

Module Name: Understanding the Management of Change – 5KMOC

Report Title: PowerPoint - Understanding the Management of Change

Student Name: Sarah Measday

Student Number:- 1910137

CIPD Member Number:- 55478518

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Signed:

S Measday

Date:

Assignment Brief

In preparation for a change initiative, you have decided to provide a short presentation for managers in your organisation, either online or face-to-face with slides. Your aim is to enhance the managers understanding of change and give them a clearer idea of how change might be implemented.

Implementing Change in our Organisation



Welcome to this presentation. Today we will be looking at how change is managed in our organisation. For most of us we probably hear the word “Change” and we think “oh no! not again”. Most of us experience some form of change on a regular basis or even constantly. How we manage these changes is really important to the Organisation itself and also to the employee’s. Poor management of change can lead to organisational failure and job dissatisfaction.

Many of us can feel confused just like the picture and left wondering which way next.

What is Change Management?

“Change management is defined as a structured approach to transitioning individuals, teams and organisations from a current state to a desired future state. It can be applied to situations such as downsizing, introducing a new internal process or adding new technology. Research shows that actively managing change can increase the success rate of these initiatives.”

(Society for Human Resource Management, 2015)

So, How is “Change Management” defined:-

The society for Human Resource Management, 2015 - defined change as follows :-

“Change management is defined as a structured approach to transitioning individuals, teams and organisations from a current state to a desired future state. It can be applied to situations such as downsizing, introducing a new internal process or adding new technology. Research shows that actively managing change can increase the success rate of these initiatives.”

Active management can be applied to any situation.

Example 1 – During the Pandemic – Employees going from working full-time in the office to working full-time from home. This is / was a massive change for most staff and needed to be managed by team managers so that work could continue.

Example 2 – Move of Office – This also needs to be managed so that all team know where they are going and also the expectations within the new office space.

Drivers of Change

Internal

- Change of Staffing
- Organisation change in strategy
- Technology
- Employee Voice

What are the main Internal and External Drivers of change for our Organisation?

Internal

1. Change of Staffing - Workforce changes can have a major impact upon an organisation; for example, jobs may be restructured, temporary contracts may end, employees may commence career breaks or maternity or there may be new staff intakes. Here the management of the organisation is driving the change by developing a strategy for future development.
2. A new appointment to the board or the corporate management team may change the way the organisation is run, different ideas etc and therefore there will be requests for changes to be made to meet these new requirements.
3. The introduction of new equipment. This may be to cut costs, or to get a job done faster or better. Management may see this as a way of increasing profits in the future. Training needs to be offered to staff so that the process of change can be smoothly done.
4. Employee attitudes may provide a strong need for change. For example, staff concerns about health and safety might result in equipment being modified or new equipment being purchased. Here, staff (probably through the union in larger organisations) are driving the change by voicing their concerns about their own wellbeing and the safety of their workplace. Employee Voice is a big internal driver for change.

Drivers of Change

External

- Economy
- Political Influence / Change of Government policy
- Technology
- Customer's

External drivers are probably best examined by conducting a PESTLE (political, Economic, Social, Technology, Legal and environmental) analysis.

Main External Drivers are:-

1. Economy – There is a strong relationship between any business and world economy. If there is high inflation or deflation then there is bound to be an affect on businesses. Currently the UK is entering a recession following the pandemic. Shop closures and restricted opening's etc have had a massive effect causing redundancy, furlough and closure of some businesses.
2. Political Influences – this could be changes in government's and government polices. This can bring about changes in stability . It can bring a positive or negative effect on the organisation.
3. Technology – New inventions and discoveries and better techniques on “how to do things”. This usually has a cost initially in monetary term's but can help business in the long term to perform operations in a better, cheaper, faster and more efficient way.
4. Customer Satisfaction – Customer's are our most important influence. We introduce new products, ideas, change packaging, adapt new technology etc just to keep their attention. The customer viewpoint is therefore key to our existence

and should be one of our top priorities.

So, it's these Internal and External changes that Drive us to have to change as an organisation.

