



Understanding Change Management

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Date: 21/10/2021



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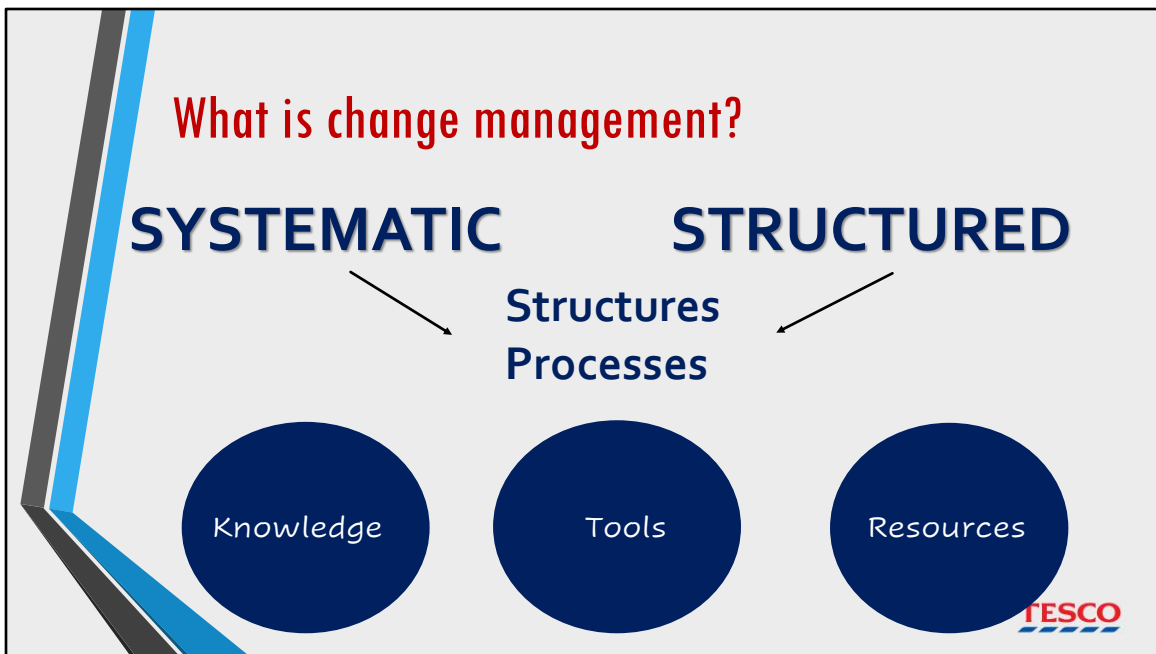


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LO1 - Understand key principles,
theories and models relating to
change in organisations



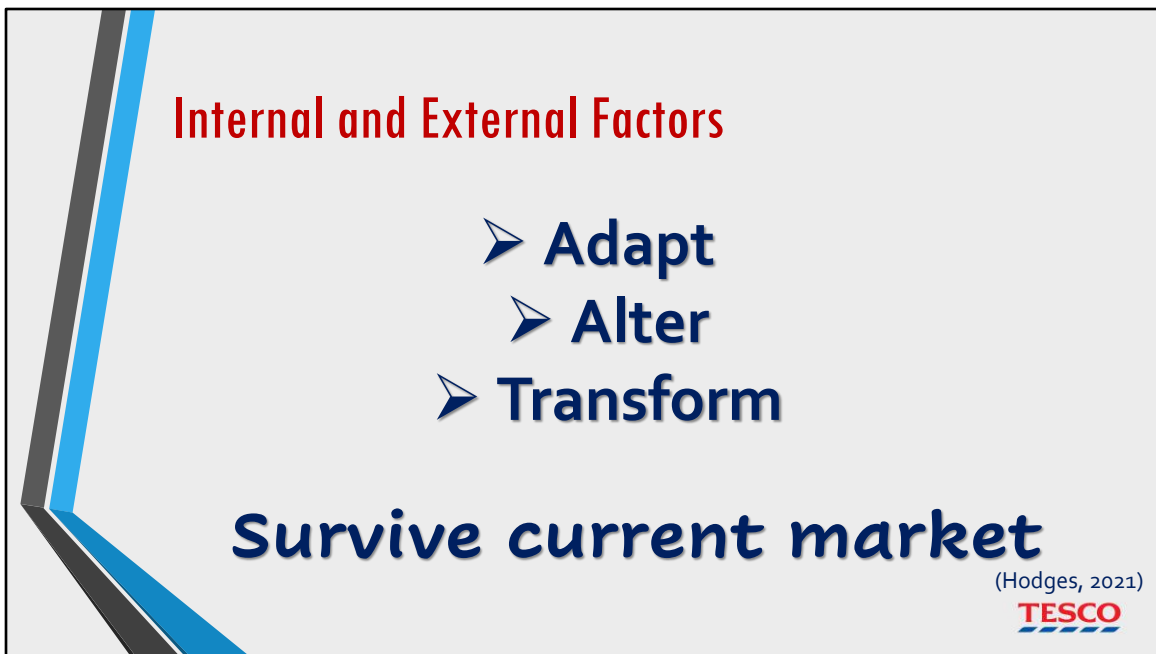
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Change management is a systematic and structured process organisations use to successfully implement new structures, processes, and ways of working (ASQ, nd), by providing the knowledge, tools and resources to help people deal with the process (SHRM, 2021).

Organisational change is a crucial factor to ensuring businesses grow successfully and remain competitive (CIPD, 2020b). Organisations are consistently experiencing minor changes regularly but undergo major changes every 3 years (CIPD, 2011, as cited in Wilkinson

and Taylor, 2016).



The internal and external environment are the main causes for organisational change, whereby organisation's must adapt, alter, and transform their operation to survive the current market (Hodges, 2021).

External factors are identified through a PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental) analysis which highlights the key external drivers impacting an organisation and the areas which require change (CIPD, 2020a).

