

QUALIFICATION: CIPD DIPLOMA IN APPLIED HUMAN RESOURCES

MODULE NAME: UNDERSTANDING THE MANAGEMENT OF CHANGE

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

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DATE: 30/10/2019

# INTRODUCTION TO MANAGING CHANGE

Lowri Davies - 1104209

Change is an equivocal part of an organisations ability to survive amongst new competitors, technological upgrades, customer needs and daily life (Wilkinson and Taylor 2016).

- ▶ To understand potential drivers for change
- ▶ To receive examples of models used to manage change
- ▶ To understand how having a positive relationship with employees can better change
- ▶ To discover communication methods required to support a group of stakeholders
- ▶ To implement, analyse and monitor change

## INTRODUCTION AND OUTCOMES

### Introduction

Change is an equivocal part of an organisations ability to survive amongst new competitors, technological upgrades, customer needs and daily life (Wilkinson and Taylor 2016). It can be intentional or unexpected, that's why it's important that organisations are prepared for change. It has been proven that over half of organisation that introduce new practices but don't prepare their employees will fail (Howlett 2018). Now, it's important for managers to realise the importance of preparing for change and their contribution along the way.

# EXTERNAL AND INTERNAL FACTORS INFLUENCE CHANGE

## Internal

- ▶ New Strategy
- ▶ Technological Requirements
- ▶ Change in work processes

## External

- Legal changes
- Competitors
- Customer Feedback

## Internal Factors

With internal factors, it is considered that an organisation has more control of its implementation as management were aware of its purpose. Although they might be influenced by external factors, the following examples are part of the process in managing change effectively within the organisation (Rees and French 2016). For example

### New Strategy

A strategy is developed to allow an organisation to achieve its aims and objectives. Implementing a new strategy has an internal effect by changing employee's appraisal goals and daily tasks to meet the vision of management (Ingram 2019).

### Technological requirements

Here, management would be responsible for taking the initiative in implementing new technology that fits the current strategy of the organisation (CIPD 2018). Technology can increase efficiency and lower costs by cutting down on work processes, external meetings by using video conferencing and targeting wider audiences through social media.

### Change in work processes

By introduction technology to working processes, this has a change to an employee's daily working pattern and ability to expand their workload to support new aims and

objectives (Rees and French 2016). Allowing management to build a trustworthy relationship with its employees and giving them the opportunity to share their concerns and voice, will allow them to understand the need for change.

### **External Factors**

For management, external factors are more difficult to control and are often uninfluential. They can be discovered by completing a PESTLE analysis. It is used to identify external factors influencing the current organisation and allows management to implement processes to mitigate their potential risks (CIPD 2018).

### **Legal Changes**

An introduction of a new law or change in current laws can affect internal policies and procedures that are relied heavily by management and HR professionals. Having these documents in place sets a standard within an organisation and behaviour required from employees. All organisations must adhere to law and will need to continuously be aware of these changes to ensure that their employees are treated fair and equal (Daniels 2019).

### **Competitors**

Having new competitors' forces organisations to continuously compare and change its internal processes, strategies and technology to be the best within their industry (Rees and French 2016). By not moving ahead, organisations can be left behind whilst others thrive to meet the demands of their customers.

### **Customer feedback**

The above term is used to shape the company and feeds into management meetings to agree future direction of an organisation. It is used to measure the performance of an organisation and how it delivers against its services.

Rees and French noted that organisations work collectively with the government to discuss external factors that influence their survival and growth (2016). By having this partnership, organisations are aware of the government's stance towards current and future external factors, which allows them to envisage the future and align their strategy more accurately.

### **Enablers**

- ▶ Strong leaders (Wilkinson and Taylor 2016)
- ▶ Change Ready Culture (Wilkinson and Taylor 2016)

### **Hindrances**

- ▶ Poor leadership and management (Acas 2014)
- ▶ Inadequate planning (Acas n.d.)

## **ENABLING AND HINDERING THE CHANGE PROCESS**

### **Bullet point 2**

According to law, there are certain circumstances that you must consult with your staff members regarding changes within the organisation i.e. redundancies, TUPE Transfers (ACAS n.d.). With these changes and as a result of external and internal factors, there are ways of enabling or hindering the change process.

