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Understanding the Management of Change

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Date: 16/10/2021

CHANGE MANAGEMENT FOR MANAGERS

By Rebekah Thomas

Main Assignment

1.1

Change is constant and inevitable. According to Wilkinson and Taylor (in Taylor & Woodhams 2016b) there are countless reasons why organisations change. Organisational growth, amalgamation and acquisitions and new regulations are examples of internal drivers powering change. To which, Forsyth (2012) adds new systems within the workplace, office relocation and company structures are other internal factors to consider as these are changes made to an organisation within the business.

External drivers bring changes that affect the business elsewhere. Wilkinson and Taylor (in Taylor & Woodhams 2016b) advise this could be rivals, the economy and new technologies. Forsyth (2012) also mentions suppliers, consumers and the government as external influences. Some would agree the Coronavirus pandemic is an external driver that forced many organisations to change to which Brown & Serle (2020) add that this push was crucial. The CIPD (2021a) agree with this instantaneous change situation.

WHAT IS CHANGE MANAGEMENT?

- Change happens all the time.
- It is something we cannot avoid, it's inevitable.
- Change in organisations can be both small and extensive.
- There are many reasons why organisation must change such as; the business market, the economy, competitors, technology advances, new regulations etc.
- How change is managed and delivered is key to an organisation's success.

Group discussion: how many changes have occurred within your organisation?

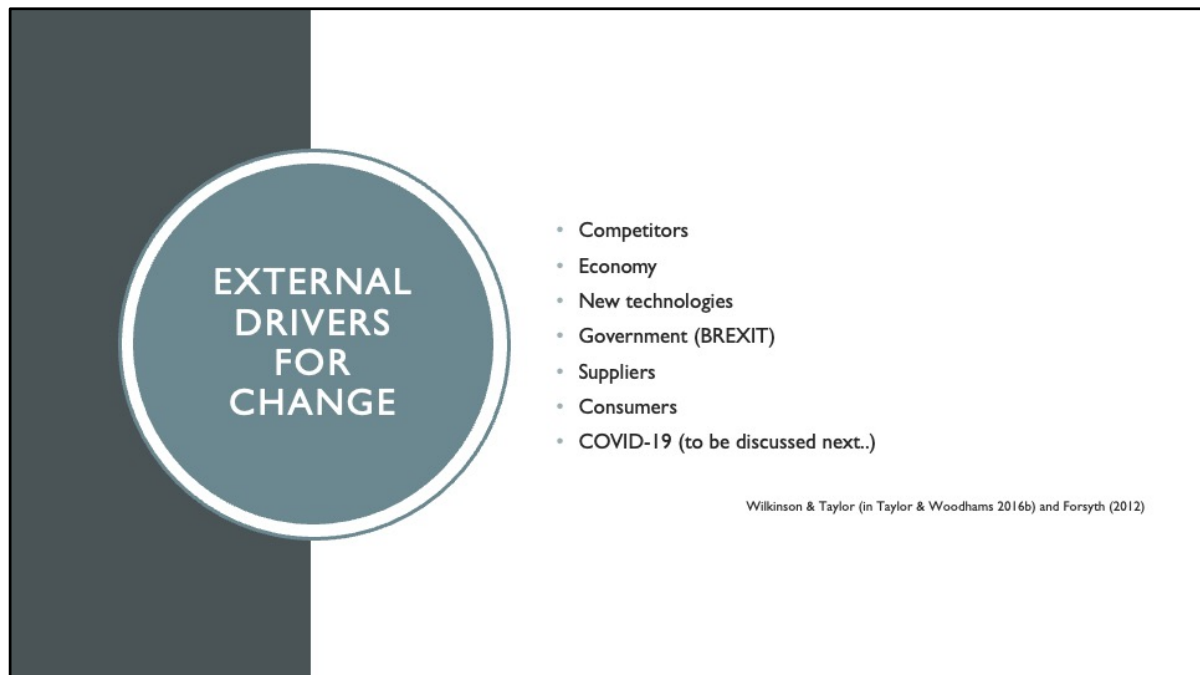
Wilkinson & Taylor (in Taylor & Woodhams 2016b)

1.2

Examples of both internal and external drivers for change within organisations can be identified as factors that enable change. As Wilkinson and Taylor (in Taylor & Woodhams 2016b) have already mentioned, company growth and expansion would support change. For example, if an organisation develops then more staff may be needed which could lead to a restructure and new jobs. Another example according to Forsyth (2012) could be implementing new work systems or software within a company. Many organisations update process and work systems to stay current and make things easier for staff which the CIPD (2021a) echo is a driver for change.



