

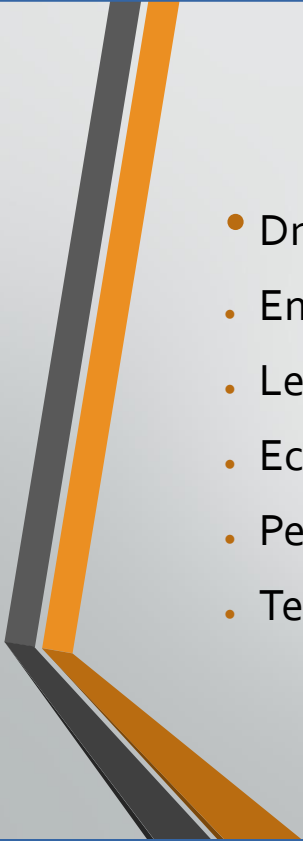
Changing with the Times

- By Isabelle Solomon
 - 1919798
- Word count:2992

Introduction

- What is change?
- Why do we need to change?
- How can we change successfully?
- How will we measure change success?





Organisational Change

- Drivers of change, Internal and external:
 - Environment
 - Legislation
 - Economy/Markets
 - People/Employment
 - Technology

Change effects us all, both personally and professionally.

Things rarely stay the same forever. This means organisations need to be able to learn and adapt to changes internally and externally. Internal changes maybe a change of ownership, management and employees or a change to the working hours/days and shift patterns. Internal changes can include expansion, change of location, change to hierarchy or even a change into a new sector.

External factors such as a change to customers buying habits, market change, economy, change to legislation, employment and the labour market effects how we as an organisation operates. Technological advances over the past decade has probably been the biggest change we have experienced, along with changes brought about by the pandemic. The pandemic has definitely made us re-evaluate how we operate, and has sped up changes in

most sectors, while completely destroying other i.e. hospitality/night clubs.

More important than ever to successfully change

- Stay competitive
- To protect cash flow
- Secure jobs
- Retain talent/ source new



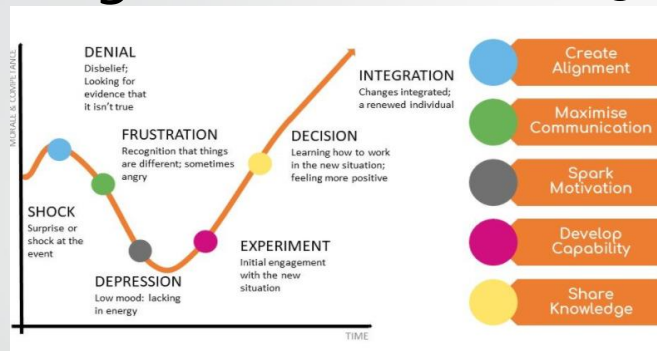
The COVID-19 pandemic has hit us all, some positively, some negatively. Due to the lockdowns and shut downs of some organisations during this time, such as the DVLA, we are now seeing the consequences. We currently have HGV positions to fill, and have just managed to fill them, but we have had to increase their salary by £2ph. The labour market has shrunk and the competition and ourselves are all fighting for the same people. This increase in wages, has meant an increase in our costs. During the pandemic, we all managed to streamline our processes while working remotely, saving us time, and expense, which means we will not need to add this extra cost onto the cost of our product. This means we can currently stay competitive on price and because we managed to fill our HGV vacancies, we can also continue to offer the level of service we did before the pandemic, whereas our competition is operating out of parts of the country they cannot fill their vacancies.

Managing change

- People are at the centre of enabling change in the workplace (CIPD, 2020).
- Managing change is imperative because research shows failure rates as high as 70% (CIPD, 2020).
- Change management is a “systematic approach to dealing with the transition or transformation of an organisation’s goals, processes or technologies” (SearchCIO, n.d.)

