

Internal and External change agent in Organizational change Management

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**Internal and External change
agent in Organizational change
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1. Introduction

According to what is said by Aslam (2010), when an organisation finds a disparity between the existing state and the anticipated future state, and then decides to rectify it, the company will be confronted with the following decision during the implementation of organisational change: Who exactly ought to be in charge of carrying out this responsibility? When faced with a decision-making challenge, businesses will typically select either an internal or an external agent of change as their preferred course of action. Individuals that work either inside or outside of an organisation are referred to as "change agents," and the phrase "change agent" refers to individuals who have technical, professional and seeking expertise in the field of consulting . Assistance in the management of a change project (Beckhard, 1969, p. 101).

United Kingdom Post Office (UKPO), provides courier and postal services. The company must fix its operational and customer service issues to survive. The research will assist the Post Office pick a change agent and identify stakeholders for internal and external consultants. Power and politics effect the UKPO's internal and external change agent's success.

In an interview, employee Paulina Andone described the company's struggles with remuneration, mail volume, and digitalization. The findings demonstrate the value of tackling these difficulties and transforming. Pay increase disputes are Paulina's largest UKPO issue. Recurring strikes delay mail delivery, increase customer complaints, and lower service quality. Varkey et al. (2010) recommend prioritising the human side of quality improvement (QI) to achieve change in an organisation. They say this is the only way to change. Service excellence requires open and productive dialogue with personnel and unions. The Post Office should negotiate fair wages and benefits to address wage rises and create a safer workplace. Change benefits business. It helps the Post Office adapt to changing consumer needs, increase productivity, find new revenue streams, satisfy customers and employees, and remain viable.

This report critically examines the stakeholders internal and external consultants should engage to tackle UKPO pay hike rejection. Power-interest matrices classify stakeholders. Consultants can address pay hikes by actively engaging key stakeholders to build buy-in, collaboration, and complete solutions. Stakeholder involvement works.

Power and politics affect how internal and external change agents assist The Post Office succeed. Consulting requires power and politics. This study explains how power and politics

affect transformation's pros and cons. The consultant's expertise of political variables and power dynamics highlights the challenges they face when working with The Post Office for change.

2. Critical Problems and Change Implementation

Challenges in the UK Post Office

According to Stenfors et al (2020), this research aims to identify critical problems faced by the UK Post Office and explore potential solutions to improve the quality of services. An interview was conducted with an employee, Paulina Andone, who provided insights into the organization's challenges related to pay rise disputes, declining mail volume, and digital transformation. In Paulina's opinion "one of the critical problems inside the UK post office is the pay rise which leads to several strikes over the years". The findings highlight the significance of change implementation to address these issues and the potential benefits of embracing change. Additionally, the research examines the need for external or internal change agents and the challenges associated with each approach. The study underscores the importance of effective communication, engagement, and support in facilitating organizational acceptance of change.

The UK Post Office plays a crucial role in the country's postal and courier services. To ensure its sustainability and competitiveness, the organization must address critical issues that hinder its efficiency and customer satisfaction. This research identifies and analyses one of the major problems faced by the UKPO, proposes potential actions for quality improvement, and explores the implications of embracing change through the involvement of external or internal change agents.

Paulina Andone identified the issue of pay rise disputes as one of the critical problems within the UKPO. The recurring strikes resulting from these disputes lead to delays in mail delivery, increased customer complaints, and "overall dissatisfaction with quality of services as workers went on strike several times". To improve the quality of services, open and constructive negotiations with the workforce and relevant unions are crucial. The UKPO should focus on negotiating "fair pay and benefits and should engage in open and constructive negotiations with the workforce and relevant unions to address the pay rise issue" in order to resolve the pay rise and create a more stable work environment.

According to Paulina "the decision to involve a third party in the change process depends on the internal capabilities and resources of the organisation". If the organization

lacks the necessary expertise or faces internal resistance to change, a third-party intervention can provide objective insights and guidance. However, if the organization has a capable internal team and stakeholder support, an internal change initiative may be more suitable.

Embracing change can significantly benefit the organization. It allows the UKPO to adapt to evolving customer needs, enhance efficiency, explore new revenue streams, improve customer satisfaction, and ensure long-term sustainability. For the UKPO, these are all crucial elements that can be achieved through a proactive and forward-looking approach to change. By embracing change as an opportunity for growth and improvement, the Post Office can position itself as a modern and customer-focused organization ready to meet the challenges and opportunities of the digital age (Lai and Ong, 2010).