However, there are factors that hinder change process within organisations. Organisational structure can delay change as some companies are rigid and have a structure, they want to keep following because it's what they are used to. This doesn't allow flexibility or agility which is what is needed these days and it can also cause difficulties later. From experience, my organisation incorporates a non-hierarchical structure which Roberts (in Taylor and Woodhams 2016a) suggests is a modern approach which allows both flexibility and agility when needed. Another factor that may hinder change is the presence of unions. Forsyth (2012) explains trade unions are representatives of employees within an organisation so for any changes to be implemented, both staff and unions need to be on board. Ellis (in Taylor, S. and Woodhams, C. (2016a) advises trade unions have a powerful influence on their members as they negotiate the likes of salary and pension schemes on their behalf.



1.3

There are various theories and models on the subject of change, and how they support effective change management. Wilkinson and Taylor (in Taylor & Woodhams 2016b) advise this is vital to an organisation's success. The first theory to be explored is the Kubler-Ross model which investigates the five stages of grief. According to the Elisabeth Kübler-Ross Foundation (2021) this concept has been developed in order to understand human reactions to substantial loss or change. This can be used in many situations including business and work. Belyh (2020) explains this theory can support organisations in successfully adapting to change. It appears by understanding how people or employees will react to change, it gives managers a chance to plan effectively and to engage clearly early on which may have a better impact on the implementation of change. Cameron & Green (2012) imply this model is all about people and their reaction to change to which Wilkinson and Taylor (in Taylor & Woodhams 2016b) suggests is uncontrollable as everyone handles change differently. However, it is important to understand it is not just about the change but how the change is applied.

COVID-19 GROUP DISCUSSION



How has COVID-19 impacted your organisation?



Has your role and responsibilities changed at all?



Do you manage your teams differently?



Remote working



Communication



Any other points to consider

Another theory is Lewin's (1951) three stage model which simply portrays the steps of change. Mind Tools (2009) explain this theory dates back to the 1940's and is still referred to today. The concept is straightforward and demonstrates change as a block of ice. In order to propose a change and determined what needs to change, the ice must unfreeze. The unfreeze process results in the ice returning to liquid form for the change to be implemented, communicated and actioned. The refreeze process involves the success of applying the change and sustaining it, communicating with all those involved and celebrating the accomplishment. Raza (2019) implies this theory doesn't just support the change process but also covers the end result or desired outcome of the organisation. According to Cameron & Green (2012) this is a great model to refer to for organisations looking to change but also for managers as a planning tool. It could be said that because this model is uncomplicated, managers can effectively consider plans to change before making any official decisions. It is worth mentioning that this model has been modified and adapted greatly over the years such as Edgar Schein's elaboration. Cameron & Green (2012) suggest this model mentions additional factors to consider during the change process such as the psychological effects.

ORGANISATIONAL FACTORS TO CONSIDER..