External Factors



- Cost-effective decisions
- Need for change (Wilkinson and Taylor, 2016)
- Impact recruitment (Colwill, 2021)
- Build capabilities

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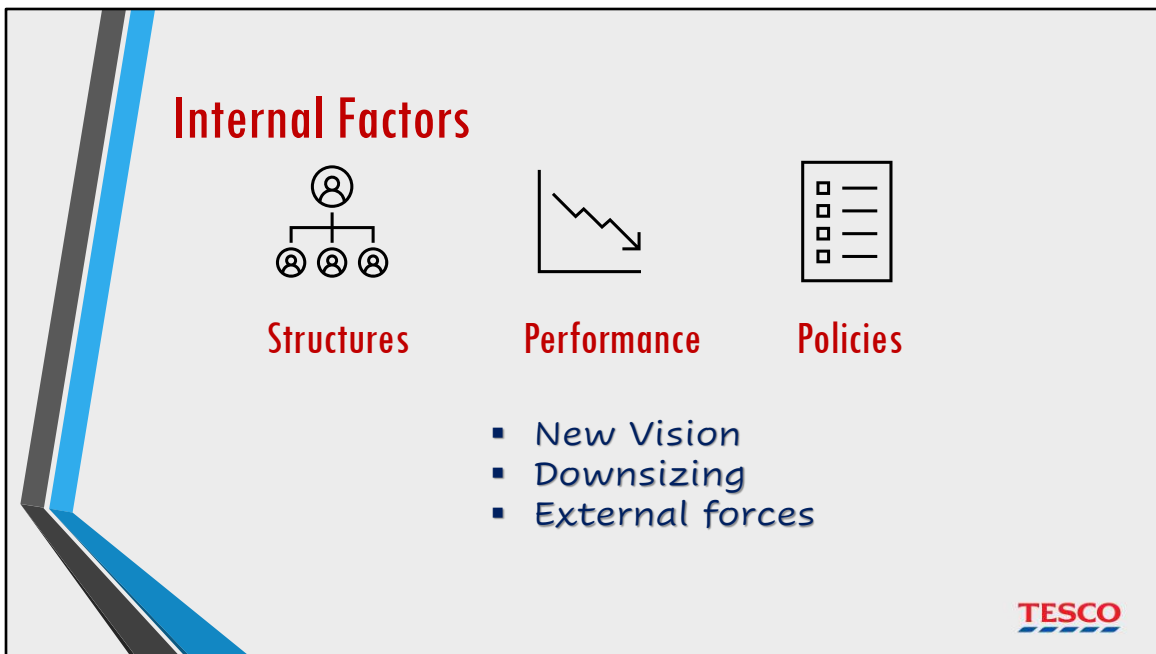
The most common external drivers for change currently effecting organisations are advances in technology, political affairs, and a change in social factors (CIPD, 2021). The uncertainty of such factors put pressure on organisations to make the most cost-effective decisions and require the need for change (Wilkinson and Taylor, 2016).

Advances in technology requires organisations to continuously transform the way they operate in order to survive and compete within the market (Wilkinson and

Taylor, 2016). Although, new technology has brought many benefits to organisations, particularly during COVID pandemic allowing colleagues to work from home (Hodges, 2021). Organisations are having to adapt their processes, build their workforces capability and align their structures to meet current trends (CIPD, 2017b).

Research has found the recent economic change involving BREXIT has quickly affected organisations and is the most common political driver for change in the UK (CIPD, 2017a). Travel restrictions on EU workers into the UK has impacted recruitment and labour levels for suppliers, and organisations are struggling to meet the demands of their consumers (Colwill, 2021).

Change in career attitudes and increased desire for flexible working has meant organisations have needed to review their ways of working and modify these to benefit both employee and employer, or risk losing colleagues to other businesses (MBA, nd). Particularly due to the pandemic, organisations had to quickly reshape and plan how they would work differently going forward (Acas, 2021)



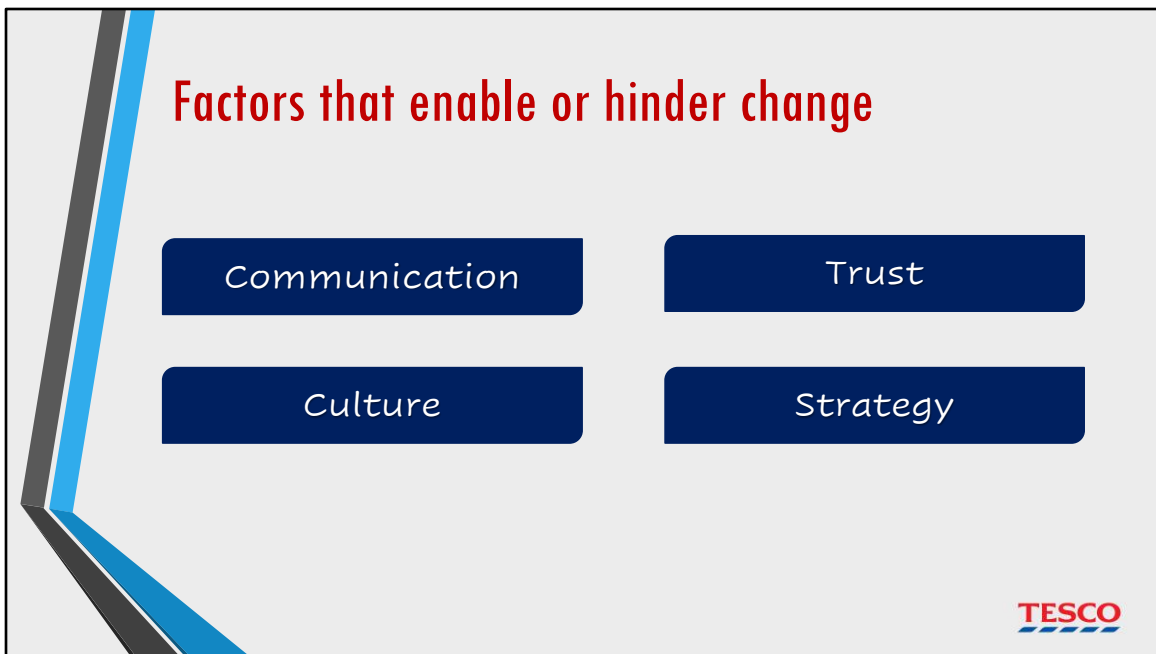
As well as external forces, the internal environment in which an organisation operates in are also drivers for change (Perkins and Woodhams, 2016). Internal factors are identified through SWOT analysis and in response to the external environment play a key role in the need for change (Rees and French, 2016).

Internal drivers for organisational change can be due to new leadership or CEO of a business who has brought with them new ideas, and a new vision which can result in altering the strategy, structures, and core values

(Hodges, 2021).

Structural changes can also derive from poor business performance and the need to enhance profitability through downsizing or job redesign/cuts (MSG, nd). Outdated policies and procedures are also driving forces for change, as without current and up-to-date practices employees become less effective and in turn impacts performance (Hughes, 2010).

Internal organisational values can also be influenced by external forces. Laws relating to gender equality and diversity require companies to review their policies and processes and adapt their principles which can cause big change to how businesses operate (Tahir, 2019).