Given the identified challenges related to pay rise disputes, declining mail volume, and digital transformation, contracting external consultancies can provide specialized knowledge and fresh perspectives, which could be beneficial for the organization. Contracting external consultancies can be a strategic move for the UKPO to tackle its challenges related to pay rise disputes, declining mail volume, and digital transformation. According to Loh *et al.*, (2019), the specialized knowledge, fresh perspectives, change management expertise, external benchmarking, resource flexibility, and commitment to confidentiality and impartiality that external consultants bring can complement the organization's internal capabilities and enhance its ability to address complex issues effectively. By leveraging external expertise, the UKPO can foster innovation, overcome hurdles, and position itself for sustainable success in a rapidly evolving postal landscape.

In Paulina's point of view "*Using external change agents may represent challenges such as a lack of internal familiarity or resistance from employees who may view them as outsiders. On the other hand, using internal change agents can face biases or resistance from individuals who believe that internal changes are driven by personal agendas*". Both internal and external consultants can face numerous challenges and some that external consultant will face are as follow:

- Lack of internal familiarity
- Resistance from employees
- Overlooking contextual nuances
- Limited organisational knowledge
- Managing stakeholders' relationships

The internal change agent will deal with the following challenges:

- Biases and preconceptions
- Resistance from colleagues
- Limited external perspective
- Organisational politics

Both external and internal change agents can be valuable assets during organizational transformations and in conclusion, they both play crucial roles in driving organizational transformations through challenges and strengths. Understanding and addressing the challenges they may encounter is essential for maximizing their impact and facilitating successful change implementation. By leveraging their unique strengths and employing strategies to mitigate potential obstacles, organizations can navigate change more effectively and achieve positive outcomes (Gerwing, 2016).

Before contracting an agent, the organization needs to define clear expectations, goals, and scope of work. Additionally, the reputation, experience, and track record of the agent should be considered. During the process, aligning change goals with the organizational culture and managing potential resistance from employees or stakeholders may pose challenges. Any organization must lay a solid foundation by defining clear expectations, goals, and scope, as well as evaluating the agent's reputation and experience. During the process of contracting, addressing challenges related to aligning change goals with the organizational culture, managing resistance, and ensuring a cultural fit with the change agent are essential for a successful transformation. By proactively addressing these considerations and challenges, organizations can enhance their chances of successful change implementation and drive positive outcomes (Leventhal, 2023).

After selecting the agent, the organization should collaborate closely, provide necessary resources and support, maintain clear communication, and offer regular updates. Addressing any concerns or issues that arise during the change process and empowering the agent with the necessary authority are crucial for successful implementation. In summary, the post-selection phase involves active collaboration, resource provision, clear communication, and empowering the agent with the necessary authority. By providing the agent with the tools and support they need, addressing concerns promptly, and fostering open communication, the organization can create an environment conducive to successful change implementation. This phase requires dedication and a strong commitment from all stakeholders involved to drive positive and sustainable outcomes from the change initiative (Cameron and Green, 2020).

Resistance to change can be detrimental to the Post Office, leading to declining revenue, loss of customers, and an inability to meet the evolving needs and expectations of the market. It may create a culture of stagnation and hinder the organization's ability to innovate, adapt, and remain competitive. Resistance to change can indeed have significant negative consequences for the Post Office and its overall performance. One of the immediate impacts of resistance is declining revenue, as the organization may struggle to adapt to changing market dynamics and customer preferences (Davidson, M. L. (2009).

With customers seeking more efficient and convenient services, the Post Office's inability to keep up with these evolving demands may result in a loss of customers to competitors offering more innovative solutions. Furthermore, to promote employee acceptance of change, clear communication of reasons and benefits behind the change, providing training and support to employees, and engaging them in decision-making processes are vital. Active involvement of employees in change initiatives can foster a sense of ownership and commitment to the transformation (Ghosh *et al.*, 2022).

Addressing resistance to change requires a multi-faceted approach that includes clear communication, training, support and active employee involvement. By fostering buy-in and engagement, the UKPO can overcome obstacles and foster a culture of adaptability and innovation that will drive its success in the dynamic postal industry.

This qualitative research sheds light on critical issues facing the UKPO and offers potential solutions for quality improvement. Emphasizing the importance of implementing change, the study highlights the benefits of embracing change and the need to consider external consultancies for specialist expertise. The challenges associated with external and internal change agents underscore the importance of strategic decision-making in the change process. To ensure the successful implementation of change, effective communication, involvement and support from stakeholders are crucial to the long-term sustainability and competitive advantage of the UKPO. Recognizing the complexity of the challenges at hand, the research advocates the consideration of external consultancies to provide specialist knowledge and fresh insights. Engaging external change agents can bring valuable insights, best practices from other industries, and expertise to guide the transformation process. By leveraging the expertise of outside consultants, the Post Office can more effectively navigate the complexities of litigation over wage increases, mail volume declines and digital transformation. The report also highlights the challenges associated with both external and internal change agents. External agents may face resistance from internal stakeholders who perceive them as outsiders, while internal agents may encounter bias or resistance driven by personal agendas.