THAT MIGHT ENABLE CHANGE

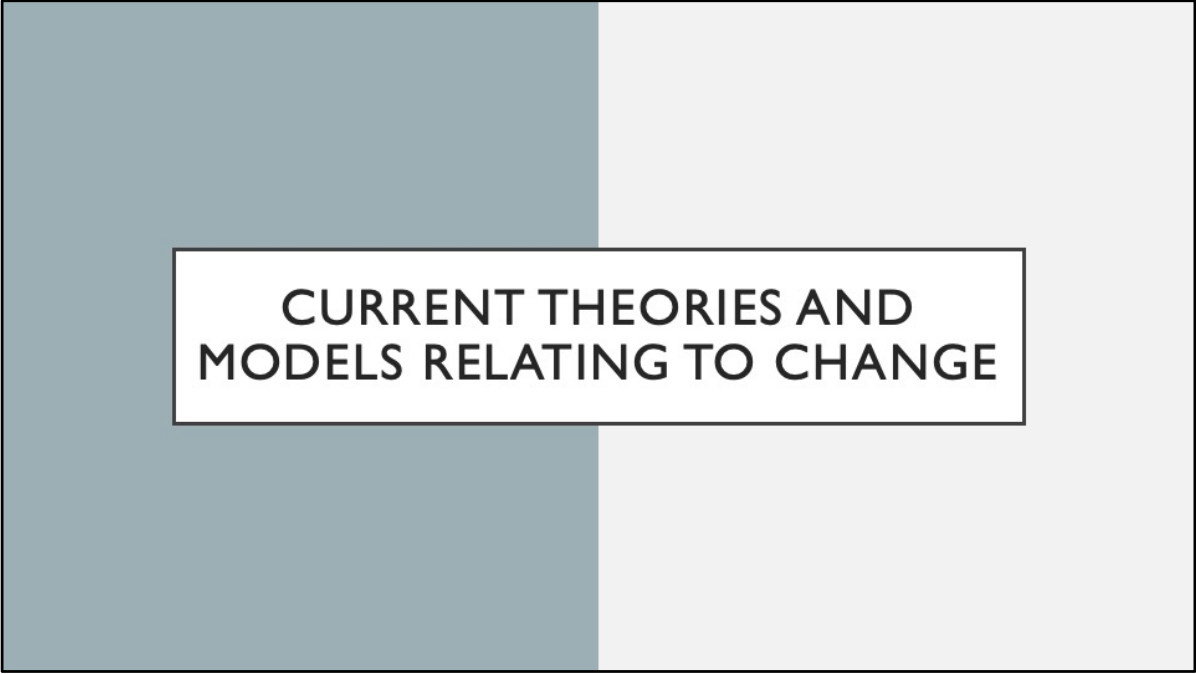
- Company growth or expansion
- New workplace systems, software or policies
- COVID-19

THAT MIGHT HINDER CHANGE

- Organisational structure
- Trade Unions

Wilkinson & Taylor (in Taylor & Woodhams 2016b) and Forsyth (2012)

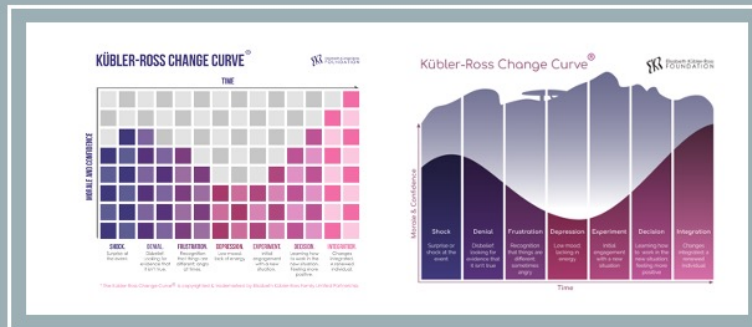
There are various other models and theories relating to change management within organisations. It is apparent that every theory is different and what may work well for one organisation, may not work so well with another. The CIPD (2021a) whatever model is followed, change management must be handled carefully in order to be fully effective and successful.



CURRENT THEORIES AND MODELS RELATING TO CHANGE

2.1

How change occurs is uncontrollable but how it introduced and implemented is something that both management and Human Resources (HR) can influence. The CIPD (2021a) imply people are at the core of change and change management is essential. From this, it is clear how positive work relationships can support change within an organisation. Forsyth (2012) explains the role of managers mentoring employees on the topic of change which is really interesting. Mentoring is an example of a positive work relationship and is also tool an organisation may use to apply change. Trust is a significant part of any relationship. According to the CIPD (2021a) trust will support change within organisations and trustworthiness is something management and other leaders must demonstrate throughout the process.



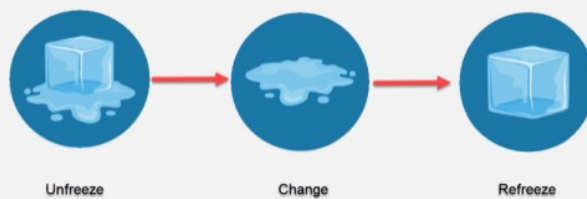
CHANGE MODEL EXAMPLE ONE: KUBLER-ROSS

Elizabeth Kübler-Ross Foundation (2021) The 5 stages of grief. Available at: <https://www.ekrfoundation.org/5-stages-of-grief/change-curve/>

Work relationships already exist between colleagues, line managers and the HR department within an organisation. There are various ways in which these relationships can be maintained and developed, such as through performance management and coaching and mentoring methods. The CIPD (2021b) suggest coaching is not just a proficient way of developing employee potential but an effective way of supporting the impact of change. This also links back to change models and how people respond to change. Belyh (2020) explains the five stages of grief demonstrates people's reactions change appropriately, although the stages may be completed randomly but this only shows how differently people react to change. Performance is another important element to consider, and Armstrong (2009) proclaims the engagement and encouragement of staff will result in many positives for an organisation such as job satisfaction and commitment which will result in a positive working relationship. This also relates to communication and the importance of employee engagement which is crucial as reported by CIPD (2020a).

