

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Change

Activity

In preparation for a change initiative provide a short presentation for managers in your organisation. Your aims are to enhance the managers understanding of change and give them a clear idea of how change might be implemented.

Include:

Potential internal and external drivers for change in organisations

Organisational factors that might a) enable and b) hinder change process

An explanation of two change theories/ models and how they can support change management

How positive work relationships can support change processes and how these can be built and maintained

The different communication needs and types of support that might be required by different stakeholders

Factors you would consider when planning for change and what a change plan looks like

A summary of best practise for implementing change processes

An evaluation of at least two techniques for monitoring change processes and assessing the impact of change

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Student Name: Jane Sadler

Student Number: 1806991

CIPD Membership Number: 52080882

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jane Sadler

Date: 5 November 2019

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Managing Change effectively

Objectives

- ▶ To understand the key principles, theories and models relating to change in organisations
- ▶ To understand the importance of communication and relationship management within change process
- ▶ Know how to plan, implement and monitor change processes
- ▶ The role of line managers in change

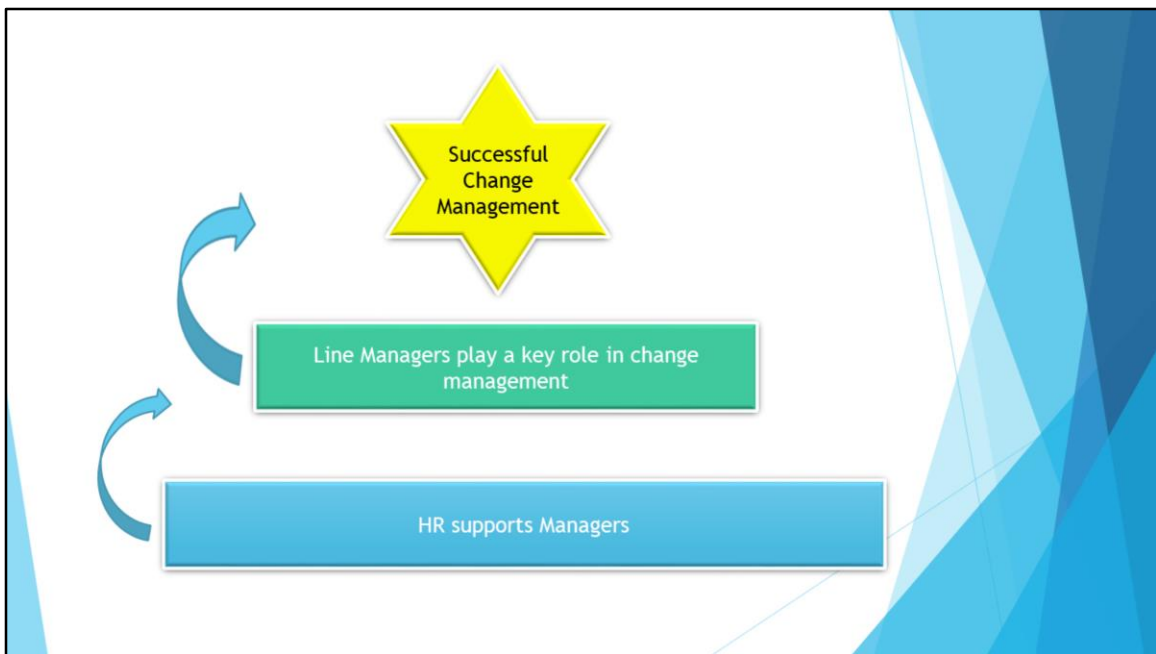
Change management

- ▶ Definition
 - ▶ Most change initiatives fail
 - ▶ Change is driven by the need to improve
 - ▶ All levels within an organisation need to understand the change
 - ▶ Failure to change has significant organisational/employee impact
- (ACAS, 2014, Ewenstein, et al., 2015)



The Society of Human Resources Management define change as ***“The systematic approach and application of knowledge, tools and resources to deal with change. Change Management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external condition and the business environment”***, (SHRM, 2019) but add that it also involves the ***“people side”*** (SHRM, 2019) of change.