### **Enablers**

To enable employees to be reassured during times of uncertainty, a strong leader would be able to provide answers and lead their team to successfully implement the change (Wilkinson and Taylor 2016). As a leader, management would work together with HR professionals to mitigate the uncontrollable aspects i.e. employees and their feelings. These areas can be controlled by holding regular performance meetings to receive feedback and build a trustworthy relationship, identifying training areas to successfully implement the change and determining the best communication method (Wilkinson and Taylor 2016).

By demonstrating the above characteristics and ensuring that employees are reassured with the changes, organisations can develop a change ready culture. It is recognised that employees with an encouraging and optimistic perception is one of the factors in achieving change (Tan and Tiong 2005). With leaders listening to

employee feelings through employee voice channels, involving them in the planning stages and aligning strategic goals with the change ready culture, employees can believe in the company and understand the need for change to allow the organisation to grow and prosper (Rees and French 2016).

### **Hindrances**

Contrary to the above, poor leadership and management skills can hinder the change process (Acas 2014). For changes that could result in lessened job security, career prospects and benefits, employees will view this more negatively and experience a fluctuation of emotions. Without reassurance from managers, this can develop gaps in the change management process and resistance from employees to buy in (Howlett 2018). Employees that aren't fully aware of the reasoning for change and aren't able to align with their goals from Performance Appraisal meetings, will become unmotivated and disengage with the purpose of the organisation (Johns and Ellis 2016).

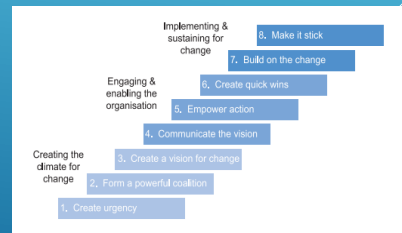
Another cause in hindering a change process is inadequate planning (Acas n.d.). Failure to plan and involve employees will lead to potential risk areas being missed. Management must consider if the plan is adequate to the future objectives of the organisation and without the correct change agent to promote across to employees, their behaviours and dealings could consequently fall off track (Rees and French 2016).

# EXAMPLES OF CHANGE THEORIES AND MODELS

To implement change, there are change theories and models available for organisations to use as a starting block.

## 1) John Kotter – 8 Step Model

Management responsible for ensuring that steps are fulfilled and successful communication with employees (APM Knowledge n.d.).



To implement change, there are change theories and models available for organisations to use as a starting block. Organisations and their leadership teams must consider the models against their current change situation and choose which one is most suitable for effective management and implementation (APM Knowledge n.d.)

By researching companies that had unsuccessfully executed change initiatives within their organisations, John Kotter devised an 8-step model to allow management to successfully implement the change and somewhat change organisational culture (APM Knowledge n.d.). The 8 steps are followed linearly and are demonstrated below;

As noted above, Kotter concurs that employees are the main uncontrollable aspect of managing change (Rees and French 2016). Leadership must take the role in examining the opportunity for development, identifying the need and seeking advice from key stakeholders in its progression (Mind Tools 2007). It was suggested that management should take time during these steps to ensure that employees have bought into the change and allow themselves to follow through with the remaining steps. The second most important step, which commonly appears in models, is successful communication. Identifying preferred communication methods, sharing regular

updates with the ability to answer concerns and frequently including as part of day-to-day functions are behaviours which should be established as part of the model to ensure employees are assured and confident to continue with the process (Rees and French 2016).

In comparison to other models, the most significant part of Kotter's is the last two steps of analysis. Following each change initiative, Kotter advised that organisations should continuously scrutinise strengths and weaknesses during the change with areas in need of improvement (Mind Tools 2007). By having this continuous cycle of review, change processes become more frequent and employees are more aware of it as part of their culture. This culture would be embedded into recruitment processes, training and performance meetings to successfully continue the commitment to change (APM Knowledge n.d.).

