

Qualification: CIPD Diploma in Applied Human Resources

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Implementing Change

Nicola Westcott

Aims:

- ▶ Understand key principles, theories and models relating to change in organisations.
- ▶ Understand the importance of communication and relationship management within change processes.
- ▶ Know how to plan, implement and monitor change processes



Source: Web.com.bd

What is Change and Change Management?

Change can be characterised by the desire to improve things, organisations undergo major change every three years (ACAS, 2020).

'Change management is defined as a structured approach to transitioning individuals, teams and organisations from a current state to a desired future state' (Society of Human Resource Management, 2015).



Introduction:

Change is unavoidable for all organisations and must happen in order to future-proof organisations (Wilkinson and Taylor, 2016). Change is driven by many factors:

External: including customers/markets/technology (CIPD, 2020b).

Internal: need to review policies/procedures/pay structures (ACAS, 2020).

Organisations undergo minor changes continually and major changes every three years (CIPD, 2020b).

Change has both controllable (business processes) and uncontrollable (people) aspects. Effective change management is vital to the success of the change process.

HR play a key role and sit in a unique position with an oversight of the organisation and know how people will react to the change and have HR procedures that align both vertically and horizontally with the organisational

business strategies.

Managers also play a crucial role and are the first point of contact with employees, can assist with any concerns, stress/anxieties, training needs of the employees concerned.



Source: thriveglobal.com

Technology can destroy certain industries whilst also creating new ones (biotechnology) (Taylor and Wilkinson, 2016).

Internal drivers:

- ▶ Organisational restructures
- ▶ Technology developments/requirements
- ▶ Work Process changes
- ▶ Health and Safety issues
- ▶ Employee feedback
- ▶ New key staff

There are many drivers of organisational change, these can be internal or external drivers:

Technology – the increased use of technology is a huge driver of change leading to many organisations changing their working practices. This increased use of technology has driven productivity levels and organisations must stay a step ahead in order to survive/remain competitive. The current global pandemic has led to a change in working practices and seen an increased use of technologies such as Teams, Zoom and Skype, which is now the new normal for holding meetings, keeping in touch with colleagues, day-to-day activities.

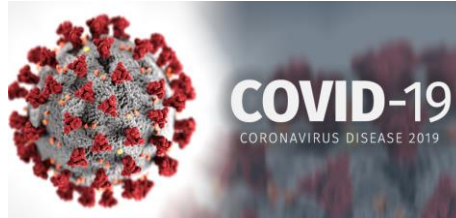
Employee feedback – results from employee engagement surveys can be a driver of change. This could be through new ideas/ways of undertaking tasks or as a result of dissatisfaction from employees about current processes (Johns and Ellis, 2016).

Health & Safety – is a key driver for change within an organisation. This could be a result of an incident or to comply with Health and Safety regulations.

Employers have a duty to care to employees to provide safe equipment, place of work, system of work and competent/safe fellow colleagues (Daniels, 2016).

External Drivers

- ▶ Government legislative/initiatives
- ▶ Covid 19 pandemic
- ▶ Brexit
- ▶ Globalisation
- ▶ Competition
- ▶ Customer/supplier pressures



Source: Cavernoma.org.uk

- ▶ *'Organisations have had to swiftly adopt agile and flexible working practices, and must continue to review these methods to ensure the health of staff is protected and the technology being used is fit for purpose' (CIPD, 2020c).*

Covid-19 pandemic has caused a period of rapid change with ongoing ramifications on a global scale. Organisations have had to rethink their activities, products, delivery and focus. The overnight increase in home working, managing teams remotely has placed huge pressures on organisations and management in dealing with new ways of working, increased stress/anxiety of employees, whilst also dealing with reduced workforces through absence or employees on the furlough scheme.

Brexit – as of 31st January 2020 the UK has formally ceased membership of the EU and is currently within the transitional period until 31st December 2020. Organisations will need to plan to ensure they have the appropriate measures to comply with changes being introduced if they import/export goods as well as having support for their workforce if they employ EU citizens (CIPD, 2020a).