Despite constant minor changes and major changes occurring roughly every three years, (ACAS, 2014), it is reported that 70% of change initiatives fail due largely to employee resistance and poor management support. (Ewenstein, et al., 2015) The need for change is often driven by the need for improvement making it imperative for organisations to successfully manage this process or risk reduced organisational effectiveness, low levels of employee engagement/wellbeing and permanent poor employee relations. (ACAS, 2014)



Change initiatives must cascade to all levels within the organisation; allow individuals to understand their role in the change and any impact that it will have on them (Tams, 2018) thus reducing resistance. Line Managers play a key role as they are fundamental in both delivering and sustaining change. (Marris, 2017) They must manage change in order to achieve the organisational goal, always maintaining commitment from their teams through engagement, consultation, communication and empathy and portraying the organisational vision. (ACAS, 2014) HR also play a significant role, supporting both Senior and Line Managers through the process. (CIPD, 2018)

Drivers of change - Internal

- Internal: Technology, employee voice, change of key staff



Change can be influenced by internal or external drivers. Internal drivers can often be influenced by external factors but tend to be as a result of a management decision which aims to achieve a pre-determined performance outcome; they are also often part of a **“natural process of ageing”** (Mullins & Gill, 2013) within an organisation. Organisations also need to understand the origin of the driver as this will have a direct impact on the extent of control that an organisation has on the change. (Hall & Rees , 2016) One of the main internal drivers is that of new technology, as the rate of technological change is swift, (CIPD, 2017a) organisations must adapt to remain efficient particularly when considered the needs of a millennial workforce, as technology will encourage and maintain levels of employee engagement. (Yearsley, 2018) With increased levels of engagement, employee voice is often evident whereby staff feedback could be the internal driver for change. As organisations are often required to adapt quickly to changing market conditions front line staff can give valuable feedback about changes that could be implemented. Feedback from employees could prompt changes in HR processes i.e. re-design of recognition and reward schemes or training programmes. (Investors in People, 2019)

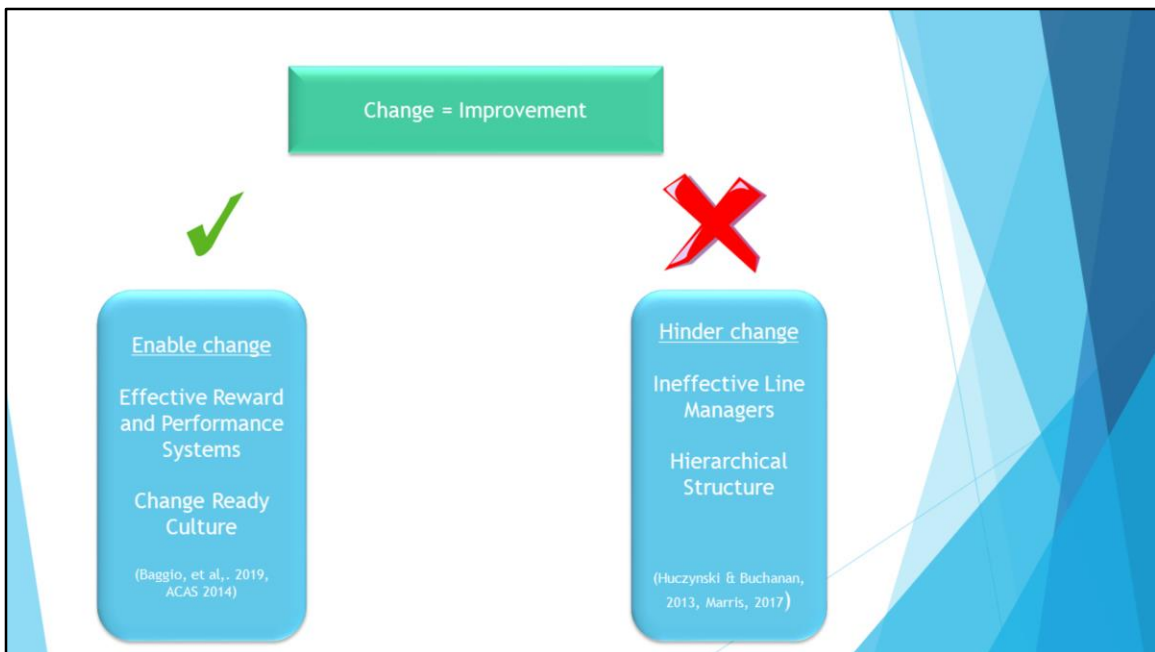
Research indicates that frequent job changing is now seen as a positive and almost a necessity within millennial employees. (Hope, 2017) As such the reality of change associated with movement of key senior personnel is very real, this change can often have a detrimental impact on a team if not managed effectively and could result in team instability, loss of knowledge and uncertainty. (Craig, 2018) Likewise new managers could implement new ways of working or redesign the workforce, again prompting further change.