## 2) Lewin Change Theory

- ▶ Followed by three steps

1. UNFREEZE

2. CHANGE

3. FREEZE.

- ▶ Concentrating on behaviours of employers with motivation for change (Rees and French 2016)

Lewin's theory consisted of only three phases and is one of the earliest known to researchers by concentrating on the behaviours of employers along with their motivation for change (Rees and French 2016). The first step of *unfreezing* was designed to prepare employees for change and to believe that there was a need for it to transform the organisation from its current poor state (APM Knowledge n.d.). *Change/Transition* is determining and adapting to the new organisational objectives over a period time necessary for employees to engage positively with the transition (Mind Tools n.d.).

Finally, when the organisation arrives at successfully implementing the change, they stabilise their position by *freezing*. Employees continue with their day-to-day functions in line with the new direction and continuously strengthen their environment (Rees and French 2016).

Reaching the end stage is equivocal in motivating employees that leadership have been successful in fulfilling their duties and accomplishing what they had set out to do. Seeing this will allow them to open to future change and certain that the organisation is willing to change to continue (Mind Tools n.d.).

Geraghty introduced the 4E principles of Human Change (2019). Promotes coalition of behaviours and psychological thoughts in producing change.

1. Educate
2. Engage
3. Empower
4. Enable

## MANAGEMENT BEHAVIOUR CAN INFLUENCE CHANGE

Geraghty suggests that management play a critical role in changing their behaviour to encourage employees to be excited for change and enable them to move forward with them (2019). He introduced a model which consists of the 4 E Principles of Human Change. It promotes the coalition of behaviours and psychological thoughts to be actively involved in producing change.

The 4 areas are to Educate, Engage, Empower and Enable. These areas are demonstrated in the following paragraphs.

Within the workplace, research has determined that having a best friend within in the workplace and having a good relationship with your manager will lead to better career prospects and more time spent on opportunities rather than worrying about the negatives (Mind Tools 2016). As employees become more productive, they will be more open to change to progress and streamline their daily processes.

Management should clearly identify the need for change and use the most suitable model for the organisation. By being honest of their vision and desire for employee input from the beginning, employees will trust their initiative by being part of the highs and lows of the change process (Harbour 2019).

To allow a team to work positively together, this begins at the recruitment stage. The most important aspect of recruiting staff members is their understanding and ability to contribute towards organisation culture and its objectives (Johns and Ellis 2016). Work relationships can be grown when team members share similar views and can informally and formally share their strengths and weaknesses i.e. social activities outside of work or a group project in work. By developing and being aware of an employee set of skills, management can use this to their advantage when planning a change process and searching for champions to support the cause (Marris 2017).

Throughout the process, communication with employees is key to ensuring that they continuously aware of the change, share their concerns and be offered support. Not all employees will understand the requirement of the change and might demonstrate conflict to stop its development. Management need to demonstrate that they will go the additional mile to set minds at ease and promote the benefits of the change and align with their personal aims (Acas 2014). In turn, this will lessen negative thoughts surrounding job satisfaction, security, change in benefits etc to improve employee well-being.

# IMPORTANCE OF COMMUNICATION

- ▶ Employees and other key stakeholders need to be kept informed throughout the process.
- ▶ Efficient method of targeting the correct method influencers is by using a Communication Map (Austin 2017).
- ▶ Map discovers the importance and frequency of communicating.
- ▶ Communication can be shared via team meetings, social media, performance meetings etc.
- ▶ Two- way communication is important to share concerns, information and impact on personal goals and career.

As suggested by Wilkinson and Taylor, to ensure that employees are aware of the change and have fully understood its obligations and their contribution, they will be more resilient and willing to contribute towards its success (2016). Information that has been incorrectly diluted by hearsay will cause controversy and increase employee worriedness.

To ensure that the correct communication methods have been chose, effected shareholders have been recognised and support avenues being made available, managers need to work with HR to implement these areas successfully (Wilkinson and Taylor 2016).

To discover the stakeholders that would be affected by the change, a stakeholder map can be used as part of the planning phase (Austin 2019). The map advises organisations to make a list of stakeholders which would be impacted by the change. From this, you would be able to identify the level of engagement and communication required for each stakeholder to create a communication plan.

Austin devised a communication map to give a visual insight into the frequency, method and information to be shared by the responsible person to their stakeholders (2017). To ensure that the communication map is fulfilled correctly, leaders need to

consider if the responsible person has the skills and ability to share messages efficiently and answer queries that may arise. Here, leaders play a role in coaching and being aware of skills gaps to ensure a flawless delivery (Wilkinson and Taylor 2016).