There are multiple models on the change management process available to use. These models can help us decide what changes we need where and how we are going to achieve them, We need a change culture within the organisation so that we can easily and readily adapt to external and internal changes. We know that our new lorries on order are now going to take another year before we see them, what impact will this have? What changes can we put in place to enable us to still operate effectively and without disruption?

Models of Change – Kubler-Ross Change Curve



- Trusted and reliable model that can be used to understand people stages when going through change (Belyh, 2020).
- To move through a change, an individual will go through these 5 stages of Kubler-Ross's curve.
- Individuals can move through the curve stages randomly and at a different pace.
- Help managers tailor communication and guidance to individuals at different stages.

Stage 1 is the position of shock or denial. Individuals can be in shock at the change or in denial that the change will happen. Employees should be allowed time to digest the proposed changes and given all relevant information. They need to understand 'why' this change is taking place and what the outcome of the change will bring.

Stage 2 – Moving employees out of their comfort zone can lead to frustration. If you have introduced new technology or a new method of work, they can become frustrated with the new system. Careful planning must be in place to deal with this frustration and anger so that it does not impact the running of the organisation. Communication should be clear and support should be managers focus

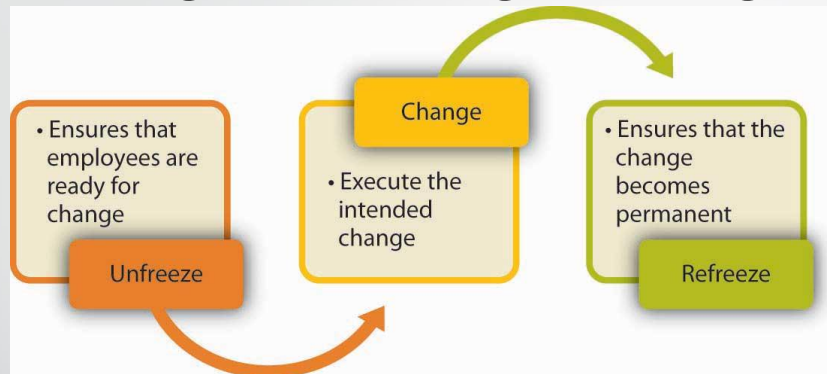
(Belyh, 2020).

Stage 3- when employees understand the change and know they must adapt, they may try to bargain with management about what new skills they need to learn and how their roles change. For the change to be successful, management must train everyone successfully and not feel pressurised to rush the process (Belyh, 2020).

Stage 4- Training and learning phase may be quite difficult as morale will be low. Management should try to make training as easy and engaging as possible so the employees can get the most out of it. Employees should of by this time accepted the change and situation.

Stage 5 – Employees start to embrace the change, they start engaging and being more positive regarding it (Belyh, 2020).

Lewin's 3 stages of change management



- Unfreeze- preparing the organisation to accept change is necessary. Challenge the beliefs, attitudes, values and behaviours at the core of the organisation. Need a compelling message which says why things are currently lacking (Mind Tools, 2009).
- Change- Employees start to resolve their uncertainty and explore new ways of doing things. Employees start to accept and support the change. This process does take time and can relate to the Kubler-Ross change curve for dealing with people's emotions as they go through the change.
- Refreeze- refers to the change taking shape and being embedded in the organisation and fully operational. The organisation starts to stabilise with the change (Mind Tools, 2009).

These stages of Lewin's model give a guideline to an organisation of how to implement change.

People and Change

- People at the heart of change
- Management, People professionals and L&D working together
- Encouraging a change ready culture
- Employee engagement from planning to implementation
- Clear communication
- Recognition of success
- Employee skills, continual development

Change is ongoing and continual, from small changes to large changes. Organisations need to develop a change ready culture to enable them to adapt quickly and easily to any changes. Employee engagement is imperative because if the employees are not engaged and on board with the changes, and understand the why there will be resistance. The more employees are engaged the more likely they are to give discretionary effort, deliver better performance and adapt to various changes implemented

(Managementstudyguide.com, 2015).

