

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Management of Change

Assessment: 5KMOC

Word Count: 3,200

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

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Date: 10th October 2021



Understanding the Management of Change

Sharon Richards, October 2021

Learning Outcomes

- Key principles, theories and models relating to change.
- The importance of communication and relationship management within change processes.
- Know how to plan, implement and monitor change processes.

By the end of this presentation you will have an understanding of....

What is change management?

A structured approach to moving an organisation from the current state to the desired future state.

APM, 2017, p5

Change that will influence the effectiveness, efficiency and ultimately the sustainability of organisations.

Rees and Hall, 2016, p104

Let's start with what we mean by change management. In a business context, APM describe change management as...

Whilst change management incorporates project management principles in terms of the transactional process for achieving, change management focuses on the people that are affected by the change.

When talking about change in this context, we are not talking about operational, day to day changes such as a process improvement change, but a complex and significant change defined by Rees and Hall as 'change that will influence the effectiveness, efficiency and ultimately the sustainability of organisations'.

Why is change management needed?



- Critical for survival
- Multiple drivers for change
- Not all change leads to intended outcome
- Maintain staff commitment

CIPD, 2021

Change is critical if organisations want to survive in a competitive market.

There are multiple drivers which, if not addressed, will impact on the sustainability of the organisation in the long-term.

The CIPD (2021a) suggest that most change initiatives do not lead to the desired outcomes and when managed ineffectively, can have a detrimental effect on both the organisation and staff.

Throughout the change cycle, managers must work together using change management tools and techniques to design and deliver change, maintaining staff commitment whilst simultaneously delivering day-to-day operational business.

Internal drivers

- Staff
- Finance
- Technology

BBC, 2021



So what are those drivers for change that can threaten the sustainability of the organisation? We can split the drivers into two types– internal and external.

Internal factors are those within the control of the organisation. As an NHS organisation, we are subject to the same drivers as most other sectors:

- Staffing – the NHS are experiencing a shortage of staff, even more so since the COVID-19 pandemic (King's Fund, 2021) and are having to consider changes to the workforce model. For example, when planning for Field Hospitals, a new 'wrap around' Health Care Support Worker model was developed and new posts created to support the gap created by a shortfall in the availability of nurses (Hywel Dda University Health Board, 2020a, p5).
- Finance – pre-pandemic, the organisation was in 'Turnaround' due to its financial deficit (Hywel Dda University Health Board, 2019, p5). During 2018/19, the organisation introduced new internal processes to hold budget holders to account for their expenditure and introduced processes for identifying and delivering efficiencies (Hywel Dda University Health Board, 2021a, p34).
- Technology - the pandemic has escalated the pace in which the NHS has implemented digital change (Nuffield Trust, 2020, p1). This is true for Hywel Dda, as we introduced digital technology to enable virtual board rounds and multi-disciplinary

team meetings (Hywel Dda, 2021, p30)

External drivers

- Political
- Social
- Environmental



There are several external factors that can affect an organisation requiring change management; these are known as PESTLE factors – Political, Economic, Social, Technology, Legal and Environmental (CIPD, 2020).

Recent drivers for the Health Board have included:

- Political – In 2019, the Welsh Government published their Health and Care Strategy ‘A Healthier Wales’ which set out the intention to deliver a ‘whole system approach’ to the delivery of health and social care services. The strategy outlines the future vision for the delivery of care closer to home and less reliance on hospital-based care (Welsh Government, 2019, p11). In response, one of the Health Board’s Planning objectives tasks Locality Teams to develop integrated plans that facilitate increased time spent at home, support for self care and a reduction in hospital admission (Hywel Dda, 2020b, p8).
- Social – Carmarthenshire has the highest number of Welsh speakers in Wales (Gov.uk, 2021). The Welsh Government’s vision is to provide services to Welsh speakers throughout the care process to enable them to ‘communicate their needs effectively and receive the best possible care’ (Welsh Government, 2012). The Welsh Language Standards requires Health Boards to provide services in the Welsh language and to ensure that the Welsh language is not treated any less favourably than the English

language (Welsh Language Commissioner, 2021). This has required the Health Board to implement changes to processes and resources to accommodate the increase in documents that need to be published in both the Welsh and English Language.