Within an organisation, you can have top-down channels of communication. This is primarily hierarchical with Senior Management sharing communication with their employees through performance meetings, team meeting etc. With this approach, there is less employee voice and a need to be current, detailed and honest regarding the information communicated (Wilkinson and Taylor 2016).

Acas suggests that team briefings continue to be largely used to broadcast communication across many employees but not all of them would feel confident in sharing their views openly (2014). Therefore, various methods can be used to communicate information but target more stakeholders to share their views and opinions. Social media is a quick way of sharing information on a broad spectrum, especially for millennials which are used to having information quickly (McKinsey 2016).

During performance meetings, line managers need to be educated of the outcomes and goals of the change initiative to ensure that employees can have a two-way conversation with them on their personal goals, identified skill gaps and career perspectives (Wilkinson and Taylor 2016).

- ▶ To begin, organisation needs to be aware of current standings and where they would like to be in the future (Austin 2015).

A common method used involves three steps.

1. DESIGN
2. ENACT
3. SUSTAIN

## PLANNING FOR CHANGE

To plan for change, the organisation needs to be aware of where the organisation currently stands and in the foreseeable future following a change management plan. This approach can be used by managers from small to larger scaled change i.e. internal lean reviews to team restructure (Austin 2015). Change is dependent on managements behaviour and willingness to receive support from HR professionals. It is often that we see employees mimicking and accepting the actions of their superior, which highlights the need for them to influence the positive effects of change and cascade across their teams by being a role model (Basford and Schaninger 2016).

Change can be a very complex area to plan but when employees have been included within the process and have understood their obligations throughout, they become a change ready workforce with increased resilience and view change as a good aspect (Howlett 2018). During the planning process, this is when HR professionals will be more involved in supporting managers. At the beginning, they will strategically plan and assess the future outcomes and initiatives of the change and how it will affect stakeholders along the way. From here, they support managers by making them aware of scenarios which could affect their employees and how to overcome them i.e. motivation in their role by ensuring clear and concise communication methods (Wilkinson and Taylor 2016).

To ensure that change can be planned thoroughly, Austin suggested a three-step method - Design, Enact and Sustain (2015). It is noted as having three phases but as the change progresses and is analysed, it is important for individuals to move back and forward to ensure that the correct process has been used for the business. Before beginning, consideration needs to be given to *Designing* the change initiative. This is the stage which heavily depends on HR professionals, leaders and managers to work collaboratively to understand the positive and negatives, concentrate on desired outcomes, impact on employees and create a robust management plan (McNally 2019).

During the *Enacting* phase the individuals involved in change increases. Here, there is a significant impact from employees and their contribution to implementing the initiative, driving motivation and increasing their knowledge through training. Managers become leaders by having a specific set of skills i.e. budgeting, good leadership, evaluating strengths of contributors (Austin 2015). Communication is key throughout the whole process but during this stage, the stakeholder mapping template can define the level of involvement and awareness required for each group. This stage is not only influenced by internal factors but environmental aspects. Change can be a long process and external environmental factors can influence the need to redesign and ensure that desired future outcomes can be achieved.

*Sustaining* change is more difficult as internal and external factors have a strong influence in its success. Once the implementation stage has been successfully completed, consideration needs to be given to its endurance in smaller working groups (Austin 2015). Moving forward, leaders will consider how the initiative has been accepted into working practices or the need to continue its momentum if it is a withstanding change i.e. culture. Change can be driven forward by adapting processes to meet the needs of the influencers and communication positive stories of its impact throughout the organisation (Wilkinson and Taylor 2016).

Moving on from the three step model in the previous slide, to ensure that the change is planned efficiently, the following areas have been identified as vital in achieving change;

- ▶ Change Impact Assessment
- ▶ Investment in Employees
- ▶ Leadership and Management
- ▶ Clear Communication

## BEST PRACTICE FOR IMPLEMENTING CHANGE

During the above process, many best practice approaches have been included in the three steps of Define, Enact and Sustain. In more detail, below are areas which have been considered as vital in achieving the change initiative (Austin 2015).