Many factors can support or hinder a change process. Although, arguably the most important factors to a successful change management process is clear communication, detailed strategy, and employee involvement (Elsmore, 2017).

Building a trusting culture whereby colleagues have faith in the capability and integrity of the change design enables the workforce to welcome change and are more open to undergo the process (CIPD, 2021). Through employee engagement, clear communication and

supporting colleagues through the process creates a trusted culture and enables colleague buy-in (Cameron and Green, 2019).

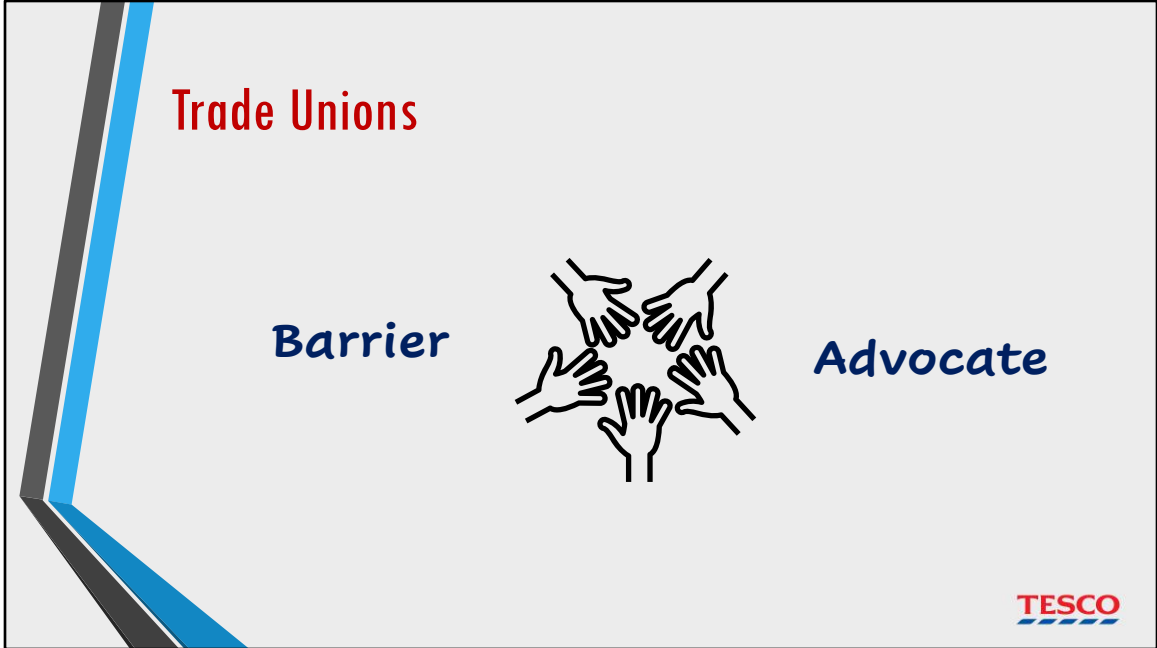
Additionally, a well-designed strategy that outlines the reasons for the change and how the change will affect individuals creates an understanding, whereby knowing the outcomes and benefits of the process provides a benchmark for stakeholders to measure success or failures against (APM, 2018). However, inadequate communication, a poorly designed strategy and lack of employee involvement can become a barrier to successfully implementing change (Hodges, 2021).



Reward and performance management policies are also a powerful tool in enabling as well as hindering the achievement of organisational change. Effective policies creates a high performing, engaged, and committed workforce that can support organisational change (Holbeche, 2021).

Whereas, poor performance and reward policies can hinder organisations from achieving successful change processes, as lack of morale, colleague happiness and feeling appreciated can affect the culture and therefore have an adverse effect accepting change (Armstrong,

2017).



Trade unions can also be a great advocate for change or become a barrier to an organisation successfully achieving their desired goal. Where there is a strong trade union presence and poor relationship between members and employers, organisations may face resistance to implementing change strategies (CIPD, 2019).

Models that support change

Lewin's Change Management Model



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Lewin's (1950) change management model describes a 3-step process designed to support organisations successfully land change. This model supports individuals to understand the reasoning for need, and enables organisations to move current change into more effective ones (Rees and Hall, 2016).

Lewin's 3-step model describes: change can be done by:

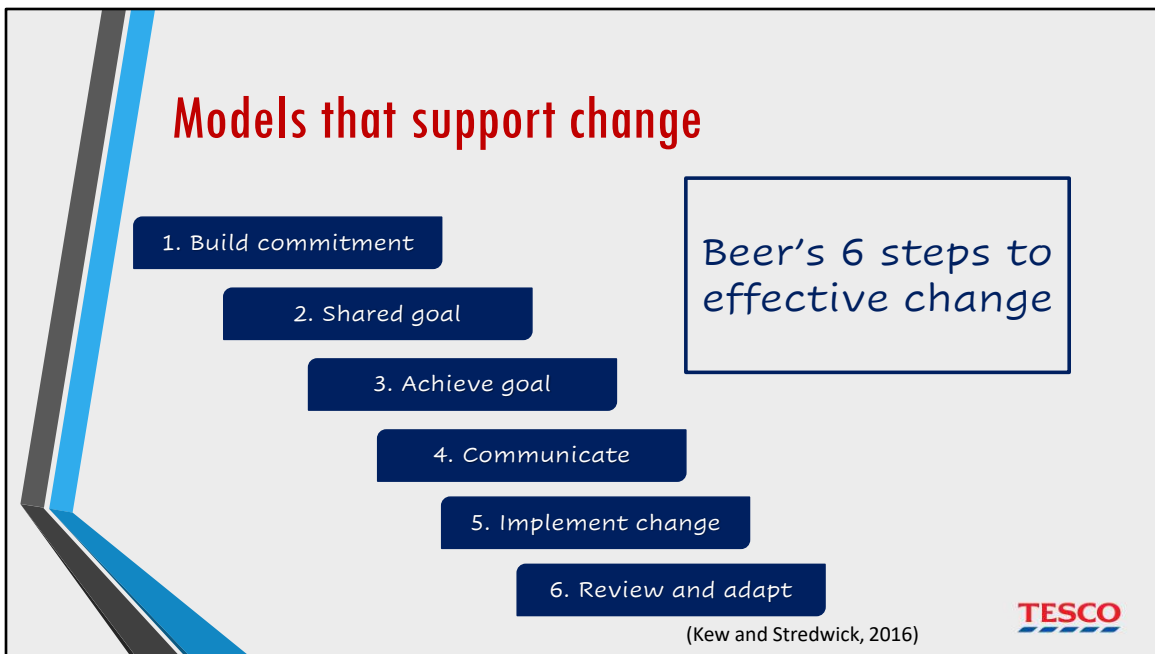
1. Unfreezing - organisations recognise the need for

change, prepare the changes and manage any concerns.

