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- Date: 17/10/2021





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Understanding the Management of Change



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Introduction

- Change is constant
- Needed for an organisation to survive
- Requires careful management as it's complex
- People are at the centre of the majority of change
- Managers are critical to success



With the ever developing technologies and rate of speed these improvements occur, change is becoming the constant with change being the norm. Organisations have therefore needed to learn to adapt and to change quickly if they are to survive. This requires greater flexibility. The pandemic has brought this to the fore and although many companies were looking at more agile working, Covid has made this a priority in order to enable companies to carry on operating in a very challenging environment.

George, S. (2021) states that the failure rate of change is often reported to be as high as 70% due to the 'complexities and difficulties of delivery change'. People tend to be at the centre of change and are often the reason why change can succeed or fail. Planning is a critical part of this as in the words of Benjamin Franklin 'failing to plan is planning to fail' hence the many intense books and courses on the subject.

Olsen (2021) considers that strategy allows an organisation to better anticipate and prepare for change and provides purpose for the workforce, a lack of which is likely to lead to a fall in staff morale and engagement.

An engaged workforce is likely to support the change and help to deliver the benefits. The leaders have a critical role to play in this as they will be the ones communicating the vision and seeking buy-in from their teams. A strategy outlining this vision and how it is to be delivered and by whom is critical (Clarkson, 2013) to its success with managers using it in everyday language.

Internal Drivers

Drivers for change from internal influences in relation to the police service can be:

- Technological
 - New system, Niche to provide the bigger picture of core nominals
- Improve efficiency/effectiveness
 - New operating model, E2E
- New policy/process
 - Introduction of the menopause policy, greater awareness



The new strategic vision (Dyfed Powys Police, 2021) (1) is the ultimate driver for change but details the changes required to enable this. Technological changes is one of many internal drivers and within Dyfed Powys Police (DPP) the Niche project has been identified as one of the key drivers required for success of the vision (Dyfed Powys Police, 2021) (3) as a more comprehensive record management system is required to provide a greater picture of the core nominal as this will lead to better intelligence, a more comprehensive crime file and increased probability of successful prosecution.

In addition, the standard police operating model has also been identified an area for change as more was required for less in terms of police resourcing. The E2E project is the driver for changing the way in which the police respond to calls for assistance and will impact all of the frontline some parts of CID. It will also involve many support functions in it's preparation for implementation, including HR, IT, L&D.

Policy changes is also another driver for change and in DPP, the menopause policy has just been introduced (Dyfed Powys Police, 2021) (4) which will require line managers to be aware of issues relating to the menopause and ways they can help to support members of their team if they are experiencing symptoms to ensure their welfare is maintained.

External Drivers

There are a number of external drivers, most impacted by the police are:

- Technological developments
 - Replacement of Skype with Teams
- Government legislation/initiatives
 - Police, Crime, Sentencing and Courts Bill 2019 – 2021
- Changes to the external environment
 - Covid 19 Pandemic



Skype for Business retires as of 31/07/2021 (Microsoft.com, 2021) as Teams is considered by Microsoft to provide better functionality. This means that the organisation has no option but to move over to Teams which will require a significant amount of work by the IT Department to ensure that it is rolled out with the least amount of disruption as possible.

Over recent years, certain tactics used by some protesters have caused a disproportionate impact on the hardworking majority seeking to go about their everyday lives. The new Police, Crime, Sentencing and Courts Bill, 2019 to 2021 will allow police to take a more proactive approach in managing highly disruptive protests causing serious disruption to the public (Home Office, 2021) which will create new Stop, Search and Seizure Powers.

