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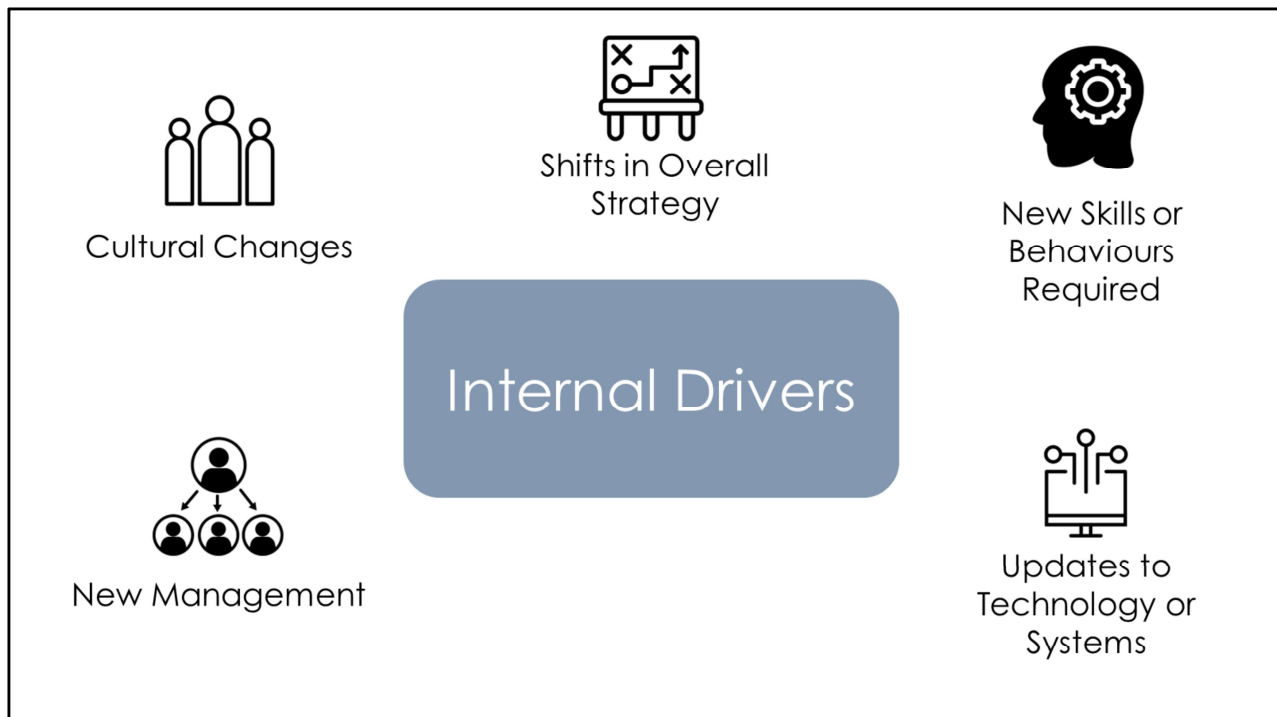
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Managing Change in your Organisation