HR, L&D and management need to be the backbone of implementing the change in the organisation and ensuring there is a channel of proper

communication (Managementstudyguide.com, 2015). Communication needs to be clear so that it is not interpreted differently by employees.

Strategy and culture need to be aligned which involves everyone in the organisation (CIPD, 2020). All working together to achieve a common goal, in this instance change, will ensure we are communicating the same message and all moving in the right direction.

Communicating the change

- Communication is key to ensuring successful change
- Tailored to different groups
- Communication via technology
- Engagement sessions
- Team briefs
- Customer communication



As always, communicating WHY change is necessary is imperative. Employees need the communication around why the change is needed, why its important to them and the longevity of the organisation (People Management, n.d.).

Communication needs to be clear and honest. It needs to tell employees on the lower levels, what is in it for them, how is this of a benefit to their working life. Communication needs to be verbal, holding group team briefings, with an opportunity for one-to-one conversations to follow for anyone who requests it. Ensure there is a clear vision of where we are going and the plan for how we are getting there. Set up a step by step guide on what will be happening and a timeframe so that everyone

knows what is happening and there is no confusion (Limeade, 2014). Communication is usually best initially delivered from senior management and the organisations leaders. This can be delivered via news letter, or company email, then verbally communicated and talked through in more depth by management to line employees (Limeade, 2014). Employees need to feel involved and listened to. Set up listening groups to ensure two-way communication. This will allow employees to put their points across, or even air some ideas around the change which may prove valuable.

Communication between yourselves as management also needs to be robust. You need to be telling your employees the same message and ensuring you are all moving through change goals within a timeframe.

Customer communication needs to be clear and consistent. Highlight the positives this will bring to them and how their experience with us will be better and more efficient.

Planning change

- What is the change and why is it needed?
- How do we bring about the change?
- Who is involved/ who does it affect?
- What are the financial effects?
- How will it be communicated?
- How will success be measured?



Organisations need to proactively plan for change because if they don't then there can be devastating outcomes. We need to plan change because if we fail then our organisation will struggle to stay ahead of the competition and we need to ensure economic survival (moodle.uwtsd.ac.uk, n.d.).

Change planning should include what the change is and why we need it, along with a plan of implementation. We need to consider what employees it will effect, do we need to change employment contracts or make redundancies in areas? Training needs to be robust and upskilling activities, we need a separate plan made to ensure the correct training is delivered where needed and all employees are operating at their best, which will

minimise any impact to the business operation. Some employees will take time to come to terms with the changes, we need to be patient and supportive and ensure our communication is two-way, honest and accurate. We need to demonstrate strong leadership with a clear vision, goal setting, time scales and being present amongst our teams (moodle.uwtsd.ac.uk, n.d.).

Employee engagement is important to ensure we get the best performance from them, continue to have their commitment and to give discretionary behaviour (moodle.uwtsd.ac.uk, n.d.). Ask for staff views and suggestions and gain their agreement (www.acas.org.uk, n.d.).

Change Plan

- A change plan needs to document and track the requirements for implementing the change project.
- It needs to set out the vision and objectives of the change.
- There needs to be activities and goals set to achieve objectives.
- Why the change is needed, what will it bring to the organisation. This should be based on data and projections.
- People affected- customers and employees, all stakeholders.
- Is it a major or a minor change
- Who will do what to implement the change
- Communication strategy- what methods of communication, who communicates with who etc.
- Support for employees- training, advice etc
- Timescale for activities
- Resources required to implement change
- Financial- costs and benefits
- Monitoring of activities
- How will we measure success?

A change plan can bring focus to what needs to be done and when. It sets out the objectives, task and how we monitor those. It makes us all understand the bigger picture around the change. We need to ensure we stick to timescales and implement the stages successfully. Change plans work when the change is a planned change. Grundy (1993) describes 3 types of change related to speed, smooth incremental change, bumpy incremental change and discontinuous change (Ree et al., 2010). Discontinuous change is also known as 'big bang' change and now transformational change.

