

Leading and Implementing Workplace Change

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Executive summary

The purpose of this report is to find out and evaluate change management in terms of a UK-based organisation. This report aims to find out the drivers which can motivate an organisation to involve in change management to ensure proper changes in strategic operations and activities. The author has researched and found suitable leadership styles which have significant advantages over change management activities. It has also evaluated the impact of change on an organisation's culture. To do this work Boots UK is selected as a case study organisation. This report has also found out the areas where this organisation needs to put more importance to ensure effective change at both national and international levels. The author of this report has also critically evaluated three different types of change management models to find out a suitable change management model for Boots. Finally, a change management plan has been provided by the author which can be implemented by Boots with the help of a participatory leadership style and a motivated workforce.

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Introduction

Change management refers to the act of describing and implementing change within a business's operations, both internal and external. It is described as the ways and modes in which a firm explains and executes change (Lievers & Lubberding, 2011). To achieve a smooth transition, it is important to plan, provide staff with the resources they need, outline the procedures that will be taken, and keep tabs on what happens before and after the change is made. The goal of change management is to apply methods of bringing about change, keeping it under control, and easing individuals into the process of adapting to that change (Czichos, 2014). This analysis was prepared by a well-known organisation to assess how well it manages changes and makes decisions on which strategic options for change are the most promising.

In this report, the author has chosen Boots as the case study. The United Kingdom-based Boots UK Ltd sells health and cosmetic products and operates as a drugstore retailer. It has expanded into a few other nations, but this is not nearly enough to be considered a global giant in this industry. Both in terms of sales and store count, Boots is among the major UK and Irish retailers. In 2022, it has 2,400 retail locations across the United Kingdom and Ireland, from small corner pharmacies to mega-sized health and beauty chains (Boots, 2023). This organisation is selected here because recently this organisation is going through various changing processes related to its strategic mechanism and operational activities. Some of those are related to redesigning their shops, enhancing automation, product diversification, strategic alliance and expansion of wider international marketplaces.

This report has analysed different change management models to find out a suitable strategy to help Boots apply its strategic changes successfully. Among different change models in this report 3 of the most popular change management models have been analysed such as Lewin's change management model, The McKinsey 7-S model and the ADKAR change management model. These change management models have been applied in the second part of this report while the first part will evaluate the need for changes and other requirements to implement the changes. Finally, this report will propose an implementation plan which will show step-by-step activities to ensure proper change management in the organisation.

Critical evaluation of change management process and identification of strategic change option

Overview of the company

Boots is a British health and beauty business that was established in 1849. With over 2,400 locations and a robust online presence, it is one of the biggest pharmaceutical companies in the United Kingdom. Boots is a pharmacy chain that sells both prescription and over-the-counter drugs as well as health and beauty aids like makeup and skincare products and also toiletries (Boots, 2023). They also offer a variety of in-store services, such as hearing and beauty counselling sessions, hearing tests and vaccinations. It also features an optometrist and audiologist, both of whom work out of retail locations and independently. In addition to brick-and-mortar stores, Boots also runs an e-commerce website and a customer loyalty programme known as the Boots Advantage Card.

Boots has a long history of dealing with organisational changes. Most of those are related to the strategic alliance with other companies. Those strategic alliances have put a significant impact on the operational activities of Boots. Boots and Alliance Unichem merged in the year 2006 (Boots, 2023). Because of the merger, Boots was able to extend its operations into Europe as well as other markets, which was regarded as a significant change for the company. Walgreens, a large drugstore chain in the United States, completed the acquisition of Alliance Boots in 2014. In 2018, Boots revealed an extensive restructuring plan, resulting in the closure of 200 stores in the UK. The company has also disclosed that it intends to eliminate 3,000 jobs as part of its initiative to reduce costs and improve efficiency (Boots, 2023). Boots underwent a significant shift in their strategic plan as a result. This organisation is also investigating additional strategic avenues for the foreseeable future. In addition, the organisation is working on reorganising its stores and product lines, as well as making progress on the automation process. As a further concern regarding its strategic and operational changes, it is going to increase its presence in the international marketplace.