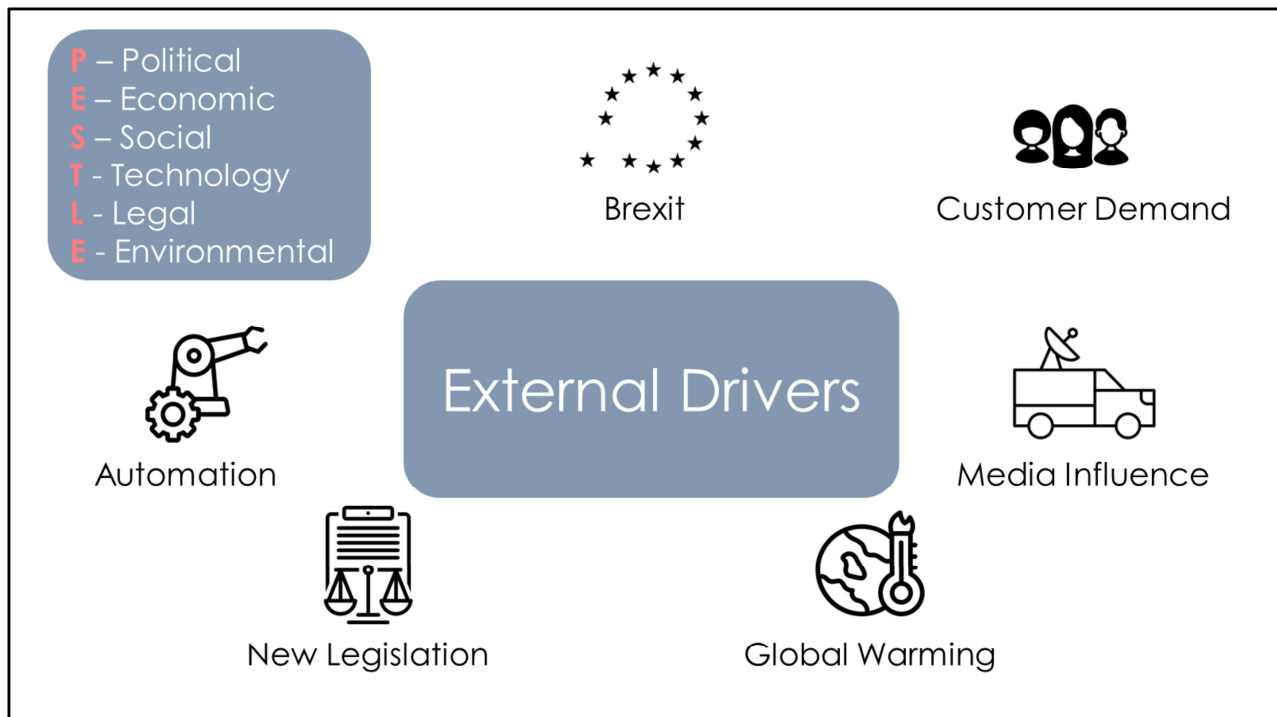
Change is a constant in modern businesses and as managers you need to be prepared (Wilkinson & Taylor, 2016, p. 32). The CIPD found as many as 70% of change processes were classed as failures (Balogun, et al., 2015, p. 6) and so careful planning and agility are required. We are told that successful organisations need to be adaptable and comfortable with ambiguity (Griffin, 2019) but at the same time; organisational change creates fear, worry and exhaustion for your teams (Hemerling, 2016). In this presentation we will cover the main concepts of change, communication and planning to help ensure your change process is a success.

Drivers for Change 'the why'

There are many factors that could lead your organisation to contemplate change (Acas, 2014, p. 5). These factors may seem obvious, but being able to identify them and recognising why these drivers have influenced proposed action (CMI, 2021) will be important when it comes to communicating to your teams and bringing them on-board (Geraghty, 2019).



These drivers could be internal to your organisation, perhaps seemingly small changes which will affect how everybody works. These could be people based factors such as new upper management with a new vision for the organisation (Rees & Hall, 2016, p. 110), or a cultural shift such as a widespread desire from the team to work from home (Acas, 2021). They could be operational drivers such as new skills or behaviours required by staff (George, 2021) or new systems and equipment that they will need to use (Rees & Hall, 2016, p. 110).



External drivers have perhaps more obvious influence on change. These factors fit within the PESTLE framework of 6 areas that are outside of your organisations control (Rees & Hall, 2016, pp. 109-110). Some key examples:

- Brexit is still having a big impact on jobs and the economy (George, 2021)
- Technology is rapidly changing with automation being the most current factor putting certain jobs at risk (Griffin, 2019)
- Customer demand for goods and services put companies under pressure to meet expectations and stay competitive (Balogun, et al., 2015, p. 6)

Your Organisation Help or hindrance to change?

Although we have looked at internal factors that will necessitate change, there are also factors within your organisation that will either help or hinder the process of enacting this change.

Factors in your Organisation that could **support** change

- 'Change-ready culture'
- Culture of continuous learning
- Existing communication channels



Knowing the culture of your organisation is helpful in understanding how receptive your teams will be to transformation (Wilkinson & Taylor, 2016, p. 33). For example, how they have reacted to change in the past, how they have since adjusted and how success is recognised and communicated from previous change processes (Wilkinson & Taylor, 2016, p. 34).

Satya Nadella became CEO of Microsoft in 2014 and concentrated on fostering a learning culture, where people were allowed the time to reflect and adjust to new information which were good attributes to have when approaching his large organisational change (Hemerling, 2016).

Factors in your Organisation that could **stall** change

- Current systems and processes
- Your project management and leadership skills
- Existing organisational behaviours



Conversely, there are organisational factors that could hinder change. Significantly, this focusses on the role of the manager. Transformational change requires commitment and contribution from management over a long period of time (Balogun & Hope Hailey, 2014, p. 12). If the management team, or specifically the managers driving the change, are not effective leaders or skilled in project management this is likely to lead to failure (George, 2021).

Looking more broadly at your organisation, there are behaviours and habits that can make change more difficult. Perhaps your organisation is like Zurich UK and has a habitual “meetings culture” which makes the action of change difficult (Balogun, et al., 2015, p. 17). In their change project this was a key barrier for change which was difficult but essential to remove as it was tied to the perceived running of the business.

