

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Understanding the Management of Change

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Date: 11th December 2020

The Management of Change

Objectives:

- Identify drivers for organisational change (internal and external factors)
- Identify factors that enable change and factors that hinder change
- Evaluate theories and models relating to change
- Explain how work relationships have an impact on change management / change processes
- Discuss communication needs and support required by stakeholders
- Explain factors that need to be taken into account when planning for change, and creating a change plan
- Summarise best practice strategies for implementing change
- Evaluate techniques/tools for monitoring and assessing the impact of change within an organisation

Introduction:

“Organisational change refers to the alteration of structural relationships and roles of people in the organisation”. (Business Management Ideas, 2020)

An organisation must be agile and open to change in order to succeed. Therefore, it is essential that organisational change is managed effectively to avoid placing a negative impact on the workforce and stakeholders. Organisational change can be driven by many different factors at any time, which is why it's important as managers to have the ability to implement and manage change efficiently.

Internal and external drivers for change within an organisation

According to Woodhams (2016), organisations undergo major changes at least once every three years, however, undergo minor changes almost all of the time. Major changes could be organisational re-structure or enforcement of new law and legislation. Minor changes could be the implementation of a new policy.

Drivers of organisational change

Internal factors:

- Change of business strategy
- Alteration of organisational structure
- Change of policies and procedures
- Technological developments
- Growth opportunities
- Insufficiencies within the organisation (lack of communication, etc.)

1.1

(Chron, 2019), Woodhams (2016), Chron (2020)

Drivers of organisational change

External factors:

- New or altered government legislation
- Economic reasons such as the demand for services or products
- PESTLE factors
- Pressure from competitors
- Customers needs advancing
- Pressure from the current market situation

1.1

An example of a current driver of change would be the Covid-19 pandemic. There are many organisations, which have either suffered or benefited from the change in demand of their services. Covid-19 has put such a demand on the social care industry, presenting growth opportunities for many organisations. However, the lack of staff due to self-isolation and social distancing rules has proved a challenge for many. Due to the high demands, there has been a temporary change to legislation for recruiting domiciliary care workers.

(Chron, 2019), Woodhams (2016), Chron (2020)

Factors that may enable change or hinder change processes

- Culture
- Staff attitude – some may see the change as bad news, others may view it as an opportunity
- The structure and management style of an organisation
- Terms and conditions within contracts of employment
- Training and development requirements
- Communication strategies
- Resistance to change

1.2

(Woodhams, 2016) (CIPD, 2020)

Factors enabling change:

Change ready culture

Creating a change-ready culture:

- Communicate the organisations vision openly and honestly
- Take employees opinions on-board and address negative feelings/emotions
- Lead with confidence and a positive attitude
- Be agile and embed change management into all areas of the organisation

(Chavez, 2019)

1.2

Organisations with a 'change-ready culture' are much more likely to experience a positive reaction to change. A change-ready culture can be created by taking time to produce an efficient planning and implementation procedure, allowing staff members to be involved in the planning stages where possible, and promptly addressing any negative feelings about the change. It takes time to build a positive culture within the workplace, any previous negative experiences with change management within the organisation is likely to result in a negative reaction when new changes are announced in the future (Woodhams, 2016).

Factors enabling change:

Management style

The relationship between employees and management will have an effect on whether they view change as a positive or negative (CIPD, 2020). Management must be able to motivate and encourage their employees, and build a sufficient level of trust (Jones, 2018).

Factors hindering change:

Resistance to change

Resistance to change can be either on an individual basis or as a group, and refers to 'acts to block or disrupt an attempt to introduce change'. According to CIPD (2020) there are two types of resistance – resistance to the content of the change, and resistance to the process of the change. Employees may resist change when they are uncertain of the change, shocked by the news, or even view the change as a threat to their employment status (CIPD, 2020).