Ultimately, the successful implementation of change initiatives is critical to the long-term sustainability and competitive advantage of the UKPO. Embracing change and proactively addressing challenges allows the organization to remain responsive to customer needs, innovate in a dynamic market, and stay ahead of competitors. By following the insights and strategies proposed in this research, the UKPO can chart a path to continued growth, relevance and success in the face of the ever-evolving challenges in the postal industry (Burke, 2013).

3. Identify the Stakeholders in Post Office

According to Thompson (2012), the first step in doing a Stakeholder Analysis is to engage in a brainstorming session in order to identify the many different stakeholders who are engaged. In light of the foregoing, it is of the utmost importance to take into mind the people whose lives are altered as a direct result of one's work, as well as those who wield power or control over it and/or have a stake in whether the outcome is positive or negative.

4. Internal Stakeholders

According to Beringer et al. (2013), stakeholders has the potential to exert some kind of influence over the projects that are being carried out within an organisation, and they also play an essential part in the projects' overall management.

4.1 Employees and Unions Employees

Employees and their unions are the main stakeholders with a high degree of UKPO power, legitimacy and urgency. They demand fair wage increases to maintain their standard of living and job satisfaction. Their ability to stage strikes and disrupt operations signifies their significant power over the organization.

4.2 Management and Executives and Internal Management

Management and directors and internal management are key stakeholders responsible for making decisions about pay policies. They have great power within the UKPO to influence pay decisions, but must also consider the financial stability and sustainability of the organisation.

4.3 Shareholders

According to Adams et al, (2011), The subject of shareholders is one of the few concerns in the areas of corporate strategy and governance that continues to be hotly debated.

Shareholders have considerable power because they own UKPO and expect lucrative returns. However, their legitimacy and urgency regarding wage issues may vary depending on their ethical perspectives and investment objectives.

4.4 Board of Directors

Board of Directors they are responsible for overseeing the management and making strategic decisions in UKPO. They hold significant power and legitimacy in guiding the organization's direction and resolving employee-related issues.

4.5. Customers

Customers - while customers may not have high power in wage decisions in UKPO, they have a legitimate interest in the company's operations. Prolonged strikes and service disruptions may erode customer loyalty and trust.

4.6 Government Authorities ⁴⁴ Government authorities

Government Authorities Government authorities, including regulatory bodies, have the power to influence labour policies in the UKPO, especially in essential service sectors like postal services. Their legitimacy lies in ensuring fair labour practices and social welfare .

5. External Stakeholders

5.1 Media and Public

Media and Public - the media and the public have limited power but high legitimacy and urgency in wage increase disputes. They can shape public perception, potentially influencing the organization's reputation and future business prospects.

5.2 Competitors

Competitors may indirectly benefit from the UK Post Office's internal issues, gaining a competitive advantage in the marketplace if strikes lead to reduced service quality.

6. Internal Consultants

Internal consultants possess a heightened comprehension of the UKPO's internal processes and cultural aspects due to their affiliation with the organisation. While internal consultants (ICs) are frequently seen as inferior to their external counterparts, research indicates that integrating the perspectives of external consultants (ECs) with the expertise of ICs can be a more successful approach in overcoming ²⁵ resistance to change and fostering commitment to the change process (Pegan et al., 2011).

6.1. Executive Leadership Team (High Power, High Interest)

According to Gregory (2007), the fundamental values are reviewed, evaluated, and refined to provide the organisation with an informed knowledge base. The executive leadership team is vested with a large amount of influence in both the decision-making process and the distribution of available resources in the UKPO. Engaging with them is vital to getting acceptance of the pay increase plan and establishing alignment with the company's long-term objectives in order to achieve these goals.

6.2 Human Resources (HR) Department (Medium Power, High Interest)

The HR department plays a critical role in managing employee relations and compensation. Collaboration with HR allows consultants to gather employee feedback, address concerns, and ensure the proposed pay rise is equitable and in line with industry standards. HR has medium power and high interest in organisational reform projects. HR is crucial to workforce management and change management in UKPO. Change affects employees, job positions, and organisational culture, which piques their interest. HR may influence talent management, training and development, performance appraisal, and employee engagement decisions with medium power. They help communicate change, facilitate training, and ensure HR strategies are aligned. The HR Department takes a proactive approach to employee welfare and change implementation in UKPO, due to their significant interest. Addressing employee concerns, managing resistance, and creating a pleasant work environment for change acceptance requires their engagement in change planning and execution.