Drivers of Change - External

► External: Political, Environmental, Legislative



Internal drivers and external drivers can be identified in a SWOT analysis, (Hall & Rees , 2016) similarly the PESTLE tool identifies external drivers and it is these drivers that create the main pressure for change. (Mullins & Gill, 2013) The most recent external political driver for UK organisations is Brexit, posing changes in recruitment strategy due to the competition for talent increasing and potential shortages in low skilled labour (CIPD, 2017b) in addition to more complex immigration requirements for EU workers. (Citizens Advise, 2019) The recent publicity around plastic waste has also created external environmental drivers for change, Unilever responded to this driver by pledging to reduce its use of virgin plastics by 50% by 2025 by making changes to its product range and packaging materials (Wood, 2019) which would suggest changes to work practises and equipment. Legislation plays a large part in organisational change as there is limited organisational control over the change required with failure to implement the change resulting in statutory non-compliance and risk of employment tribunals. Recent legislative changes such as the introduction of the Flexible Working Regulations 2014 resulted in organisations having to change internal policies, practises and mind sets in order to remain compliant and maintain levels of trust amongst the workforce.



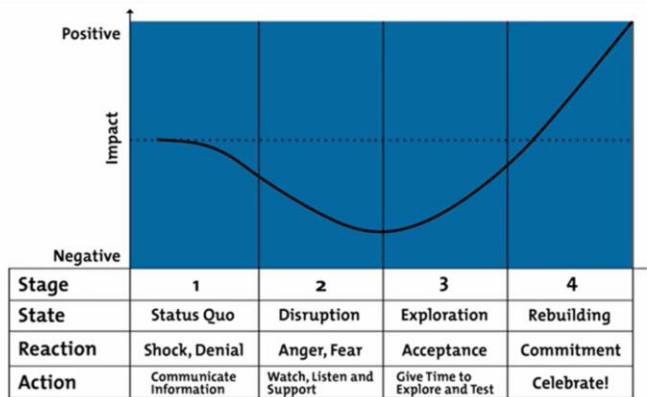
A change is normally introduced to make improvements so it is important to understand that there are factors which can hinder and enable change, this understanding will allow organisations to implement strategies to overcome any barriers. Line Managers are critical to the success of change with poor or ineffective leadership hindering the change process. (Marris, 2017) It cannot be assumed that all managers will be great change agents as the correct leadership style and qualities are necessary such as intellectual, influencing and counselling/people skills, in addition to the ability to inspire and empower others to achieve the end goal. (Kew & Stredwick, 2012) Management failure to respond to how employees are feeling about change can increase levels of resistance making success less likely. (ACAS, 2014)

Effective communication is key to successful change management (ACAS, 2014), however lines of communication are often interrupted by staunch hierarchical structures where power and status are predominant forces. (Huczynski & Buchanan, 2013) Senior managers can withhold information and avoid collaboration fearing a loss of control or status. (CIPD, 2018) As a result the vision of change is not effectively cascaded, with individuals failing to understand their role (Tams, 2018) and due to the lack of involvement are less likely to accept change. (Mullins & Gill, 2013)

In contrast, effective reward and performance systems can enable change, focusing on achievement of the organisational change goal through individual performance and providing opportunity for continuous feedback. By enhancing honesty, strengthening relationships, thus

increasing levels of engagement and performance, such systems will enable change to happen more freely. (Baggio, et al., 2019) The culture of an organisation can also be an enabler, organisations that are change ready with high levels of communication, clear visions, participation and management of expectations are more likely to see effective change processes (ACAS, 2014) whereas attempting change in organisations that are not prepared for agile change will be unsuccessful as levels of resistance are heightened. (Tams, 2018)

Kubler Ross Change Curve



(Mindtools, na)

Change management has been researched for many years with the introduction of a number of models to assist in its implementation. The following change models provide a structure in which to plan and implement change.

