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Implementing Change into an Organisation

Definition

A Process made up of "social science disciplines and traditions" without precise boundaries (Burnes, 2004).

Controlled and rigid process (Reissner, 2014).

Structured approach for smooth/effective implementation (MindTools, 2019).

There are various interpretations of Change Management. Burnes (2004) describes change as a process made up of "social science disciplines and traditions" without precise boundaries. Whereas Reissner (2014) defines it as a controlled and rigid process. However, MindTools (2019) claims change management adopts a structured approach for smooth and effective implementation; focusing on how factors, such as people, deal with change. Change management is moving from a current state to a future state to align with organisational strategy, and when managed properly, leads to success; resulting in a "strong link between organisational change, performance and strategy" (Rees and Hall, 2013).

When successful, the HR function has an important role, being involved throughout the process; implementing mechanisms and maintaining trust and communication (Wilkinson and Taylor, 2016).

HR contributes to change in various ways. The controllable contributions require, involvement from the initial stage, advising and coaching leaders, assessing and managing change and evaluate and report on the impact of change e.g absence levels and grievances.

However, there are ways that HR professionals can contribute to the uncontrollable in order to build and maintain trusting relationships. It's difficult to predict the reactions to change as everyone's personality, experiences and whether the change affects them directly or not differs (Wilkinson and Taylor, 2016). HR can support change despite the uncertainty by understanding how change affects employees, planning for change, encouraging positive culture, strong communication and managing conflict.

Triggers for change:

Figure 1.1
Global market demands
Economic decline and difficult trading conditions
Complication in strategy
Technological changes
Competitive and customer pressures
Demand to develop knowledge on organisational behaviours and skills
Government legislations and initiatives

Behind strategic change is usually a strategic plan or mission statement (Rees and Hall, 2013). However, there is often triggers for organisational change (CIPD, 2018a) which can be seen in Figure 1.1.

Figure 1.1
Global market demands
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External Drivers

PESTLE – a tool used to establish external factors (CIPD, 2019b).

External drivers affecting change:

1. Implementation of new legislation/laws
2. Customers/stakeholders
3. Technological devices

PESTLE analysis tool determines external drivers. The PESTLE framework; "Political, Economic, Sociological, Technological, Legal and Environmental"; analyses external influential factors on the organisation (CIPD, 2018b).

An external drivers for change is the implementation legislatives/laws. An external driver in Wales is the introduction of the Welsh Language Standards (2018). The implementation of the legally binding requirements applied to Welsh Government in 2016, meant that the Welsh Language must not be treated less favourably than the English language; requiring organisations to provide a Welsh language service.

This resulted in increased demand of translation services, developing the Welsh Language skills of current employees and job vacancies with Welsh Language skills as essential/desirable. Coleg Ceredigion (CC) now has an effective Translation service to support employees and the increase demand (Coleg Ceredigion, 2019a)

Another external driver is customers/stakeholders. CC's stakeholders are the students; and increase in student numbers leads to increase in the workload and academic staff numbers. The Telegraph (2018) article suggests this problem affects education sectors in England also. However, a drop-in student numbers could lead to

courses cancelling and decrease in staff. To overcome the fluctuating numbers, CC often employ staff on a temporary part-time basis. (Coleg Ceredigion, 2019)

A third external driver is the increase in technological devices. According to Forbes (2018) around 40% of the population use social media to follow their favourite brands. Social networking platforms have become essential when advertising job vacancies and skills e.g. LinkedIn, Facebook and Twitter (The Guardian, 2017). To keep up with the demand of social media, organisations must be more creative in how they advertise their company. CC are more present on platforms such as Facebook, Twitter and recently Instagram; to advertise courses, activities, performances and job vacancies. Currently 3,758 people follow CC on Facebook which is a growing number (2019c). As technological advances develop, CC will need to plan for change to maintain relevance.

Internal Drivers

Internal drivers are results of management decisions (Rees and Hall, 2013).

Internal rivers which can affect change:

1. Organisational re-structure
2. Development of policies and procedures
3. Merge of organizations

Pettigrew and Whipp (1993) 5 factors of successfully managing change
1. Environmental Assessment
2. Leading Change
3. Linking Strategic and Operational Change
4. Considering HR as Assets
5. Liabilities and Coherence

Rees and Hall (2013) claim external drivers are often uncontrollable , whereas internal factors are usually due to management decisions to achieve performance outcomes.
Examples of internal factors include, redesign of job profiles, merged organisations, change of location and new technology systems.