Change Models

How can they help?

The strengths and weaknesses we have explored so far all play a part in the way that you guide your team through change. Teams will approach change which threatens their comfort, career or even job security, with a degree of apprehension even though the aim is a positive one (Wilkinson & Taylor, 2016, p. 33).

We will next explore two theoretical change models which aim to help prepare and the people in your organisation and enable you to lead them through the process.

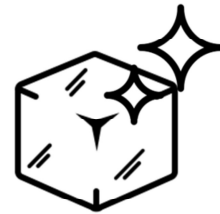
Lewin's Three Phase Model



Unfreeze



Change



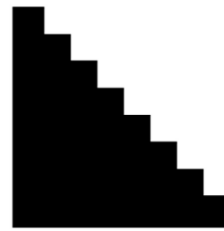
Refreeze

Kurt Lewin's 1951 model (Rees & Hall, 2016, p. 112) uses the analogy of a block of ice melting and refreezing to explain the requirements on leaders to guide change.

- In 'Unfreeze' you make the organisation open to change, preparing people with the why and giving them motivation for change. You will also offer them reassurance of the process.
- Next when enacting 'Change' communicating and addressing issues is key. Change is long-term and won't be instant so it is important to act on feedback and deal concerns.
- Then Refreeze when you embed the changes as policy and procedure but also in the culture of your organisation. It is important to ensure that this change is now part of your identity and that you take the time to celebrate success with the team before moving on (Mind Tools, 2021).

Kotter's Eight Step Model

1. Current systems and processes
2. Form a coalition
3. Create a vision
4. Communicate your vision
5. Remove obstacles
6. Create short-term wins
7. Build on the change
8. Anchor changes to your organisations culture



John Kotter's 1996 model (Rees & Hall, 2016, p. 114) is based on research from when change had failed. This step by step approach expands on the ideas from Lewin and guides managers through the challenges found at each step (Mind Tools, 2018):

- Step 1. getting people on board asking why are we doing this? What's the problem to be solved? Having conversations about this and making it relevant to them. Kotter advises 75% of staff are on board before embarking on the change process (Mind Tools, 2021).
- Step 2. Finding people who will set the example, influence others and help build on the work of Step 1.
- Step 3. Taking ideas that are coming from the first steps and forming them into a vision for change.
- Step 4. Communicating this vision not just in meetings but in every day conversation and leading by example.
- Step 5. Address any concerns raised. These barriers may be systematic, cultural or coming from individuals who can be addressed alone.
- Step 6. Find small goals that will contribute to the overall change plan and communicate how things are already improving.
- Step 7. Do not assume we are done already. Look at how we can improve further by observing and communicating with the team.

- Step 8. Align this change with the culture of the organisation and celebrate with team so they can see the value in what you have all been working on (Mind Tools, 2021).

Managing Relationships & Communication During Change

Both of these models have centred on the handling of people, they are the factor that cannot always be predicted but essential in the project's success (George, 2021). As managers, you have a key role in ensuring engagement of staff and communication are handled effectively and collaboratively with the team (McCarthy, 2004).

Apathy vs Engagement



Resistance vs Cooperation

One of the most prominent people barriers to change is resistance from your employees (Balogun, et al., 2015, p. 19). Whether to the proposed changes and their impact on the individual; or the way that the change process is being handled by you (George, 2021). This should be expected as nobody likes to have change imposed on them without their say (Hemerling, 2016) and is therefore a prompt for you to involve them in the process and give them a voice and stake in what is happening (Balogun, et al., 2015, p. 19).

Resistance is seen as a positive reaction to have as instead of apathetic to the process they are engaged and have an opinion on what is being proposed. Through resistance, dialogue can be had, and then solutions and cooperation found (George, 2021).