Evaluating the external factors that drive changes in Boots by applying PESTEL analysis

To sustain their growth and secure their success, businesses often experience organisational change. Change may facilitate the effective acceptance and application of new procedures inside an organisation, which can boost its efficiency. The process of change can be of great assistance to businesses in maintaining their relevance within industries that are also prone to frequent change (Cowan, 2012). The process of change can promote the emergence of new advantages. These might include new markets, distinct target populations and cooperation with other firms. Sometimes organisations are involved in changes because of very big events in external factors. COVID-19 was such an event that has put pressure on various organisations to ensure changes. Boots is such an organisation which has proposed to go through various changes because of the post-covid impact on the external business environment. A PESTEL analysis can help to identify various factors that drive Boots in involve in change for strategic and operational activities,

Political factors: Change is often imposed on organisations as a result of constraints imposed by governments. This might be something as simple as an adjustment to the minimum pay for workers, or it can be anything as complicated as the laws and limits that govern fair competition in the corporate world (Davidson, 2016). In the case of Boots, any rapid changes in the regulation that the government imposes on the healthcare industry might compel the organisation to change.

Economic factors: Changes in the state of the economy can have a significant influence on organisations. Consumer spending might fall as a result of an economic crisis or downturn, which could compel a firm to reorganise its operations or cut its workforce (Verenkotte et al., 2015). The United Kingdom is now experiencing an economic crisis, which may cause Boots to scale down its activities. This is because the purchasing power of individuals has decreased as a result of rising inflation rates and a rise in the cost of living.

Social factors: Changing societal trends have the potential to put organisations under pressure to transform. Paper containers are gradually replacing Styrofoam containers as a result of a trend towards increased environmental consciousness among consumers. This tendency has been a

driving force behind the transition in numerous corporate industries. Pharmaceutical and cosmetics companies have modified their product formulations to remove phosphorous and other potentially harmful substances from their goods to protect the customer's health. To fulfil the requirements of its customers, Boots has begun to utilise a wider variety of natural ingredients in the production of its goods.

Technological factors: The charging rate of technology advancement might push companies to change to maintain their level of competitiveness (Czichos, 2014). The growth of e-commerce has caused conventional brick-and-mortar shops to face competition and, as a result, many of these businesses have begun investing in online sales channels. Because of the advances in technology, Boots is concentrating more of its efforts on expanding its business that is conducted online rather than expanding its physical storefronts.

Environmental factors: The changing concern regarding environmental safety has pushed so many organisations to change their current operational activities and to make sustainability measurements properly. Boots is also trying to become a sustainable organisation because of the impact of environment-related factors.

Legal factors: Changes in rules and regulations may have a big influence on firms, especially those that operate in tightly regulated areas such as healthcare like Boots, which is an example of a company that operates in this industry. Since the majority of Boots' goods have a direct influence on people's health, the company is being forced to make adjustments to the ingredients and manufacturing methods of those items to comply with new regulatory requirements.

The leadership style of Boots to manage change

Whether it is a major corporate entity, a small company, a megaproject, or another collective activity, having effective leadership is one of the most important factors that contribute to an organisation's overall success. People in an organisation are more likely to react favourably when they believe that their leadership is credible and respected. When it comes to the transition of an

organisation, the role of its leaders is of the utmost importance. Changes in an organisational process can give rise to uncertainty, irritation, and anxiety about the future of one's work (Elearn, 2016). These worries are most often brought on by a lack of comprehension of the factors driving the change and the intended end state. Because of their superior communication and management abilities, the leaders of the organisation can minimise issues brought on by organisational shifts. Because of this, using a variety of leadership styles may be of great assistance when it comes to effectively managing changes within an organisation. As applied to the context of Boots, the efficient implementation of change management calls for a mix of two distinct leadership styles. The transformative leadership style and the participatory leadership style are the names of these two types of leadership.