HR play an important role here not only planning and implementing change within an organisation but by also supporting and sustaining the change. Wilkinson and Taylor (in Taylor & Woodhams 2016b) explain there are various ways in which HR can do this such as by sharing suitable communication, employee engagement and managing conflict.

CHANGE MODEL EXAMPLE TWO: LEWIN



Mind Tools (2009) *Lewin's Change Management Model Understanding the Three Stages of Change*. [Online] Available at: https://www.mindtools.com/pages/article/newPPM_94.htm

2.2

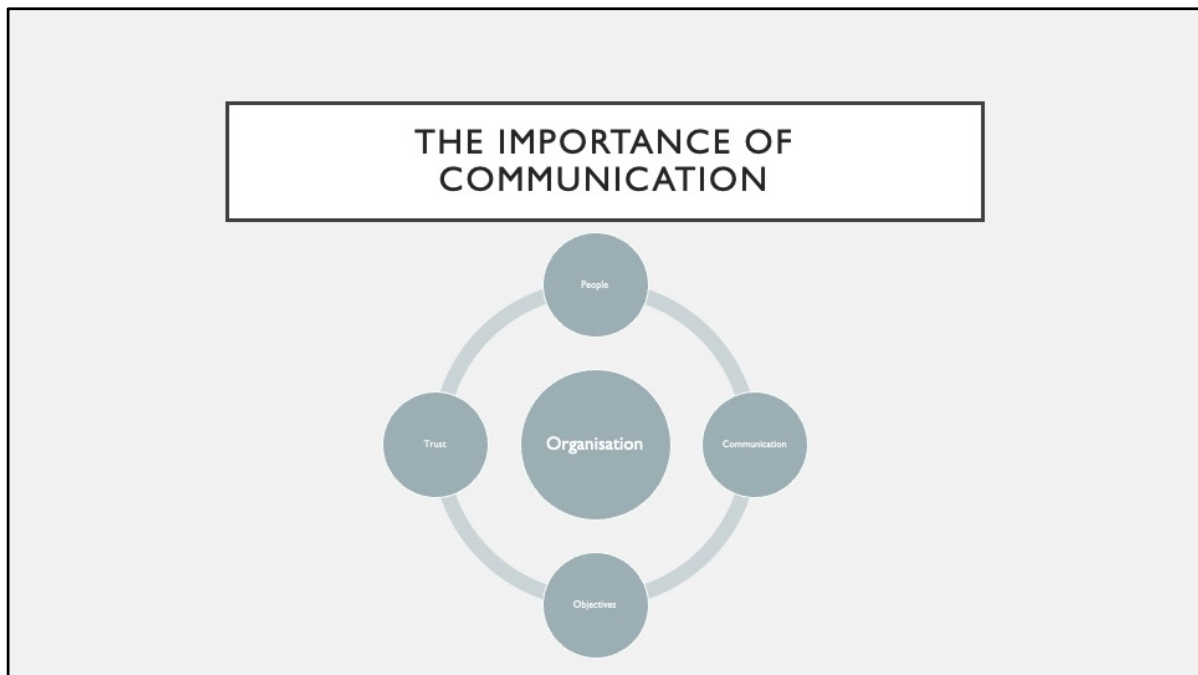
Positive work relationships relate directly to communication and engagement within an organisation. The CIPD (2020a) proclaims communication is a fundamental element of an organisation and everyone is responsible for it by sharing knowledge, listening and collaborating exclusively. Forsyth (2012) suggests if change is communicated correctly, people are more likely to accept it. Although everyone's response to change will differ, Wilkinson and Taylor (in Taylor & Woodhams 2016b) advise there needs to be a readiness and awareness for a proposed change within an organisation. Once again linking back to the Kubler-Ross model exploring the five stages of grief where Belyh (2020) discusses this theory can help both managers and HR understand their staff and the level and frequency of communication needed.

THE BENEFITS OF POSITIVE WORK RELATIONSHIPS

- Trust
- Content
- Morale
- Wellbeing
- Performance
- Commitment
- Job satisfaction
- Success

Can you think of any other benefits?