6.3 Frontline Employees and Labor Unions (High Power, High Interest)

Frontline workers and unions in the UKPO are stakeholders with significant influence and vested interest in ongoing organizational change initiatives. Frontline staff, who are those people who are directly involved in day-to-day operations, have a substantial impact on the success of any change that is implemented within the organization. Their power derives from their ability to disrupt business operations, such as organizing strikes, work stoppages or resisting change in the UKPO. As a result of collective bargaining and other forms of bargaining, unions hold significant power and reflect the concerns of the workforce as a whole. The possible implications of the change on job security, working conditions and benefits are what sparked their intense interest in the subject. It is absolutely necessary, in order to achieve the successful implementation of changes in the UKPO, as well as to

maintain a peaceful working environment, the involvement of frontline employees and trade unions in this process is recommended.

6.4 Middle Management (Medium to High Power, High Interest)

Middle managers are key influencers in executing decisions within the UKPO. Consultants should collaborate with them to ensure clear communication, alignment with strategic objectives, and effective implementation of the pay rise proposal. Their dominance over daily operations and resources gives them power. They affect change strategies, resource allocation, and operational decisions. Middle managers are interested in change since it could affect their responsibilities, collaboration, and career advancement. They may worry about new tasks, reporting structures, or management styles. Implementation requires middle management involvement. Their help is crucial for communicating change to frontline workers, managing resistance, and promoting adoption. Addressing concerns, training, and including them in decision-making increases buy-in and smooths the transformation path. Organisational change initiatives succeed when middle management interests and influence are managed.

6.5 Benefits of Internal Stakeholder Engagement

The key to successful internal consulting in organisations is to develop the evaluation office's image as an organisational problem-solving tool with a variety of expertise and capacity to apply in a range of situations, (Sonnichsen, 2000, p. 168). Internal consultants have a more detailed awareness of the organization's history, culture, and interactions, which facilitates smoother stakeholder involvement in UKPO. It is possible to increase the likelihood of effective implementation by engaging key stakeholders at an earlier stage in the process. This creates trust, ensures alignment, and instils a feeling of ownership. Through collaboration with HR and employee representatives, a pay rise proposal may be made in UKPO to guarantee that the requirements and concerns of the workforce are considered. As a result, the proposal will have a greater chance of being accepted, and employees will feel more satisfied with their jobs in UKPO .

6.6 Limitations of Internal Stakeholder Engagement

Due to their knowledge with the workings of the organisation, internal consultants may find it difficult to remain objective and impartial when providing advice to management. Existing power conflicts, conflicting interests, and opposition to change may all have an impact on the level of stakeholder engagement that exists inside the UKPO.

7. External Consultants

According to Larsson (2019), external consultants provide their clients with unique expertise, innovation, and/or speed that the client does not have readily available. External consultants bring specialized expertise and an objective perspective to the transformation process in UKPO.

7.1 Senior Management and Leadership

Senior Management and Leadership (High Power and High Interest): It is necessary for external consultants to engage with senior management in order to secure support for the proposed pay hike, align goals with the UKPO's vision, and ensure that recommended solutions are both viable and well-received at the highest level of the organisation.

7.2 Financial and Legal Advisors

Financial and legal advisors (medium to high power, high interest): Consultation with financial and legal experts is crucial to assess the financial feasibility of the UKPO salary increase proposal, and to ensure compliance with legal obligations.

7.3 Trade Unions and Employee Representatives

Trade Unions and Employee Representatives (High Power, High Interest): External consultants must collaborate closely with union representatives in UKPO to understand their concerns, negotiate terms, and gain buy-in for the proposed pay rise.

7.4 Benefits of External Stakeholder Engagement

The objective viewpoint and specialised experience that external consultants bring to the table make it possible to develop original solutions and gain new insights. The potential for danger is reduced when consideration is given to the idea of a pay increase through the lens of collaboration with finance and legal consultants in the UKPO. This guarantees that the idea is both financially feasible and legally acceptable.

7.5 Limitations of External Stakeholder Engagement

External consultants may not have an in-depth understanding of UKPO's history and culture, which could lead to recommendations that are unlikely to resonate well with the organization's stakeholders. Because they are outward-looking, there is a possibility that some of their stakeholders may initially view them with suspicion or resistance. This will require additional efforts to establish trust and credibility.