Globalisation – the increase in goods and services traded internationally has increased substantially over the last 70 years, meaning businesses that dominated the national market are now small fry in the international market. The increase in competitive intensity has meant organisations have had to change the way they operate in order to survive (Taylor and Wilkinson, 2016).

Factors that enable change:

- ▶ Communication
- ▶ Good Leadership/Management



Source: Glassdoor.com

'Middle managers remain critical to change processes in organisations and need to continue to be given role relevant recognition and support.' (CIPD, 2015).

SWOT analysis is useful in order to identify strengths, weaknesses, opportunities and threats of the organisation. The weaknesses/threats are the potential barriers to the change whereas the strengths/opportunities identified to ensure people are prepared for the change (APM, 2017).

Communication – having effective communication channels in place within an organisation is an important factor of enabling the implementation of any change. If the change/reasons are clearly communicated at all stages, then there is likely to be less confusion/resistance. This could be top-down with senior managers holding meetings to discuss forthcoming changes with employees. Bottom-up allowing employees to participate and put forward ideas. Two-way discussions between employees and line managers to discuss how the changes will personally affect individuals and to address any concerns (Wilkinson and Taylor, 2016).

Good leadership/management – it's vital that management advocate and act as role models for the change. Line managers that have good attributes such as listening and emotional skills can engage and inspire trust and provide feedback from employees to senior management. Line managers have the

necessary influence and ability to communicate the changes to their teams.

Factors that hinder change:

- ▶ Individual/group resistance
- ▶ Culture

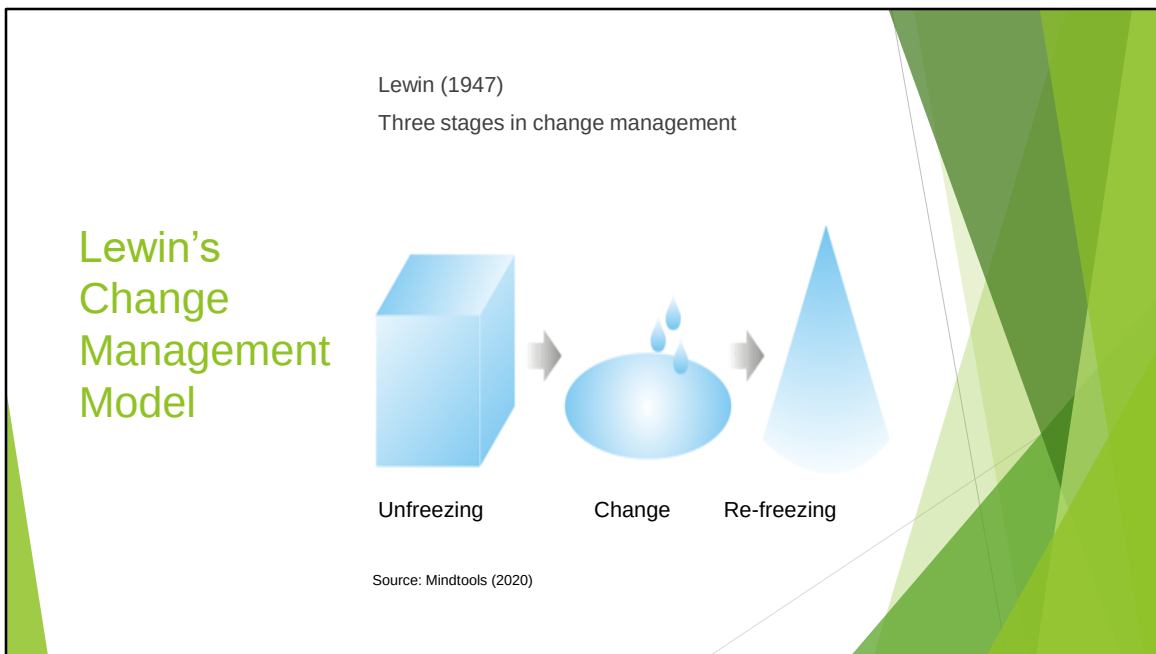


Source: inc.com

New leadership styles promote transformational changes through negotiations with members rather than through authority and control (CIPD, 2020b).