Building Trust

- Listening
- Transparency
- Empathy
- Involving Staff
- HR Policies

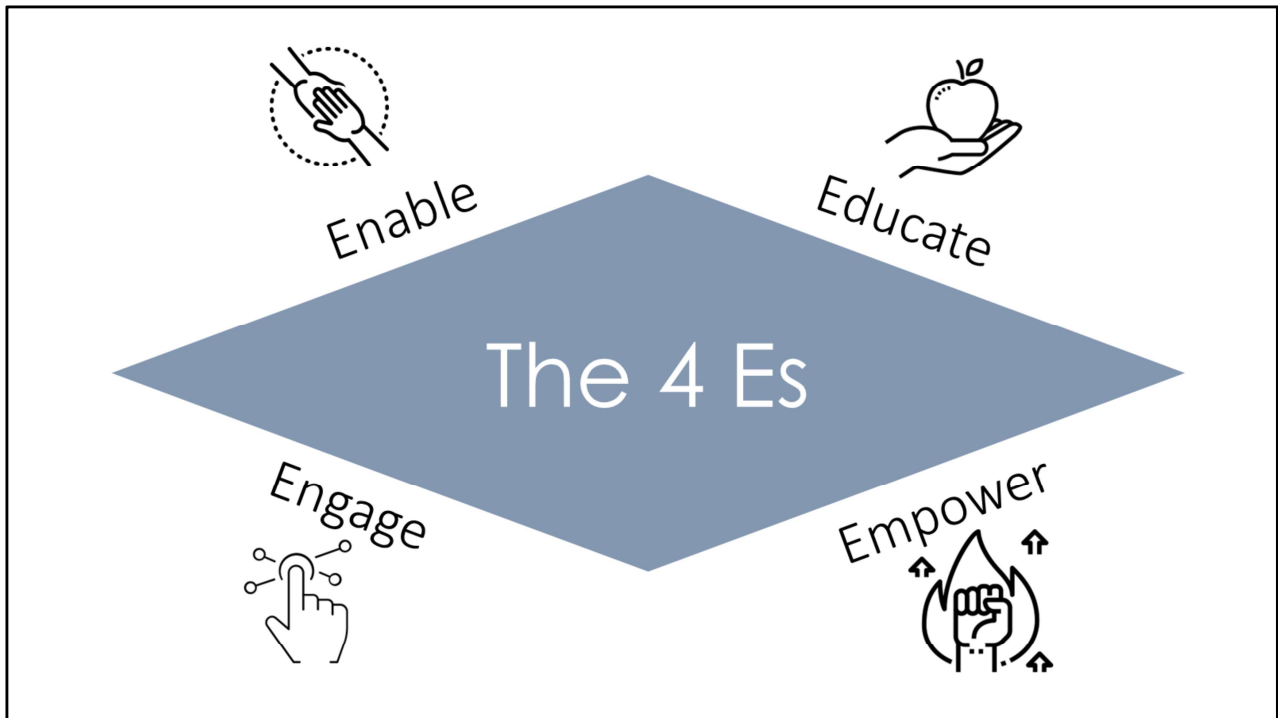


Ultimately, cooperation and engagement require your team to have trust in you as a leader and trust in the change plan. Here are some methods to build trust with your team.

- Listening to your team's concerns will be paramount as while you can try to plan for how everyone will react at each stage, you cannot always predict human behaviour (Balogun, et al., 2015, p. 22). Profiling the audience through interviews and group consultation throughout the process will enable concerns from the team to be raised (Sanchez, 2018). This way, your employees feel their concerns have been recognised and addressed and enable you to understand the team better and find the best approach for communication going forward (Marris, 2017)
- Your team should know what is happening as much as possible. While some details of the plan may be private, to gain trust it is important to be transparent when a change directly affects individuals (Sanchez, 2018).
- Showing empathy, being approachable and relatable will help staff to feel like you are affected by these changes as well. Zurich UK Life removed their manager offices, bringing them closer to the team and allowing them to see their leaders exhibiting the new behaviours themselves (Balogun, et al., 2015, p. 19).
- Your staff should have a say in the changes made to their role. In many cases, as they know the role inside out, employees have great ideas to offer and by

celebrating these you will help everyone feel invested in the change process (Sanchez, 2018).

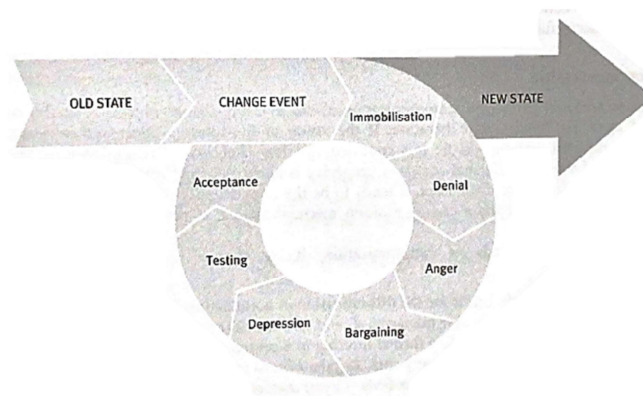
- It is also important to involve HR in the process as early as possible. It would be much more beneficial to have HR support the process early to help protect these relationships to come in at the end to mend relationships damaged by the poorly devised change plan (Griffin, 2019). HR are an ally in ensuring concerns and inconsistencies raised by the team can be ironed out and made into policies that everybody works to (Balogun & Hope Hailey, 2014, p. 23).



