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CIPD DIPLOMA IN APPLIED HUMAN RESOURCES
UNDERSTANDING THE LINK BETWEEN INDIVIDUAL AND

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BY SIGNING BELOW, I CONFIRM THAT THE WORK/EVIDENCE PRESENTED IS MY OWN, UNAIDED WORK. I UNDERSTAND THE REGULATIONS PERTAINING TO CANDIDATE MALPRACTICE AND THE ACTION THAT MAY BE TAKEN AS A RESULT.

SIGNED:

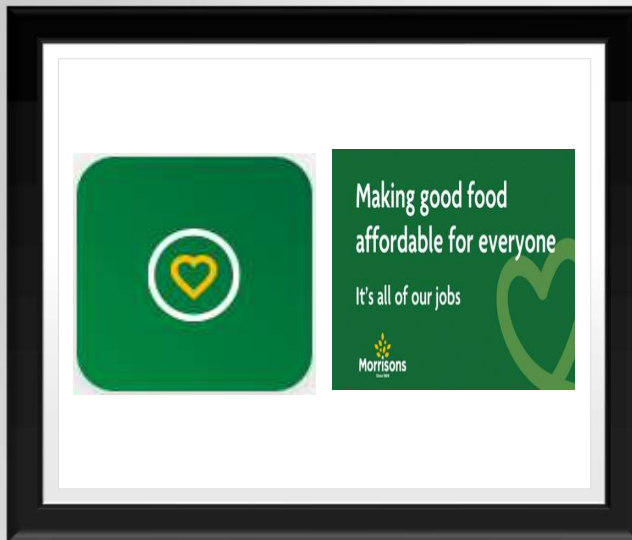


DATE:

22ND SEPTEMBER 2021



Morrisons
Learning & Development



CONTENTS

- Understand Key principles, theories and models relating to change in organisation
- Understand the importance of communication and relationship management within change processes
- Know how to plan, implement and monitor change processes

INTERNAL & EXTERNAL DRIVERS OF CHANGE



Managing change or change management have many factors to consider that will influence the effectiveness, efficiency, and sustainability of an organisation (Rees and French, 2016, p. 103-114) Breach describes four main elements of change management as planning, control, co-ordination, and motivation. Change management can be defined as adopting corporate strategies, structure, procedures, and technologies. Managing change is control of systematic application management interventions to achieve a desired goal with performance outcomes that fall in-line with the

organisation strategy.

Organisations will have a desire or need for change relating to 'push' or 'pull' factors. There may be instance where a legality enforces a change. Some changes start anew, some end, however they may impact on each other. Change may happen reactively or positively. It is important to have a start, middle and end point to determine where the organisation is now and where it wants to be. There is usually a trigger for change and both internal and external factors need to be analysed.

When analysing external factors, the PESTLE framework outlines, Political, Economic, Social, Technology, Legal and Environmental. The PESTLE can be combined with a SWOT, Strengths, Weaknesses, Opportunities and Threat.

The elements within a SWOT relating to external factors are usually 'opportunities and threats', whereas Strengths and Weaknesses are regarded as internal factors, this is known as the 'looking out' and 'looking in' approach.

Internal drivers of change are typically management decisions but can be influenced by external factors, these can include:

- New leadership and structures (restructure)
- New strategy and business model
- Organisational growth and redesign of jobs
- New business processes
- Change of location and outsourcing
- New technologies and new systems
- Redundancies and/or employee's terms and conditions
- Merger or acquirement with another or new organisation

When considering external and internal factors the key difference is organisation and managers have minimum control over external factors, whereas internal factors can exert some form of control to achieve a performance outcome.



ENABLE
HINDER

There is much trepidation within an organisation when there is a need for change. Employees typically want to stay the same and cannot always see the need or benefit. Organisational factors that may hinder change can be that employees feel their job is threatened.