The Pandemic is a good example of an external driver for change which has forced many organisations to work in a hybrid way; working between home and the workplace. This has presented challenges for Line Management who are responsible for the health, safety and wellbeing of their teams as well as their performance and training and development. ACAS (2021) highlights this responsibility and the importance of ensuring that the staff:

- Know what's expected of them
- Feel both trusted and supported

- Agree regular contact
- Avoid feeling left out and lonely
- Being provided with the tools to help themselves
 - Know how to report IT Issues
 - Know how to get help with their mental health

Enablers for Change

- Good project management
 - Cross-functional teams with the right skills
 - Confidence the change will be delivered effectively
- Clear strategic direction
 - Commitment from senior management
 - Effective leadership
- Effective communication
 - Continuous employee engagement
 - Consistent language



Plessis, T and Mabunda, T (2016)

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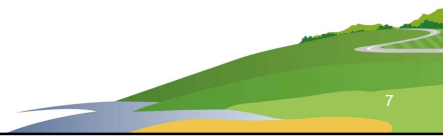
Confidence in the way change is managed and by teams with the right skills provides staff with the confidence that the change will be delivered in the most effective way and will benefit the staff as although there is the perception that 'people don't like change', however, the reality is that people don't like change just for the sake of it – change that doesn't prove to be of benefit to the organisation or those within it.

Clarkson et al (2013) discuss the importance of the clarity of strategic vision captured within a detailed strategy and shared by the leaders to ensure that the language is embedded into every day communication so that it brings everyone with you on the journey.

Effective communication is possibly the most important enabler to successful change as providing a sound reason for change is consistent with Kurt Lewis' Three Stage Model of Change as well as John Kotter's Eight Steps to Successful Change (PACE O.D consulting, 2018). Providing consistent language helps people adapt psychologically to the intended change which ultimately leads to engagement.

Barriers to Change

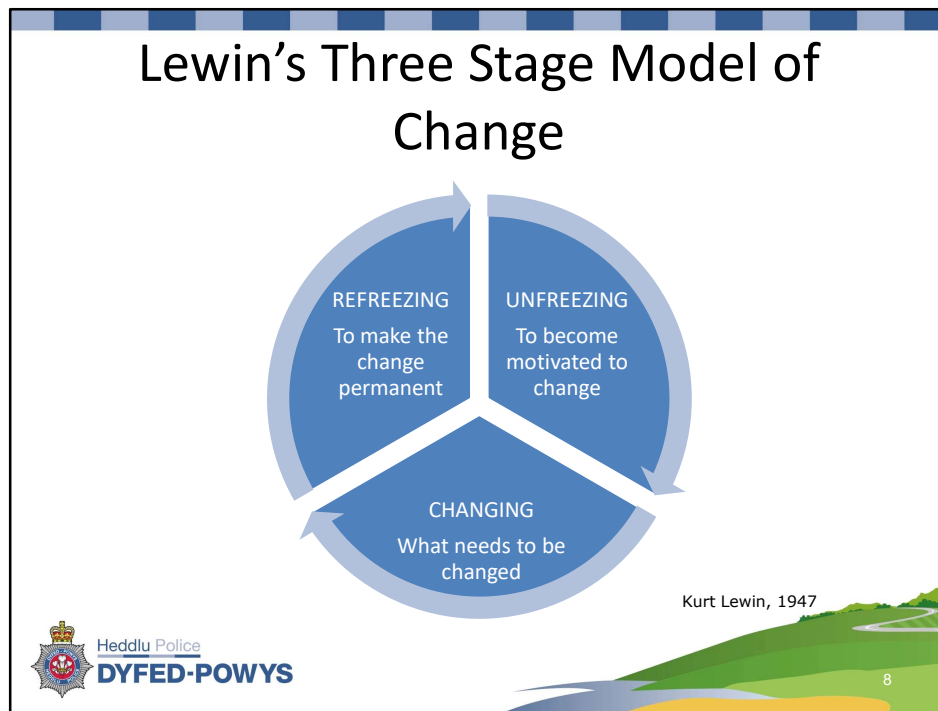
- Lack of strategic vision
 - Change not driven from the top
 - Change not aligned to culture
- An approach to change that is not systemic
 - Focus on change that is not sustainable
 - Purpose of change not clear
- Lack of communication
 - Lack of engagement
 - Resistance to change



The barriers to change are generally the opposite to enablers so without strategic vision and buy-in from the senior leadership team, the change is not likely to be as successful. Plessis and Mabunda (2016) also consider that the change needs to be aligned to the culture of the organisation so that it fits with values and behaviours of those employed.