2. Changing – implement change, clearly communicate through the process, support colleagues to understand and welcome the change. However, the transition can take time.
3. Refreezing – once embraced, the change is reinforced and stabilised. Celebrating success and achievements are key.

Reviewing change process in stages can help organisations clearly plan their transition most effectively (Mindtools, 2014)

Importantly, Lewin adds continuing to manage change, reviewing its' performance and listening to colleagues' concerns is important as organisations who fail to value and involve employees will unlikely see the benefits of change (CIPD, 2020).

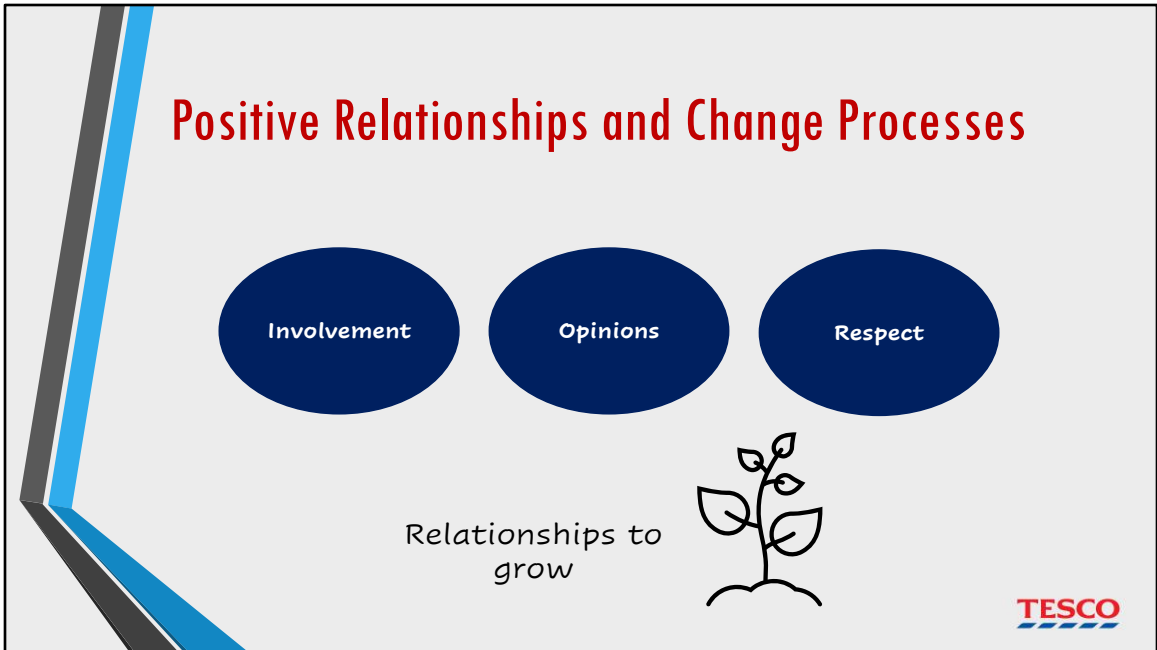


Alternatively, Beer's 6 stage change model is more an in-depth process of change, focussing on 6 steps to achieve effective change. By focussing on 'task alignment', reshaping roles and responsibilities and improving relationships it builds commitment, coordination, and competence (Armstrong, 2017).

1. Establishing commitment through employee involvement
2. Creating a shared goal
3. Building commitment to achieve the goal

4. Communicating change throughout
5. Implementing change through updating policies
6. Reviewing and adapting aspects where needed

(Kew and Stredwick, 2016)

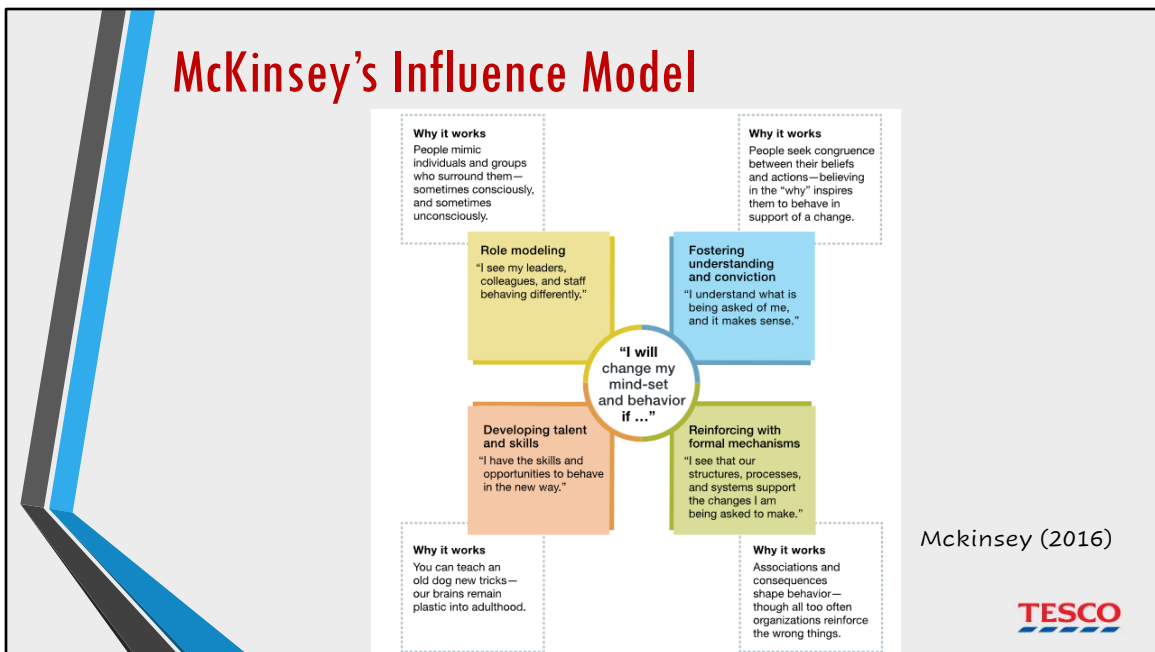


Building positive relationships in the workplace between peers and colleagues can make a significant impact on change processes. Taking people with you, involving their ideas and valuing their opinions, rather than dictating creates a sense of respect and enables relationships to grow (Geraghty, 2019).