8. Power-Interest Matrix Analysis

The Power-Interest Matrix categorizes stakeholders into four quadrants based on their power and interest levels: key players (high power, high interest), keep satisfied (high power, low interest), keep informed (low power, high interest), and minimal effort (low power, low interest), (Fig. 1).

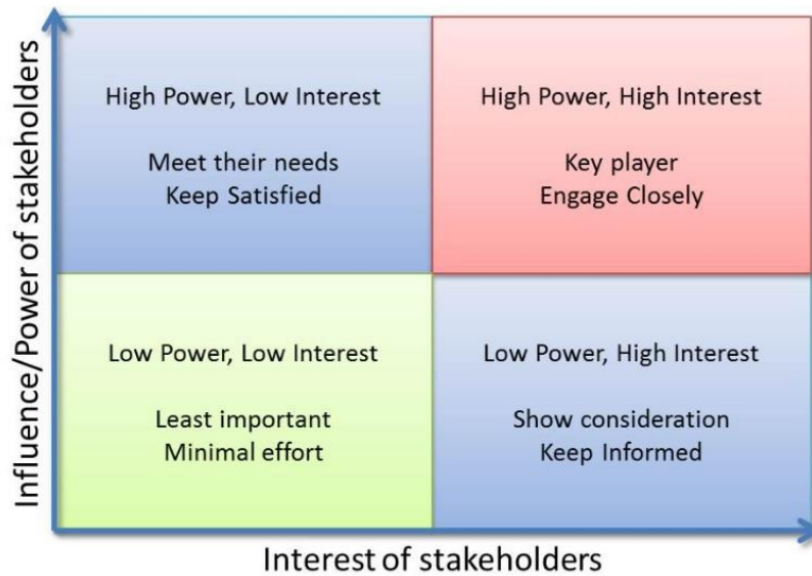


Fig. 1 - The Power-Interest Matrix

According to Newcombe (2003), the stakeholders that are not only unpredictable but also powerful are the ones that present the most challenge when it comes to managing them. In contrast to the members in Zone C, the members of these groups are more receptive to being persuaded and can be rallied in favour of novel approaches of tackling challenges.

8.1 Key Players

Newcombe (2003) conducted a detailed conversation with the project manager, utilising a stakeholder mapping tool to evaluate the authority and involvement of the primary stakeholders. The project manager promptly identified the key stakeholders during the interview. Engagement with important stakeholders from UKPO, including executive leadership, senior management, and labour unions, must be a priority for both of these internal and external consultants. When important players are engaged at an early stage, goal alignment is ensured, critical support is secured, and any barriers are addressed in a proactive manner.

8.2 Keep Satisfied

Members of this category of stakeholders, such as financial and legal advisors from UKPO, have a need for up-to-date information and may play a significant part in the decision-making process if they receive it. For the purpose of addressing their issues and gaining their support, consultants should ensure that communication is both clear and effective.

8.3 Keep Informed

This group includes employees who work directly on the front lines in UKPO, managers at intermediate levels, and employee representatives. In order to foster acceptance and support for the proposed change in UKPO, consultants need to keep communication channels open, actively seek out suggestions, and actively include stakeholders in the process.

8.4 Minimal Effort

Customers and people in general are two examples of stakeholders with low power and low interest in UKPO, and they may just demand a minimal amount of care. Despite having just a limited amount of impact on the decisions that are made, their support is extremely important to the Post Office's credibility and how the public views it.

8.5 Strategies for Stakeholder Engagement

According to Jeffery (2009), the failure of organisations to successfully engage stakeholders can result in bad effects, as demonstrated by the ensuing newspaper

headlines. These negative implications can be avoided by actively engaging stakeholders. To effectively engage stakeholders in UKPO, consultants should implement the following strategies:

8.6 Establishing Open Communication Channels

It is the responsibility of internal as well as external consultants to provide channels of communication that are open and transparent in UKPO in order to keep stakeholders updated and involved throughout the process. To successfully build trust and manage expectations, it is necessary to provide regular updates, status updates and methods of feedback.

8.7 Active Listening and Empathy

The role of the consultant is to actively listen to the concerns of the stakeholders, acknowledge their points of view, and display empathy towards the demands and issues of the stakeholders. Communication that is characterised by empathy helps UKPO to cultivate a pleasant environment and creates mutual understanding.

8.8 Collaborative Decision-making

It includes critical stakeholders, especially frontline workers and union members from UKPO in decisions that directly affect them. Inclusion and cooperation foster a sense of ownership of a solution, which in turn increases its level of commitment to its success.