**Change Impact Assessment** – HR professionals and leaders will work collaboratively to review the current state of the organisation and where they would like it to be in the future (SHRM 2019) The assessment will consider how the change will impact each stakeholder group by putting strategies in place to mitigate the risk (Johnston, Lefort and Tesvic 2017). The outcome of this assessment will feed into objectives of the change and shape the change management strategy and plan.

**Invest in resources** – By having an employer which provides appropriate training opportunities to employees to develop their skills, it results in higher employee engagement. This is reflected by high productivity, positive behaviour and ability to adjust to change (Acas 2014). During the change assessment plan, skills gaps will be identified, and management will have the responsibility to share these findings with their employees, align with their new goals and arrange effective training to meet the employee and organisation needs (McNally 2019).

**Leadership** – To ensure that the correct leaders are chosen to lead and adapt the processes to ensure that the change initiative is implemented effectively (SHRM

2019). Having an inspiring and courageous leader to push the business forward will motivate employees and pick up momentum in believing in the change (Johnston, Lefort and Tesvic 2017).

**Communicating** – As mentioned previously, to identify stakeholders that have an impact or interest in the change and arranging a communication plan with the level of communication that is desired by each group (Mind Tools n.d.). The required communication level and preferred method for each stakeholder group will allow them to have a clearer understanding of its objectives, progress and opportunity to relate their concerns. Being aware of the change's future objectives, will allow stakeholders to become prepared by correctly shared information (SHRM 2019).

## MONITORING AND ASSESSING IMPACT OF CHANGE

To ensure that the change initiative was successful, and it met the initial outcomes, organisations will need to use ways to monitor and assess its impact.

Below, we have examples of qualitative and quantitative methods that can be used.

1. Feedback from employees through performance meetings, interviews and surveys.
2. Using technology to receive statistics around HR functions i.e. staff absences, staff turnover.

To ensure that the change initiative was successful, and it met the initial outcomes, organisations will need to use ways to monitor and assess its impact.

One example of gaining feedback is from the key stakeholder – employees. As they have been involved throughout the process and were communicated the future vision of the change initiative, they are able to provide an answer to if that has been achieved through their work processes and give feedback on positive and negative steps of the process (Austin 2015). This information can be gained through consultation meetings or surveys. For a more detailed and personal touch, holding an interview or performance meeting allow both line manager and employees to share their honest opinion and be able to expand on any follow up questions to clarify concerns.

From a quantitative data perspective, AI technology would be able to provide HR and managers a comparison of sickness absences and staff turnover statistics from before, during and after the change initiative. If following the change initiative, managers can identify that employees are more productive by a lessened amount of absences, their willingness to upskill by attending training sessions and commitment to go above and beyond their role to achieve their aims and goals (Gifford 2018).

IN **CONCLUSION**, WE HAVE DISCUSSED;

EXTERNAL AND INTERNAL FACTORS;  
BARRIERS AND HINDERANCES TO CHANGE;  
EXAMPLES OF CHANGE THEORIES;  
COMMUNICATION PLAN;  
IDENTIFYING THE NEED FOR CHANGE AND MEASURES  
TO INFLUENCE THIS;  
CONTINUOUS ANALYSIS AND MONITORING OF  
CHANGE.

Thank you for listening.

In conclusion, throughout the presentation, we have discovered the internal and external factors that can influence the need for change within an organisation. To overcome these barriers, managers can become leaders which enables the change to become a reality. From this, there are examples of change theories i.e. John Kotter, which is a tool that can be used to follow a step-by-step guide to successfully achieve change (Rees and French 2016). Throughout the whole process, having a clear plan for the change, including communication methods for key stakeholders can be followed to ensure that they are fully informed of the process and its effect on them.

Prior to this, there is a need to identify the need for change, involving correct stakeholders and endurance in continuing the change. This is defined by Austin as a three-step phase – Design, Enact and Sustain (Austin 2015). From here, examples of measures were discussed which needed to be in place to ensure that the above three step tool could be implemented.

Finally, managers have been provided with examples of how to continue the success of their change initiative and can plan for future changes within the organisation.

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