Additionally, providing regular, open, and honest communication, and recognising others feeling are foundation for strong relationships (McKinsey, 2020).

Building and maintain relationships with all stakeholders is integral to the design, delivery, and success of any change plan. Having the ability to build genuine rapports,

communicate effectively and utilising the capabilities within the business enables successful and effective relationships to be built and sustained (Hodges, 2021).



McKinsey's Influence Model is seen as the 4 building blocks of change that helps influence an individual's actions and behaviours. By role modelling best behaviours, nurturing understanding, developing skills and talent, and emphasizing change through formal processes strengthens relationships. Moreover, recognising your own behaviours whilst remaining authentic can build and maintain relationships, support the success of change, and improve commitment (McKinsey, 2016).

The 4 E's Principle Of Change

- Educate
- Engage
- Empower
- Enable

(Geraghty, 2019)

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The 4 E's principle of change model supports engagement, builds commitment, and encourages a new outlook on change processes. The 4E's can reinforce relationships and improve employee morale.

Educate: taking people with you by providing a rationale for change and understanding enables a positive outlook.

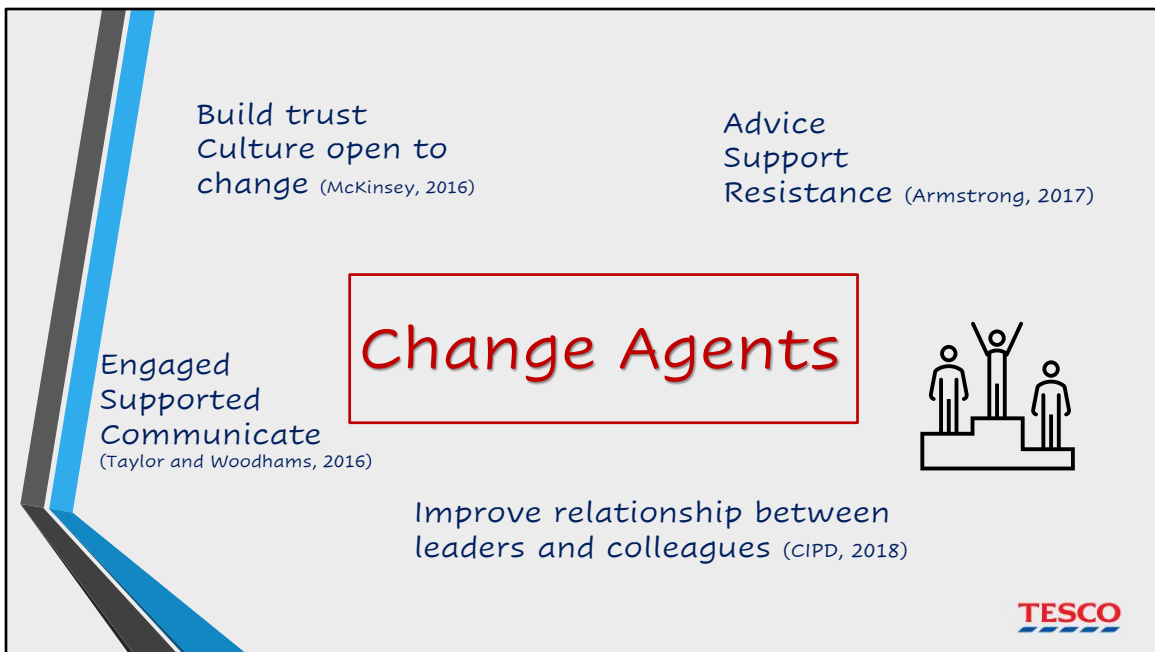
Engage: engagement encourages individuals to be positively bought into change emotionally and

intellectually. Engagement needs to support the reasoning for change as well as the benefits in order to be successful

Empower: providing colleagues to take responsibility for delivering change empowers engagement. Creating a culture of delegation, trust and appropriate expectations empowers individuals and contributes to successful delivery of change

Enable: providing individuals with the skills and knowledge needed to find solutions removes barriers

(Geraghty, 2019)



Change champions are integral to the success of organisational change, as they seek to improve organisational effectiveness and supports relationships between leaders and the workforce (CIPD, 2018). HR specialists, line managers or union members can act as change agents and support the new initiative by providing advice, support and removing any resistance to change (Armstrong 2017).

Implementing and evaluating the change process are key steps for change agents, as change can cause problems if

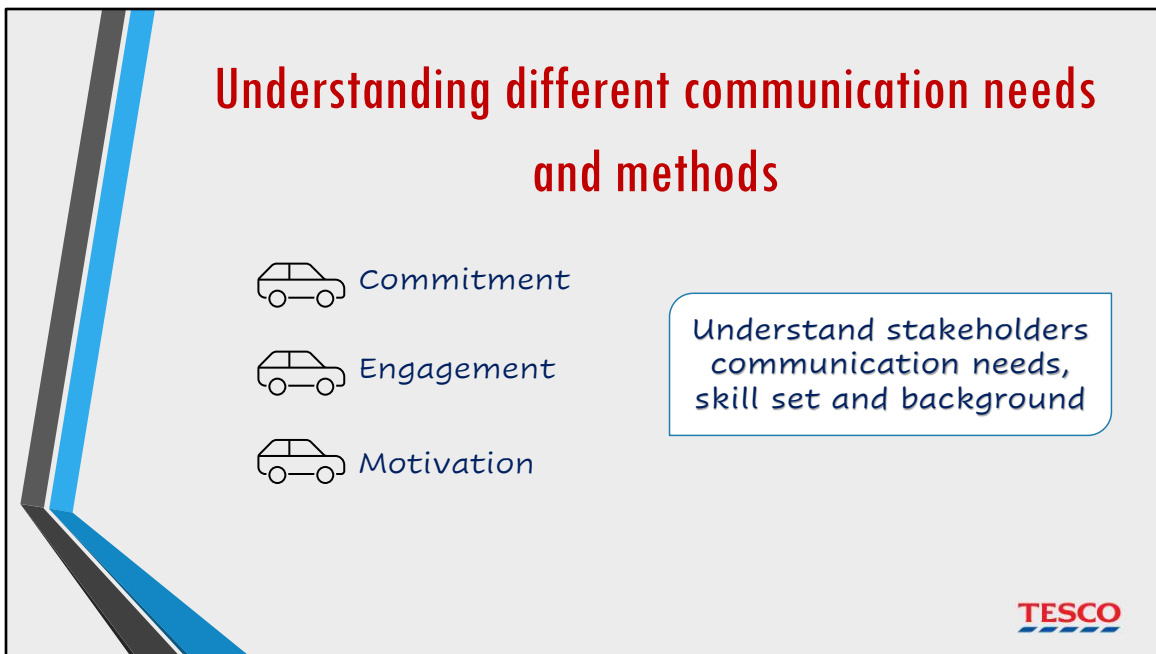
not landed correctly. Change agents can support organisations and employees through change by ensuring communication is clear, simple, and frequent, and colleagues are engaged and supported throughout the entirety (Taylor and Woodhams, 2016).

