Implementing Change

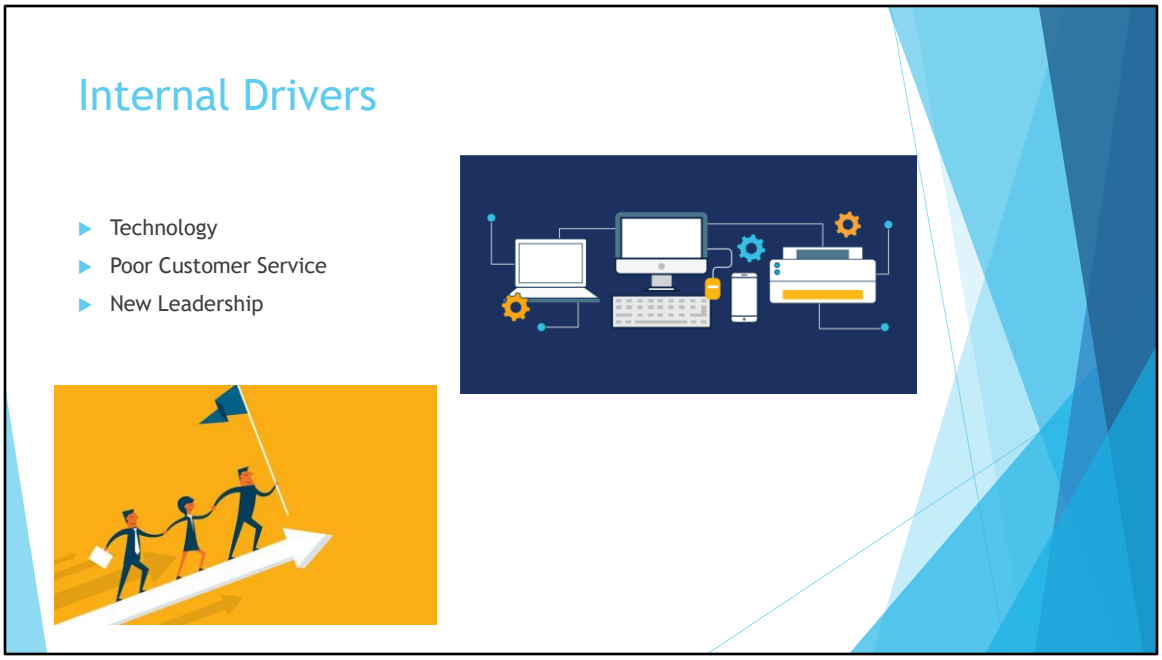
Learning Objectives

- LO1: The key principles, theories and models relating to change in organisations.
- LO2: The importance of communication and relationship management within change processes.
- LO3: How to plan, implement and monitor change processes.

Introduction

Change is happening constantly. Market conditions and the needs of customers change frequently so it is important for organisations to be flexible and keep up with the competition. The people of the organisation must be managed and supported through the change, and it is the line manager who is crucial to the success of organisational change.

(Graduate Studies, 2021).



Internal drivers of change are situations that happen inside the organisation allowing for more control (UKEssays, 2015).

New technological discoveries means organisations must keep up to stay relevant. Employees must be ready to change for these new ways of working (UKEssays, 2015).

If customers are not happy with the quality of service they are receiving, they can go elsewhere which can lead to decrease in profits. Therefore, changes would have to be made to increase the quality of customer service in order to meet satisfactory standards that keep profits satisfactory (UKEssays, 2015).

There can be changed to leadership style that employees will have to learn how to respond to (Hartzell, 2021).

External Drivers

- Social
- Technology
- Political

External drivers of change occur outside the organisation, but these events impact the organisation (Graduate Studies, 2021).

People's attitudes and lifestyle patterns (Rees and French, 2016, p. 109) can cause changes to an organisation. For example, consumers are now more environmentally conscious which has led to companies using more recyclable products (Graduate Studies, 2021).

Technological advances means that organisations must keep up to stay relevant (Graduate Studies, 2021). For example, Blockbuster relied on the use of VHS and did not convert to streaming services early enough which led to streaming services such as Netflix becoming more popular (Olito, 2020).