Carrying out a PESTLE and SWOT analysis can provide a useful starting point for identifying what needs to change and form the strategy for

changing (Ree et al., 2010). A change plan can be simple, but the more effort and information put in to it, the easier it will be to follow and implement. Best practise is when the implementation strategy is agreed along with timeframes, communication is clear, honest and consistent. We gain employees participation and agreeance, ensuring they are motivated and focused. Training needs to be strong and available to all and we need to get stakeholders excited about the process and change.

Monitoring change processes and the impact of change

- Quantitative data- figures
- Qualitative data – descriptive data that can not be shown by figures.

VERSUS	
QUALITATIVE DATA	QUANTITATIVE DATA
Data type that consists of descriptive statements	Data type that can be measured and expressed numerically
Text-based	Number-based
Statistical analysis is harder	Statistical analysis is easier
Collected using interviews, written documents, observations	Collected using surveys, observations, experiments, and interviews

We can measure the success of the processes to change and the impacts of the change using quantitative and qualitative data. For Quantitative we can look at staff absence and employee turnover since the implementation along with job applicant numbers. We can review the impact of the business by looking at the financial information, have we increased turnover, are footfall numbers down, what is our share price? Have employees productivity rates changed? What level of output are we now operating at? What do the sales figures tell us?

Qualitative data is what are people opinions, views, thoughts? We can use questionnaires to customer via email or online surveys. We can talk to our

employees to gain their opinions. We can hold listening groups and team briefs to establish employee's thoughts. You can tell if your team is embracing certain measures or not by their morale and attitudes to work, yourselves and their colleagues.

references

- www.acas.org.uk. (n.d.). Talking to staff about workplace changes: Going to the workplace during coronavirus (COVID-19) - Acas. [online] Available at: <https://www.acas.org.uk/working-safely-coronavirus/talking-to-staff> [Accessed 15 Oct. 2021].
- Belyh, A. (2020). Understanding the Kubler-Ross change curve. [online] Cleverism. Available at: <https://www.cleverism.com/understanding-kubler-ross-change-curve/>.
- CIPD (2020). Change Management | Factsheets | CIPD. [online] CIPD. Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>.
- Limeade. (2014). How to communicate change in the workplace in 8 steps. [online] Available at: <https://www.limeade.com/resources/blog/8-ways-to-communicate-change-to-employees/#:~:text=8%20methods%20and%20techniques%20for%20communicating%20change%3A%201> [Accessed 15 Oct. 2021].
- Managementstudyguide.com. (2015). How Employee Engagement helps in Change Management ? [online] Available at: <https://www.managementstudyguide.com/employee-engagement-and-change-management.htm>.
- Mind Tools (2009). Lewin's Change Management Model Understanding the Three Stages of Change. [online] Mindtools.com. Available at: https://www.mindtools.com/pages/article/newPPM_94.htm.
- moodle.uwtsd.ac.uk. (n.d.). UWTSd Moodle 2021/22: Log in to the site. [online] Available at: https://moodle.uwtsd.ac.uk/pluginfile.php/522306/mod_resource/content/1/Acas-How-to-manage-change-advisory-booklet.pdf [Accessed 15 Oct. 2021].
- People Management. (n.d.). I'll tell you something: Anthea Marris. [online] Available at: <https://www.peoplemanagement.co.uk/voices/comment/tell-you-something-anthea-marris>.
- Ree, G., French, R., Rayner, C. and Chartered Institute Of Personnel And Development (2010). Leading, managing and developing people. London: Chartered Institute Of Personnel And Development.
- SearchCIO. (n.d.). What is change management? - Definition from WhatIs.com. [online] Available at: <https://searchcio.techtarget.com/definition/change-management#:~:text=Change%20management%20is%20a%20systematic>.