Particularly during uncertain times, communication is vital to improving relationships, building trust and creating a culture that will support the new change process (McKinsey, 2016).

LO2 - Understand the importance
of communication and relationship
management within change
processes



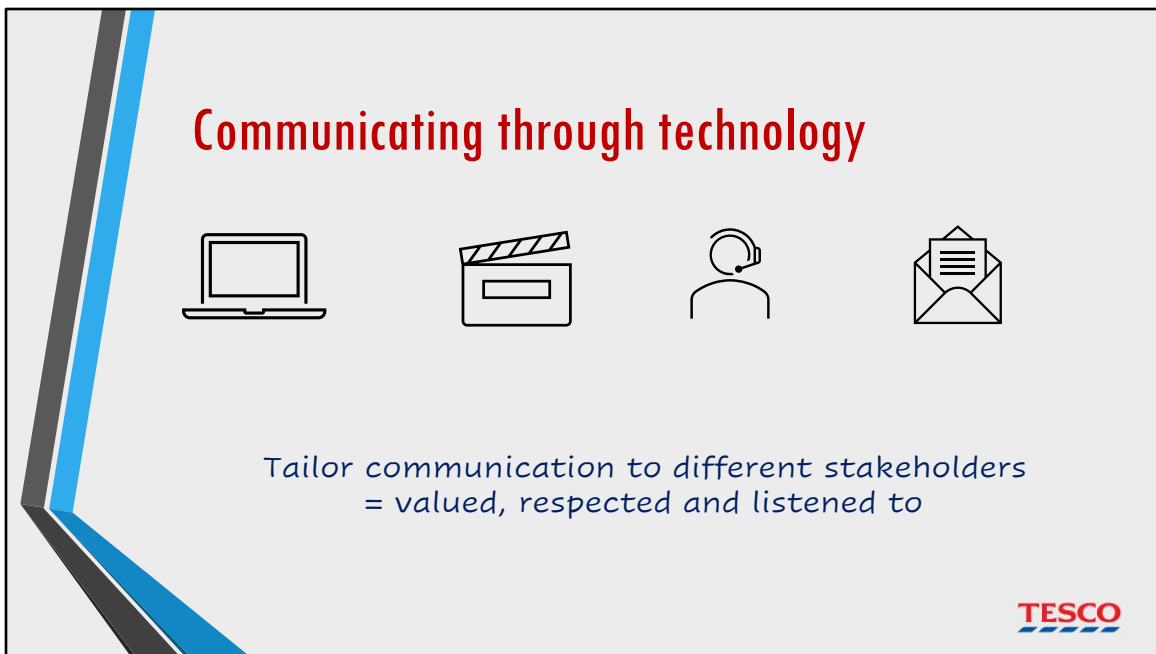
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Communication plays an essential role in planning and implementing change as this drive's commitment, engagement, and motivation from employees to the change processes (Hughes, 2010).

Considering your stakeholders when communicating, and understanding their skill set, background and emotions can support the delivery of the message, whilst building and maintaining the relationship and trust towards the change (MSG, nd2). Failure to do so can result in miss-understandings and unclarity of the

proposed transition (Elsmore, 2017).

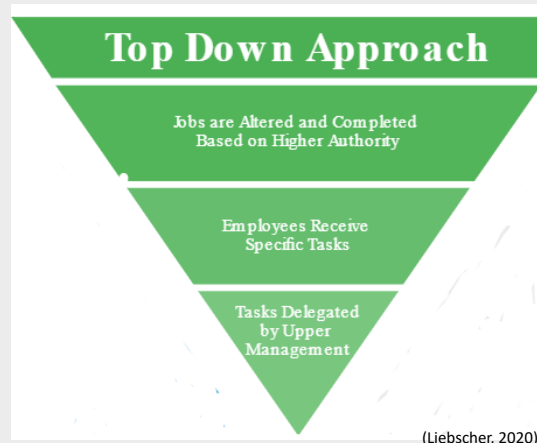


Nowadays, technology enables businesses to provide open and frequent communication to a large audience. Communicating via social media, virtual meetings and emails allows for tailored, concise, and relevant messages to be given to each stakeholder (McKinsey, 2018). However, recognising not all colleagues have access to such tools would require communication to be adapted to suit all needs (CIPD, 2020c).

Tailoring communication to different stakeholders supports employee engagement and allows employees

to feel valued and listened to. Organisational size and sector can influence communication styles as communication within a large global organisation can be complex due to different cultures, ages, and languages (CIPD, 2020c).

Top Down Approach Communication

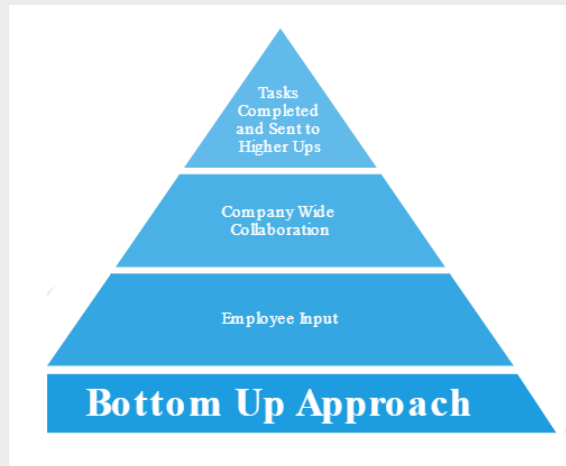


(Liebscher, 2020).

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Communication from senior managers to employees known as the 'top-down approach' enables information to be passed down from the leadership team to the colleagues, whilst promoting engagement and purpose. However, this method can cause confusion and unclarity (Liebscher, 2020). Top-down methods include team meetings, internal communication platforms, or leaflet packs (Rees and Hall, 2016).