8.9 Data-driven Insights

For the purpose of providing support for their recommendations and ideas in UKPO, consultants should leverage data-driven insights. Decisions that are founded on evidence create trust in the many stakeholders and improve the possibility that the conclusion will be accepted.

9. The best internal or external consultant model for UK Post Office problem solving.

The results based on the stakeholder analysis and the debate of the two types of change agents led to the following conclusions. Cawsey et al. (2012) argue that the internal change agent plays a critical role throughout the entire process due to familiarity with the systems, norms and complexities of organizational operations, as well as their pre-existing

relationships that can be advantageous. However, individuals may ¹ not possess the necessary knowledge or skills, lack objectivity or independence, experience challenges in redefining existing relationships with organizational members, or lack a sufficient power base. If there are reservations about the adequacy of addressing these gaps, the organization may choose to engage the services of an external change agent to provide project assistance. According to Cawsey et al. (2012), the individuals in question possess and provide expertise in a particular subject. In addition, they play a role in facilitating analysis and providing guidance to determine the appropriate course of action. Hutton (1994) posits that an advantage of using internal change agents is familiarity with their characteristics and skills. ⁴² Internal change agents possess a comprehensive understanding of the organization, including its business model, operating procedures, cultural dynamics and personnel. Additionally, these individuals have already established a reputation and earned respect from their peers. However, it is important that ¹ external change agents allow sufficient time to become familiar with the organization and its operations. ¹ In addition, they must invest effort in establishing relationships that may not currently exist. Saka (2002) defines the "internal change agent" as belonging to managers, as opposed to internal professionals specializing in organizational change. Saka (2002) highlights the role of managers to be "internal agents of change", unlike external consultants, managers possess a comprehensive understanding of organizational goals and visions. Although it is not a requirement for managers to possess experience in change theory or change processes, their presence in an organization can still be advantageous. Managers have the ability to reconfigure various aspects of an organization, including tasks, structures, outputs, systems, and resources.

10. Understanding Power and Politics in Organizational Change

Before engaging an agent, the UKPO must clearly define expectations, objectives and scope of work. In addition, the agent's reputation, experience and track record should be considered. During the process, aligning change goals with organizational culture and managing potential resistance from employees or stakeholders can pose challenges. Once the agent is selected, the UKPO should work closely together, provide the necessary resources and support, maintain clear communication and provide regular updates. Addressing any concerns or issues that arise during the change process and empowering the agent with the necessary authority are crucial to successful implementation.

10.1 Power in Organizational Change Power

According to Lunenburg (2010), the success of a change initiative depends on the quality and effectiveness of the interaction between the change agent and the major decision maker in the UKPO environment. This is because the success of a change initiative is directly related to the success of the organization as a whole. Power in the context of organizational change refers to the ability to influence decision-making, shape perceptions and lead actions that lead to the successful implementation of change in the UKPO. Power can be derived from various sources, such as formal authority, expertise, access to critical information, and influential relationships.

10.2 Politics in Organizational Change Organizational politics

Politics in organisational change pertains to the utilisation of power, influence, and strategic manoeuvres, often in an informal and manipulative manner, with the aim of promoting individual or collective interests throughout the process of change. The process encompasses the establishment of alliances, the management of interpersonal connections, and the pursuit of resources and authority within the UKPO framework. The influence of political behaviours on decision-making, resource allocation, and the overall efficacy of change initiatives is significant. The impact of organisational politics on change initiatives can yield both advantageous and detrimental outcomes. On the one hand, adept utilisation of political strategies can facilitate change agents in garnering support, surmounting opposition, and forging a coalition of stakeholders in favour of the proposed change. Conversely, political behaviours that are detrimental to the overall functioning of a political system, such as favouritism, backstabbing, or undermining the efforts of others, have the potential to obstruct cooperation, foster a lack of confidence, and hinder the process of enacting change. In order to effectuate successful change within an UKPO, it is imperative for change agents to possess a keen understanding of the dynamics of organisational politics and adeptly manoeuvre through them in an ethical and strategic manner. The establishment of trust, cultivation of open communication, and cultivation of a collaborative culture in UKPO have the potential to alleviate the adverse consequences of organisational politics, thereby creating a favourable environment for effective implementation of organisational change.

10.3 The Role of Power and Politics in Consultant Success

Change agents, whether they come from within UKPO or from outside, have a responsibility to establish their reputation and cultivate links with important stakeholders. It is critical to the

success of change projects that they effectively use their authority to gain access to decision makers and secure their support.