These steps can be summarised neatly as 4Es to get people on board (Geraghty, 2019):

- Educating by bringing your team up to speed with the why
- Engage or involve your teams getting them to logically and emotionally engage with the why
- Empower by giving staff a voice and show them how their ideas can have an impact
- Enable by putting the power to make change in employees hands

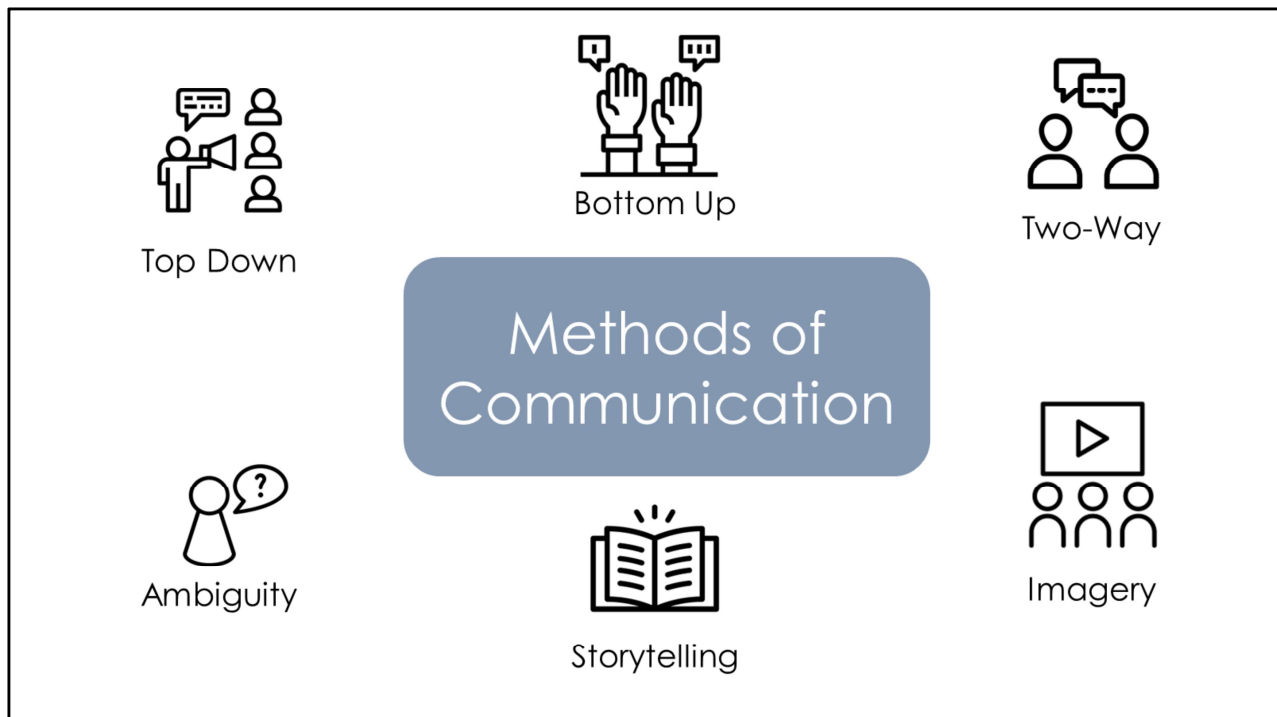
How your team receive and react to information about change



Wilkinson & Taylor, 2016, p. 33

Getting closer to the team and attempting to understand their motivations will show that they all receive and react to information differently (Keller & Schaninger, 2019). Some will automatically resist the idea of change and react with a range of emotions while others will approach the information from a perspective of career insecurity and a desire for answers (McCarthy, 2004).

The way people approach change is illustrated here (Wilkinson & Taylor, 2016, p. 33). Understanding how people move through these stages to acceptance is important in understanding how different team members will receive communication.



Managing the receipt of information can be most difficult when rumours spread through the team without your involvement, including untruths, which cause panic or fear in the team. This is why a range of communication techniques should be employed to ensure everyone is included and has an accurate understanding (George, 2021):

- Top Down Channels are all of your methods used to communicate the facts. This is best handled when all the team are together or through printed or digital media so there can be no doubt about the message you are sharing (Wilkinson & Taylor, 2016, p. 34).
- Bottom Up Channels allow for the team to have their say. During consultation, ideas can be generated and then fed back up to your leaders to consider (Wilkinson & Taylor, 2016, p. 34).
- Two way discussions are also important between you and your team members. This way you can address any concerns and ensure they fully understand the plan (Wilkinson & Taylor, 2016, p. 34).
- Using Ambiguity to create scenarios your team will naturally question and explore to find solutions that work for them (George, 2021). Sometimes this will be a great way to win round team members who are more independent or used to autonomy in their role as they are not used to being handed the answer.