The Covid-19 pandemic has led to government restrictions on what organisations can and cannot do. For example, working from home became the new norm fast for organisations which is a huge change for both employees and employers (CIPD, 2021a). This change needed to be managed correctly in order to keep performance levels and the wellbeing of employees satisfactory (CIPD, 2020a, p. 12).

Change-Ready-Culture

- Planning for change
- Involvement of the people affected by the change in planning and implementation
- Clear communication of goals, purposes and potential benefits
- Potential risks and issues resulting from the change are communicated openly
- Problems implentating the change are communicated freely when people feel they can ask for help
- Listening and addressing concerns.
- Fast responsed to fixing issues.
- Previous success in change implantation.
- Learning from past changes that failed.
- Successful changes recognised and celebrated.

A change-ready-culture will include these examples (Wilkinson and Taylor, 2016).

Flat Structure

- Faster decision making
- Increased collaboration
- Increased innovaton
- Decreased costs

- A flat structure can benefit an organisation going through change as decisions tend to be made more quickly due to there being no need to go through a hierarchy.
- Decisions can also be made by those in the organisation who spcialise in a specific skill. For example, an expert in technology can be involved in making decisions about changes to technology.
- By allowing the whole organisation to be involved in decision making, it can free up time for managers to focus more on strategic issues rather than the day-to-day activities.
- Where there is less bureaucracy in an organisation, it allows for the organisation to be nimbler and therefore, more competitive.

(Davis, 2018).

Factors that Hinder Change

- Historical Experinces of Change
- The Presence of Unions

If employees have gone through an organisational change in the past and it was a negative experience for them, this can make them reluctant to get on board with another change in case history repeats itself (Sutevski, 2021).

The presence of Unions can lead to active forms of resistance to change such as through strikes. Unions are interested in protecting employees interests and working conditions so if the change presented is seen to affect these negatively, it can result in unions opposing the change (Ybema, Thomas and Hardy, 2016). It is important to realise that not all resistance is negative as it can signal that something is wrong and needs to be addressed (CIPD, 2021a).