People are often central to change (Marris, 2017) so organisations must understand the emotional impact it can have on individuals in order for change to succeed. (ACAS, 2014) The Kubler Ross change model focuses on the shift of emotions from denial to acceptance and the ability of the organisation to assist individuals through this process, it also helps to highlight what practical actions can be taken at the various stages e.g. increased communication and support in the denial stages and prompt and open discussion in the anger stage to address issues and reduce resistance. As acceptance starts to happen in the depression and bargaining stage training and opportunities to experience the benefits of change should be provided, with celebrations of success being key to this stage and the acceptance stage to encourage and embed positive change. This model also allows organisations to understand when best to implement the final stages of the change. (Mindtools, nd a) The danger in solely adopting this model is that it assumes resistance to change which could become self-fulfilling and does little to assist in the design stages of change focusing more on the enactment stage. (SHRM, 2015)

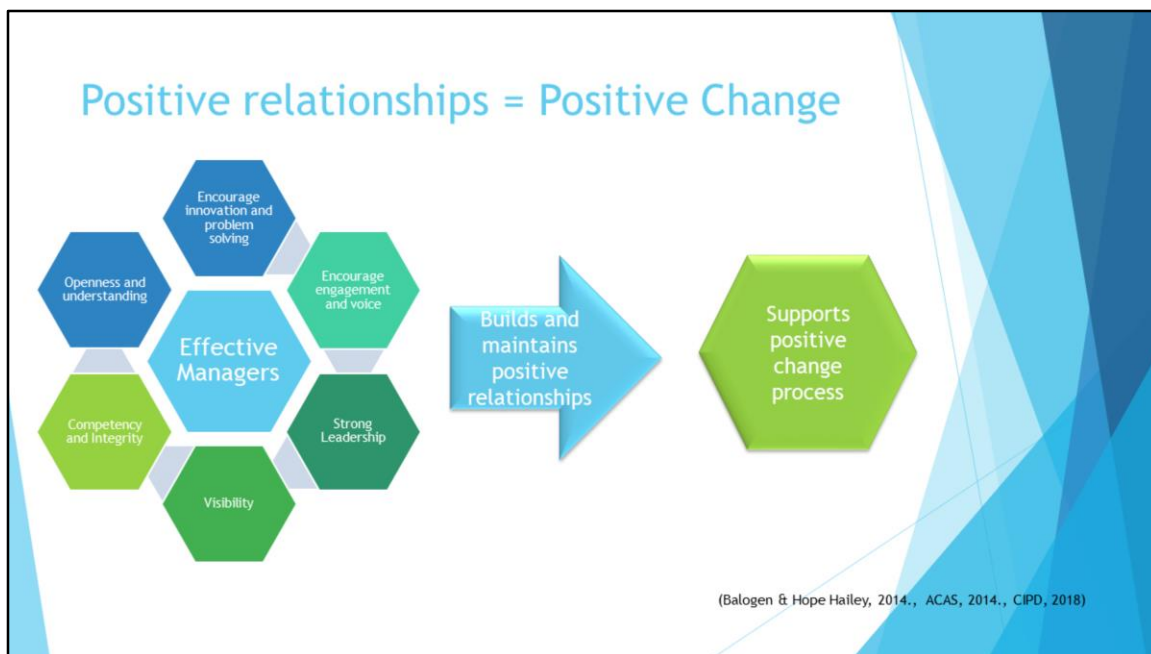
Kotter's 8 Stage model



(Kotter, 2019)