- Through storytelling your team may find it easier to envisage what you are trying to explain to them (George, 2021). Especially if the proposed changes are drastically different to their current way of working.
- Similarly, some of the team need to see the change in action or represented in imagery to fully appreciate what is being proposed (Balogun & Hope Hailey, 2014, p. 16). This is also when role play can be effective, especially if the new process involves interaction such as customer service.

Forming a Communication Plan



Finding Allies

In addition to methods of communication, it is also best practice for you to develop a communication plan, outlining when different stakeholders will receive information. This plan usually starts with teams or individuals who are supportive of change, to build a team of allies (Berkeley, University of California, 2018); then tackling those who oppose change as you will now have a team already “role modelling” the new behaviours (BASF & Schaninger, 2016), before you share communication with the remainder of the team.

It is recommended to make HR an early team to receive communication, as they will be good allies to have from a strategic cultural position as well as to aid with the communication plan going forward (Hodges, 2021). An example of this is with the transformation of insurance group ‘Swiss Re’ where they focussed on communication with HR first to understand the why and to help drive change along with managers (Roper, 2020).

Creating & Implementing Your Change Plan

Change Plan

Change Plan

Change Objectives

Elements of change

Rationale for the change

Stakeholder Analysis

Readiness for Change

Change communication plan

Actions	who	when

Consolidation

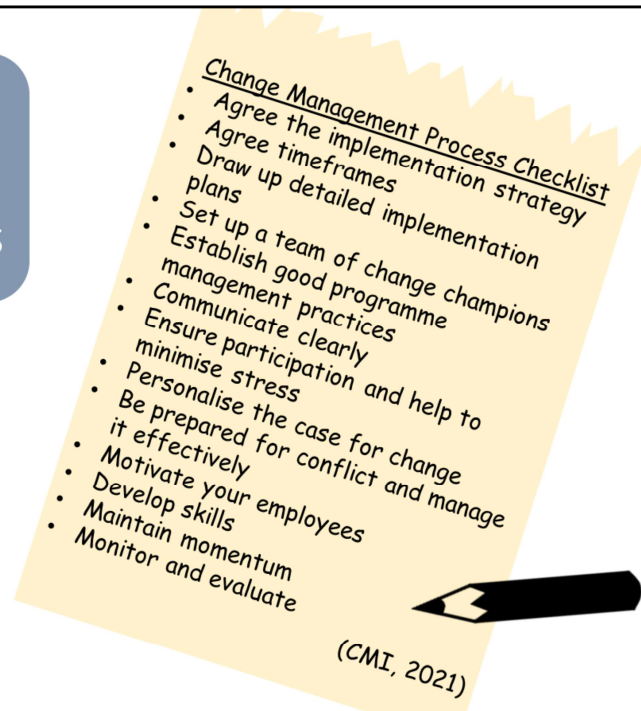
Evaluation

The communication plan we have already looked at forms part of a wider change plan, looking at every aspect of the change and allowing you to see potential weak points in your strategy and areas to focus on (SHRM, 2021). Although plans can vary with different templates available other than this one (University of Glasgow, 2021), these factors must all be considered as part of this change plan:

- Change Objectives – what it is we are aiming to achieve with this process (Acas, 2021).
- Elements of change are the employees, culture, internal processes and required jobs that will transform as part of this process (CMI, 2021).
- Rationale for the change - what the drivers for change are and what the impacts of not doing anything would be (George, 2021).
- Stakeholder analysis – their response, their communication needs, best communication methods, readiness for change
- Looking at your organisations readiness for change is about understanding the current position or “context” of the organisation, identifying aspects that stand in the way and planning to remove those before change can take place (Balogun & Hope Hailey, 2014, p. 22). It is also important to assess the support of management as they will be instrumental in the change (University of Glasgow, 2021).

- Forming a Change Communication Plan as explained previously.
- Actions needed to reach your objectives.
- Who in the organisation will form the team of “change champions” (CMI, 2021) who will both help communicate and exhibit the behaviours you are putting in place.
- When will changes take place? This could be an imposed timeframe dictated by external factors (Rees & Hall, 2016, pp. 109-110) or a realistic one such as based on the time needed to train staff or implement systems (University of Glasgow, 2021).
- Consolidation when policies are formed and changes are made part of the organisation (Balogun & Hope Hailey, 2014, p. 23).
- Evaluation – How you will measure performance and ensure the objectives have been met (Association for Project Management, 2017, p. 33).