Individual/group resistance – this could be engaging in acts to block/disrupt attempts to introduce change. Active resistance through organised union strikes or more subtle resistance of undermining initiatives by withholding information. The resistance could be to the content of the change i.e. change in technology or to the process of change i.e. re-structuring roles without consultation. Resistance is mainly due to uncertainty/fear/inconvenience, loss of control. It is vital that HR have a good relationship with union representatives as it can assist to have them on board when trying to implement any changes, therefore enabling change rather than hindering.

Culture – organisational culture is unspoken rules/patterns of behaviour that define the way things are done. Forthcoming changes may be blocked if the change does not align with the culture or changes can be progressed quickly if it does align. It is important to understand how the organisation works before any changes are implemented. Organisations that have a change-ready culture will be more effective in introducing change.



Various models of change have been developed over the years, which provide managers with a systematic approach to identify and understand key stages which then assist with decision making leading to effective change management (Rees and Hall, 2016).

Lewin 1947 created a 3-stage model:

Unfreeze – the first stage of change is to prepare the organisation to accept that change is necessary. This is the most difficult/stressful stage due to challenging beliefs/values/attitudes, behaviours. Leads to reactions in people but must be undertaken in order to get the participation required.

Movement/Change/Transition - after the uncertainty in the unfreeze stage, people begin to buy in and look for new ways to do things (APM, 2017).

Re-freezing – as change begins to take shape, employees embrace new ways of working, the organisation is ready to refreeze. Signs of the refreeze stage is a stable organisation chart, consistent job descriptions. A new sense of stability helps employees feel comfortable with the new ways of working

(Mindtools, 2020b).

Kotter's 8 Stage Change Model (1996)



Source: APM (2017)

Kotter developed this 8-stage model following research in organisations that failed to manage change effectively (Rees & Hall, 2016):

Step 1: change can only happen if the whole organisation wants it. Identify threats, develop scenarios, explore opportunities, start discussions to get people involved and thinking.

Step 2: convince people that change is required, gain support from key people, form a team/coalition.

Step 3: use the ideas to link with the vision that is clear to all, create a strategy to execute that vision.

Step 4: communicate the vision frequently and discuss concerns/anxieties.

Step 5: put a structure in place to execute the change, check/remove barriers, identify those who are resisting the change by discussing issues, recognise/reward those that are helping the change happen.

Step 6: success motivates individuals, celebrate each small target.

Step 7: at each milestone analyse what went well/what needs improving, keep the momentum going.

Step 8: make the change part of the core of the organisation, ensure it is seen in all parts of the company, celebrate the success, recognise key individuals and all those that enable the change to happen (Mindtools, 2020a).

Both these models enable organisations to plan for change as well as managing the change process as the journey is undertaken.

'HR, in partnership with line management, need to ensure that organisational change is planned, communicated and executed successfully on an ongoing basis in order to sustain business survival' (Rees & Hall, 2016).



Source: careeradvancementblog.com

Positive Work Relationships

Having positive work relationships help support the change process in an organisation. HR have an important contribution to both the controllable and uncontrollable aspects of the change being implemented.

Controllable - HR can advise the project team in the skills available, identify skill gaps, training requirements, new posts/working practices. Communication needs to be clear and tailored, stakeholders must be consulted, and concerns addressed. HR can evaluate the impact of the change by monitoring absence/turnover grievances.

Uncontrollable – HR have an awareness of how the change cycle affects people as well as the need to plan changes that affect jobs/security/reward/pay/working practices. HR can promote a culture which embraces change and can ensure employee participation, manage expectations/conflict.

By ensuring employees are involved can help build trust, this will lead to increase well-being and help in reducing conflict.

Well-being at work is '*linked to employees having a degree of control over their work and how it is done*' (ACAS, 2020). Change can affect the way you feel by putting people in new situations and can lead to individuals feeling anxious/out of control.