Re-structuring an organisation is an internal driver for change. CC recently undertook a redundancy process to enable a re-structure to happen (Coleg Ceredigion, 2019d). 19 staff took redundancy and a management level was removed from the organisational structure. This change affected the college and the culture is still trying to settle and adjust.

A second internal driver for change is development of policies and procedures. At CC, sickness absence levels were increasing; recognised by the HR department and managers as a factor that needed changing. This resulted in a new reporting of absences procedure, absence management policy and sickness recording system; developed to work alongside the policy and procedure (Coleg Ceredigion, 2019e).

Another driver is the requirement to merge organisations; something CC has

experience. During 2017, CC and Coleg Sir Gar merged organisations (Coleg Ceredigion, 2019) This was a huge change for employees; employee numbers grew and new technology and systems were installed including video conferencing to maintain regular face to face contact.

Hindering Change

1. Poor communication
2. No trust/certainty
3. Ineffective leadership
4. Disengaged Culture
5. Negative Union presence

Factors that hinder change include lack of communication, trust and uncertainty, ineffective leadership, disengaged culture and a negative presence of Union or employee representative groups. These factors can lead to resistance to change (CIPD, 2018).

Poor project management and communication can result in the lack of training to develop staff performance and desired outcomes may not be met. Bad planning can lead to employees feeling hesitant about change and doesn't result in a change ready culture moving forward (CIPD, 2018).

Enabling Change

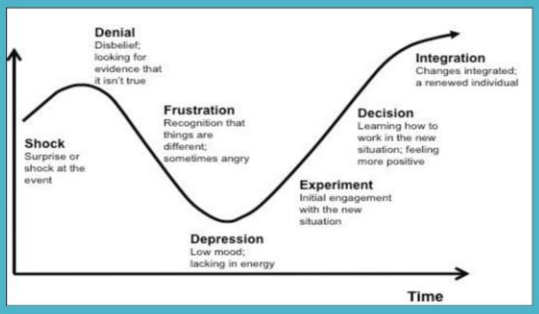
1. Frequent communication
2. Resources e.g. training and development
3. Positive union influence
4. Trusting culture

Factors that enable change are, frequent communication, resources such as training and development, positive union influence and a trusting culture.

Having unions onboard positively influences employees to be less resistant. Frequent and honest communication leads to a trusting culture as employees feel involved and important throughout the process; emphasising employee voice (CIPD, 2018).

Model of Change – Kubler-Ross

The Kubler-Ross (1969) Change Curve demonstrates different emotions experienced during change.



Many models are associated with change management. The Kubler Ross (1969) Change Curve visually demonstrates various emotions experienced during change. This is a framework for communication strategies and design and implementation; reminding managers what to anticipate during change. Managers can use the model to show individuals what stage they are at and their progression along the curve. The model supports change management processes by allowing management to understand and identify how employees are coping with change.

Model of Change – DREC

DREC is an adaptation of the Kubler-Ross Change Curve (1969); standing for:

Denial
Resistance
Exploration
Commitment

Another change model is DREC, (Denial, Resistance, Exploration and Commitment). At the denial stage, individuals often refuse change by putting up a defence. The resistance stage is where individuals will start accepting the change although still reluctant. Exploration is where individuals are accepting and understanding of the upcoming change. Finally, commitment is when individuals are fully committed to the change (Kew and Stredwick, 2013).

Change models support Managers to use their knowledge and expertise when providing information to individuals which helps the acceleration and success of the change (Mindtools, 2019a)

Positive Working Relationships

Workers with good relationships are engaged and satisfied (MindTools, 2019b)

Trust + Respect + Communication = Good Relationship

Positive working relationships benefits organisational change as there's higher levels of engagement and positive attitudes.

According to Gallup Organisation, workers who have good friends in the workplace are better engaged and satisfied (MindTools, 2019b).

A good relationship consists of trust, respect and good communication, levels of engagement and positive attitudes; all benefiting organisational change. Good working relationships are built with employees, managers, stakeholders and customers. To build positive relationships, you require good people skills, awareness of relationship needs, and focus on emotional intelligence, acting positive and appreciative whilst listening attentively (MindTools, 2019b).