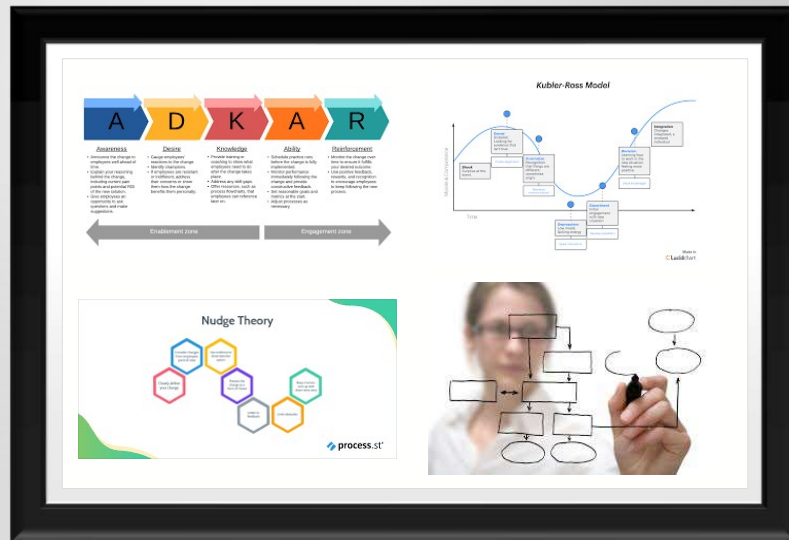
Resistance to change can hinder an organisation. An organisation needs to have agility within it as change is constant in processes and workforce need to sustain for longevity. HR can facilitate and promote, and organisations change ready culture by encouraging a right attitude mindset regarding problem solving and structures. Job descriptions can describe the need for adaptability to facilitate evolution and the behaviours needed for this culture.

Poor communication, fear of failure, emotional response can be factors that hinder change. Trust in the process and trust in the leadership can be barriers. Maurer's 3 levels of resistance to change are, I don't get it, I don't like it and I don't like you.

Emotional reactions are a natural occurrence, the need to recognise this is important. It can be associated with feelings of grief and loss.

Fear of failure can be associated with confidence, this can be real or imagined abilities of adaptability (Whatfix, 2019).

CHANGE MODELS

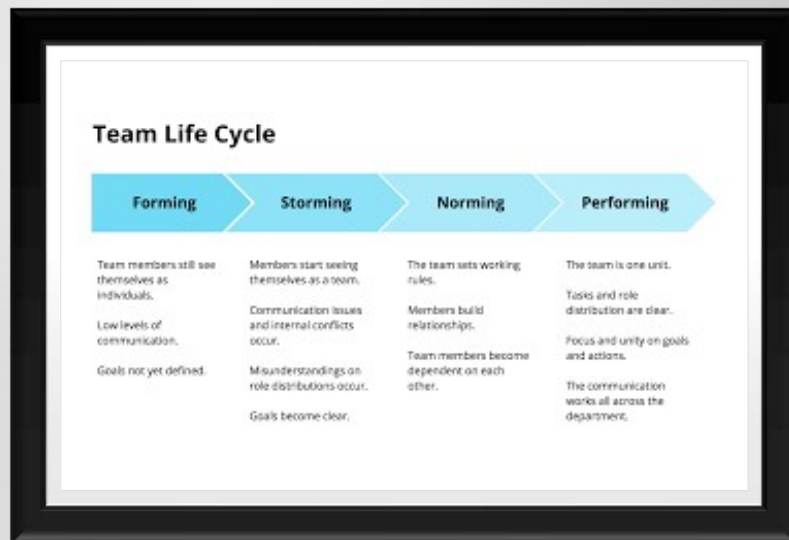


The use of Change models is a good point to start at.
There are multiple models: -

- Lewin's change Management Model
- McKinsey 7-S Model
- Nudge Theory
- The ADKAR change management Model
- Kubler-Ross Change curve
- Bridges' Transition Model
- Satir Change Model
- Kotter's Theory

- Maurer 3 levels of resistance to change Model
- Deming Cycle (PDCA)

TUCKMAN



Models can be used as a framework to plan for a change, they can also be adapted and interlinked with each other using a blended approach to suit the needs of change in a 'real life' situation.

The aim of change modes is to guide and navigate to ensure changes are accepted and put in to practice as the new norm (Whatfix, 2021).

Tuckman describes that when there is change it takes time for embedding practices. Nurturing a team to high

performing levels that must be a need to understand the different stages that individual will feel and experience. Tuckman introduces the phrase, forming, storming, norming and performing in his 1965 paper and later added a fifth stage of adjourning/mourning.

Forming – At the beginning there may be anxiousness as well as curiousness, but some will be looking for direction. It may take time to familiarise with new colleagues and the different types of ways of working.

Storming – Friction and conflict can arise as characteristics and preferred ways of working may clash. Authority may be challenged, and individuals can feel overwhelmed and frustrated with the lack of progress.

Norming – Team members will feel more comfortable and now each other better. People will resolve differences and appreciate each other's thoughts and respect the authoritative leader. There will be more progress towards hitting goals.