Organisational Factors that may Enable or Hinder Change

Enablers	Hindrances
Effective communication	Lack of communication
Good project management	Poor or ineffective project management
Top management & leadership commitment	Lack of top management involvement and weak leadership.
Continuous employee involvement	No employee involvement

What factors then will enable or hinder our organisation's to change?

The enabler is usually something positive whilst the hindrance is usually it's opposite.

Effective Communication – Organisation's that have good strong communication channels and links between employers, from top management down to the lowest paid employees usually manage change well. Poor communication would be hearing about the change last minute or on “the grapevine” – this causes employee dissatisfaction and bad feeling.

Good Project Management – Timely communication and actioning is key to any change. A good plan put in place at the start will help the smooth transition of any change. Again the opposite is a hindrance, as poor project management can lead to disgruntled employees and ultimately the failure of implementation of the necessary change in a timely manner.

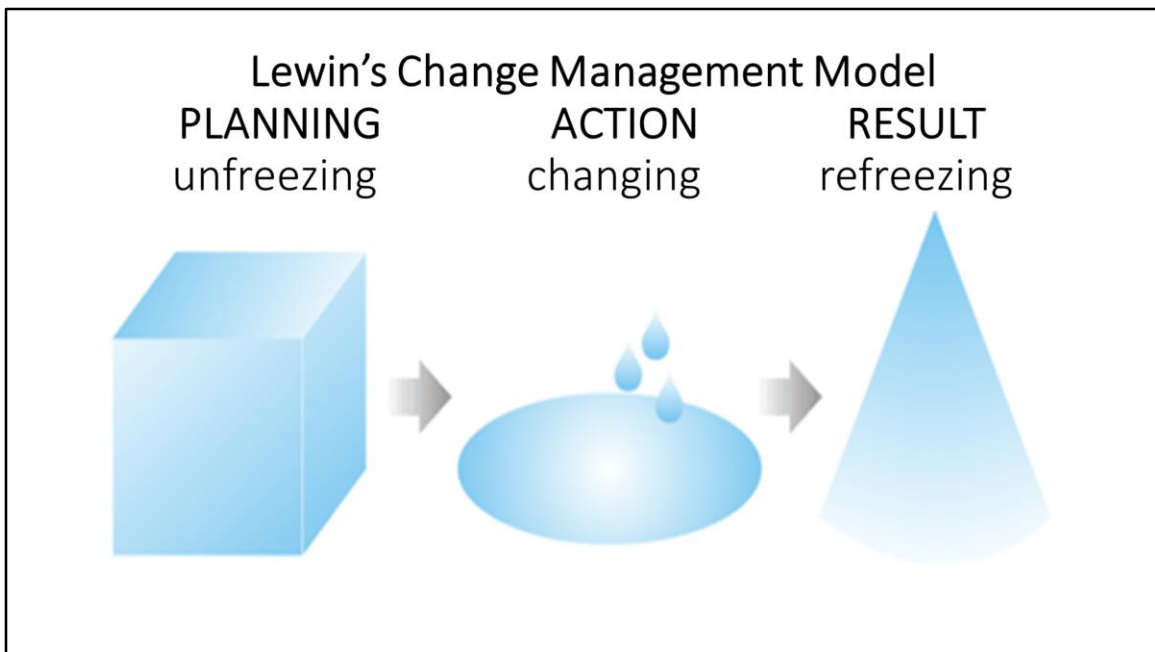
For the final 2 on the list – where manager's, leaders and employers are all committed to the process and “on-board” with the changes – then the changes themselves are made a lot easier this of course is a result usually of successful communication and project management, in that what needs to happen has been well explained at the very start of the process.

Supporting Change



As manager's what help is available to us to support changes in our organisation?

Here are two theories that you could consider to help your understanding of how change may effect your employees.



Theory 1 - Lewin (1950s) – Psychologist Professor

Lewin Talks of 3 stages in Change management

Unfreezing---Changing---Refreezing

Unfreezing – Pose the question as to why Change needs to happen and why the organisation can't continue as it is. Get people thinking about why change is needed. Creating a motivation for Change

Changing – Uncertainty is raised in the Unfreeze stage but the next step is where people tend to resolve any uncertainty they may have and begin to look for new ways to do things. People start to believe in the new direction and support it thinking of ways to move forward. This can be a slow process as people often need time to embrace change. Time and **Communication** will be key here in managing change.