Factors hindering change:

Ineffective communication strategies

Communicating the change:

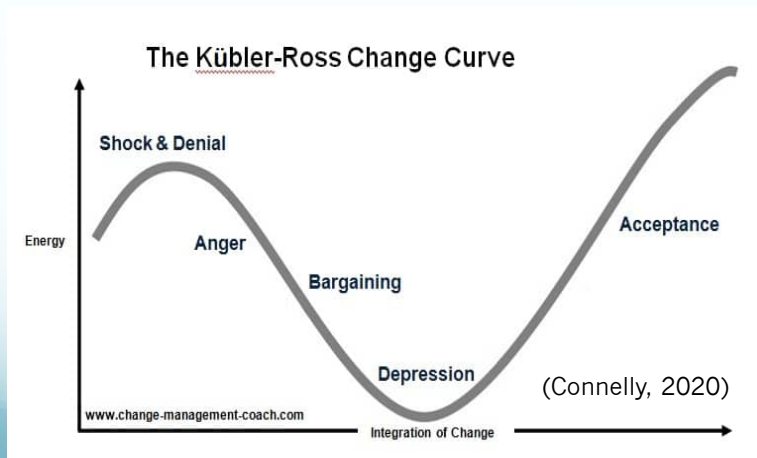
- The nature of the change and the reason why
 - Who it applies to
- Training, development, or redeployment requirements
 - Implications it may have on employees
 - When the change will be implemented
 - The expected outcome of the change

1.2

Ineffective communication strategies will cause staff members and stakeholders to feel confused and uncertain about the changes taking place (Woodhams 2016). Depending on the circumstances, the communication could be made via social media platforms, email, group sessions, or one-to-one meetings. It is helpful to create a 'change plan', which will help you decide when to communicate the changes to employees. The communication needs to be honest, clear, and ideally done before the final stages of the change plan in order to avoid people finding out through gossip.

(Woodhams, 2016)

Theories and models relating to change and how they support effective change management



1.3

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

This model is a useful tool that allows individuals to understand the different stages that a person will experience during transition and change (MindTools, 2020). The model includes five stages that individuals move through in order for them to cope with the change. However, some individuals will experience different stages at different times, they will not always move through the stages 'in order'.

Denial - this is usually the first stage that an individual will experience due to the shock of the change. Some people at this stage may even believe that by not acknowledging the change is actually happening it will go away.

Anger – this usually happens when the person realises that the change is happening and will direct their anger at others to place blame as to why it is happening.

Bargaining – this is when the individual makes an attempt to either stop or postpone

the change.

Depression – when it is clear that bargaining is not going to work the person tends to become demotivated, uncertain and have a ‘why bother’ attitude. In relation to this there will often be an increase in sickness absence.

Acceptance – when the individual has moved through the previous four stages they will usually finally be able to accept that the change is happening and be ok with it. Their attitude will change and they will realise that they must move on.

(Connelly, 2020)

Kotter's 8-step Process for Leading Change



(Kotter, 2020)

1.3

Based on extensive research, John Kotter developed a model that enables organisations to have a sound understanding of how change should take place. It encourages thorough preparation and is broken down into individual stages making it simple to follow. However, organisations must be sure to follow all steps in the process to increase their chances of success (Management Study Guide, 2020).

**How positive work
relationships can support
change and how they can
be built and maintained**

2.1

Positive work relationships

- Increases profit
- Increases productivity
- Promotes trust
- Reduces miscommunication

2.1

It is important in all businesses and workplaces to have a workforce of positive relationships. These positive relationships are the driving factors behind the ultimate success of a business. Positive relationships in the workplace are beneficial both on a personal and professional level. It increases profit, productivity, promotes trust, mutual respect and professionalism. It is important for the organisation's leaders to understand their organisational culture and make the necessary changes. This promotes trust and helps the team feel respected and valued and will make a positive, rewarding environment for staff. Effective communication within the team will help build positive working relationships.

It will help the team work towards meeting their own goals as well as working towards organisational goals, which will be beneficial for the company as a whole. Open, honest effective communication will help establish a culture of professionalism where the team of staff will support and mentor each other, building on gaining mutual respect within the team, which will be the foundation that will build on positive interpersonal relationships.

Positive working relationships can help team members feel comfortable in meetings and they will be confident to share their opinions and views and help shape change with their fresh ideas. It is important that individuals within the workplace

understand what is expected of them and others. Knowing what is needed from each other helps them understand, provides direction and helps build on the interpersonal relationships. A good manager and leader can demonstrate the value they place on their employees by acknowledging and drawing on individual strengths of the employees as opposed to placing their focus on weaknesses. This promotes a sense of pride and respect. To build on positive relationships it is important to provide opportunities for individuals, including providing training for any gaps in knowledge to enhance their skills and experience. Team working involves everybody, ensures consistency and team efforts can provide a sense of ownership to support change (Indeed, 2020).