Bottom Up Approach Communication



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Bottom-up communication focusses on employees making the decisions and generating new ideas, encouraging employee participation and engagement. Utilising the skills and opinions of those who work closer to the ground can generate new ideas, usually finding ways that benefit both employees and the business (Hughes, 2010). Bottom-up approach improves team collaboration, employee motivation, innovation, and builds trust between employees and managers (Beer, 2009).

Communication Plan

Key messages

Stakeholders

Timelines

Objectives
(SHRM, 2018)

Information	
Document Id	(Document Management System #)
Document Owner	(Owner Name)
Issue Date	(Date)
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File Name	(Name)

Document History

Version	Issue Date	Changes
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Document Approvals

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager			
Quality Manager (if applicable)			
Procurement Manager (if applicable)			
Communications Manager (if applicable)			

Clear

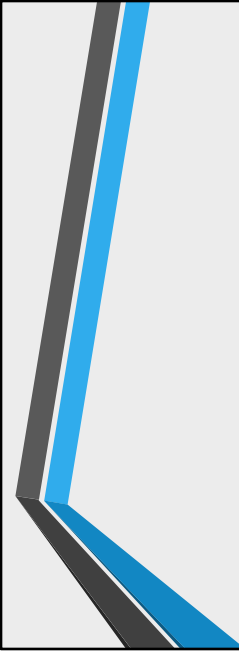
Consistent

Two-way discussion

Individual needs
(CIPD, 2020c)

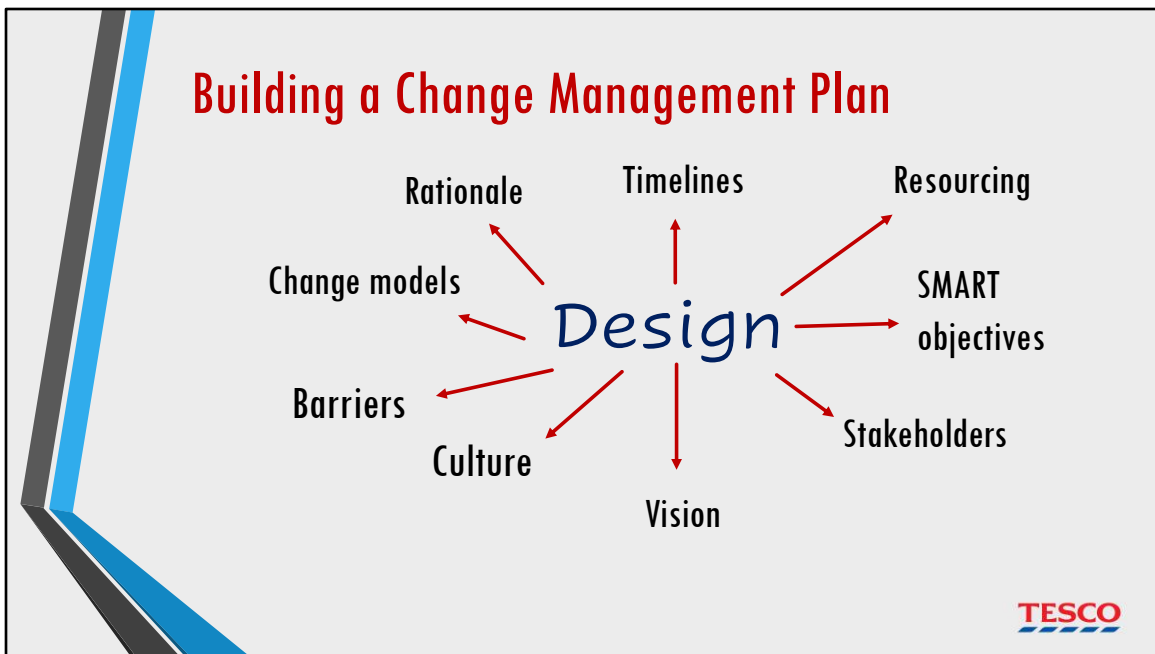
Communication plans should provide clear and consistent messages, encourage two-way discussions, and meets individual needs, particularly to those who are part-time, remote working, or may feel

uncomfortable in large group meetings (CIPD, 2020c).



LO3 Know how to plan, implement
and monitor change processes.

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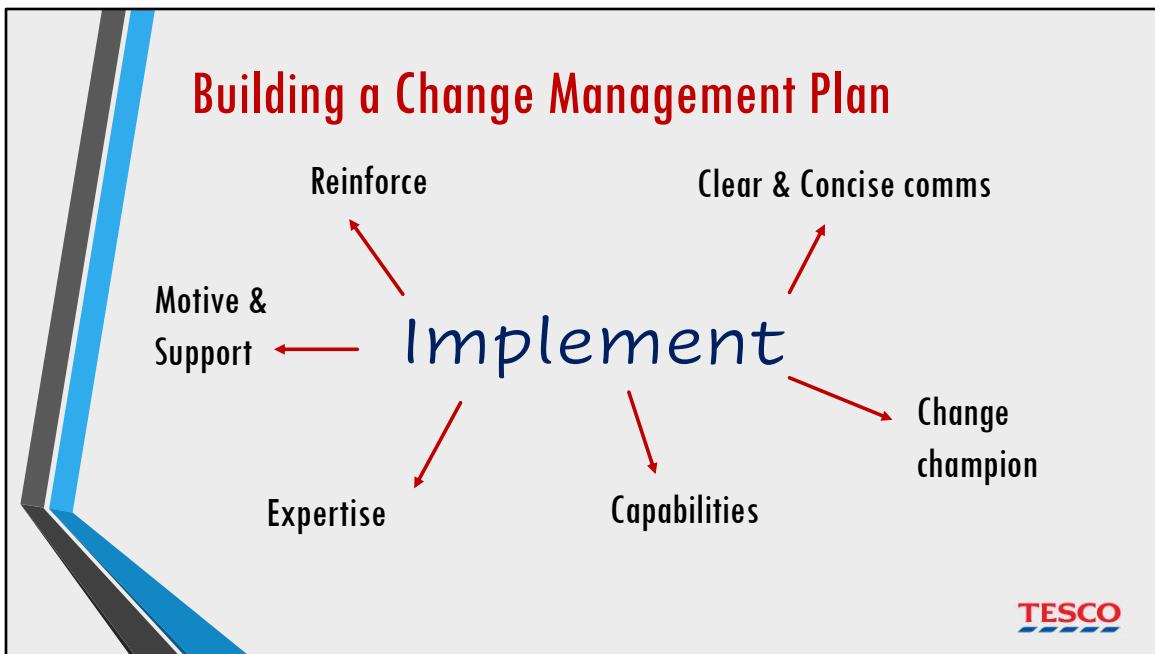


Change management plans are seen as a pivotal roadmap for organisations to take a step-by-step approach in delivering successful change projects and supporting the workforce along the way (AIPM, 2020). Change plans should focus on designing, implementing and sustaining organisation's transition to an improved future state (Prosci, nd).

