- ▶ People Management Article on Managing Change at Cadburys

General reference

- ▶ Taylor, S., & Woodhams, C. (2016). *Human Resource Management: People and Organisations* (2 ed.) London: CIPD.