Refreezing – The organisation will then refreeze once changes have been made – In this phase changes will be reinforced, making sure they are used in everyday life and the success of the change should be supported. Failure here will end up in resistance to Future Change.

Kubler Ross - '5 Stages Model'



The Kubler Ross 5 stages of Change was originally developed to understand the stages of grief. But is a good model to help us understand how people react to change in the workplace . Change for most people can bring a large amount of uncertainty .

The Emotional responses seen here are all normal reactions and coping mechanisms that employees may experience during any change initiative.

Shock

Denial

Frustration

Depression

Experiment

Decision

Integration

People don't move through them in steps but can occupy them at different times.

They may even go between the responses several times.

The colour coded elements show ways HR, Managers and Supervisors can support employees through each period of the cycle and through the change cycle itself.

Good Working Relationships

- Trust
- Respect
- Self Awareness
- Inclusion
- Open Communication



Good Working Relationships are key to supporting the change process. So here's some things that promote good working relationships.

Trust – If you trust your team members, supervisors and manager's there is a certain openness and honesty which enables acceptance of change it reduces conflict and increases well-being.

Respect - Mutual respect means that solutions to problems can be based on collective insight and wisdom.

Self awareness – taking full responsibility for your own words and action – not allowing your emotions to negatively affect others.

Inclusion – all opinions are important and should be factored into the process.

Open Communication – Openness and Honesty are key. The more effectively you communicate as a team and with those around you the better connected you are as "Team".

According to Gallup One of the key working relationships is between manager/Supervisor and employee. This can account for 70% of the teams engagement.

How can we build and maintain good working relationships?

- Build trust
- Show appreciation
- Be positive / avoid gossip
- Take time to build relationships
- Awareness of others needs
- Support each others work

Build Trust - Trust is the foundation. If you trust your colleagues, your boss and your employees, you are more likely to enjoy working with them and be honest in your communications. In order to build trust, you need to remain dependable and complete any tasks you agree to on time and to the best of your abilities.

Show Appreciation - Make sure to compliment your employees when they do something well, or even write a quick thank-you note/email to let them know they are appreciated.

Be Positive - Negativity is draining. Focus on the good things about your job / life. Positivity is contagious and can help you become someone that others enjoy being around. Avoid office gossip this causes mistrust. If you have an issue talk direct to the person being considerate of their opinions.

Take Time to Build Relationships - Even taking five minutes to talk with someone over coffee at break time is a great way to connect with colleagues.

Be Aware of Others - If you share an office, be considerate of others needs. eg some people prefer to work in silence, if you like music wear headphones rather than play through your computer's speakers.

Support Each Other's Work - Ask others to get involved in a task you are working on. Volunteer to join other projects. Collaborating on a assignment gives you the opportunity to get to know someone else on the team.

Encouraging a change ready culture

- Have a clear plan for the Change needed
- Involve team in planning and implementation
- Clear communication of goals, purposes and potential benefits
- Open dialogue to discuss potential issues and actual issues
- Respond quickly
- Learn from previous change
- Celebrate success

Have a clear plan for the Change needed – If you don't have a clear plan of what is needed then the change will be much harder. As employees need a clear picture as to why they are being asked to change the way they work.

Involve team in planning and implementation – If the team feel involved and have been asked they are more likely to accept the changes needed as their understanding for them is clear.

Clear communication of goals, purposes and potential benefits – If there is no clear communication the employees will not understand and it will take longer and be much harder to implement any changes required.

Open dialogue to discuss potential issues and actual issues – perhaps you require a consultation period where employees can raise any issues or ask any questions regarding the proposal. Communicating a change from tomorrow usually isn't received well.

Respond quickly – If any questions are raised respond quickly if you can't give a definitive answer then at least say that you will look into it. Saying nothing causes

anxiety on the employees part.

Learn from previous change – look back at previous change initiatives to see what worked / didn't work

Celebrate success – when something goes well share the news.