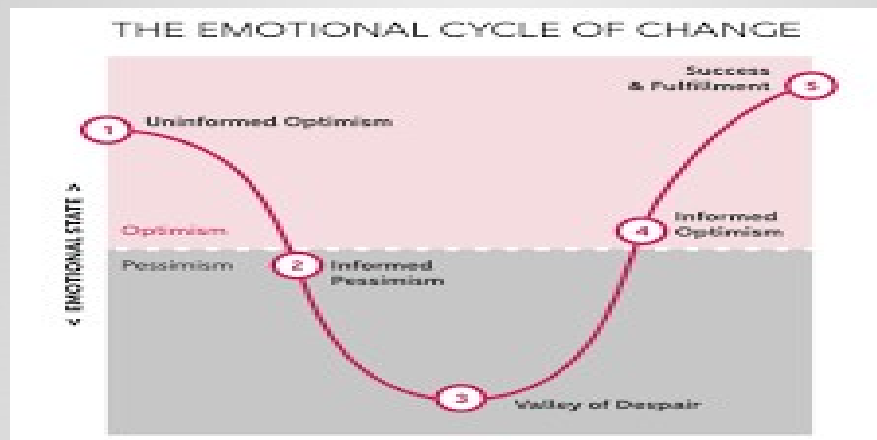
Performing – Team is performing to its full potential with

a structured process and the team are likely to achieve its goals, members appreciate differences and enhance the overall performance.

Adjourning/Mourning – A project may end, or teams are disbanded with others redeployed. Some individuals develop close working relationships and may find this difficult.

Although Tuckman's theory is not a model of change, I believe it interlinks with any model of change management. Dynamics of a team can be disrupted at any of the stages, this can include a new team member or a new business direction. It is important to recognise people's emotions and behaviours to identify how to best manage your own style, flexing to the need.

EMOTIONAL CYCLE OF CHANGE



Change is constantly needed within an organisation. HR has the ability to promote a change ready culture by building resilience and change capabilities.

There is a predicted cycle of emotions when something is changes. When you know what to expect in these situations it is much easier to cope with. The emotional cycle of change tool can be used in conjunction with forming, storming, norming, performing as well as running alongside another change model. The emotional cycle of change has five stages (mindtools, 2021):

1. Uninformed optimism
2. Informed pessimism
3. Hopeful realism
4. Informed optimism
5. Completion

KOTTER'S 8 STAGE CHANGE MODEL



When researching various models of change management, it is clear to see that some models are designed to co-incide with other models. For the purpose of this presentation, I have chosen two change models that are familiar to myself. I feel these have played a part in changes I have made with the organisation, using them subconsciously.

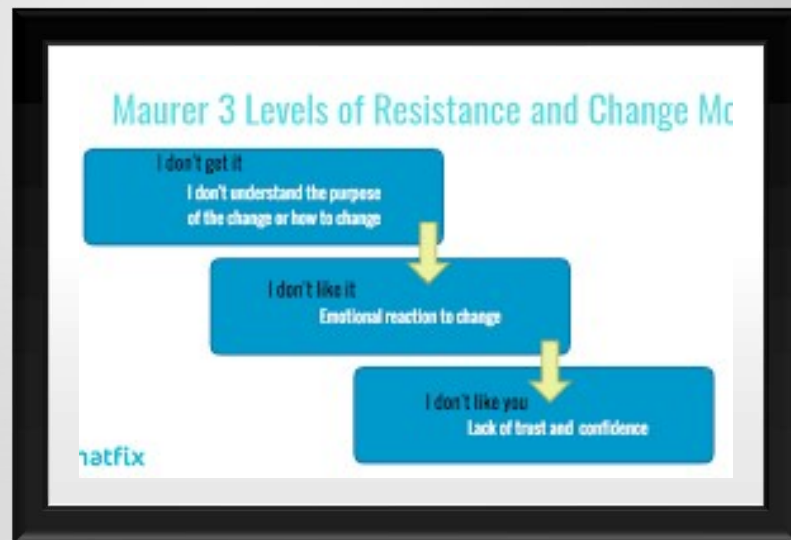
Kotter's 8 Stage Change Model (mindtools, 2021):

This model was developed by John P. Kotter and is divided in to eight stages:

1. Create a sense of urgency
2. Build change team – Powerful coalition
3. A vision for change
4. Communicate the vision
5. Remove obstacles and barriers to change
6. Focus on short-term wins
7. Maintain momentum
8. Institute change

This top-down model creates enthusiasm and is best suited to larger organisations as there is no option for feedback from individuals. Within smaller companies, feedback is expected and can be critical to avoid employee resentment. Although there may be some people that will always be negative, this could reflect past experiences.