- Environmental – a lack of public transport links due to our rurality necessitates most people having to travel by car to appointments, meaning parking on site was extremely challenging for both patients and staff. In 2019, the Health Board introduced a new parking enforcement system to protect spaces for patients and staff. This change proved to be controversial and was abandoned after only three months (Wales Online, 2019). As many staff moved to home working as a result of the pandemic and many services not operating, the Health Board have had some respite from this problem.

BRITISH AIRWAYS



Factors that enable change

- Leadership
- Communication



So what are the organisational factors that can **enable** change?

The CIPD (2021) suggest that change is not just about change management, but change leadership. Senior leaders must fundamentally believe in the change before they can expect staff to. Lord Marshall, Chief Executive was acclaimed for his leadership in turning British Airways from 'a sleeping giant into a world leader' (Independent, 2012). Marshall introduced a new 'Putting People First' programme and invited staff to receive training at which he himself was present. Marshall's missive was to motivate staff to want to provide good customer service and to be effective communicators (London Air Travel, 2019)

According to a survey conducted by McKinsey (2017, p5), effective communication is also a key determinant of successful change. Communicating a shared vision with staff aides the transition process, creates ownership and commitment to the change (Collazo, 2020). Some of the learning from Kraft's takeover of Cadbury's in 2010 was the importance of communication the reason for the change at the outset and to share with staff how the change will benefit them (Marris, 2017).

Factors that hinder change

- Change fatigue
- Lack of appropriate skills and knowledge



KNOWledge
is POWER 

As well as enabling change, there are organisational factors that can also hinder change.

One factor that is particularly common in the NHS is change fatigue. Constant change initiatives can lead to a workforce that is resistant to change as they become stressed and fatigued. To avoid this, organisations need to approach change differently, focusing on a longer-term vision for gradual change and one that embraces organisational values (Dubeau, 2021). Baker (2020) concurs, suggesting that change management is not just about the 'big bang' but about the 'small ripples of change' in the organisation. The COVID 19 pandemic has forced the NHS to make rapid changes to implement new ways of working. The key to sustainable transformational change will lie in how well the NHS responds to the recovery effort and its commitments to not reverting back to old ways of working (Reed, 2020, p26).

Another barrier to organisational change can be a lack of change management knowledge and skills. Rees and French (2016, p128) state the importance of ensuring that those initiating and managing change have the skills, capability and reputation to be able to drive change across the organisation. The consequences of poor change management can be two-fold (Garner, 2019) – consequences to the change programme itself and consequences to the organisation. Programme consequences include delays and overspend, whilst the consequences for the organisation could be a decline in staff motivation and productivity and damage to their reputation.

Change Theories

There are a number of recognised academic change management models that can help organisations to manage change effectively.

Kotter's 8-step model



In their report, the SHRM Foundation (2015, p4) refer to a number of 'prescriptive' change models – so called as they provide specific instructions for the tasks that should be undertaken to manage change. One of the most best known prescriptive change models is Kotter's 8-step change model (Kotterinc.com).