The transformational leadership style emphasizes encouraging and energising staff members to collaborate on the accomplishment of a shared objective (Daft & Lane, 2015). Leaders who bring about transformation share their crystal-clear vision for the change with their staff and encourage them to take ownership of the process. In addition to this, they provide staff assistance and direction to guarantee that they have the resources required to accomplish the results they seek. Boots employs not just the transformational leadership style but also the participatory leadership style when it comes to putting changes into effect inside the organisation. A participative leadership style is collaborating with colleagues to jointly recognise and resolve issues. The leaders that advocate for a type of leadership known as participatory leadership get their staff involved in the decision-making process, and they also promote open communication and teamwork. In addition to this, they provide assistance and resources to staff to guarantee that the changes can be properly implemented (Daft & Lane, 2015). So the leader's activities of sharing vision, and good communication skills encourage employees to involve in changing processes which ultimately brings good outputs for Boots.

The impact on culture due to change in the organisation

The introduction of new policies and procedures has the potential to have a substantial influence on the organisational culture at Boots. Boots intends to modify the structure of its stores by implementing several organisational adjustments. Boots plans to eliminate its 24 large beauty

halls and replace them with trending zones and discovery spaces for its clients (Boots UK, 2023). This move is part of the company's larger transformation strategy. It also wants to stop lots of physical stores as well which will put an impact on Boots' culture on customers is always important. With the reduction in the number of physical stores, customers may find out more difficulty in shopping directly from Boots which may hurt the corporate culture of the organisation. With the change in the organisation's operation process, Boots wants to make the organisation work more automated Which will put a positive impact on the culture of innovation of Boots. Implementation of changes in Boots can also affect the adaptability of this organisation. The employees of the organisation are well known for their adaptive behaviour and responses to change which will help this organisation to grab any type of change effectively and efficiently. All the leaders of Boots practice open communication with the employees and subordinates so this culture will also help in the implementation process of change (Boots UK, 2023). A very crucial strategic change in the context of Boots will happen regarding its expansion in the international market. So this will also impact the organisation's culture because when they reach more international market place they have to use more cultural diversification to get more customers for them and also to keep a good harmonious situation in the organisation.

The area is where Boots can do better in the change management process

Change management requires combined work from various parts of the organisation. With the help of various parts and processes of the organisation along with the human resources change management can become successful (Heinbokel & Schleidt, 2015). In the context of Boots, the following areas can be improved in terms of better implementation of changes in the organisation.

First, good communication with workers, especially during times of major change, is essential for a successful transition. Boots should have done a better job of this. Employees are more likely to feel informed and involved in their work when they are provided with frequent updates as well as chances for feedback and queries (Lievers & Lubberding, 2015). Boots can strengthen its change management processes by participating in this process and using the concept of easy

communication at every level of the organisation. It is possible to foster a sense of buy-in and ownership among workers by including them in the process of change, and Boots may have been able to do more to include employees in the planning and execution of improvements. This might involve asking employees for their thoughts and feedback, offering them chances for training and growth, and recognising and rewarding employees for their contributions to the process of change.

The organisation can practise a style of leadership known as participatory leadership in the organisation. This style will assist the company in engaging their employees in the change management process in an appropriate manner, which is necessary for increasing the level of employee involvement in the process of change. Boots can use any recognised model of change management throughout the whole organisation to manage changes in the organisation properly. There are different types of change management models which are provided by the academicians which can be used by the management of this company to properly implement changes in the organisation (Labenski, 2011). Along with that Boots must have to evaluate the participation of the employees in the change management process regularly to find out whether the whole process is going on smoothly or not it will also help this component to implement changes in a better way.

The suitable area of change in Boots to match the national and international business environment

Boots is one of the largest retailers in the context of the UK which is involved in the healthcare business. It is also operating in some foreign countries. So as an international organisation, it has to think about both national and international business environments in the context of bringing any changes in the organisation. The suitable area of changes for Boots can be the following to match with the national and international business environment,

Business automation: In this area of automation and artificial intelligence Boots should use automation technology for manufacturing and selling purposes. So the current operation and

activities of this organisation should have to be automated within a few next year's so that this organisation can compete with the changing nature of the industry.

New store format: Boots is also determined to bring changes in the Store format. So it will close down those shops which are not profitable at all (Boots UK, 2023). Rather than that it will provide some extra facilities, especially in its shops where this organisation is providing beauty solutions to the customers.

Customer care and relationship management: Boots is determined to bring changes in the customer care process and relationship management. In terms of providing customer care, this organisation wants to take help from AI technology so that it can provide help to customers on a 24/7 basis. Moreover, this organisation will also use different types of modern software to maintain customer relationship-related activities.