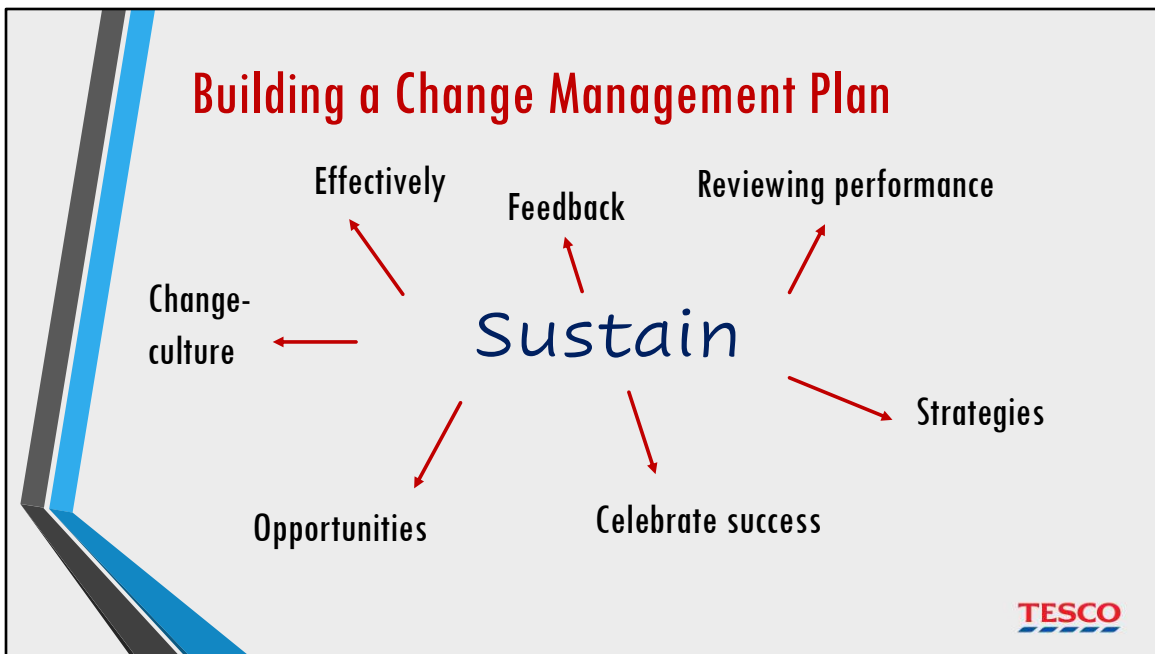
The designing stage can support organisations to build their change strategy, identify the end goal, and create SMART objectives (SHRM, 2015). Organisations who

incorporate change models into building their plan can encourage their managers to deliver and sustain change successfully and support their employees along the process (CIPD, 2015). For example, Kotter's 8 step model is useful for top-down strategies can support organisations during the implementation stage as, whereas Burke-Litwin can be used during the designing phase as it focusses on the drivers of change, highlights skill gaps and supports data collection (SHRM, 2018b).

When designing a change plan, organisations need to consider any barriers which may hinder the process, their stakeholders, their rationale for change, timelines and resourcing, communication strategies, culture, current systems/technology, skill sets and overall benefits (GLA, nd).



During the implementing stage, organisations should identify stakeholders with the expertise and capability alongside a change champion who will motivate and support to successfully drive the initiative (SHRM, 2015). Providing clear and concise communication and providing guidance to the workplace during this stage can reinforce the overall success and sustainability of the change journey (CIPD, 2021).



The Sustaining phase ensures change is implemented effectively, and can be sustained through regular performance reviews, sustainment strategies and celebrating success (Prosci, nd). Identifying opportunities to improve future change processes through employee feedback can build a change-culture that welcomes change and drives future projects (CIPD, 2021).



Change management best practices are steps taken to ensure the change process goes as planned, and leaders of the change are equipped to deal with any barriers that may occur (Hughes, 2010).

Research has highlighted when organisations recognise and incorporate best practices into a change plan, engagement and commitment levels are improved, the success rate of change is sustainable and resistance to future change initiatives are lower (Cameron and Green,

2019).

Organisations who are clear on their end goal, have motivating and inspiring change champions in place, and provide clear and concise communication through various channels are more likely to succeed their change (Anon, nd). Organisations should focus on engaging and involving their stakeholders and listening to their opinions and concerns along the way (Prosci, 2020).

Best Practice Action Checklist

- Agree timelines
- Ensure right messages are delivered
- Be prepared for resistance
- Motivate colleagues
- Develop skills to encourage learning culture

(CMI, 2014)

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Additionally, CMI, (2014)'s action checklist to achieving an effective change programme highlights organisations should:

- Agree timeline that will provide an end date to the change process which is motivating and achievable
- Ensure the right messages are delivered to the right people and the right times, and explains the reasoning behind the change, including any feedback for improvement
- Be prepared for resistance and manage it effectively by

dealing with the issue as soon as it arises, rather than letting it manifest

- Motivate colleagues by providing reward packages and celebrating successes

Finally, organisations who develop the skills and competence of their employees encourages a learning culture.

Qualitative vs Quantitative

Qualitative:

- Gather feedback
- Surveys
- Focus groups
- Interviews

Quantitative:

- Turnover
- Absence rates
- Performance
- KPI's
- Success factors
- Benchmarking

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Using qualitative and quantitative methods to measure success of change are integral to understanding progress made and areas in need of further improvements (Indeed, 2016). Qualitative data can support leaders with interacting with different stakeholders and highlight any issues arising in the workplace as it focuses on how individuals are feeling and their feedback (Anderson, 2019).

Further measurements can be gathered from employee, customer, and shareholder feedback through surveys,

focus groups and interviews to understand their opinions and concerns. As technology can support this, it enables for anonymity and encourages a true reflection of whether change has landed effectively (Anderson, 2019).

Using quantitative data to review employee turnover, absence rates, performance and grievances can provide organisations with a strong indication whether the change management plan has been successfully implemented and is sustainable (Swift, 2016). Walker, (2020) adds reviewing whether all employees are following the new process will also highlight whether the implementation has landed correctly.

Additionally, the impact of change can also be monitored through individual and organisational productivity, KPI's and progress against success factors and benchmarking (Zendesk, 2021).

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