MAURER 3 LEVELS OF RESISTANCE



Maurer's 3 levels of Resistance to Change: (mindtools, 2021):

1. I don't get it
2. I don't like it
3. I don't like you

Rick Maurer believes changes may fail due to lack of information, negative emotional reactions or lack of trust and confidence in the people implementing the

change.

The reason people 'don't get it' is likely they don't understand. It is important people are given detailed information that allows them to understand the need for change.

Employees are fearful of change and are likely to be the barrier to it. Preparing or this blocker is a key to moving forward with any changes.

People need to be able to trust judgement and expertise as this is where the 'I don't like you' stage stems from. If employees don't trust your judgement and expertise, they may put up a fight. This stage highlights the need for information regarding the change and processes of implementing it.

The Kotter's theory and Maurer's Theory used in conjunction can add value to each other using a blended approach.

COMMUNICATION NEEDS



Trust in an organisation and its people within it has the potential to maintain positive working relationships. Trust will enhance a smooth change process.

To built trust transparency is essential. Communication is the key to gaining trust. There are several different types of communication. Top-down communication is when leaders communicate a business need, this can be done in a formal setting. When top-down approach is

being communicated it does give the opportunity for a bottom=up approach too, this is where employees have the change to have two-way communication and enable listening and responding. Employees feel their value has been added in a 'you said' 'we did' scenario. Listening groups or forums are a great way of listening to employees. When needed to communicate, knowing your audience can enable the listener to engage. Stakeholders/shareholders expect a formal meeting; however, the same communication would need to be tailored for employees to understand.

There are many considerations regarding communication... What is the level and depth of communication needed? Formal or informal? What methods of communication? Face-to-face, or one-to-one, forum, social media, web hub page, emails, and newsletter. What training is being delivered, how it will be delivered, face to face trainer led or web-based e-learning? Some employees may need retraining/refresher, coaching, mentoring or representation.

McKinsey, (2017) states that although social platforms

have increased, executions have identified real time interactions and internal collaborations are the two elements that define message-based platforms, followed by voice and video conversations.

COMMUNICATION NEEDS

- SOCIAL MEDIA
- TWO WAY COMMUNICATION
- GREAT RELATIONSHIPS
- DIGITALISATION



Social media tools have increased employee's ability to communicate more freely and to self-organise with colleagues. Using message-based platforms promotes a bottom-up approach and boundaries have become more blurred.

It is important to note that adopting a digital approach of transitioning a business will enhance it but is not the sole key to organisational change. Digitalisation is a tool to use alongside other holistic forms of communication.

One-third of our lives is spent at work, so it is important to have good working relationships to make life enjoyable. To enable brainstorming, voicing opinions, sharing ideas, colleagues need to feel comfortable. Teamwork will be an enabler to embrace change, be more creative and innovative. Morale and productivity soars when people see the outcome of working together (mindtools, 2021).

Work relationships will help develop an organisation to a change ready culture. Consider, communicating often, maintaining confidentiality and being trustworthy, keeping communication positive, keeping to timescale and don't over promise and under-deliver. Be knowledgeable or ensure to gain information not known to feed back to individuals that have asked questions or queried something (indeed. 2021).

Employees will react in different ways to change. Acknowledging different reactions and recognising the impact on teams or individuals will resolve issues. Employees need clear signposting of what is happening and when or what can support them. Establishing a

'change champion' to network within will provide reassurance. Identifying employees that influence by using social media platforms can guide you to the employees that post or ask questions regularly. Utilise the person that is not too scared to approach management/leaders but also has great working relationships with colleagues. Tapping into these employees at different levels or departments can reinforce and motivate a positive change in an organisation.

The most important thing is to maintain regular honest consultation in a confidential, open two-way manner.