Very often change will be delivered that does not consider the organisation as a whole or as part of a 'system' and will create disbenefits for other parts of the business or stakeholders. A successful piece of change will consider all parts to ensure there's a 'win-win' for all and the purpose of the change communicated at all levels to ensure the change is sustainable through acting on feedback.

A lack of communication presents a barrier as it leads to a lack of engagement and feeds the natural resistance to change as it fails to acknowledge the psychological contract that employees have with the organisation and the requirements that individuals need to become accustomed to any forthcoming change.

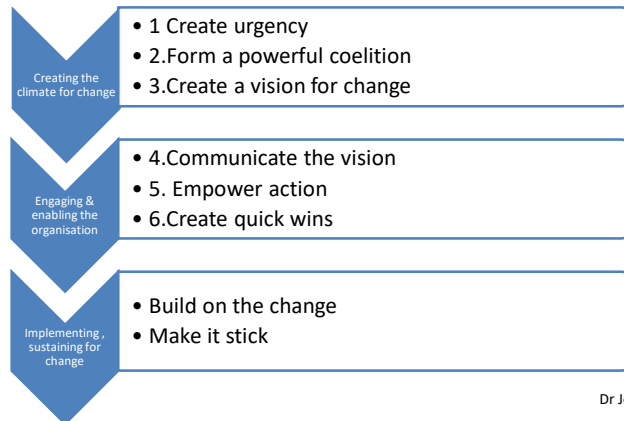


Kurt Lewin (1947) considered there were 3 stages to change with the first about preparing to change and getting those involved to the point of accepting that the change is needed, helping them to move away from what they know to the unknown of the new world. This is about selling the change by sharing the vision and using effective communication to encourage engagement. Lewin considers that acceptance to change is the most important. This is the unfreezing stage.

The second stage is the transition from the old world to the new world – a process rather than an event.

The final stage, the 'freezing' or 'refreezing' stage, is accepting the change and creating stability, with the empowerment of employees to ensure new ways of working and new relationships are now the norm.