A positive and credible organisation works within its regulations, ethical requirements and legal obligations. Many organisations state their vision and their philosophy and expect their employees to work to these standards. Standards can include staff being welcoming and attentive, treat individuals with respect and dignity, etc. Leaders of the organisation are expected to lead by example. When an employee sees that key figures within the organisation are following these standards it helps promote and maintain positive relationships as they are behaviours that are promoted within the organisation which will be adopted by new staff coming into the business. Feeling safe within the working environment is reassuring for the employee, as the organisation is subject to employment law and health and safety regulations. Should something go wrong and the organisation is seen to act responsibly and takes ownership of their actions, this promotes trust and reassurance that the employee has made the right decision to remain with their organisation.

It is equally important to be viewed as a credible employee. This demonstrates that an individual is invested in the workplace, valued within the company and their abilities are acknowledged and it can raise the chances of promotion and career advancement. Factors of which can be regarded as rewards that promote engagement and help maintain the positive relationship between employee and organisation (Harbour, 2019).

A good leader will help the employees understand and achieve the organisational goals and will focus on promoting and improving relationships between the team members. The leader needs to communicate well the clear objectives set out and demonstrate consistency within the team. By taking responsibility the leader is demonstrating to the team that they can be trusted. Understanding and direction from a leader can encourage growth and promote mutual trust (MindTools, building good work relationships, 2020).

Communication needs and types of support required by stakeholders

- Top down channels of communication
- Communication plan
- Engage stakeholders
- Digital age

2.2

Communication is key and communication methods can vary. It is essential to identify what type of communication works for each individual or organisation. If you communicate the wrong way it may cause confusion, frustration and concern. It can also highlight that you have not paid attention to the needs of the stakeholder. This then can lead to the stakeholder losing confidence in you or the organisation because you haven't communicated effectively and you may have missed an opportunity to show the stakeholder what the organisation can offer them (SHRM, managing organisational communication).

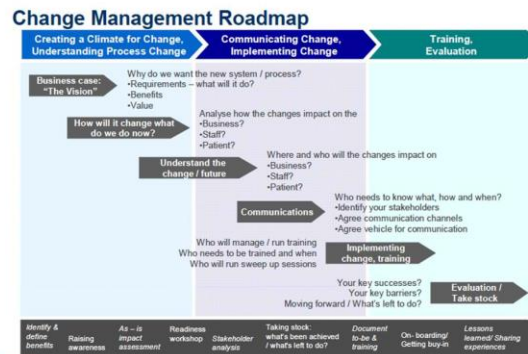
Communication methods can consist of meetings, reports, telephone conversations and emails etc. Top down channels of communication involve the senior managers communicating via emails, announcements on internal intranet. Communication is essential to engage the stakeholders and keep them informed and updated in a timely way. Levels of communication may vary depending on the needs and wants of the stakeholder. An example of this may include keeping the stakeholder updated with basis feedback and on an infrequent basis. Alternatively, other stakeholders may require being fully updated on a daily/ weekly basis. The success of any change strategy is dependent on how involved the stakeholders are in the change process. A more successful outcome can be achieved and problems and conflicts can be

resolved as it gives stakeholders the opportunity to manage any risk or threats to their planned changes. Therefore, it is essential to develop a communications plan at the start of any project or change. Communication in the digital age is computer based. Its advantages include, efficiency, easy to access, developed systems, portability, secure and fast. Face to face meetings are a good way to gauge verbal and non-verbal cues. This can also reduce the risk of miscommunication and enhance communication. communication with colleagues in other destinations are easy to access via conference calls. A good way to build on support is to engage stakeholders in informal communications meetings (CIPD, 2018).

Planning for change

CREATING A CHANGE MANAGEMENT PLAN

► Sample roadmap from a public sector health agency



Source: NHS Scotland



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3.1

Picture – (Examples.com, 2020)

Change plan

A change plan is a tool that can be used to make planning for change straightforward and will help you to stay in control. The plan is divided into three phases: design, enact, sustain. Each phase can be utilised more than once, depending on the circumstances.