Successful consultants use their authority strategically to form relationships with key individuals or organizations within the UKPO they serve. These coalitions have the potential to function as ambassadors for change, which will help overcome resistance and facilitate the implementation of change more easily.

Change agents need to detect possible sources of opposition in the UKPO and use their authority to address fears and misconceptions about change. This is part of the process of negotiating power relations. Consultants can reduce the likelihood of encountering resistance and improve their chances of success if they are able to win over meaningful stakeholders.

Communication performance and lines of communication are likely to be affected by power dynamics and political manoeuvring within the UKPO. Skilled consultants use their power to enable open and honest communication that ensures all employees are aware of the goals of the change and its benefits.

Change agents have a responsibility to ensure that their projects are in line with UKPO's overall goals and plans. Consultants can present change as critical to UKPO's success by leveraging their influence, which will help them gain buy-in from senior management and other stakeholders.

10.4 Consultant's Awareness: Navigating Power and Politics

The prevailing organizational culture is something that consultants need to be aware of as it determines the power structure and political behaviours within the UKPO. The consultant is better able to modify his strategy and recommendations to match the context of the UKPO, once he understands its habits and values.

In order for the consultant to find powerful and influential stakeholders, it is necessary to conduct a comprehensive stakeholder analysis.

Identifying and managing potential conflicts of interest In UKPO policy, it is necessary to manage conflicts of interest in an ethical and open manner. The consultant must be extremely careful to avoid engaging in favouritism or participating in political disagreements, both of which have the potential to undermine the legitimacy of the UKPO reform attempt.

Establishing trust with the various UKPO stakeholders is critical to the consultant's success. The consultant is able to positively impact stakeholders and create a climate for change when they can be trusted.

When it comes to exercising power and negotiating political dynamics in the UKPO, consultants have a responsibility to be aware of the ethical consequences of their behaviour. Cultivating credibility and trust with many stakeholders can be attributed to ethical behaviour.

10.5 Challenges and Limitations

Influential stakeholders are likely to fight change if they see it as a threat to their interest in the UKPO or to the status quo. Consultants have a responsibility to approach their problems in a sympathetic manner and to look for ways in which change might be aligned with their interests.

When the goals of distinct parties conflict with each other, navigating UKPO politics can become extremely difficult. It is the responsibility of consultants to strive to find areas of consensus and encourage collaboration among various stakeholders.

Consultants trying to promote change within the UKPO may encounter difficulties if there are power inequalities within it. To address these inequities, consultants must have a comprehensive understanding of the power dynamics at play and focus on achieving equitable outcomes for the UKPO.

Conclusion

This qualitative study examines the UK Post Office's major difficulties and recommends ways to improve service quality. The report emphasises the importance of change, the benefits of accepting change, and the need to use external consultancies to utilise their specialist experience. Both external and internal change agents struggle, emphasising the importance of strategic change choices. The Post Office's long-term viability and competitive advantage depend on efficient stakeholder contact, participation, and support for change implementation.

Utilizing the Power-Interest Matrix, both internal and external consultants can critically analyze the stakeholders and develop effective strategies to address the pay rise refusal issue at the UK Post Office. Engaging key stakeholders, understanding their power and interests, and addressing their concerns proactively are crucial to fostering collaboration and gaining support. By navigating the benefits and limitations of stakeholder engagement, consultants can pave the way for a positive and successful resolution that meets the needs of the organization, its employees, and other critical stakeholders. A collaborative approach, supported by data-driven insights and open communication, is essential to create a win-win solution for all stakeholders involved in resolving the pay rise refusal at the UK Post Office.

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Power and politics affect the success of internal and external change agents consultants in promoting positive change at The Post Office. Consultants can overcome resistance, connect change initiatives to organisational goals, and create an environment conducive to change when they understand and leverage power, develop coalitions, and negotiate political dynamics. The consultant must understand the organization's culture, stakeholders, ethical issues, and problems to ensure ethical and sustainable change. Consultants can help The Post Office achieve its transformative goals by optimising their methods and approaches by analysing power and politics in the change process.

However, this report shows that both external and internal consultants have both benefits and limitations. The UK Post Office organization will need to decide whether to select an internal or external change agent.

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Transcript

00:00:02 Speaker 1

Good afternoon. My name is Costel Andone and my student number is 2027240. The reason of this record is to interview my colleague Paulina Andone as part of the assignment for the merger leading and implementation workplace change. Hello, Paulina. In order to start the interview, can you briefly tell me about yourself?