Kotter's model encompasses an end-to-end approach starting with

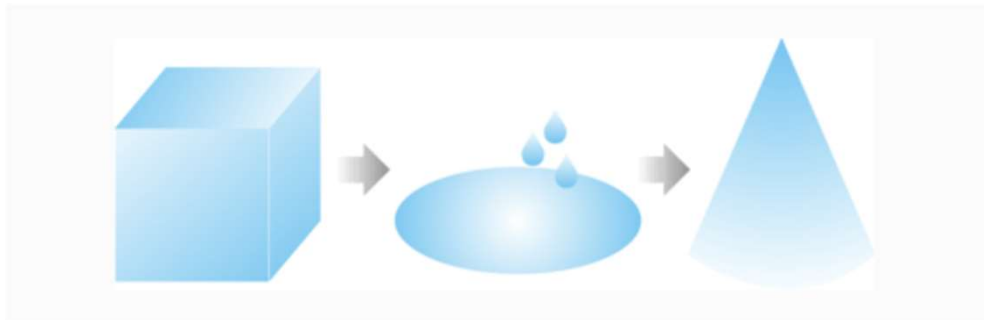
- the need to establish the need for change and a sense of urgency;
- bringing together a group of leaders to lead and guide the change;
- creating the vision for change and understanding what the end goal will look like;
- sharing the vision, engaging with staff and getting them on board with the change;
- overcoming barriers to change and ensuring that people have the necessary resources and tools to drive change
- 'generating short-terms wins', demonstrating to staff the benefits of the change and a move towards achieving longer-terms goals;
- keeping momentum, modifying structures or processes that hinder change; and,
- embedding change into business as usual and capturing lessons learned from the change process (SHRM, 2019).

Lewin's change model

Unfreeze

Change

Freeze



Mindtools

In contrast to Kotter, Lewin's change model focuses only on three steps.

1. Planning or 'unfreezing' – this first step focuses on getting the organisation on board with the change, ensuring that people understand the reason for change and sharing the vision. This usually involves scrutiny of how things are currently done which is often the most problematic and stressful.
2. Action or 'changing' – as people start to adjust, behaviours and thoughts begin to support the idea of a more positive outlook. This stage can take time, and requires careful and extensive communication and engagement with staff to ensure that they remain feeling a part of the organisation throughout the change.
3. Result or 'refreezing' – at this stage, change has been accepted and is progressing. The organisation feels in a secure position and clear structures are in place; staff feel more positive and are adapting well to the change. (Mindtools, n.d.)

Positive work relationships

Discovery Report: Understanding the Staff Experience in Hywel Dda University Health Board During 2020-21 COVID-19 Pandemic



‘Staff equally valued the fact that they were **trusted** to get on with their jobs and decisions were made quickly.’

‘The Health Board may wish to consider how we build on the command structure to inform autonomy and **trust** going forward which enables immediate decision-making and **empowers** people to make collective decisions in a safe space.’

‘If you can **trust** us during a pandemic, in the highest risk environment, then continue to **trust** us when things are ‘normal’ (Head, corporate departments).

As already mentioned, change management focuses on the people that are affected by the change. This is a fundamental difference between project management, which focuses on processes, and change management, which is people-centric (Lucidchart, n.d.).

Building positive working relationships is critical to the success of change initiatives. Employees who feel they have strong working relationships generally experience better job satisfaction and are more willing to collaborate with colleagues to problem-solve, often resulting in others coming onboard to support proposed changes (Vensure HR, n.d)

The importance of trust between leaders and employees during times of change cannot be underestimated. Following their work with the Young Entrepreneur Council, Forbes (2020) advocate some key actions for leaders to build trust with employees during periods of change.

One of the recommendations of the Forbes report is that organisations build and embed a culture of trust in which staff are empowered to lead. In its Discovery Report (Hywel Dda Health Board, 2021b, p13), the Health Board has considered feedback from staff in

terms of the enhanced trust the pandemic afforded them in terms of decision-making.
(Refer to quotes on slide)

Building and maintaining trust



So how do organisations build and maintain trust during times of change?