Planning for change

Phase 1 – Design

The change and the reasons for the change should be clearly defined.

3.1

Potential barriers to designing change: relying on a small number of individuals for input (limiting opinions/feedback), overestimating the success of the change and not creating a contingency plan for any failures, and basing the design on too little factual data.

Useful techniques: conduct employee surveys and gain stakeholder feedback. Plan for different scenarios, and for the future (not just the present).

Guidelines: conduct an assessment of the current state of affairs within the organisation, this can be done by reviewing the data collected from employee surveys and stakeholder feedback. Identify the goals ensuring these are 'actionable and realistic'.

(SHRM, 2015)

Planning for change

Phase 2 – Enact

Be committed to implementing the change and make this a priority.

3.1

Potential barriers: the team not having the correct skills and knowledge to be able to implement the plan effectively. Employees / stakeholders may not be fully prepared leading to feelings of uncertainty. Breaking daily routine within the organisation could prove to be a challenge. Employees may not have the confidence to make necessary changes, this could be overcome with performance incentives and reward systems. Negative past experiences of organisational change may cause individuals to withdraw.

Useful techniques: assessments can help to identify any skills gaps, 'stakeholder mapping' identifies people to be part of the team and 'change champions', utilise project management skills, and plan the communication strategy.

Guidelines: When it comes to identifying individuals to be part of the team ensure that expertise is prioritised. Make a decision on who will be the 'change champion', ideally this should be a senior member of staff. Ensure that stakeholders are engaged with the change. Identify a project manager who is separate from the change leader.

(SHRM, 2015)

Planning for change

Phase 3 – Sustain

As the internal and external environment changes, the change project should be adapted to align with this.

3.1

Potential barriers: failure to appropriately track the implementation of the change. Pressure of short-term and long-term targets. The challenge of change behaviours and culture within the organisation.

Useful techniques: gain feedback from employees and stakeholders. Anticipate further barriers and plan ways to prevent these from occurring.

Guidelines: use the feedback to track the impact of the change on employees and stakeholders. Make new staff members aware of the changes that have taken place and how it has benefited the organisation. When it comes to new opportunities, be aware of what will and will not fit in with the new culture. Embed a change ready culture into all parts of the business to avoid future resistance to change.

(SHRM, 2015)

Best practice for implementing change processes

- Clearly define the implementation strategy and agree the timeframe
- Create a thorough implementation plan
- Identify change champions
- Ensure the plan is clearly communicated to employees and stakeholders
- Allow employees to participate in planning where possible
- Take feedback on-board
- Support, influence, and motivate employees
- Promote the change by making employees aware of the benefits of the change
- Allow employees to develop their knowledge and skills where required
- Continue to evaluate and monitor the change and make alterations where necessary

3.2

(CMI, 2020)

Techniques for monitoring the implementation of change processes and assessing the impact of change

- Quantitative data – employee surveys, customer satisfaction surveys
- Qualitative data – focus groups, interviews
- Customer satisfaction surveys
- Observe and assess HR statistics (e.g. attrition rates) to identify trends and make comparisons
- Assess whether or not the objectives of the plan have been met

(APM, 2017)

3.3

Evaluating and assessing the impact of change will allow you to ensure that the changes that have been made are right for the organisation (Hampshire County Council, 2020).

Employee surveys

Conducting employee surveys can be a useful way of gathering quantitative data that can be used to make comparisons with previous data. Surveys can easily be repeated on a regular basis for continuous evaluation. However, the downside is that it would not provide in-depth feedback that you would get from holding focus groups or interviews, etc. (Hampshire County Council, 2020).

Monitoring HR Statistics

Monitoring HR statistics will help to identify trends, and allow you to see where there are increases or decreases in performance as a result of the change. However, you should keep in mind that there may also be other factors influencing any changes in trends (e.g. sickness absence rates may be higher due to Covid-19, rather than the changes that have been implemented).

(Hampshire County Council, 2020)

Summary

During this presentation we have discussed the principals, theories, and models relating to change in organisations.

Effective communication is essential when planning for change. All change processes need to be planned, implemented, and monitored in order for it to be successful.

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