As stated by Wilkson and Taylor (2016) organisational culture influences how change is accepted. Change is a constant occurrence, and organisations must have agile processes to be sustainable.

HR promotes a change ready culture and according to LinkedIn (2017) there are 5 ways to do so. Firstly, devise a structured plan for change and continue with it until after the change has happened. Secondly, ensure two-way communications; listening to question and feedback from employees, explain to the workforce why the change is necessary, explaining the benefits alongside the vision and change story will help answer questions.

Resistance and negativity are normal during change. However, awareness and

planning effectively will help manage resistance. Identify what the preventative barriers are and removing them is key. Show employees that you are listening and involve them with the processes. Once the change is implemented successfully, managers should acknowledge and reward employees for their contribution. Finally, create and maintain a change-ready culture by reviewing the process, maintaining two-way communication, change champions and benefit processes (LinkedIn, 2017).

Communication Types

Methods of ensuring appropriate communications are seen in Figure 1.3 (Wilkinson and Taylor, 2016).

Figure 1.3
Top-down channels – Senior management speak directly to employees informing them of any change and information. Regular official information is usually publicised on the staff intranet and during team meetings.
Bottom-up channels - this encourages employee participation and collective consultation
Two-way discussion – sit down discussions between employee and line managers with/without HR to discuss concerns and change initiatives.
Tailored Communication – it is important to understand that individuals/groups/stakeholders require communication differently to one another. Tailoring communication will ensure everyone understands thoroughly.
Listening – listening effectively to employees is just as important as giving information as this allows questions, opinions and concerns to be spoken.

During change processes, identifying communication and ensuring it's applied throughout is important in preventing confusion and resistance from employees. The responsibility of ensuring effective and appropriate communication lies with HR and management. There are numerous methods of ensuring appropriate communication which are seen in Figure 1.3. (Wilkinson and Taylor, 2016).

To maintain positive working relationships, management must explain the justification for change, recognise the individual and departmental implications, prepare for and accept resistance, frequent reassurance with, appointing change champions, overcoming differences quickly and ensuring a 2-way open dialogue with stakeholders and unions.

Management must consider the depth and amount of information required, how to communicate to staff and stakeholders and how often. Developing a communication plan and strategy assists with this (SHRM, 2018). Using a communications roadmap will help decide what support stakeholders require, such as advice and support, training and development, coaching and mentoring and counselling. It's also important to adapt the style of delivery to stakeholders and assess the best way of providing information e.g. through face to face communication or modern technology.

To use technology to communicate, ensure social media platforms are tailored, the

display is positive and meaningful and staff intranets are used to celebrate success. It's important to be aware of the growing use of social communication platforms. Around 38% of employees use social tools to communicate (McKinsey, 2017).

Remembering the 5-generation workforce is key; communication varies depending on age and generation. Ensure communication is open, inclusive, trustworthy and maintain respect for each generation (WFM, 2019).

HRZone (2019) abide by the 4 E's to ensure successful change management and positive working relationships; Educate, Engage, Empower and Enable. Employees must be provided with information to understand the reason for change. Engage employees in a 2-way dialogue regarding the change with a Q&A. Empower individuals by involving them with the change; and enabling them with skills and training to include them in the change.

Designing Change

Designing, Enacting and Sustaining are 3 phases of change management (SHRM, 2019).

HR provide information to enable an assessment on the current state. This allows the designing of future change to happen.

The 3 phases of change management are designing, enacting and sustaining (SHRM, 2019). When designing change, an assessment on the current state must be conducted with HR's contribution. This allows the change to begin whilst considering when the change will be implemented and identify any training and development needs. During the designing phases, goals must be realistic and flexible in order to successfully undertake the change.

Enacting Change

- Change teams must include expertise
- Change champions
- Identify and engage with stakeholders
- Consider all areas of change
- Best practice skills

Techniques used in enacting change are, devising a change team of expertise, having change champions from all levels in particularly senior management as employees look at them as role models, identify stakeholders and engage with throughout the process, show consideration of all areas/departments as well as using best practice techniques such as acknowledging and celebrating milestones (SHRM, 2019)

Sustaining Change

- Monitor progression
- Reinforce the pre-change story
- Embed objectives and behaviors

To sustain change, management must monitor the progression through the impact on stakeholders, reinforcing the pre-change story to remind employees why the change was implemented and the importance of change, continuing to embed the overall goals into the behaviours of employees and incorporating development and recruitment programmes and succession plans to maintain the drive.