Sustainable operations: Finally Boots must have to ensure that their business operation maintains the rules and regulations of sustainable operation. This concept is highly popular among all other large organisations and in the context of national and international marketplace Boots also have to provide importance on developing sustainable business operation.

Evaluation of change management model

Critical evaluation of 3 change management model

There are different types of change management models which can be used by organisations to bring changes in their operations and strategic activities. To find a suitable change management model for an organisation to bring about the long-term operation and strategic changes that particular organisation needs to evaluate different factors, such as its communication system, corporate culture, employees' attitude towards change etc (Pugh & Mayle, 2019). Among different types of change management models which are used by organisations around the world here three most popular change management model is going to evaluate below,

Lewin's change management model: Kurt Lewin, a German-American social psychologist from the early 20th century, was a pioneer in the field of change management. He has recommended a three-stage approach to lead change. Lewin hypothesised that an individual's reaction to a proposed change is a consequence of the collective's reaction to the same change. Unfreeze, change, and refreeze are all ways to characterise the three-stage model of transformation. The first step of transition is unfreezing, which is also one of the most crucial phases in the whole process of change management (Cummings et al., 2020). It entails encouraging individuals to leave their current stability and adapt to a new environment, so increasing both their preparedness and their desire to make the transition is crucial. Training workers on the need for change and boosting their enthusiasm for adopting the new procedures is a crucial part of this process. At this point, people's support and participation in the change process are crucial, and here is where good communication requires from top to bottom of the company.

The second phase, "changing," is concerned with the actual process of bringing about the desired transformation. For instance, implementing a well-planned change process inside an organisation may not always lead to the desired outcomes. Hence, management must set up several change choices, including both the deliberate change process and the learn-by-doing approach. At this point, upper-level management must keep the lines of communication open in hopes of gaining control over their team members (Cummings et al., 2020). At this point, it's crucial to have strong leadership alongside the evaluation process of change-related activities. Finally, in refreezing, humans make the transfer from the unstable transition state to the more steady equilibrium state. Leaders should play a pivotal role here as well, demonstrating why the change was essential to the company and how it would improve workers' lives. At this step, any problems that have arisen during the process may be addressed one by one to ensure the organization's long-term viability.

The McKinsey 7-S model: The McKinsey 7-S Model is an organisational structure-based transformation framework. Its purpose is to illustrate how change leaders may steer organisational transformation by focusing on the interplay of seven essential factors: structure, strategy, system, shared values, skill and style (Pettigrew, 2014). As the model acknowledges all seven of these factors and considers them to be interconnected, it is difficult to achieve

considerable success in one area without also making progress in other areas. So, the company has to make sure that these factors are consistent and well-supported by the individuals who are working in this process. By using the model, businesses may identify where they need improvement and what must be altered to reach their goals. Again, the model may assist improve internal communication and cooperation by giving teams a basic terminology and framework for discussing the organization's structure and processes. This concept is thus commonly utilised as a means of managing changes in the organisation.

ADKAR change management model: ADKAR stands for the five outcomes—awareness, desire, knowledge, ability and reinforcement—that a person or an organisation must have for a making change to be effective. The basic idea behind this effective framework is that to effect change at the organisational level, individual behaviour must also change. When people in an organisation don't see the value in the change or know how to implement it, the results may be disastrous (Lauer, 2020). They only recognise the fact that something is changing. However, many leaders lack the skills necessary to successfully engage their teams throughout the change process and overcome any opposition they encounter. The ADKAR Model helps leaders and employees deal with these difficulties by providing them with the knowledge, motivation, and skills they need to adapt to organisational change. The ADKAR Model helps leaders and change management teams concentrate on what will drive individual change and, in turn, produce organisational results by identifying the objectives and consequences of effective change.