Best Practices for a Successful Change Process



Although we now have a change plan, there are other things to consider to ensure the change project is a success. We have covered some of those listed here (CMI, 2021) earlier in the session but I would like to expand on some further best practices.

Implementation Strategy – Utilise HR



It is important to involve HR at the right time to help align your strategy with your people priorities. HR practices are focussed on getting the best out of your people while ensuring their wellbeing (Hodges, 2021). It is common for HR to be underutilised during change management only used for “transactional” end stages of the process but by involving early can help foresee negative reactions and plan for them from the start (Datar & Lamb, 2014).

Consult the Team



Through consultation with your team, you give them the opportunity to feedback and suggest solutions (Acas, 2021). This is important in the context of building trust leading to better engagement and cooperation (Rowlands & Crabtree, 2018). In addition, this process can lead to conflict. Again, seek support from HR and Learning and Development to ensure you and other managers are prepared for the type of questions and responses you may receive (Balogun & Hope Hailey, 2014, p. 23).

Align Strategy with Culture



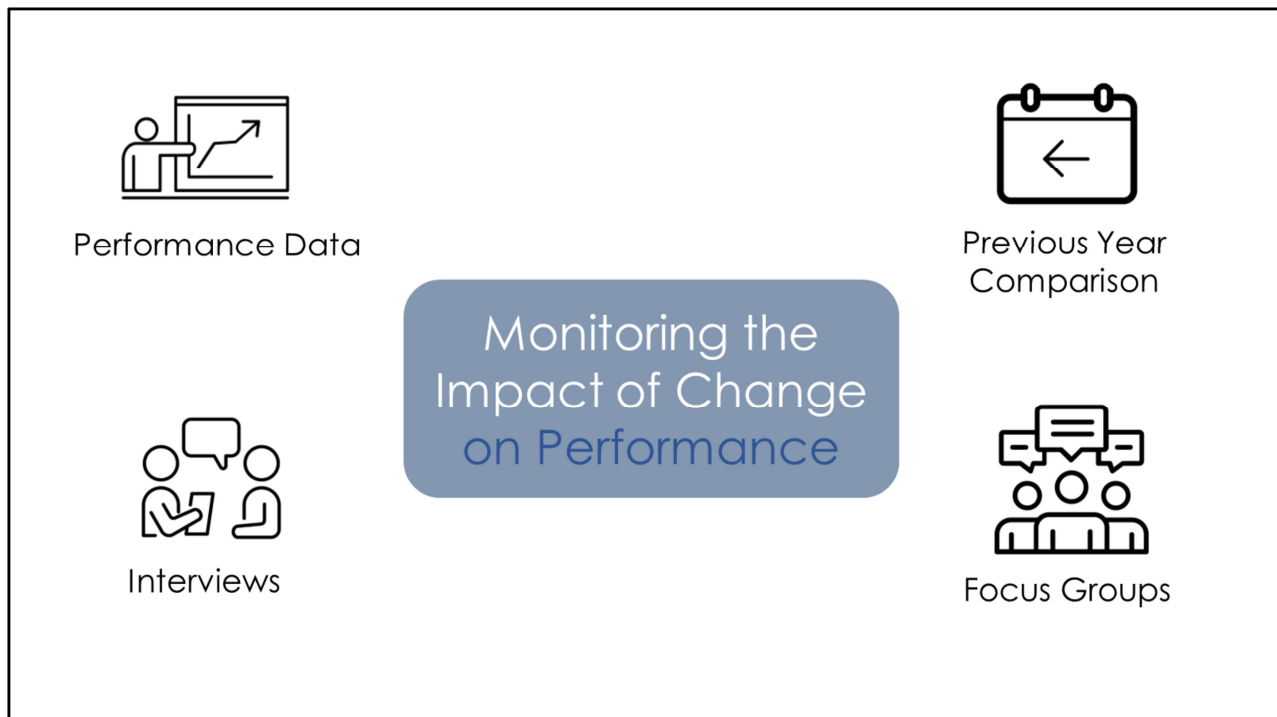
It is important that when strategy is created and communicated that it is accompanied by a culture that supports it (George, 2021). This will likely mean change to the company culture needs to be factored in if the change is dramatic and it is important to recognise this early, as simply changing operation without the support of culture will not work (Balogun & Hope Hailey, 2014, p. 22).

In the BBC Worldwide's 2013 transformational change (Balogun, et al., 2015), it was determined early simplifying by having a clear, strategy that everyone in the organisation could understand and align to would ensure that the change stuck.