Conley (2020) suggests six ways that leaders can build trust through organisational change:

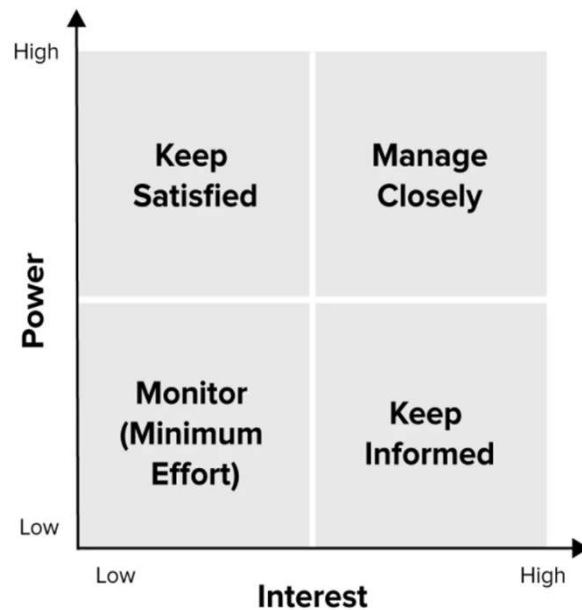
1. Manage expectations to avoid staff losing trust when the outcomes they anticipate fail to be achieved.
2. Proactively address staff concerns about the need for change and how it will affect them.
3. Create a safe space for staff to ask questions, raise concerns or suggest feedback without fear of being disadvantaged or disciplined.
4. Be open and transparent with information – ensure there is a single source of truth.
5. Be honest and don't claim to know everything – but ensure you find and communicate the answer.
6. Get staff involved in the planning and implementation of change to foster ownership of the change.

A culture of trust is the foundation for successful change (CIPD, 2021a, p6). Zak (2017) suggests that employees in organisations with a high trust culture are more proactive, work together well with others and are less likely to leave their job. Zak also states that

staff well-being generally better which leads to better performance and productivity.

Stakeholders

- Influencers
- Users
- Governance
- Providers



One of the key factors that enable change that we touched on earlier is communication. The methods used by the organisation to communicate should reflect the needs of the different stakeholder groups; a stakeholder analysis will help to identify the most effective means of engagement (OGC, 2009, p41). Understanding who, and how influential, your stakeholders are is crucial as they have the potential to enable or obstruct change efforts. Mapping out your stakeholders can help to identify the type of communication or engagement required, the frequency and complexity of information needed. (MindTools, n.d.(b)).

Stakeholders include; influencers, such as trade unions or the media; users or beneficiaries, such as staff or customers; governance such as management boards; or, providers such as suppliers or business partners (PM Tips, 2020).

Understanding and prioritising stakeholders and determining the most effective method of communication and engagement will be critical to success. A 'one size fits all' approach will not be appropriate as different stakeholders will have different interests and power to influence.

(Refer to the stakeholder map on the slide)

- Influential stakeholders with a high interest in the change should be **managed closely**

– engagement activity needs to be focused on this group. Engagement should be frequent and collaborative, seeking and acting on feedback.

- Other stakeholders who may be influential, may not have as much interest in the change as they will not be significantly impacted by it. These stakeholders need to be **kept satisfied** to maintain momentum and avoid challenges that may impact the change.
- Stakeholders who have less influence but significant interest in the change as it impacts on them need to be **kept informed**. This group need to be regularly updated to avoid conflict and mistrust.
- Finally, stakeholders with both low influence and low interest will require minimal engagement and general **monitoring** of response.

(Browning, 2016)

Planning for change

Vision - why is the change needed and what are the objectives?

Scope – what changes need to happen to enable the vision?

Time frame – what are the steps and associated timescales?

Organisation structure – how will the change affect the organisational hierarchy?

People – stakeholder that will be affected by change

Resources – what resources, financial and otherwise, will be needed to implement the change?

Controls – what controls will be needed to keep the programme on track?

Communications – how will the organisation communicate with employees?

Training – what training and associated resources will be required?

Whilst we have seen with the COVID 19 pandemic, organisations can be forced to change at a very fast pace. Ideally, most major organisational change will be intended and planned (Rees and French, 2016, p105).