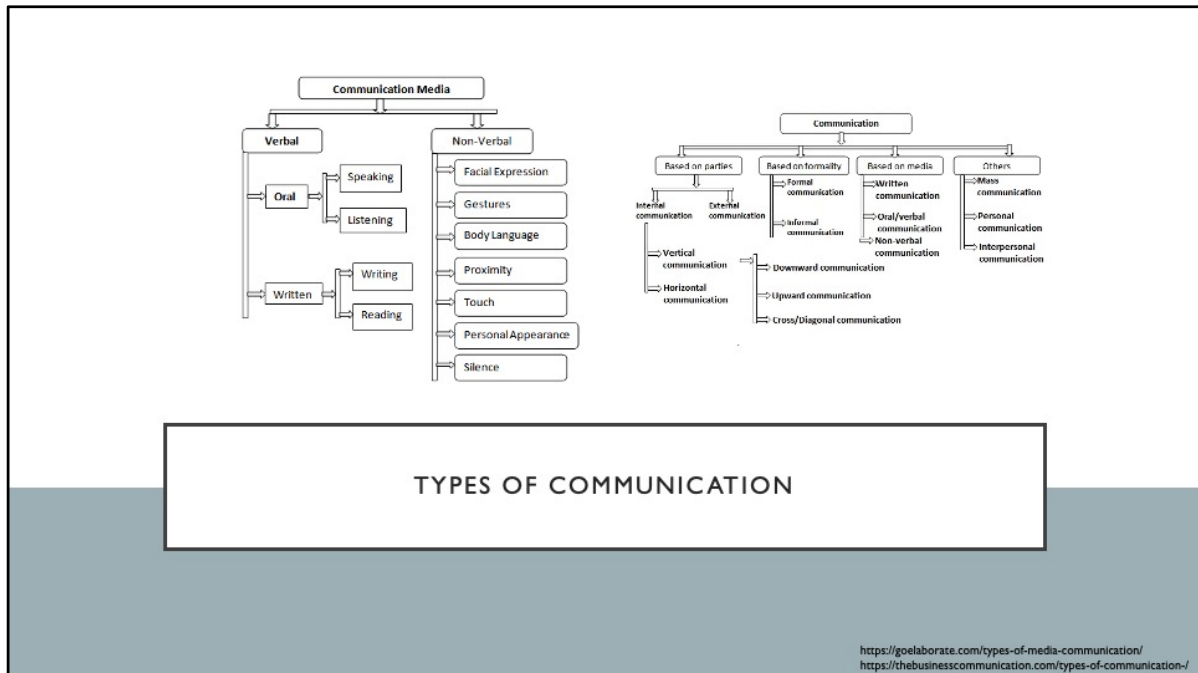
It is clear communication is required in change management but how much information to share and how often to share may be dependent on the organisation, nature of the business and size of change. Wilkinson and Taylor (in Taylor & Woodhams 2016b) imply communication is usually delivered by HR however the CIPD (2020b) debate that line managers are responsible. Some would agree that HR may be responsible for ensuring suitable communication is produced and line managers are the ones responsible for disseminating. Cameron & Green (2012) advise communication needs to be planned carefully to avoid problems and resistance later. Too much information is a common issue along with emailing, which may be an easier way for management to distribute updates, but it is impersonal.



The CIPD (2021a) discloses no one likes to change and usually people resist to the content and process of change. There are various types of communication such as conversation face to face, over the phone, a letter or email and there are also non-verbal forms such as body language. The CIPD (2020a) explain organisations should tailor and style communication to its audience. Wilkinson and Taylor (in Taylor & Woodhams 2016b) declare there are a variety of communication methods such as a two-way discussion and top-down or bottom-up channels. From experience, top-down channels are most common. Along with determining suitable communication methods, organisations must also check support needs. Wilkinson and Taylor (in Taylor & Woodhams 2016b) imply interventions may be introduced such as advice, coaching and mentoring to strengthen change within an organisation and this is something HR would be responsible for implementing. Ulrich (1997) discusses HR professionals as change agents able to drive change and transform organisations.