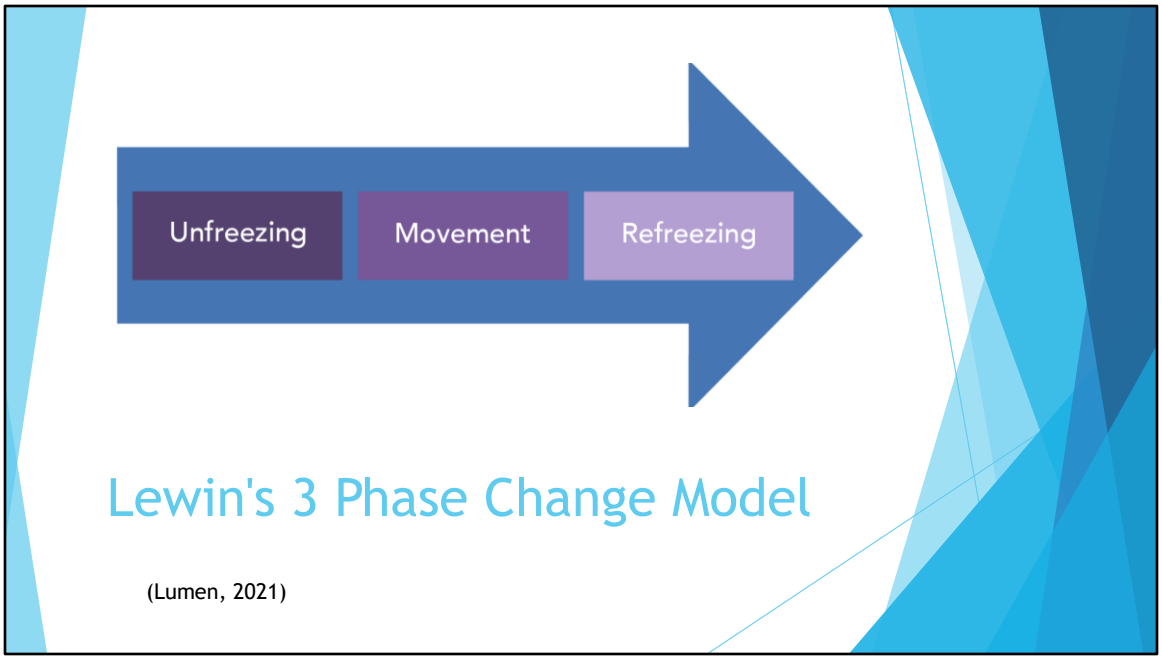
Models of Change

- Plans of how to manage change can be calculated by using change models (Graduate Studies, 2021). It is beneficial for managers to have knowledge and understanding of how change can cause issues so they are better equiped to handle these issues effectively. Change models can help managers assess the situation and decide how to move forward (Rees and French, 2016, p. 112).

Kotter's 8 Step Change Model

- Establish a Sense of Urgency
- Poweful Coalition
- Develop both a Vision and a Strategy
- Communicate the Vision
- Empower Employees to Act
- Generate Short-term Wins
- Consolidate Gains to Build more Momentum
- Anchoring the Change

- This helps with motivation to start the change. Benefits of the change and threats of not changing are discussed as well as allowing people to opportunity to ask questions.
- A group of respected leaders, experts and stakeholders who support the vision of the change (Mindtools, 2021) provide authority and credibility (French and Rees, 2016).
- Provide an inspiring picture of the future once the change is in place and be clear on how to get there.
- Constantly communicate this vision and demonstrate the behaviour needed for the change.
- Remove obstacles which get in the way of the change such as policies and procedures and focus on changing the minds of those people who are still reluctant.
- This keeps motivation going (Mindtools, 2021)
- This maintains the change momentum (French and Rees, 2016).
- By showing how the new behaviours are linked to organisational success, this can help them to become strong enough to replace the old behaviours (Kotter, 2021).



Unfreezing – Disrupting the status quo in order to implement the change. This is done by understanding why the change is necessary and communicating the benefits of the change to gain support (Raza, 2019).

Movement – Where the change is implemented (Lumen, 2021). The necessary attitudes and behaviour for the change are developed at this stage (Rees and French, 2016).

Refreezing – Encouraging and supporting the new behaviours so that they become embedded in the organisation. Training and reward systems are useful for this stage (Lumen, 2021).

Trust

Trust can be gained through the following:

- Clear and realistic expectations
- Addressing people's concerns
- Safety
- Building collations to inspire trust in the change
- Regular communication at every stage
- Emotional Intelligence

Having positive work relationships helps when managing a team through organisational change.

It is important for employees to trust their managers as this leads to employees more accepting and committed to organisational change (Ouslis, 2019).

- Clear and realistic expectations – By not overselling the benefits of the change employees are more likely to trust it. Addressing people's concerns – It is important to be empathetic to your team as they go through the change. They need to know exactly what the change is and why it is necessary. They need to know what impact the change will have on them personally. They also need to know what is expected of them and if they will be supported by the organisation through the change (for example, training and resources).
- Safety – Employees need to feel safe with regards to sharing their ideas, asking questions, raising their concerns and seeking feedback (Conley, 2020).
- Emotional Intelligence – Understand the personal difficulties your team will have with the change and be aware of any resistance.