JM Fisher transition curve depicts the journey an employee goes through during the process of change (People Development, 2016).



Source: ACAS (2020)

Line Managers (LM's) have a very important role in building positive working relationships which leads to discretionary behaviour from employees. (CIPD, 2019).

LM's are critical in managing the change process. LM's can help employees on this journey by involvement at an early stage, giving a clear message about why the change is needed, telling the truth (thus creating a good level of trust), listening/asking, supporting employees to take responsibility for their roles, building on positive feedback, addressing concerns, strong leadership, coaching/mentoring thus building teams ready to embrace change, celebrate successes.

Having change champions can also build positive relationships, this is an individual who is selected/volunteers to facilitate the change and is a member of the change project in all stages of the project.

Engagement – engaged employees are more likely to accept/adapt to the change, being consulted throughout and given a say in decisions also makes the emotional journey smoother and less traumatic (CIPD, 2019 and ACAS,

2020).

Conflict/resistance – resistance to change is inevitable but ensuring you respond to employees' concerns in a positive way will help reduce conflicts. Employees will need to be motivated/reassured to ensure they don't become disillusioned/unhappy. Make the most of positive feelings in order to influence others to buy-in to the change.



Source: corporatefinanceinstitute.com

Employees will want to:

- ▶ question the plans/reasons for the change
- ▶ have their concerns addressed by senior managers
- ▶ reassurance of how the change affects them
- ▶ clear leadership/direction
- ▶ be consulted/included in decisions
- ▶ honesty
- ▶ regular updates (ACAS, 2020).

Communication is vital at all stages of the change process and need to be customised to suit different people (ACAS, 2020).

Have a communication strategy to support the needs of all individuals



Develop an internal communications strategy



Check what the law states



Consider words used, tone and body language



Consider the emotional journeys individuals will undertake (ACAS, 2020).

A communications strategy sets out how messages will be issued to employees. Key messages should be communicated from the start and at regular intervals during the process. Could be a dedicated communications team or a HR manager.

Messages need show clear/visible leadership in order to gain commitment from others, be consistent and be linked to the organisational objectives. Line managers play a key role in translating what this means to individuals/teams.

Communication channels:

- ▶ Conferences/team briefing sessions
- ▶ Focus groups
- ▶ Workshops
- ▶ Social media platforms, emails, intranet, newsletters, noticeboards, staff bulletins provide a good mix of communication channels that cover all (People Management, 2017).



Source: en.unesco.org

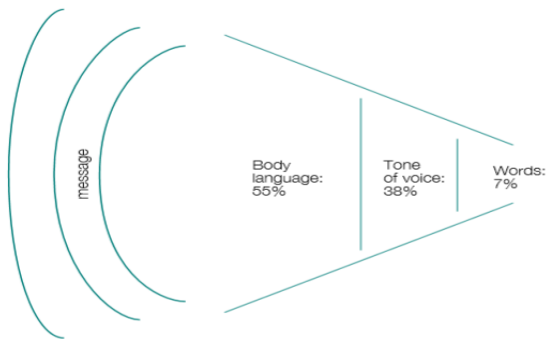
Some individuals may not feel confident speaking up about any concerns in front of large groups, therefore an opportunity after sessions to send questions afterwards can assist. If time is an issue, then responses can be emailed or issued in a newsletter afterwards.

Focus groups – set up to deal with specific issues and are a good way of prompting discussions.

Workshops – often used to gauge how the change process is progressing. Can be used for problem solving.

Good communication is based on what is being communicated and how (McKinsey, 2016).