Suitable change management model for Boots

Boots UK is a large retail company operating in the United Kingdom. The industry in which Boots UK is operating its activities is highly competitive. It is such an industry where organisations must have to go through various changes to become relevant and also to become successful in this industry. As a result of that to implement any strategic change in the organisation Boots UK have to do their activities more smoothly and effectively. It is very necessary to have a structured change management strategy in a company of this magnitude to be able to successfully manage change. The ADKAR model is one of the change management models that has seen widespread adoption. Boots UK can use this model to bring changes to the organisation. The ADKAR model places a primary emphasis on individual or organisational

transformation, which is an element that must be present for any planned change to be successful (Elearn, 2016). The chance of an organisation successfully adopting a change may be increased if the organisation takes the time to recognise and respond to the wants and concerns of its members. It will be helpful for Boots to concentrate on single operational improvements, and it may also be helpful for this organisation to concentrate on one operating or strategic change at a single moment. It has the potential to provide better results while reducing the number of mistakes produced. The ADKAR model offers a systematic approach to change management, which makes it simpler to plan and carry out projects that include bringing about change (Elearn, 2016). Boots will be provided with a clear roadmap of the tasks that need to be followed to promote transformation by using the model. In addition to this, the model may be modified to fit the requirements of the company. The model is easily modifiable so that it may cater to the distinct requirements, objectives, and values of individual organisations. As a result, an adaptive organisation such as Boots is capable of effectively implementing the ADKAR model.

Proposal and implementation of change strategy

Change management plan

Change management within an organisation required very structural planning from the higher level of management as well as full and dedicated support from the subordinates to ensure strategic or operational change for the particular organisation. Among various alternatives, Boots wants to make most of its operations automated in both its national and international marketplace. Below a detail change management plan is given,

Identification of the needs for change: The first thing to do is acknowledge that something needs to change. This could be prompted by external forces like changes in demand or the intensity of competition, or it might be the result of internal ones like improvements in efficiency, morale, or response to customers' needs (Elearn, 2016). The relevance of automation in management and the workplace has been highlighted by Boots' examination of external variables. So that's what we'll be concentrating on with our change management strategy.

Developing a team: Next, a team should be put together to handle the transition. Executives from all levels of management, not just the top, should be represented on this team. As everyone

in the organisation must join in the change for it to happen, Boots must pay more attention to team composition when making hires. As a result, it is crucial to have team members of varying levels who can contribute their unique sets of knowledge and experience.

Establish proper communication media: Communication is one of the most challenging elements for effectively conducting a change programme since it requires an interchange of ideas and emotions with individuals in an organisation via a variety of channels (Verenkotte et al., 2015). It's one of the most difficult problems any company will ever encounter when introducing a new policy or procedure. Boots must choose the most effective means of spreading the word about the impending changes across the whole company.

Communicate the change strategy: After developing a proper communication medium then the next important task for the change management team is to communicate the change strategies to all the levels of the organisation clearly so that the subordinate workers can find out clear instructions about the changes.

Build support with the subordinates: The change management team should work to build support for the change among employees and other stakeholders. This could include developing training programs, providing opportunities for feedback and engagement, and recognising and rewarding those who support the change.

Implement the change: This is another crucial stage of the whole change management plan. In this stage after accumulating all the resources and with the help of all the human resources of the organisation backed with the capital, Boots will implement the changes in the organisation by installing advanced technology and devices to automate the whole process.

Evaluation of the change: This is the final stage of implementation of a change management process in the organisation. In this stage, the upper-level management will evaluate the whole change management process to find out any type of problems or issues and can take corrective action.

The required leadership style to implement change in the organisation

The change management process within a particular organisation cannot be successful without the help of proper leadership guidance and strategies. The leader is the person who makes it clear to his subordinates about the needs and wants of the change and also he can guide them properly to achieve the work plan to implement a change properly in the organisation so the leaders must have to work in proper style (Daft & Lane, 2015). In the context of Boots, the management of this company wants to ensure automation in all its operations and managerial process which will help this organisation to provide faster customer service. To do that proper leadership is highly required. Traditionally it is a corporate culture of Boots that this organisation has maintained a participatory leadership style in the organisation. This leadership style can help them a lot in terms of implementing a major change in the organisation.