Forsyth (2012) adds that along with appropriate communication, support must be provided throughout the change process. Some may say support works both ways on the topic of change as Wilkinson and Taylor (in Taylor & Woodhams 2016b) suggest change can bring a rollercoaster of emotions, so staff need to be supported and nurtured, however Forsyth (2012) indicates that organisations need the support and acceptance of the change from employees in order to be successful, so it works both

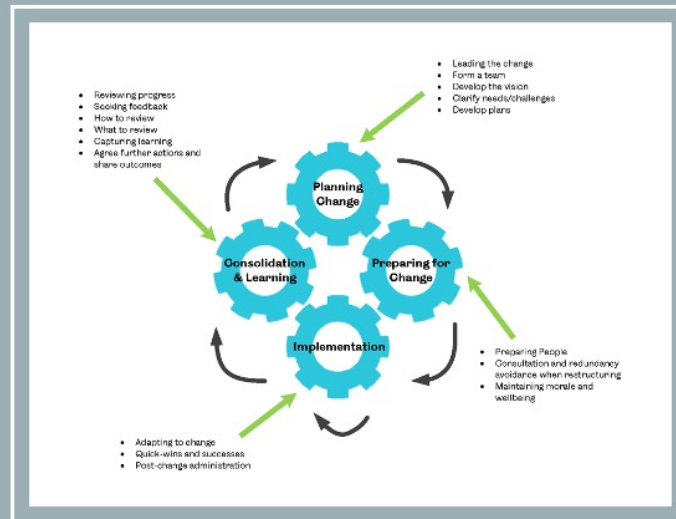
ways.



3.1

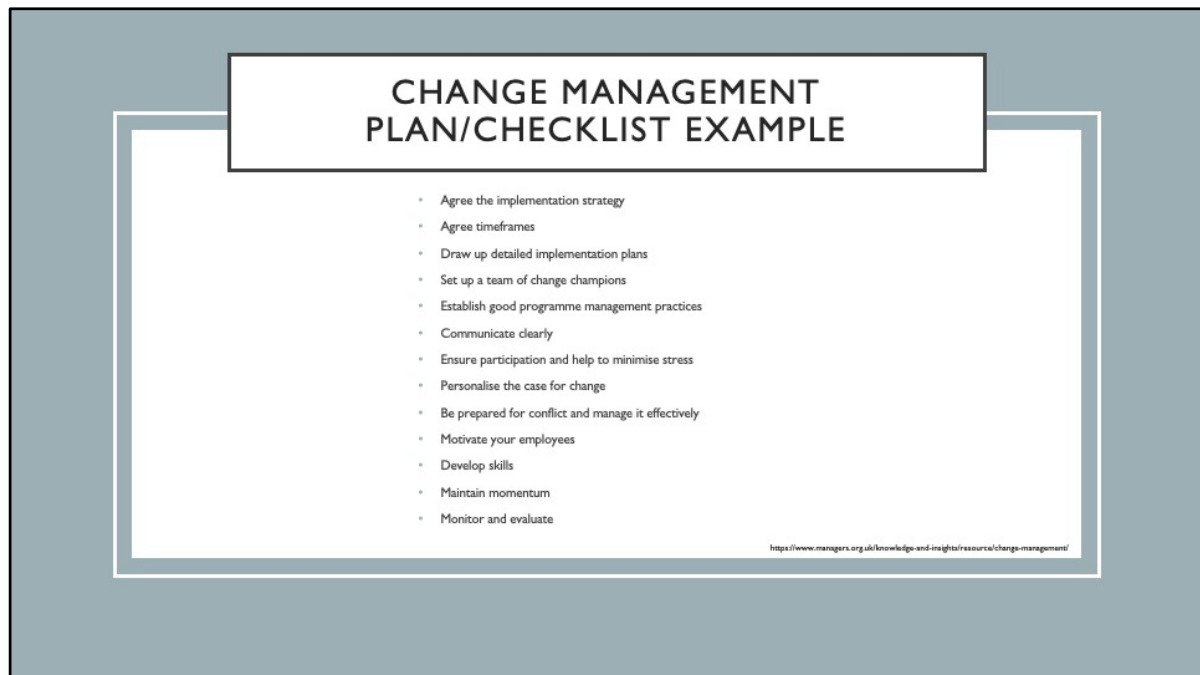
In order for an organisation to make a change, a plan must be created and this is where change management originates. CMI (2020a) explains the activity of change management involving shifting from A to B and any obstacles picked up during the process. They also reveal a generic checklist that organisations should follow in order to implement change correctly. The CIPD (2021a) add that if applied incorrectly, change can fail which may result in organisation damages such as loss of employees and lack of credibility. It appears in order for an organisation to make a change, it must be investigated and planned properly so it makes sense to follow a checklist or create a plan to make sure everything is covered, and no points are missed.