The visual act of communication



Source: ACAS 2020

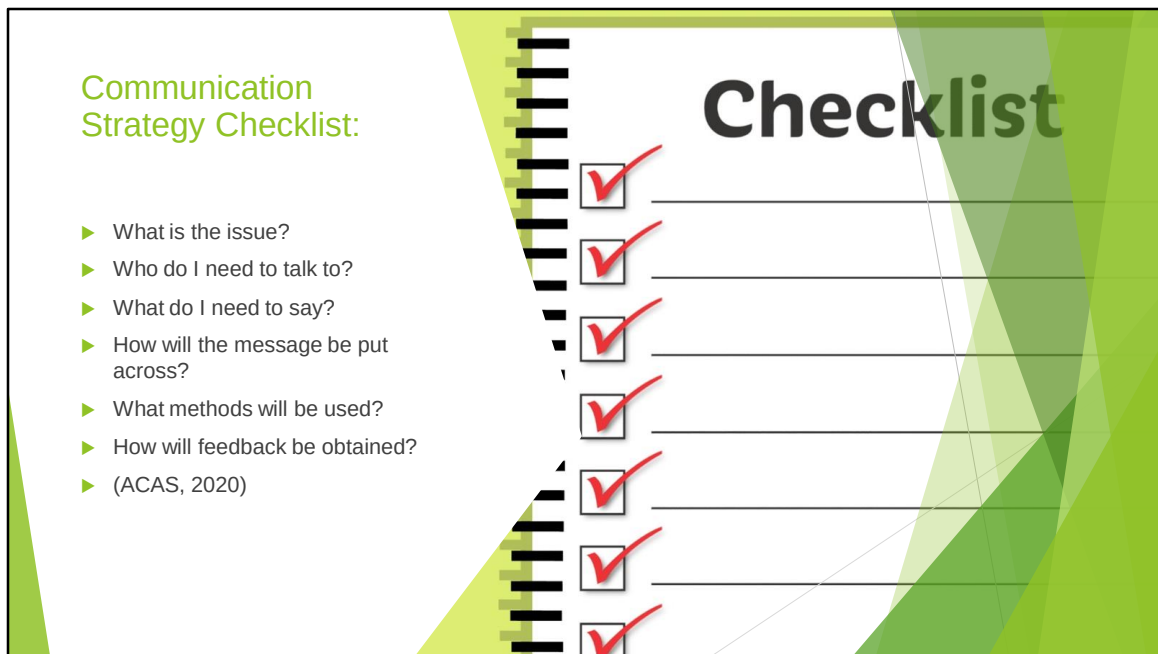
Communication needs to be quick; millennials want real time information (McKinsey, 2016). Use layman's terms when explaining or messages could be misinterpreted/misunderstood. Tone of voice and body language are also very important for conveying messages.

It's beneficial to gain regular feedback on how people are feeling during the different stages, a change champion is often useful, someone on the ground dealing with issues that arise. Encourage constructive criticism which can also lead to good ideas as well as showing trust.

Remember employees are an organisations biggest asset and if change is not managed well it can lead to a decrease in motivation/productivity, as well as damaging the employer reputation/brand.

Union/employee representatives play a role in communication especially so in major changes such as redundancies, for which employee consultation is a legal requirement. During these times they ensure two-way communication, seek feedback, encourage employees to be involved, convey views and maintain a broad overview of the situation.

Remember to celebrate successes, could be the availability of new training initiatives/certificates (McKinsey, 2016).



Profile – about the company

Issue - state the situation for the communication

Research – what is already known, have any surveys been undertaken in the past that can be used.

Communications strategy – what do you want to achieve? Raise awareness, influence behaviour/attitudes. Staff will want to know what the changes will be, how it will affect their roles, are jobs safe, what does the future of the organisation look like.

Audience – who needs to be communicated to? Could range from senior managers to volunteers. Managers need to be on board as they are a key link with employees during the change process.

Methods – how will the messages be communicated and when. How will feedback be captured/used. Formal meetings/letter to all staff to outline the forthcoming changes, noticeboards/emails/staff bulletins/one-to-one meetings.

Risks - what can stop the changes, organisational culture/union opposition/staff concerns.

Measurement – have objectives have been achieved, use the feedback to measure.

Review – undertake regular reviews to monitor if objectives have been met, are any changes to tactics required?

When any change is implemented it is important to have support mechanisms in place. This could be offering advice – through Q&A sessions on intranet/social media platforms, helplines, counselling, coaching/mentoring sessions.



Designing – HR are in an excellent position to provide an idea of the current situation by using data such as resources/capabilities, competitive gaps/advantages.