Kotter's Eight Steps to Successful Change

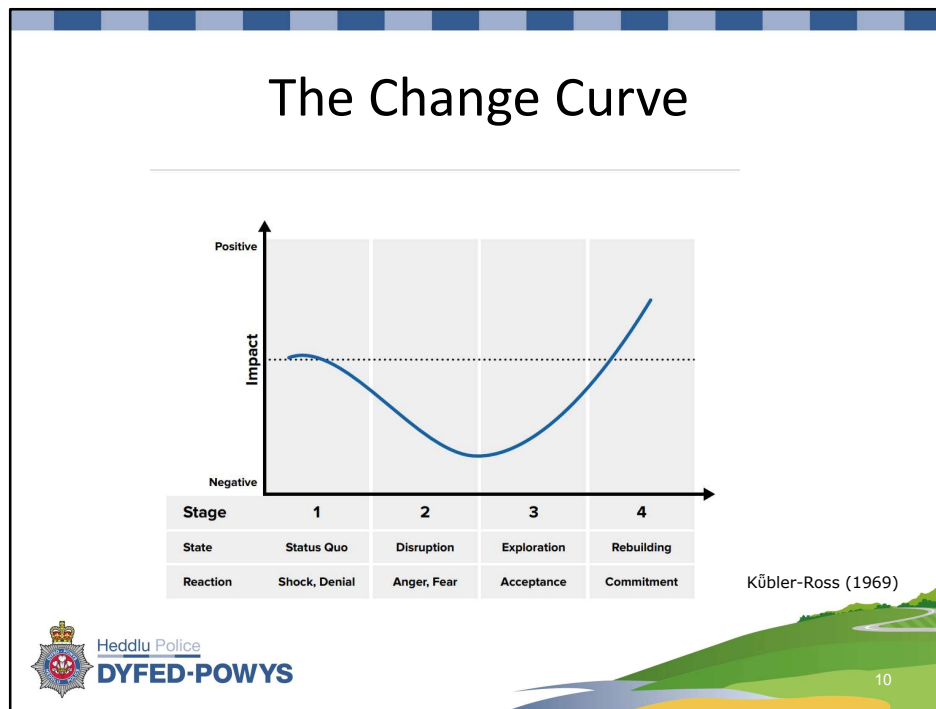


Dr John Kotter (1995)



Dr John Kotter's eight steps to successful change (Kotter, 1995) shares the same factors as other models such as sharing a vision, good communication, leading by example and empowering employees to help the change stick.

As with Lewin's 3 stage model, the change has to be frozen to stop any degradation of the change so that it becomes the way we now do things and is embedded within the culture of the organisation. Change management needs to remain until this has happened to ensure that the change has been successful.



The Change Curve originates from the grieving process created by Dr Elizabeth Kübler-Ross in 1969 to illustrate the stages people go through when grieving a loss. This can be applied to change as it describes the four stages most people go through as they adjust to change.

Stage 1 – When change is first introduced, the challenge to the status quo can often be shock and denial

Stage 2 – They tend to be negative as they move along to the stage and become angry and actively resist due to the fear of the unknown. This stage needs to be managed carefully to avoid too much disruption to the organisation

Stage 3 – This is where they stop focusing on what they've lost and start to accept the change, exploring what this means and what is needed to adapt

Stage 4 – It's at this stage that the organisation can start to benefit from the change as the change is accepted and embraced, rebuilding the ways of working

These stages can be used to accelerate the change (mindtools, 2021) by putting in place measures to support people during the various stages to shallow the curve ie communication is vital at stage 1, providing sufficient information on what changes are to take place but not too much to overwhelm them.

Creating & Maintaining Positive Working Relationships

- Transparency
 - Clear rationale for change
 - Honest and open communication
- Reduces conflict
 - 2 way communication
 - Anticipating impact/providing support (stage 2)
- Builds trust
 - Confidence that the change will be well managed
 - Helps with acceptance of change (stage 3)
- Increased wellbeing
 - Smoothing the change process
 - Measures being put in place to assist



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Building and maintaining positive working relationships helps with the transition from old ways of working to the new model but this relies on building trust through transparency, open and honest communication together with the rationale for change.

The change curve in the previous slide can help build these relationships as it recognises that people go through various stages before change is accepted and embedded.

It also recognises that there is likely to be some conflict and this needs to be managed well to avoid chaos erupting. Lehman and Linsky (2008) considers conflict as a positive sign for leaders of change as it poses a healthy sign that a journey is underway.

Furze and Gale (1996) provides guidelines on dealing with conflict which identifies the importance of role models and peer groups in bringing people on board with the change and smoothing the response with communication being the utmost importance to understand their thoughts and feelings. Ignoring these only compounds the problem.

Open and transparent communication helps with building trust and assuring individuals that the change will be managed effectively, highlighting those who will benefit and how. It assumes that conflicts cannot be resolved if issues associated with them remain hidden.

Communication

- Level
 - Getting the audience right
 - Building engagement
- Breadth
 - Acknowledging stakeholder groups
 - Recognising differences
- Depth
 - Detail according to need
 - Dependence on stakeholder group
- Frequency
 - Determined by Stakeholder Map
 - Considering progress/risks/issues



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As previously stated, effective communication is critical to success but the level, breadth, depth and frequency should not be the same for all groups.

It is important to first acknowledge the various stakeholder groups and the needs for each group, depending on the influence and interest. This will be captured within a stakeholder map and communication strategy to how/when/level of detail of information required.