Communication is Key

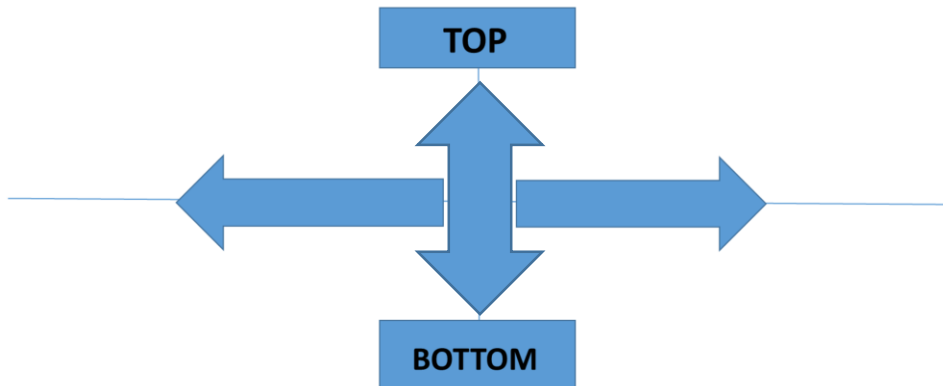
According to the CIPD factsheet 2014 on employee communication, “Employees are more likely to engage and contribute when there’s an open communication culture. Good employee communication will help people to understand their organisation’s purpose and strategy, identify with it’s values, and develop a sense of belonging by understanding how they contribute to it’s wider purpose.”

Communication, Communication, Communication is Key

According to the CIPD factsheet 2014 on employee communication, “Employees are more likely to engage and contribute when there’s an open communication culture. Good employee communication will help people to understand their organisation’s purpose and strategy, identify with it’s values, and develop a sense of belonging by understanding how they contribute to it’s wider purpose.”

How do we achieve this great communication?

Great Communication



Effective communication of any organisational change needs to be:

Top-down channels

from senior managers talking to employees, Staff bulletins or intranet , communications, line managers in team meetings. ALL these should be considered as essential

Bottom-up channels

employee participation and idea generation, consultation, workshops, two-way discussion – one to one meetings with line managers and/or HR.

Communication needs to be tailored to different groups/stakeholders.

The employee voice is a key part of the communication process. When the employees are not heard there is frustration and misunderstanding of the need.

Two way discussion

Really important so that employees can discuss personal concerns or implications.

This can be done in 1-1 meetings between manager and individual employees or HR if necessary.

As communication is key it is a good idea to have a Communication Plan.

How much
information and
How often?



How much information do you give to the employee's and how often.

On the screen I have a quote from a sales marketing company "Keep in mind; you're an expert and have years experience in your particular field. What often seems simple to you, may, in fact, be overwhelming to people hearing / learning about it for the first time".

I think this quote can easily be applied to change management and how we communicate to our employees.

We need to consider:-

Not everyone has years of experience.

Not everyone will understand straight away.

Some will panic from just hearing the word "change"!

We may need many meetings for employees to be on board fully with the change and for them to understand why there is a need for change. It's really important that we as managers understand the change fully before communicating to our employees.

We must give as much information as possible to all those who will be effected by the change and also be available to answer any questions that they have however big or

small.



What Support Needs to be given:-

Advice – employees may need further help and advice on how the change will affect them. This can be given by managers or HR professional. If the change involves a consultation period or redundancies then there will be HR professional's on hand to help.

Counselling – some employees may need specialist counselling to deal with the change. Again HR will be on hand or Occupational Health may need to get involved.

Coaching – some less experienced employees may need some coaching in order to develop in their new role.

Mentoring – for personal development. The "**mentor**" is usually an experienced individual who shares knowledge, experience, and advice with a less experienced person, or "mentee." very similar to coaching.

Resourcing – more resources may be required.

Representation – is the action of speaking or acting on behalf of someone. This maybe a Trade Union representative or colleague.

How do we Plan for change?

According to SHRM 2015 there are 3 stages to be considered when putting together a change plan:-

1. Design
2. Enact
3. Sustain

According to SHRM 2015 there are 3 stages to be considered when putting together a change plan:-

Design

1. Asses the current state of the organisation. HR can usually help provide current data, capabilities, what resources are available to you, information on current strategies and any gaps in the organisation that may need filling.
2. Plan for the future! not the now. Need to consider the External environment changes which will occur before the change is implemented. Need to be future orientated in terms of what capabilities will be needed when the change is implemented.
3. Make realistic goals which are actionable and in priority order. Need also to reamin focused with only a small amount of flexibility.