1. Educate – Communicate effectively explaining the ‘why’
2. Engage – give them the right information – help them understand
3. Empower – Involve and listen
4. Enable – Give them the tools to do the job

When Cadbury was taken over in 2010 it understood that achievable goals needed to be set. Success needs to be celebrated along the way within the process. Leaders need to understand it is a long-term process not a short-term fix. Leaders needed to role model and inspired the people to align and not to underestimate the importance of middle management as they are the lens. Cadbury considered the importance of teaching new skills, coaching on how to have powerful conversations, flexing their leadership style to coaching and not directive. They continually communicated ensuring understanding by using lots of different platforms, one-to-one, forums, conferences, newsletters, and briefings. Cadbury recognised their enthusiasts and key influencers; this would reduce resistance within the workforce. Cadbury recognised the need for moving forward, focussing on the 'why' and did not stop believing it was possible (People Management, 2015).



The CIPD podcast, Landing Transformational Change, (2015) echoes the Cadbury People Management article. *“Change is a big deal”* and leaders need to recognise it’s their job to inspire recognise it is a long-term plan. HR and Operations managers need to build the capability to lead the change by helping and being expert facilitators.

Zurich used ACE acronym, Agile, Collaborative and Externally focussed as one of their mission statements but recognised there needed to be ‘passion’ embedded within, therefore added an extra level, this became

PACE, Passion, Agile, Collaborative and Externally focussed. Zurich also recognised that there is a need to recognise change in consumer behaviour.

Their approach was to ensure change ambassadors were implemented to bring messages back to the executives describing 'feel' and 'mood' informing of what didn't sit right.

HMRC decided that their goal was to deliver face-to-face conversations with over 150,000 employees which took over two years, it took a lot of investment and commitment. They implemented this approach as they believed research had showed that it is the most relevant where you can hear but also have indicators of expression, bodily gestures, and facial expressions.

Zurich also explained that to start a culture change, the business wanted curious employees who wanted to take part and if they didn't it would feel like they had missed out. The business took small steps to do this by asking employees to change routines, breaking habits on Mondays, for example, walking a different way to work, speaking so someone that they didn't normally speak to

etc. Tuesday would be a day where they could identify where they added value. Their approach was an enabler for a blue-sky thinking generalist mindset within the organisation.

IMPLEMENTING CHANGE



Creating and mapping a Checklist will enable focus and help keep to timescale. Checklists can include: (managers.org, 2020)

- The change needs to be identified – what is the need for change and what are the benefits
- What activities need to happen to achieve
- Define the scope – restructure, downsizing, updating systems
- Who will it effect – the whole organisation or limited departments

- Will there be new ways of working
- Will training be required
- How will it be communicated
- Timeframe – what will change
- Resources – What is the cost, people, equipment, materials
- Controls and milestones
- Training required
- Monitoring
- Success – celebrating success and how you will know whether the change has been achieved

CMI (2014) state checklists can include:

- Agree the implementation strategy – Top-down, bottom-up (or both), department division
- Agree time frames – Start date, finish date – need to be urgent but attainable
- Draw up implementation plans – each department head involved, strategy, timescale, the team responsible and how progress will be monitored
- Set up change champions – key people that can

design and deliver

- Establish good programme practices, use a management tool, set milestones, and keep budget monitored, identify risks, and put a contingency plan in place, how will you share information
- Communicate clearly – stakeholder analysis, right messages to the right stakeholders and through the correct channels, tailor style of communication for different types of shareholders, ongoing communication is important to clarify processes and gives opportunity for questions to be answered, celebrate success along the way
- Ensure participation to help minimise stress – fear of the unknown is often a major factor but can be reduced by being open and transparent
- Personalise the change – ensure line managers are able to present the corporate case in which the individual can relate to
- Be prepared for conflict – bring conflict to the surface, seek ways to resolve, listen to the individual as this can lead to resolution of difficulties and encourage improvements
- Motivate employees – Employees need to feel valued and have their achievements recognised, developed, and challenged. Be aware different people are motivated by different reward

- Develop skills – develop technical and interpersonal skills, induct colleagues into the new ways and see it as a learning process. Create excitement regarding learning
- Maintain momentum – change may be a start/stop process, enthusiasm may flag and be aware and prepare for this. Reinforce the change value to them. Celebrate success points. Has there been anything that has prevented change in the past? Who/what prevented this? Identify who can help you unblock the situation
- Monitor and evaluate – Monitor against milestones in the plan. Does anything need to be revised? Be honest in assessment regarding failure and involve employees in setting or devising new targets

PITFALLS



CMI, (2014) have identified pitfalls within a management plan, these can include:

- Not involving employees at every stage when designing
- Not preparing for resistance, listen and persuade
- Forgetting about cost implications
- Losing sight of the vision
- Not celebrating success publicly to encourage momentum
- Not listening to staff and engage

- Failing to take in consideration external stakeholders, customers, and suppliers
- Not being patient, expecting rapid changes



MONITOR
SUCCESS

When implementing a change, it is important that the change is monitored to see if the change has landed correctly. Data can be generated using qualitative and quantitative methods.