Given that communication is the tool used to secure engagement, it is important to set this at the right level so that the information being relayed is understood as failing to do this effectively can lead to resistance which Ford and Ford (2009) considers to a positive response to change as it can provide feedback. Individuals may be able to see the flaws within the change and can therefore make a positive contribution to the change.

Identifying and including all stakeholders is also critical success for this very reason. Unless everyone impacted by the change is included, a rounded level of feedback is not achieved and crucial information could be missed.

Although the method, frequency, depth and breadth of communication will be typically captured within the communication strategy, there will be times (rate of progress, risks, issues etc) when changes need to be made to suit the situation. The most important factor is that those needing the information is provided sufficient detail at the right time and the plan flexed to allow for this.

Support

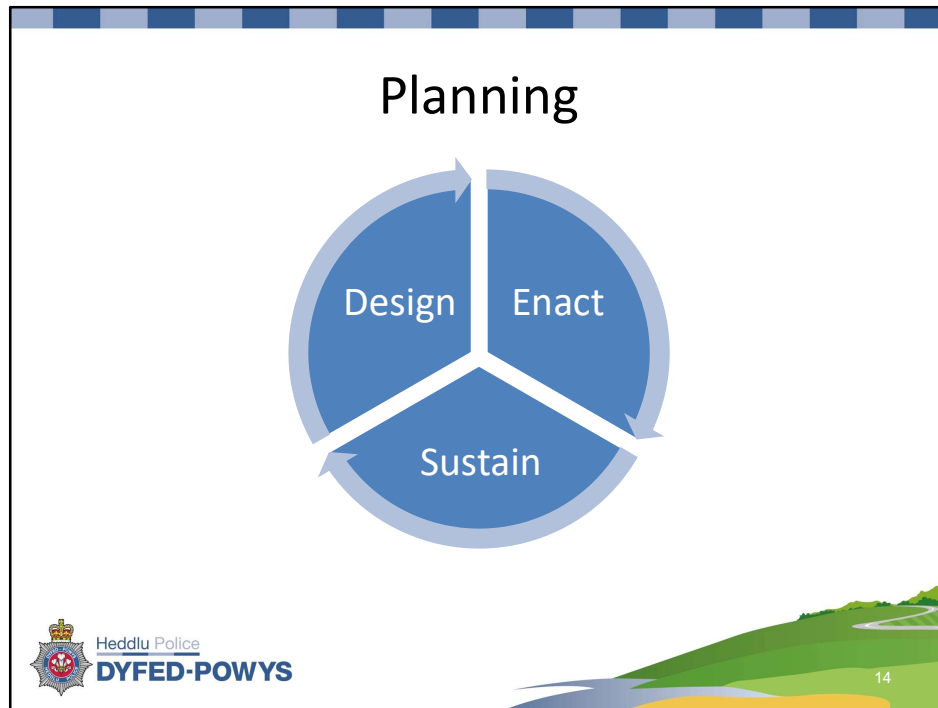
Provided by:

- Line Management
 - Coaching and Mentoring
 - Referral for counselling
 - Resources
- People services
 - Advice
 - Training & learning aids
- Staff associations
 - Representation
 - Signposting



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Ensuring support mechanisms are in place will help with the engagement of key stakeholders and will contribute to making the change curve more shallow by providing individuals with suitable support through the various stages of change. This starts with the line manager who is instrumental in providing this support, assisted by People Services and Staff Associations.



There are 3 phases to planning and delivering successful change with the first phase focused on the designing of the proposed change. This is the most important phase as this is generally where the scoping, scanning, planning and testing takes place to ensure that it will lead to improvements for the organisation. It will typically be supported by a Change Plan (an example is provided at the end of this presentation) and comprehensive project plan with timelines and milestones. It then moves onto the delivery and is finalised by embedding the change into 'business as usual'.