Kotter's 8 stage model supports change by outlining an apparent **'linear and sequential'** process of managing change (Hall & Rees , 2016 pg111) which organisations can use as a template for a change plan and **"guidance for action"** (SHRM, 2015 p4) Whilst elements of the model encourage employee empowerment on the whole the model is driven by management developing and communicating the vision and is more effective where objectives, milestones and performance can be measured within the scope of the plan. (Hall & Rees , 2016) It is in effect a guide to the implementation of change (SHRM, 2015), however it emphasises the need for strong communication, recognition and celebration of goals to assist in building and maintaining the change. In response to the recent trend of rapid organisational change the view is that change is now a constant, organic growth rather than an event that needs to be managed, (Musselwhite & Plouffee, 2010) With this in mind the final stages of this model are relevant, encouraging the development of attitudes and values which create behaviours enabling further future change (Hall & Rees , 2016) , however the model does assume that the specific change has been decided and does not clearly assist in the assessing the need for change. (SHRM, 2015)

Both models support change management, however a contingency approach is recommended (ACAS, 2014) taking into account the complexity of change whilst ensuring models adopted are the best fit given the nature of the change and the organisational culture. (SHRM, 2015)

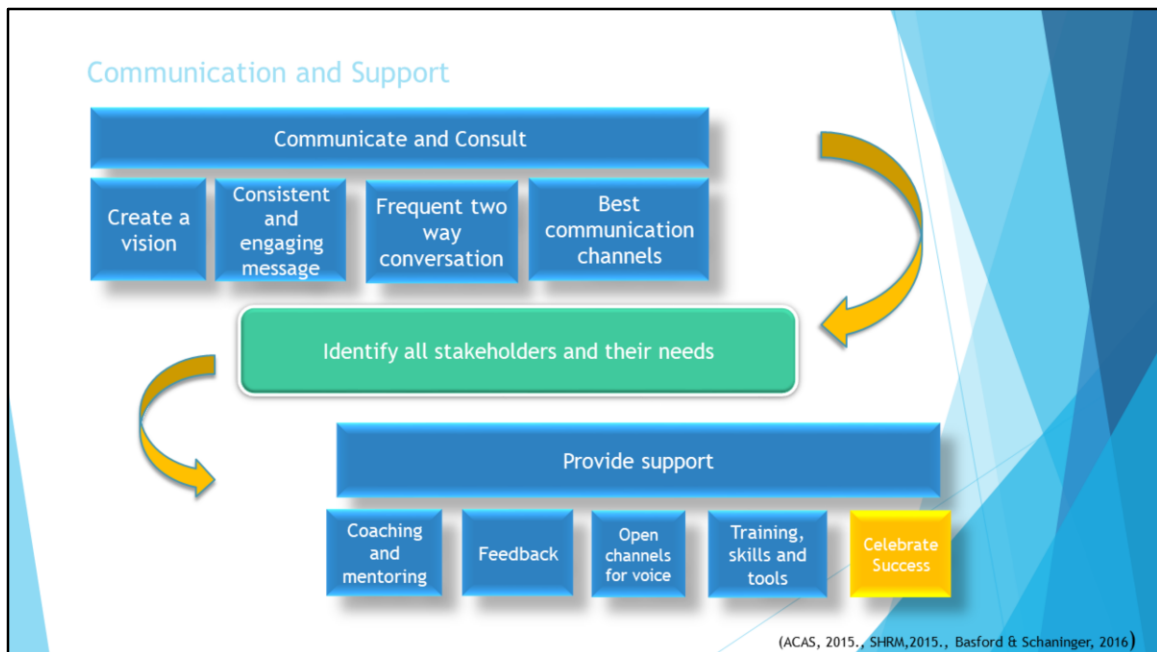


Trust and mutual respect are typically present in positive relationships and are key to supporting the change process. (Balogon & Hope Hailey, 2014) Neither respect or trust can be assumed in a relationship, and leaders will need to display relational leadership behaviours that enable **“conditions in which innovation, problem-solving, knowledge-sharing and engagement thrive”** (Balogon & Hope Hailey, 2014 p18) which increase level of trust. Levels of trust can also be built and maintained by demonstrating strong leadership, visibility, competency, integrity and openness (ACAS, 2014) and a sincere understanding of the emotional impact that change has on individuals. (Balogon & Hope Hailey, 2014)