CHANGE MANAGEMENT CYCLE EXAMPLE



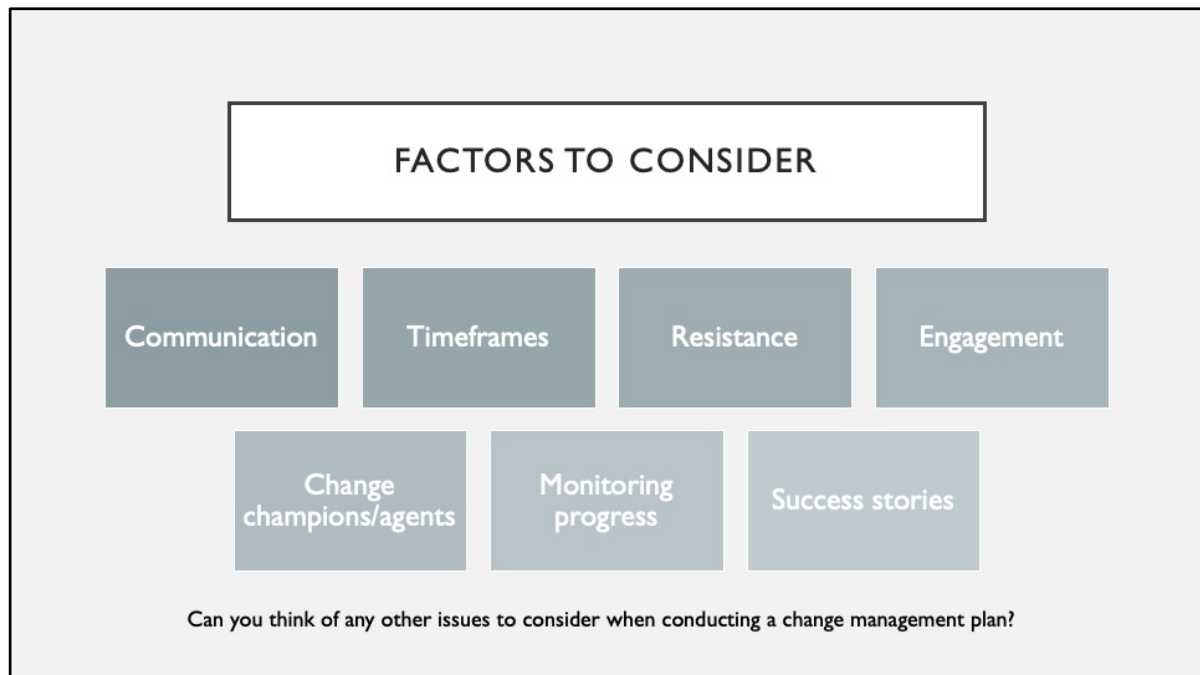
University of Sheffield (n.d.) Change Management Cycle – Toolkit: University of Sheffield - Human Resources. [Online] Available at: <https://www.sheffield.ac.uk/hr/guidance/change/toolkit/cycle>

The University of Sheffield (n.d.) have created a useful and straightforward change management cycle image which would be used instead of following a checklist. CMI (2020a) provide a generic checklist for organisations to follow which also points out various factors to consider during the process such as the importance of communication, which has already been explored. By investigating the example of a change management checklist and cycle it is evident what should be included within a change plan, there are a lot of common similarities like monitoring, planning and engaging. Cameron & Green (2012) add that creating a change plan, agreeing to it and setting an established end date is crucial. Forsyth (2012) also mentions the significance of analysis which involves the process for investigating change, deciding whether it is needed or and not and how best to approach this. He also reveals a list of twenty change challenges organisations may face, which some would say could be classed as generic challenges.



3.2

By investigating change management checklists and discovering factors that need to be considered when implementing change, best practice methods have been identified. There are various versions of change management checklists available, and all are pretty similar. Cameron & Green (2012) disclose change management within organisations is all about planning, communication, goal setting, implementing and monitoring. The CIPD (2021a) echo this and also mention the importance of people, leadership and strategy, to which Cameron & Green (2012) proclaim is best practice. Wilkinson and Taylor (in Taylor & Woodhams 2016b) take this a step further and discuss the significance of HR's role in change within organisations and the CIPD (2021a) suggest HR are in the background initiating the vision and benefits of change, managing resources and adjusting where necessary.