Best Practice

- Selling the change
 - Purpose, vision and benefits
 - Early engagement
- Providing ongoing support
 - Open/transparent communication
 - Practical assistance for change
- Managing resources/budget
 - Regular monitoring and responding
 - Managing conflict - 2 way communication/feedback



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There are 3 areas that determine 'Best Practice' in managing change, starting with 'selling the change' as early engagement is vital to success as it arises from an interdependence of behaviour and mindset (Geraghty, 2019), with both needing to be addressed through the 4Es principles of human change: Educate, Engage, Empower and Enable.

These principles are addressed in the next area of 'Best Practice' by providing ongoing support empowering them by providing them with the necessary skills and tools to enable the change.

Carefully managing the resources/budgets and monitoring these throughout the lifespan of the project allows for the appropriate response to be made in a timely manner to avoid any undue risks developing to issues which would potentially have a negative impact on the success of the change. It also provides a learning opportunity from feedback received from stakeholders.

Monitoring and Assessing

- Benefit Management
 - Provides baseline to measure against
 - Outlines the measures required
- Qualitative Assessment
 - Workshops/Interviews/Benefit Reviews
 - Staff survey/Lessons Learned/Stakeholder feedback
- Quantitative Assessment
 - Data analysis - performance/sickness/abstractions
 - Questionnaire/testing



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Gerald Bradley (2016) highlights the importance of Benefits Management, commencing with a baseline to record the 'As-Is' state which allows a measurement to be taken, helping to determine progress and likelihood of success in achieving the benefits at any point in time. Each benefit is profiled to obtain full understanding and maps out the measures required for each particular benefit and the dependencies/interdependencies associated with it.

Both qualitative and quantitative assessments can be used to measure the progress/success which ultimately can lead to direct financial and direct non-financial benefit along with intangible benefit.

The method use to collect this information will be determined at the outset of the project when the benefits are first profiled, however, it is also possible to identify unintended benefits which can be measured and captured within the totality of the planned benefits to provide a fuller picture of the overall success of the implemented change.

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<u>Example Change Plan for EDE Project (Completed only briefly to give example of what would be included)</u> <table border="1"> <tr> <td>Created by</td> <td>Angela Procter</td> </tr> <tr> <td>Date</td> <td>10th October 2021</td> </tr> <tr> <td>Version</td> <td>0001</td> </tr> </table>		Created by	Angela Procter	Date	10 th October 2021	Version	0001	Chief Officers Divisional commanders All response officers HR, IT, Comms, CPS, LCJB
Created by	Angela Procter							
Date	10 th October 2021							
Version	0001							
Vision and Objectives To provide a seamless frontline service to the public by: Creating a Central Investigation Hub to deal with volume crime Creating Local Investigation Units with trained investigators Providing the capacity to allow response officers to respond and handover cases		Scope of change (eg one site, one product group) Forcewide - All frontline officers across the Force						
Activities to achieve objectives (attach Gantt chart) Establish numbers for each unit Create job descriptions for all new roles Make changes to the response officer job description Identify the candidates for the new roles Make changes to the divisional structure, shifts, teams etc		Roles (project manager, sponsor, team members) Chief Constable (Sponsor) Project Manager, C/Supt Strategy and Change, HR Analyst, HR officers (to provide information on Divisional Resources)						
Business case (evidence-based - include data, benefits of change, gap analysis - difference between current and future states, issues and risks) Costs = project team only, no additional resource Benefits – Increased response times Increased police visibility Improve quality of crime files		Communication strategy (attach communication plan, list of change champions) 4 groups of stakeholders to be included within the plan, outlining the frequency, method and content of the communication						
People affected (stakeholders – employees, particular employees, customers, shareholders) Chief Officers Divisional commanders		Support to be offered (advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan) Support to be provided by HR and staff associations as agreed within the plan						
		Timings and milestones (see Gantt chart) These would include all activities and the dates to and from with key milestones highlighted						
		Resources required, including cost (equipment, time, people, materials, guidance) This would be the project costs only as there are no further costs given that the same resources, both people and physical, would remain the same – no additional resources required						