Once clear rationale for change has been communicated, focus should be placed on enacting the change itself, with managers ‘walking the talk’ and reinforcing the vision. (CIPD, 2018) It must be acknowledged that resistance can occur during change but managers should view this as employee voice, not a negative reaction. (ACAS, 2014) In these instances managers should engage with individuals openly and honestly, taking time to understand the cause of resistance, providing information and support, whilst addressing concerns through two way dialogue and empowering individuals to become part of the change. (Geraghty, 2019)

Managers should adopt a participative management style and collaborative working (Mindtools, nd b) by consulting and communication with the workforce. These

actions both build and help to maintain relationships and are key in enabling change.



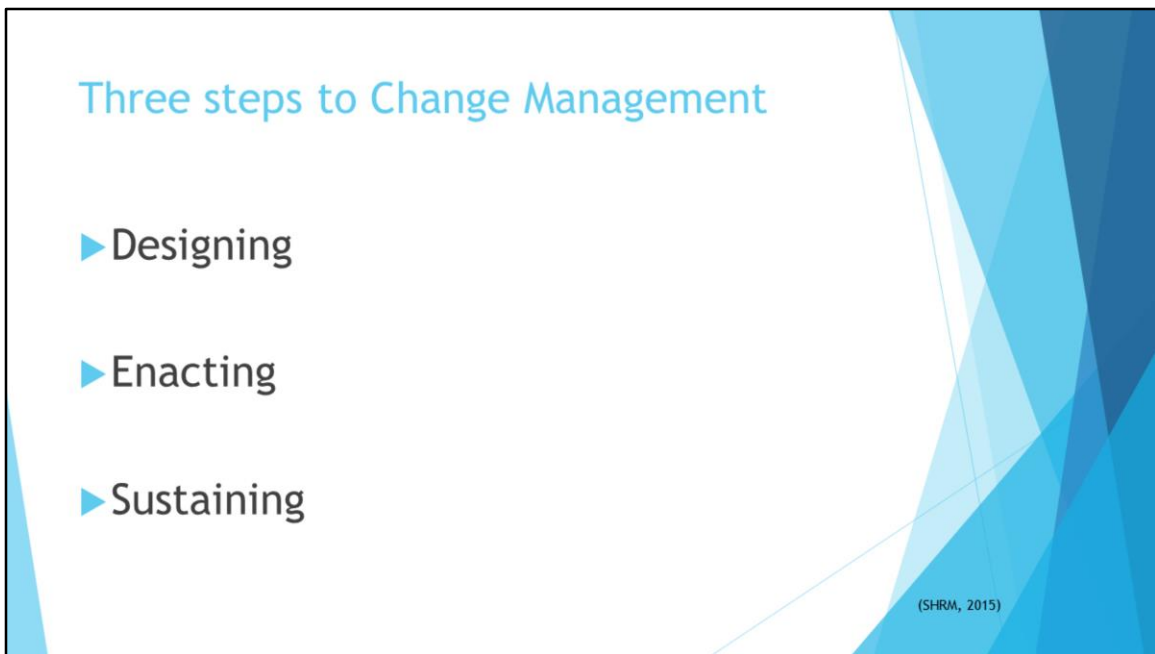
ACAS state that effective change management requires organisations to **‘communicate and consult’**. (ACAS, 2014 p2) ensuring that a communications strategy is formulated delivering a vision and targeted communications to stakeholders. (ACAS, 2014) Stakeholder analysis enables identifies those effected by change and if they will gain or lose from the change, information that assists in the production of a communication plan. (SHRM, 2015) It is likely that communication to the various stakeholder groups will need to be managed differently (Huczynski & Buchanan, 2013) as their needs may vary dependent of the impact of change. In addition to identifying stakeholders the plan should also identify the issue, how and when you communicate the key message to groups and importantly, how you will measure and review the success. (ACAS, 2014)