Organisations may want to evaluate statistics such as labour turnover, absence, and morale. This can be done using different methods. Journals, testimonials, observations, surveys, questionnaires, interviews, and feedback forums (fundingforgood,2020).

It can be difficult to measure people's emotions although some organisations have used app-based surveys measuring responses of feelings with a rating scale of 'not good' to 'excellent', this can be visual with happy faces or sad faces.

Communication effectiveness can also be asked. A poll will allow autonomy and can simplify analysis. Questions can be asked such as, if the new system is simpler to use, more user friendly and has it improved customer experience?

Customer feedback can be obtained by sending emails. Customers are often affected by change and their input is vital to organisations return of investment.

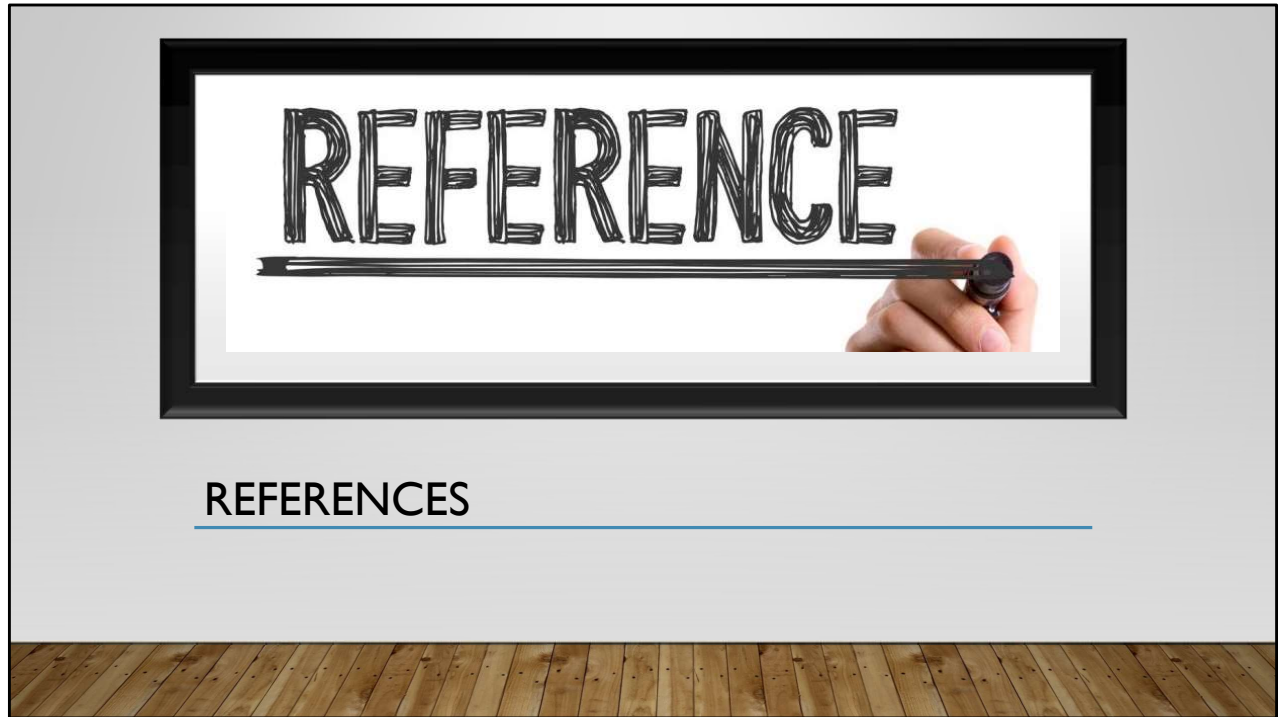
Gathering feedback throughout the change process is vital and should not solely be left until after the process has changed (Zendesk.com, 2020).

There are various tools that can be used for surveys such as, Google forms, typeform, survey monkey and Qualtrics. These can be simple and efficient (holaspirit, 2020).



Conclusion

There is a constant need for change and adaptability within organisations, to ensure businesses are successful. People are the most important factor and need to be treated how you would like to be treated. Understanding the different needs for every individual will help your business thrive. Failing to plan for change could threaten future sustainability.



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