When planning for change, organisations need to consider a range of factors:

- Define what the change is and how it aligns with the organisation's strategic objectives;
- Understand who and where the change will impact;
- Develop a communication strategy to determine the best way to communicate;
- Address any training needs as a result of the change;
- Offer resources to support staff through the change, such as coaching and mentoring; and
- Measure and evaluate the impact of the change and the change management process.

(Courtney, 2020)

A change management plan will provide organisations with a structured framework for the delivery of change whilst supporting staff to maintain business as usual (AIPM, 2020). There are many examples of change management plans available online, but the Chartered Management Institute summarise the key components as: (refer to slide)

Best practice

Vision

Implementation Plan

Timescales

Change Champions

Project Management tools

Stakeholders

Conflict

Motivate

Learning

Quick wins

Monitor & Evaluate

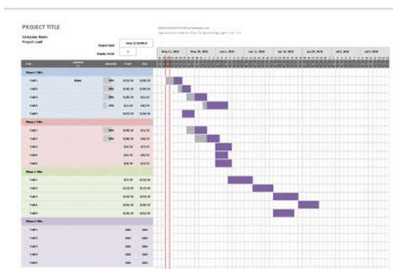
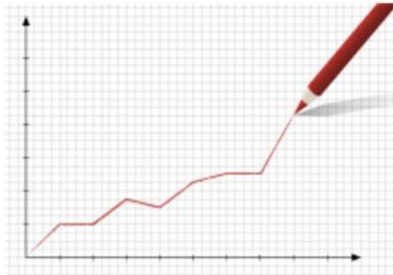
The Chartered Management Institute (2014) propose several actions that will support organisations to successfully implement change. The first three actions focus on those mentioned in the planning stage – agreeing the vision, the implementation plan and timescales.

They go on to suggest that the organisation should:

- Identify a team of change champions who can promote the benefits of the change to colleagues and peers across the organisation;
- Use recognised project or programme management tools and techniques to manage risk and keep the change programme on track;
- As we've already talked about, identify and analyse your stakeholders to enable effective communication and consult with them to avoid unnecessary anxiety and resistance to change;
- Consider how the change will impact on all staff, involving unions where appropriate;
- Expect the inevitable conflict and seek to resolve effectively;
- Consider what motivates staff and what makes them feel valued;
- Use the change as a learning opportunity, benefitting both the organisational and individuals;
- Share 'quick wins' to keep motivation and maintain momentum – organisational change can take time; and,
- Continuously monitor and evaluate outcomes to ensure that they still align with the

'vision'.

Monitoring the implementation of change



Best practice suggests that organisations should monitor and evaluate change.

Monitoring the change process is important to assure the organisation that it is being delivered on track and remains aligned to the organisation's objectives (NSMC, n.d.). Monitoring will help to identify any potential risks and deviation from the change programme.

Miller (2020) also suggests that just because a change has been implemented, that doesn't mean that it has been a success and that it's important for leaders to evaluate the impact of the change both to understand the degree of success and any lessons learned that can be applied to future change initiatives.

So what mechanisms can we use to monitor implementation and assessing the impact of change?

Prosci (n.d.) identify a number of metrics that can be used to monitor and measure organisational, individual and change management performance. These are largely quantitative measures (SurveyMonkey, n.d.) and include key performance indicators, return on investment and timescale compliance.

However, qualitative research (SurveyMonkey, n.d.) such as focus groups, interviews and

surveys can be used to gather feedback from stakeholders to assess the impact of change on the people affected (APM, 2020, p38). Organisations may also wish to monitor staff absenteeism and turnover rates to understand if the change has positively or negatively impacted on staff in the longer-term.

Key learning points

- Change management and why we need it
- Factors that can enable or hinder change
- Change model theory
- Relationships and trust
- Tools and techniques

I hope that this presentation has given you an understanding of what change management is and why it is needed, the factors that might help or hinder change, a brief overview of change model theory, the importance of relationships and trust when implementing change and the tools that will assist you in implementing and monitoring change within your areas.

Thank you for listening. Any questions?

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