- External factors and the affect they will have on the organisation also need to be considered.
- Plans need to be made for the future.
- Goals need to be set to know where the organisation is heading, there must be some flexibility, but the overall goal must remain in focus.

Enacting – focus on maintaining momentum and regular communications.

- Prioritise the project team roles to those which have the relevant expertise.
- Secure change champions – people who are passionate about the change, it may also develop their needs.
- Identify/engage key stakeholders – these can provide expertise/advice and can often be very influential.
- Use project management best practice – have a project manager/leader.
- Monitor environmental changes – track changes/plan for further changes that may be required in order to align with organisational strategies.

Sustaining Change – focus on creating a clear understanding of the change/collect data to monitor how it is progressing and if amendments are required.

- Monitor the impact of the change on stakeholders
- Remind employees why the change is needed
- Check for any evidence that the change does not fit the organisation, pre-empt barriers
- Ensure the overall design goal is embedded in behaviours
- Maintain momentum, ensure change management skills are in development programmes/recruitment and have succession planning

Change Plan (APM, 2017)

- ▶ Vision and objectives, need for change, benefits of change
- ▶ What is required to achieve objectives
- ▶ Scope of changes
- ▶ People and roles
- ▶ Stakeholders/parties affected
- ▶ Communication strategies
- ▶ Support strategies
- ▶ Timings, milestones
- ▶ Resources – money, time, people, equipment, materials, guidance
- ▶ Monitoring activities
- ▶ Success measures



Source: callcentrehelper.com

A change management plan helps manage the change process, ensuring control of the budget/schedule/scope/communication and resources. Helps minimise the impact a change can have on the business/employees/customers and other important stakeholders (APM, 2017).

Action Checklist (CMI, 2020)

- ▶ Agree the implementation strategy
- ▶ Agree timeframes
- ▶ Draw up detailed implementation plans
- ▶ Have a team of change champions
- ▶ Establish good programme management practice
- ▶ Communicate clearly
- ▶ Ensure participation and help to minimise stress
- ▶ Personalise the case for change
- ▶ Be prepared for conflict and manage it effectively
- ▶ Motivate your employees
- ▶ Develop skills
- ▶ Maintain Momentum
- ▶ Monitor and Evaluate



Best practice for implementing a change process is to communicate why the change is happening, what is the overall vision, state the benefits of the change. Ensure that communication is maintained throughout the change project and that support mechanisms are in place. Continually monitor resources and budget and adjust the change plan for changes throughout the journey. Measure the success of the change initiative.

Monitoring & Assessing

Measuring the success of change will identify if it is on the right track or whether any adjustments are needed.

As change is not a linear process internal/external changes along the way will influence the plan and need to be considered (APM, 2017).

Methods to measure/assess the change process.

- ▶ Quantitative – absence statistics
- ▶ Qualitative - surveys



Source: futureofcio.blogspot.com

Quantitative – collect data from statistics/outcomes/quality data either manually or using technology, apps, pulse surveys, social media. Can also be HR data such as employee turnover, absence, skills/development needs. This data is extremely useful in monitoring the pre/post organisation. Absence statistics and reasons for absence pre/post change can be used to monitor if the change has improved overall absence and employee well-being although care must be taken to ensure was it the change that improved the statistics or other factors.

Qualitative - gaining feedback/opinions from employees, through surveys, focus groups, interviews, observations. Surveys could be used to ask specific questions for which the respondents provide answers (Bryman and Bell, 2015). Data collected can be very useful as it can identify trends/performance and can be used to monitor how the organisation was before the change as well as after, but it must be noted that survey don't allow to prompt for more information or response rates could be low (Perkins and Woodhams, 2016).



Organisational change is constant and required for long-term stability of any company. Organisations need to be agile and have a change ready culture in order to ensure that any change process is planned, communicated and managed well. Change enables organisations to build resilience and encourage innovation to ensure the organisation survives and meets its objectives in the ever changing and uncertain future.



Source: HR Grapevine

Any questions?

Thank you for your time

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