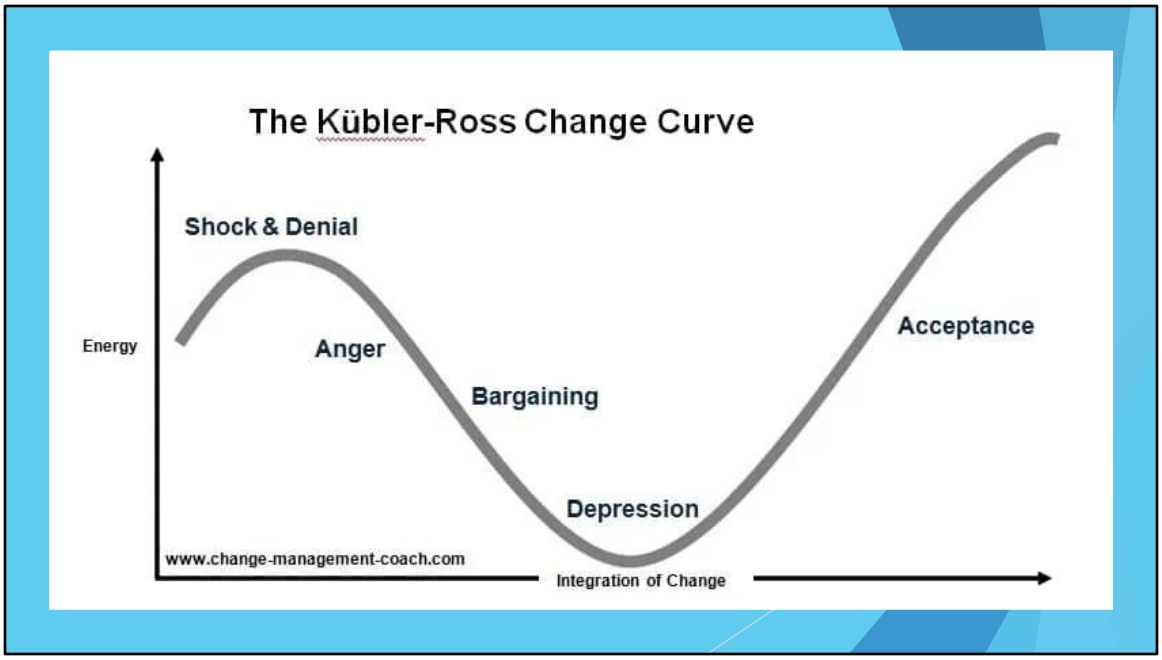
Conflict

- Whilst going through a change, conflict often occurs. It cannot be avoided but it needs to be handled effectively.
- It can be a positive force for change as it can allow people to discuss different views before a decision is made.
- Prevent, contain or handle the conflict.

Conflict can be handled effectively if by preventing it, containing it or handling it. To prevent it you must catch the conflict early and understand why it is happening so you can decide the best cause of action to deal with it. To contain the conflict, it is important to understand that conflict if more about people than problems. Emphasising with people and looking at the bigger picture is important here. To handle conflict the issues must be established, talked about and then resolved (NHS, 2021).

Wellbeing

To create positive relationships wellbeing needs to be looked at. If employees have good levels of wellbeing this can lead to less stress, positive working environments, increased levels of employee engagement which in turn leads to the success of an organisation. Employee's wellbeing is important during organisational change. This can be achieved within change management from communication, involvement and leadership (CIPD, 2021b).



Managers should understand that there are normal reactions to change, and it is important for people to go through these feelings to manage the change. The Kulber-Ross stages of change can help managers understand what to expect of their employees when going through organisational change. The steps are not always linear and sometimes people get stuck in a particular stage so the manager can use this model to recognise what is going and in order for them to help their staff through it (Connelly, 2020).

Communication

- Top-down channels – Director and senior managers speaking to employees through formal meetings and regular official information given through bulletins via the intranet, letters and via line managers in team meetings.
- Bottom-up channels – Collective consultations and workshops on change to allow employee participation and a chance to share ideas.
- Two-way discussion – through one-to-ones between line managers and employees it gives employees the change to express their personal feelings about the change and what the personal implications of the change are.
- Tailored communication – communication styles need to vary depending on who you are communicating to.

The future of the organisation after the change needs to be clear to employees and this is done through communication. This leads to less confusion and less change of resistance.

(Wilkinson and Taylor, 2016, p. 34)

Communication

- Timing, content, style and channels of communication should be considered. Communication should also be clear, honest and consistent.
- The outcome you want from the communication will help you decide what is appropriate.
- One-to-one conversations should be used for more sensitive issues but a full staff presentation is useful to get a general message across faster.
- Tailoring communications is important. For example, the intranet can be used for staff who have computer access but for those staff without a computer a letter or face-to-face conversation will need to be used.
- Managers need to know how to communicate and listen with the right skills and be willing to communicate with their staff, including difficult conversations.