The message communicated must be consistent, engaging and allow stakeholders to understand the need for change and the benefits to them. (ACAS, 2014) Throughout the process communication must be frequent and two way (ACAS, 2014) although the focus of the communication can change from providing a clear vision and supporting individuals to providing coaching, feedback and celebrating success as the change is implemented. (Mindtools, nd a) The medium for communication should also be considered; with increasing reliance on technology by millennials social media platforms may be the most effective way to communicate, (Basford & Schaninger, 2016) although organisations will need to understand their workforce as more conventional methods such as posters and newsletter maybe more appropriate. The nature of change and where organisation are in the process will also influence the method of communication utilised, ie announcing redundancies via Facebook would not be acceptable, however if redundancy was part of an initiative to increase efficiency, reporting efficiency successes Facebook could be

and building momentum. (Basford & Schaninger, 2016)

Consideration should also be given to effective communication to senior managers and project leads who need to understand the progression of the change and how effective it has been in order to plan future change strategies.

Change must put people first and through communication organisations can fully understand individual's needs to achieve the change such as new skills and tools. (Hemerling, 2016) Change also creates emotional responses (ACAS, 2014) in individuals so organisational need to acknowledge this and provide support through mentoring, providing open channels for employee voice along with advice and reassurance. If people feel overwhelmed by change and organisations fail to provide the necessary support to overcome this, the reality is that change will not succeed. (Hemerling, 2016) The levels of support will vary for the different stakeholder groups and it is important to acknowledge that line managers will need considerable support as change management can be stressful for them. (Mullins & Gill, 2013)



Planning change is complex and rarely happens in isolation (ACAS, 2014) but to simplify the process it can be divided into three sections; design, enacting and sustaining. (SHRM, 2015)

Initially organisations must understand the current organisational capacity and how it could affect the change process. The change itself should be clearly defined and have a future focus and subsequently a clear vision should be established identifying **“clearly prioritised, actionable and realistic goals”** (SHRM, 2015 p9) that will enable the change to happen.

The enacting stage requires long term commitment from expert change teams, led by a senior change leader who is an advocate for change and will maintain momentum. All stakeholders affected by the change need to be identified, outlining their interest and influence within the process establishing if they could offer expertise or show resistance. Project management skills are key, ensuring milestones are met and efforts are focussed although this should not be at the peril if implementing change successfully. A degree of flexibility should be adopted to accommodate any adjustments caused by the internal/external environment with monitoring and reviewing progress enabling if changes should be implemented. (SHRM, 2015)

Sustaining change can be challenging as change teams are often disbanded as change starts to become embedded risking a drop in momentum. Monitoring at this stage is still essential and can help to remind employees of the initial reason for change and invigorate the process. It is also useful in identifying areas where the change is failing allowing intervention at an early stage to ensure the initiative does not fail. Manager should

identify ways in which the change can be embedded further into everyday behaviours and routines, with organisations supporting managers to become change champions as this will create a change ready culture and maintain momentum. (SHRM, 2015)

Sample Change Plan

Need for change:		
Vision and Objectives:	Benefits of Change:	
Scope of activities: (Who is affected and how?)		
Identify Change team: Identify Senior Change Leader:		
Communication Strategy		
Who to/By whom?	When?	How?
Support Strategy		
Type of support?	Provided by?	Identify when?
Identify key timings and milestones link to Gantt chart		
Resources		
Existing resources	Additional resources required	
Monitoring		
Techniques:	When:	What?
Measuring and controlling success		Other considerations: eg (Legal)
Metrics:	Who:	

Change plans can be created to enable a unified approach; establishing a vision and recognising the need for change and benefits. (SHRM, 2015) Not only should the scope of change be identified but also affected stakeholders and support strategies (ACAS, 2014), communication strategies (ACAS, 2014), key milestones (SHRM, 2015), resources and monitoring and reviewing techniques. (ACAS, 2014) It is also important for the plan to consider how success will be measured and understand the metrics that will enable this analysis to happen.

Best Practise

- ▶ Identify change and create a strong vision
- ▶ Check for legal compliance
- ▶ Perform Stakeholder Analysis
- ▶ Create a communications plan
- ▶ Identify points of resistance
- ▶ Establish credible change leaders/champions
- ▶ Celebrate Success
- ▶ Monitor and review progress and final success



(CIPD, 2018., ACAS, 2014., SHRM., 2015., Hall & Rees, 2016., Tams, 2018., ACAS, 2018.)