Enact – the main focus here is maintaining momentum and ensuring an easy flow of communication:

1. Prioritise expertise over availability when selecting a change team.
2. Make sure you have a senior level change champion. Multi champions is also a good idea
3. Identify and engage key stakeholders – Identify all those who have influence and can also be influential eg Trade Unions, Employees, Managers etc
4. Use project management best practices -
5. Monitor the environment for changes and align with other initiatives

Sustain – the main focus here is creating a clear understanding of the new situation, collecting data for analysis and assessing the if any adjustments need to be

considered.

1. Track the impact of the change and engagement of stakeholders
2. Tell the pre-change story (remind employees)
3. Look for evidence that the initiative does not fit the situation
4. Keep working to translate the overall design goal into local behaviours
5. Build change management skills into development programmes/recruitment and have a leadership succession plan to maintain momentum

Example Change Plan

- ☐ Establish vision and objectives, need for change, benefits of change
- ☐ Specific activities to achieve objectives
- ☐ Scope of activities
- ☐ People and roles
- ☐ Stakeholders and parties affected
- ☐ Communication strategies
- ☐ Support strategies
- ☐ Timings and milestones
- ☐ Resources – money, time, people, equipment, materials, guidance
- ☐ Monitoring activities
- ☐ Success measures

An example action plan for change could look as follows:

- ☐ Establish vision and objectives, need for change, benefits of change
- ☐ Specific activities to achieve objectives
- ☐ Scope of activities
- ☐ People and roles
- ☐ Stakeholders and parties affected
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- ☐ Success measures

Best Practice Summary for Change

1. Clearly define the change and align it to business goals.
2. Define the Vision and Benefits of the Change.
3. Communicate (Initial and Ongoing Communication).
4. Manage Resources, Budgets and Training required.
5. Monitor the changed activity and impact.
6. Make adjustments if required.

Let's look briefly at a Summary of the Best Practices for implementing any change in the organisation.

1. Clearly define the change and align it to business goals – the change needs to be clear and concise.
2. Define the Vision and Benefits of the Change – employees need to know a clearly defined Vision of why the change is needed and how it will benefit the organisation.
3. Communicate (Initial and Ongoing Communication) – a key component to any change.
4. Manage Resources, Budgets and Training required.
5. Monitor the changed activity and impact – get regular updates on how things are going.
6. Make adjustments if required – adjust whenever it is needed through out the process.

How do we monitor and assess the impact or the change?



It's really important at the end of any change process to measure it's success.

The success helps us understand how well the organisation has benefitted, the level of engagement to the change by employees and how successful Change Management interventions were.

Management of Change according to Prosci's thought leadership article could be measured in three areas:

Organisational Performance - Did the organisation achieve what it set out to do?

Individual's performance - How did the individuals do?

Change management Team performance – How did the team do?

How do we monitor and assess the impact or the change?



Monitoring and assessing the impact of the change can be summed up in “Measuring the Success”.

If you diet you assess what needs to change at the start, make a plan for diet and exercise and at the end of the diet period you assess whether it was successful. This maybe as simple as measuring your weight at the start and finish.

With changes in the organisation we look at what needs to change, plan for the change, communicate and implement the change and assess the effectiveness at the end. In addition we may monitor at different stage to see if things are going as they should.

We can do this through gathering quantitative and qualitative data at different stages. Employee Feedback is key as it's usually the employee who has had to change the most:-

We could gain feedback through 1-1 interviews if it's a small team or through team meetings, if it's a larger business then we could look at pulse survey's or feedback questionnaire on a platform such as Microsoft Forms or Survey Monkey.

A final consultation meeting could be held. This could again gain employee feedback in a focus group setting.

Quantitative rather than qualitative data could also be gained to assess any impact on employee turnover and sickness absence.



In Summary

A good Change Management Team will ensure that a process is followed.

They will:

Assess for change

Prepare for change

Plan for change

Implement change

Sustain the change

And Measure the success of the change.

Thank you for listening, if you have any questions please ask.

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