It is well known that to make a change management process successful all the employees of an organisation must have to work at their full capacity and interest so that the organisation can become successful with the new strategic or operational changes. So the participation of every employee and management from all the labels of the organisation is crucial. Under the leaders of the participatory leadership style, all the employees can have their role in the planning process of change management through their immediate level of management (Pettigrew, 2014). It can make them feel valued in the organisation which will support them a lot to become highly motivated to achieve the objectives of the change management. And when all the parties contribute towards the achievement of the objective of change management it will be easy for the organisation to become successful with its change management plan.

The step-by-step strategy of change management

As Boots will use the ADKAR change management model to bring changes in the organisation, it will follow the below step-by-step model.

Awareness: The first step is to build awareness of the need for change in the organisation. The high-level management of Boots based on their market research has found out that the importance of automation in the organisation regarding operation and management activities is very high. To make the whole organisational process automated, at first, the higher management

must have to create awareness of this issue among the subordinates. Explaining the need for the change, its advantages and the costs of ignoring it is part of this process. Methods such as hall meetings, emails and other forms of mass communication may be used for this purpose.

Desire: The next phase is to create a willingness among workers to join in and support the change. The best way to do this is to have workers actively participate in the transition, listen to their concerns, and provide constructive criticism, while also rewarding and praising those who help push the process along (Pugh & Mayle, 2019). In the context of Boots, its leadership practice can help a lot to make the employees desire to change. Again to create desire about the change Boots can motivate them in various ways by providing financial or non-financial benefits. The more interested employees that can be made by Boots to bring changes the more it will become successful.

Knowledge: After staff members are made aware of the change and have shown interest in taking part, they must be given information on making the transition. This requires the establishment of defined policies and processes, as well as training and development programmes. Along with the training and development of the employees, Boots must manage investment to install advanced technology and devices which will support automation in the workplace. Moreover, employees must have to provide technical knowledge regularly so that they can cope with the changes.

Ability: Workers also require practical skills to put the change into practice. This entails doing away with any resistance to the change, giving staff consistent encouragement and feedback, and giving them the power and resources they need to implement the change. To make the employees able to participate in the change management process the organisation should provide them with sufficient training (Cowan, 2012). Along with that proper communication media should be established so that the employees can support each other to sort out any type of problems in the process of change. Moreover, to increase their ability Boots should have to provide them with flexible working conditions and should also provide them with financial and non-financial benefits.

Reinforcement: Finally, people who have been instrumental in bringing about the change should be encouraged via continued communication, acknowledgement, and prizes to keep the

momentum continuing. This reinforces the change as part of the company's culture. Boots should have to recognise the contribution of the employees in the change management process and they should provide them rewards for helping the organisation to bring the change properly and effectively. It will help the employees to become interested in working for any future change related to the activities of the organisation.

Impact of change implementation on Boots

Boots wants to implement automation in its operational process to make sure that the organisation is successfully coping with the changing nature of the industry. After implementing this change, this organisation will get lots of benefits from it along with those it may face some drawbacks as well. The possible drawback of implementing automation in the managerial process of this organisation will surely reduce the number of employees who are currently working in this organisation. It will be the only disadvantage of this change which can hurt the human resources of the organisation. But with the implementation of this change Boots can get lots of advantages such as it can bring more efficiency to the work. Using automation to do routine activities may save money on manpower and ensure precision, minimising the need for corrections. Tasks can be accomplished more quickly and effectively using automation since it may be set to run continuously. With the use of automation, businesses may outperform rivals by delivering superior services or goods at reduced costs.

Conclusion and recommendations

In summary, change management is a very crucial thing for an organisation because, with the activities of change management, an organisation can implement change as per its requirements. There are various factors which can drive an organisation towards changes. Those factors are mostly related to the external factors of the business organisations. Most of the time to cope with the changing nature of the world business organisations should be involved in change. This report has shown the driving factors and needs for change in Boots UK which is a multinational healthcare retailer. This report has shown the detailed necessities of an organisation to ensure a change at the operational and strategic level. This report has shown the required leadership styles and also the other motivators of changes in the organisation. It has analysed the impact of change in the organisation over the organisational culture. This report has shown an analysis of three different change management models as well and found out the best model for Boots. So from this analysis, it can be said that an organisation can successfully implement changes in the organisation when the management always looks for new opportunities and wants to cope with the changes properly at the right time. For this purpose, a proper change management policy can be used to ensure planned activities and success.

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