Managers must consider a number of factors before making a decision on how change should be implemented (Hall & Rees , 2016), therefore change must be planned and should consider the following points of best practise:

- The need for change must be identified along with an understanding of the current status quo; (SHRM, 2015)
- A strong vision must be created;
- The need for legal compliance should be identified where relevant; (ACAS, 2014)
- Stakeholders must be identified along with the affect the change will have on them; (ACAS, 2014)
- Communication plans should embracing honest and effective communication throughout the process promoting consultative rather than directive communication; (CIPD, 2018) ensuring that the need for change, vision and benefits are understood by all involved. (ACAS, 2014)
- Points of resistance should be identified ensuring barriers can can be address promptly through communication, support, training, coaching and

mentoring; reducing levels of resistance; (Geraghty, 2019)

- Change leaders/champions should be carefully selected on their strengths to ensure change is delivered and managed effectively; (Hall & Rees , 2016)
- Successes should be celebrated to encourage and sustain change; with line manager's role modelling new behaviours/practises further embedding change; (Marris, 2017)
- Progression of change should be monitored/reviewed constantly implementing necessary adjustments although maintaining a focus on the original vision; (SHRM, 2015) Monitoring should include a review of budgets and effective use of resources.
- Review the success of the change process including views points of all stakeholders to assist in the development of future change plans. (SHRM, 2015)

As research suggests that the majority of change initiatives fail (Tams, 2018) it is important for organisations to follow best practise to engage staff and avoid the risks associated with failure.

Monitoring Techniques

Surveys

► Pros

- Cost Effective
- Easy to distribute
- Real time snap shot
- Provides high amounts of quantitative data

► Cons

- Little qualitative data
- Poor response rates
- Need to use in conjunctions with other techniques

Statistical data

► Pros

- Easy to analyse
- Provides high amounts of quantitative data
- Indicators clearly visible

► Cons

- Little qualitative data
- Need to use in conjunction with other techniques

Constant monitoring embeds and sustains the progress of change!

(SHRM, 2015., Perkins & Woodhams, 2016., Cattermole, 2014)

Successful change will eventually become the norm but organisations should still monitor and assess both perceptions/behaviours and progress. If monitoring is not conducted it is easy to lose sight of objectives or assume too early if the change has been a success or failure. (SHRM, 2015) HR can introduce processes that gather feedback and to analyse the subsequent data.

Surveys are cost effective and a common way of identifying progression and acceptance of change although often they tend not to provide deeper meaning to answers should be used in conjunction with other more qualitative methods of assessment such as staff interviews. (Cattermole, 2014) Whilst surveys can be issued to all stakeholders by a variety of methods there is a risk of a low response rate and there is no way of knowing if respondents have answered questions honestly. (Perkins & Woodhams, 2016) Frequent pulse surveys throughout the process would however give a real time snap shot of the change process, and would provide easily comparable data.

Dependant on the type of change quantitative data such as efficiency data and HR analytics could be used to identify the progress/impact of change. As with the

data from surveys this is generally easy to analyse as it is based on numerical information. Clear indicators will be visible from the analysis eg since the change in shift to day working only, absence levels have reduced by 41%, although again these statistics do not explain the reasoning behind the result, requiring qualitative feedback to establish more in-depth emotive based information. (Perkins & Woodhams, 2016) Monitoring of change can also easily be achieved by comparing the current status to milestones outlined in the change plan, (SHRM, 2015) through utilisation of various techniques such as statistical data and feedback from managers a clear picture of progress can be developed relatively easily.

In addition to providing valuable feedback regarding the success of the change process, constant monitoring will also embed and sustain progression. (SHRM, 2015)

What have we learned today?

- ▶ The key principles, theories and models relating to change in organisations
- ▶ The importance of communication and relationship management within change process
- ▶ How to plan, implement and monitor change processes

That line managers can make change happen!!



In conclusion the success of change is dependent on many factors but crucially it must be effectively managed by line managers who themselves are change ready, change advocates.

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