00:00:23 Speaker 2

Good afternoon. Costel, I'm glad to be part of this interview. I currently work in a distribution centre, and I have previous experiences in management service the administrator.

00:00:37 Speaker 2

There was the administrator of the family business a few years back. Currently I'm in my last year of BA in leadership and management.

00:00:45 Speaker 1

The aim of this interview is to identify some of the problem. The UK Post Office is dealing with. In your opinion, what is the one of the critical problems of this?

00:00:57 Speaker 2

In my opinion, one of the critical problems inside the UK Post Office is the pay rise which led to several strikes over the years.

00:01:05 Speaker 2

This issue can lead to delays in mail delivery, increased customer complaints and overall dissatisfaction with quality of services as workers went on strike several times.

00:01:16 Speaker 1

What action should be considered to improve the quality of the post office services, taking into consideration identified problem?

00:01:26 Speaker 2

Post office will negotiate fair pay and benefits and should engage in open and construct new locations with the workforce and relevant unions to address the pay rise issue.

00:01:37 Speaker 1

Do you think that the organisation needs to intervention of the third party to be involved and the charge process?

00:01:44 Speaker 2

The decision to involve a third party in the change process depends on the Internet capabilities and resources of the organisation.

00:01:51 Speaker 2

If the organisations lack the necessary expertise or face internal resistance to change at all for intervention can provide objective insights and guidance. However, if the organisation.

00:02:04 Speaker 2

He's capable.

00:02:06 Speaker 2

Internal team and the support of stakeholders and internal team process may be more suitable.

00:02:12 Speaker 1

Can a change be useful inside the organisation?

00:02:16 Speaker 2

Yes, change can be highly beneficial for the organisation. Embracing change can allow the organisations to adapt to the evolving needs of customers and the market.

00:02:26 Speaker 2

It can help enhance efficiency, introduce new revenue streams, improve customer satisfaction and ensure the long-term sustainability of the Organisation.

00:02:36 Speaker 1

The organisation might choose must choose between an external and internal consultant, given they identify concern, what type of agents should be organised contract?

00:02:47 Speaker 2

I think the organisations should contract an external consultant since the organisation is facing challenges related to pay rise.

00:02:56 Speaker 2

And decline in mail volume and digital transformation to bring specialised knowledge and fresh perspective can be beneficial for the organisation.

00:03:07 Speaker 1

What are the challenges of using external or internal change agents?

00:03:15 Speaker 2

Using external change agent may represent.

00:03:18 Speaker 2

Challenges such as lack of internal familiarity and resistance from employees who may view them as outsiders, on the other hand, using internal change agent, can face challenges such as biases or resistance from those who can, may believe that internal changes are driven by personal agendas.

00:03:38 Speaker 1

What issues they can face before and where in the process of contract and urgent?

00:03:43 Speaker 2

Before contracting an agent, the organisation needs to clearly define their expectations, goals, and scope of work. They need to consider the reputation, experience, and track record of the agent.

00:03:55 Speaker 2

During the process, the organisation may also face challenges in aligning the change goals with organisational culture and managing the potential resistance from employees or stakeholders.

00:04:06 Speaker 1

What they need to deal with after the agent has been chosen.

00:04:12 Speaker 2

After they choose the agent, the organisation needs to collaborate closely with them, providing necessary resources and support, clear communication and regular updates are crucial.

00:04:22 Speaker 2

The organisations should address any concerns or issues that arise during the change process and ensure that the agent has the necessary authority to implement the proposed changes.

00:04:33 Speaker 1

What can be the consequences of not willing to accept the change?

00:04:38 Speaker 2

Resistance to change can be detrimental to the post office. It may lead to further declining revenue, loss of customers and inability to meet the evolving needs and expectations of the market.

00:04:50 Speaker 2

Resistance to change can create a culture of stagnation and hindered organisation's ability to innovate, adapt and remain competitive.

00:04:59 Speaker 1

What actions the organisation need to implement for people to embrace the change?

00:05:05 Speaker 2

To help people embrace change to organisations should clearly communicate the reasons behind the change. The benefits it will bring, and how it aligns with the long-term goals of the organisation.

00:05:16 Speaker 2

Providing training and support to employees can help them acquire the necessary skills and confidence to navigate the change. Engaging employees in decision making processes.

00:05:26 Speaker 2

And actively involving them in change initiatives can also foster a sense of ownership and commitment to the change.

00:05:34 Speaker 1

Thank you, Paulina for bringing your answers to my assignment.

00:05:38 Speaker 2

And thank you for letting me bring in the contribution to it.

Internal and External change agent in Organizational change Management

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