(CIPD, 2020b).

Support Needs

- Providing training for the new change and providing development opportunities to employees to help with creativity and innovation.
- Increase adaptability levels of employees to adapt to the change by establishing any gaps in skills that need focusing on for the change.
- Coaching and mentoring staff who are finding the change difficult.

(Wilkinson and Taylor, 2016, p. 35).

3 Phases of Change Management

Design

- Assess the current state.
- Design change for the future.
- Goals are to be prioritised, actionable and realistic.

- Needs to be clear, comprehensive and accurate. capabilities, resources, committed strategies, competitive assessments and gaps need to be looked at. Must also look at organisation history and standard time cycles. HR can provide this data.
- The external world is not static. Must plan for uncertainties in the design process so they can be dealt with effectively if they do occur. Apply a future-orientated framework to the plan.
- Visualising the change being a success in the future helps people know what they are aiming for. Therefore, actionable goals can be determined.
  Also, capability gaps can be established this way. Flexibility is important as the future is unknown but there should always be a clear focus.

(SHRM, 2015, pp. 9-10)

Enact

- Members of the change team should be selected by expertise rathar than availability.
- Senior-level Chnge Champion.
- Stakeholders need to be identified and engaged with.
- Best practices for project management need to be used.
- Environmental changed need to be monitored and aligned with other initiatives.

- The task needs to be defined, the expertise and capabilities need to be identified and then the appropriate individual needs to be selected. This sets a good example to the organisation that the change is important.
- Needed for momentum. They need to believe the change is needed and advocate for the change on this belief. HR can identify change champions.
- People who are interested and influential need to be identified as they can offer advice and expertise.
- An experienced project manager should be appointed, and a team leader should be separate. This keeps focus and energy around the change.
- Adjustments need to be made as needed when the external environment changes since the time of planning. Overlaps and conflicts can be identified when aligned with other organisational initiatives.

(SHRM, 2015, pp. 12-13)

Sustain

- Impact of the change and stakeholder engagement needs to be tracked.
- Tell the pre-change story.
- Evidence to be identified if the initiative does not fit a situation.
- Continue to translation the general design goal into local behaviours.

- Monitor perceptions and behavioural shifts through surveys and interviews to avoid assuming the change is a success or failure.
- By reminding people of the problems before the change this gives people a sense of accomplishment and momentum.
- This conteracts confirmation bias and helps resolve problems before the become too big.
- Unique work routines need to be understood to translate the change goals into ever day behaviours.

(SHRM, 2015, p. 15).

CHANGE PROPOSAL TEMPLATE

PROJECT NAME		DATE CREATED	
PROJECT MGR.		VERSION DATE	
ORGANIZATION		VERSION NO.	0.0.0

CASE FOR CHANGE		
PROPOSED CHANGE	Detailed overview of proposed change	
WHY CHANGE IS REQUIRED	Detailed overview of reasons necessitating the change and how the change corresponds with the organization mission	
INTENDED OUTCOME	Detailed overview of resulting achievements and benefits	
ESTIMATED TIMEFRAMES	Anticipated timeframe for prep, plan, consult, implement, and eval	
ADDITIONAL FACTORS	Consider any other factors crucial to the successful implementation of proposed change: need for change awareness, work environment climate, previous changes, etc.	
ESTIMATED COSTS	Complete table, below	
STAKEHOLDERS IMPACT	Identify stakeholders and the potential benefits and adverse effects for each	
	POTENTIAL BENEFITS	POTENTIAL ADVERSE EFFECTS
STAKEHOLDER 1		
STAKEHOLDER 2		
STAKEHOLDER 3		

STAFF & OPERATIONS IMPACT	Identify areas likely to be impacted by the change and the potential benefits and adverse effects for each	
	POTENTIAL BENEFITS	POTENTIAL ADVERSE EFFECTS
PROCESS		
TECHNOLOGY		
STRUCTURE		
OTHER		