Monitoring the Impact of Change

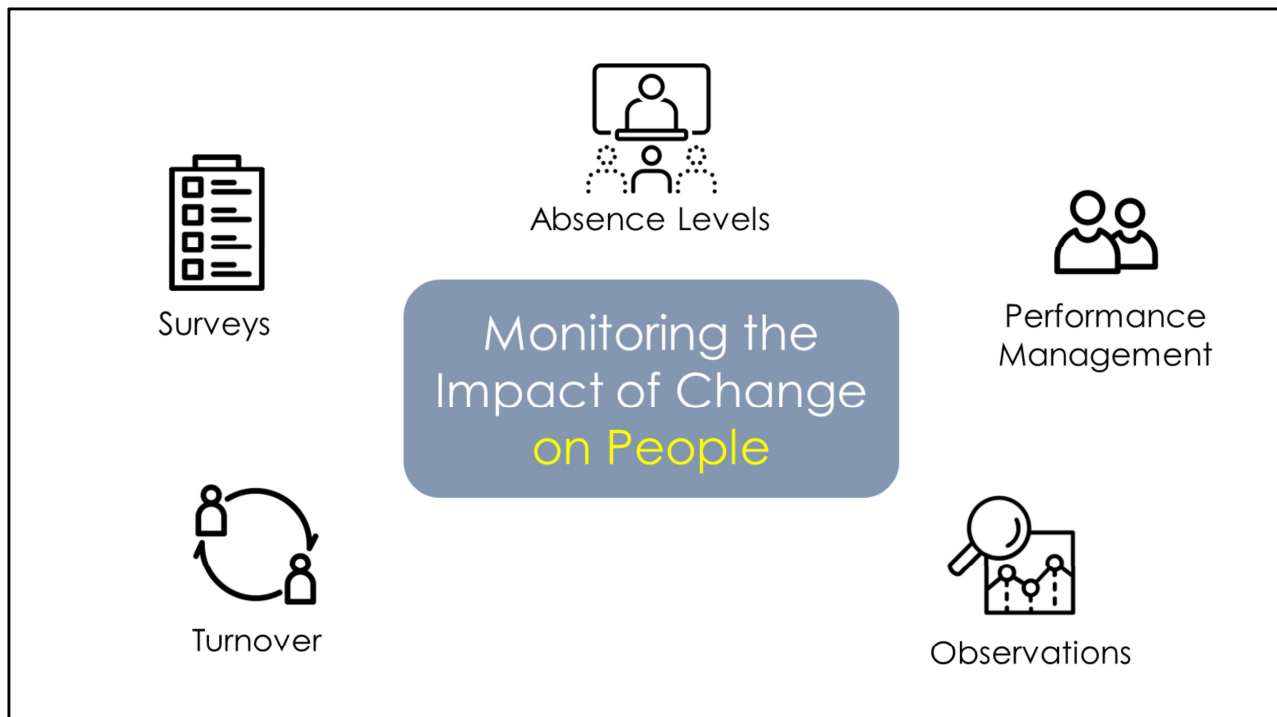
There are many reasons why you will want to monitor and assess the effectiveness of your change process throughout the project (Association for Project Management, 2017, p. 38). At a very basic level you will want to know if the change has worked and worth the investment of time and money put into it (Association for Project Management, 2017, p. 33).

At the same time, this change will have had a huge impact on the people in your organisation (Wilkinson & Taylor, 2016, p. 32). It is important that you understand how your team have handled the change and whether there are issues which need to be resolved to get the best results from the process (Rees & Hall, 2016, p. 106). Let's explore some methods for monitoring both the performance and people as part of your change process.



It is tempting to approach the monitoring of project performance on quantitative data only. In business efficiency projects for example, looking at performance based on previous year (PY) will give a good indication of whether the change is having an impact (Association for Project Management, 2017, p. 38) or highlight areas for improvement.

However, qualitative data from surveys, focus groups or interviews are invaluable in creating context to the performance or in generating success stories that can be shared to the team (Association for Project Management, 2017, p. 39).



It is important to understand the morale and engagement of your team as a result of the changes so that your process can be adapted (McCarthy, 2004). Some of the qualitative data options already discussed could be useful here such as surveys but there is also an opportunity for you to include this as part of your performance management process (Balogun, et al., 2015, p. 39). This has the added benefit of helping to build trust with your team. HR can also provide qualitative data over time, looking at your retention or absence levels which will be helpful in giving measurable data to the conversations you are having (Wilkinson & Taylor, 2016, p. 32).

Wrap Up

Through this summary of the principles of change, many of the areas covered have focussed back on the people in your organisation. By staying close to them, developing a good communication plan and addressing concerns (Berkeley, University of California, 2018), you can ensure you bring them along for the change and they will reward your work with engagement and more certainty of success (George, 2021).

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