There are many models which support management with the 3 factors of change management. The model supporting the designing phase is Burke-Litwin Change Drivers, Enacting stage can be supported by Kubler-Ross and/or Kotter's model and sustaining can be supported with the Prosci ADKAR.

Change Plan

1. Vision and objectives of change
2. Activities
3. Acknowledging current and future states
4. Timings and milestones
5. Manage budgets and timings
6. Monitor/measure success

A change management plan is several steps used by a change management team when implementing change in order to meet the required outcomes (Prosci, 2019).

A change plan begins with visions and objectives of change, and considering the scope of activities which help reach objectives. Acknowledging stakeholders at the current and future state of change will identify the required communication and support strategies. Setting timings and milestones is best practice during project management which can be supported using Gantt Charts (MindTools, 2019). The management plan ensures that resources such as money, time, equipment etc are recognised throughout. Finally, monitoring activities and measuring success is important as this allows the change group to make any recommendations for future change implementations and acknowledge the success.

Change Management Plan

A change management plan consists of multiple steps (Prosci, 2019).

Action	Who	When	Measurement
Introduction: background of change			
Aims and Objectives of change			
Rationale for the change			
Stakeholder Analysis			
Roles: project manager etc			
Communications strategy			
Support and Resources offered			
Monitoring/Success Measures			

A change management plan is several steps used by a change management team when implementing change in order to meet the required outcomes (Prosci, 2019). The example change plan above is devised from information provided by GLA (2019).

Best Practice

Action checklists contain factors of best practice as seen in Figure 1.4.

Figure 1.4
Define the objectives
Appoint a project manager
Establish the terms of reference
Select the makeup of the team
Determine activities
Plan for quality
Plan costs
Plan a schedule
Monitor the progress
Deliver the output
Evaluate the project

Project management is the process of completing a project within the set time and constraints. Projects are deemed successful if targets and objectives are met and the intended task is completed (CMI, 2014).

Factors within an action checklist as seen in Figure 1.4 are combinations of best practices and approaches to project management.

Defining objectives is crucial in project management; aims, desired outcomes, dates and budget for completion should all be agreed by the change group. An agreement from the start provides positive grounding for the change process. Appoint a project manager who can motivate employees, communicate the project, designate tasks, increase trust and productivity, monitor budgets and resolve potential difficulties.

Establish terms of reference for the project; clarifying any risks and contingency plans. The project team should include people with the best expertise for the task; HR can check training and development records to assist with this. Once aims are established, the team must consider how to complete the task. The use of a Gantt Chart (MindTools, 2019) will help the team with a timescale.

Planning for quality avoids risks later in the project; planning and assuring quality at every phase lead to a high-quality outcome. CMI (2014) recommend the formula: **"Establish standards > Monitor performance > Take corrective action"**

Planning costs for staff wages, overheads, resources and supplies require good budgeting skills. Monitoring all aspects of a project e.g. quality and costs are important to the progression of the project and informing stakeholders at every stage.

The penultimate stage before completing a project is ensuring the project outcome is acceptable. Finally, evaluating the project will measure the success and effectiveness of the process and provides recommendations for future projects.

Monitoring Change

Qualitative and Quantitative approaches (HCC, 2019).

Qualitative approaches – surveys and interviews

Quantitative approaches – HR data, sickness and turnover rates

Techniques to monitor change involve qualitative and quantitative approaches (HCC, 2019). Qualitative approaches such as surveys and interviews are effective in gaining understanding of employee and stakeholder opinions surrounding the change. Surveys are a quicker and cheaper way of gathering information as employees can participate in their own time. However, participants may not provide adequate or in-depth responses which make analysing and monitoring change challenging (Bryman and Bell, 2015). Interviews take longer as they require skill and consideration when devising questions and conducting interview s(Horn, 2012). However, interviews provide significant detail as the participant can elaborate their questions.

Quantitative approaches contain figures which can be analysed such as HR data like sickness and turnover rates (Bryman and Bell, 2015). Anderson (2013) claims quantitative data identifies the extent of success or unsuccessfulness but cannot identify why.

Using quantitative approaches to asses change provides an understanding of staff contribution, commitment and motivation. If sickness absences rates increased during the change process, HR and management are provided with an area to research in order to resolve the issue and prevent a similar problem when change occurs again (Taylor and Woodmans, 2016).

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