APPROVAL			
PARTY PROPOSING CHANGE		SIGNATURE	
CONSULTING PARTY		SIGNATURE	
ENDORSED BY		SIGNATURE	

ADDITIONAL COMMENTS
Include any additional comments

COST / BENEFIT ESTIMATE			
ESTIMATED PROJECT COSTS			
RESOURCE	DESCRIPTION	PROJECTED EFFECTIVE DATE	ESTIMATED COST
Staffing			
Consultation			
Assets			
Technology			
		TOTAL	$ -

STRUCTURAL CHANGES				
ELEMENT	DESCRIPTION	PROJECTED EFFECTIVE DATE	ESTIMATED COST (+)	ESTIMATED SAVING (-)
New Hires				
Redundant Positions				
Promotions				
Demotions				
		TOTAL	$ -	$ -

POTENTIAL NEW HIRES

(Ramos, 2016)

Best Practice - Action Plan

- Agree the implementation strategy
- Agree timeframes
- Draw up detailed implementation plans
- Set up a team of change champions
- Establish good programme management practices
- Communicate clearly
- Ensure participation and help to minimise stress
- Personalise the case for change
- Be prepared for conflict and manage it effectively
- Motivate your employees
- Develop skills
- Maintain Momentum
- Monitor and Evaluate

- The implementation strategy will be influenced by desired outcomes and what approach needs to be taken. This is where decisions are made about how to introduce the change to your organisation. Key influences should be identified, and communication deliveries need to be decided upon. The strategy and goals need to be consistence with other initiatives of the organisation and core values and believes in relation to initiatives need to be communicated to employees frequently.
- A start date and end date need to be established. The timeframe needs to show both urgency and attainability.
- Each department must have a plan and they are then able to offer advice. Line managers decide how to implement the change in their area.
- The team needs to consist of those in charge of the change and those affected by it. They can communicate the benefits of the change in their area.
- Remember objectives, set deadlines and monitor progress. Identify any problems that may arise early on.
- Communication needs to be tailored to the stakeholder so the right message through the right channels can be communicated clearly. Reasons for the change and what is expected of employees needs to be communicated to avoid confusion. Regular updates are necessary and small-wins should be expressed.

- Fear of the unknows causes stress so by involving people helps them understand what is going on.
- The reason for the change needs to be relatable to each employee. Line managers need to put themselves into their employees' shoes to understand how they are feeling.
- Address conflict directly, analyse the different views and resolve the issues. Conflicts can be beneficial when they help us realise different possibilities.
- Trust and respect are needed for motivation. Value employees, acknowledge their achievements, challenge them and reward them accordingly.
- Identify gaps in skills and address these through training and development. Encourage a learning culture rather than treating learning as a chore.
- Plan for when motivation turns low and develop strategies to provide a sense of urgency. Remind employees of the benefits and plan quick-wins so they can see the progress.
- Compare the results to the original plan and amend goals if needed. Honesty if important.

(CMI, 2014).

Monitoring and Assessing Impact

Qualitative

- Observations
- Focus Groups
- One-to-ones

Qualitiative

- HR Data
- Surveys

Opinions and feedback of the change can be gathered through focus groups, one-to-one interviews and observations. Focus groups help initiate discussions between employees which can offer insightful data. One-to-one's can help raise more personal issues resulting from the change and are often honest.

Data analysis can be in the form of HR data (for example, absence, disciplinary action and turnover). Staff surveys are also useful to gather large amounts of data at one time.
(SAMHSA, 2021)

Conclusion

- There are both internal and external drivers of change and a change-ready culture can help an organisation through the change.
- Models of change can help guide line managers help employees through organisational change by helping them prepare for possible reactions and emotions during the change.
- Trust, managing conflict and wellbeing help to form positive relationships within the organisation and the line manager has a crucial role to play in all of these as they interact with their team daily.
- Communication is key to managing employees through change.
- Change plans and following best practice helps form a strategy for the organisational change to be a success. The results of the change can be measured and monitored both by qualitative and quantitative methods.