3.3

Throughout the implementation of change, the process should be monitored and according to Cameron & Green (2012) it shouldn't be just evaluated at the end. Bell & Opie (2002) discuss the importance of data and how preparation is key when it comes to research. This is something that could be considered when assessing the impact of change. The CIPD (2021a) suggest the change plan for an organisation should be transparent, regular updates are delivered on progress and are cross-referenced against timescales and deadlines. Relating back to communication and employee engagement, staff feedback is vital and the CIPD (2020a) implies not only does this give people a voice and sense of purpose, but it also promotes wellbeing, commitment and the likelihood that change will be accepted. Forsyth (2012) adds that feedback is a great tool for management to utilise to understand what is working well and where any issues may develop.

REMEMBER BEST PRACTICE

Share the vision and need for change

Communication is key

Engage with employees and all involved

Trust

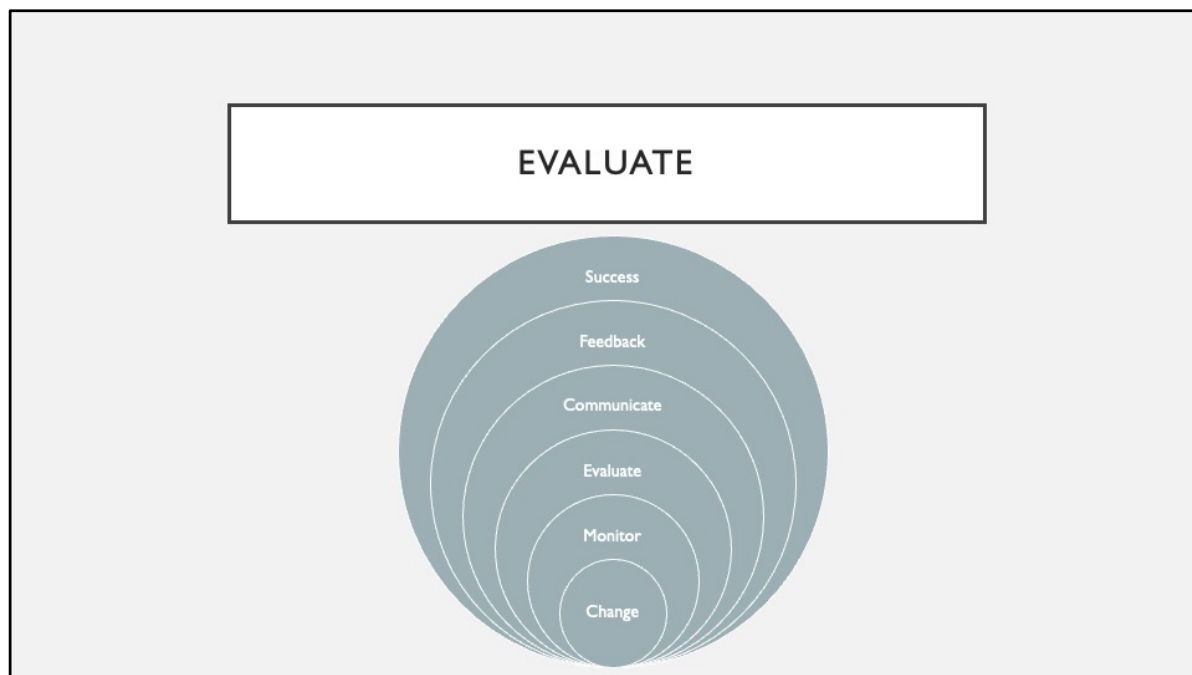
Leadership

Manage and monitor process

Share success

<https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>

According to Cameron & Green (2012) monitoring and assessing change is an importance part of the change management plan. Along with collecting staff feedback through surveys or open discussion, another way of tracking progress could be through analysing data and sharing results. Forsyth (2012) suggests updating staff on the good and bad should be clear, whether the business is on target and how the development is going. This certainly links directly back to communication and on-going communication. Cameron & Green (2012) mention the accountability both management and HR must take when monitoring and assessing the impact of change. The CIPD (2021a) imply the data analysis of change isn't just about the results, it may also involve the development and the initial understanding of change to ensure employees comprehend the process. Again, this is all about communication but also empathy to which Sanchez (2018) advises is another fundamental tool when it comes to change management.



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ANY QUESTIONS?

Thank you.

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