

BMSW6103 Leading and Implementing Workplace Change; Change Management Portfolio

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Submission date: 10-Aug-2023 01:31AM (UTC+0100)

Submission ID: 211361181

File name:

22179_Sabrina_Reid_BMSW6103_Leading_and_Implementing_Workplace_Change__Change_Management_Portfolio_503907_922404494.docx
(870.19K)

Word count: 10541

Character count: 57838



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LEADING AND IMPLEMENTING WORKPLACE CHANGE: CHANGE MANAGEMENT PORTFOLIO

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BA (Hons) Leadership and Management Skills for the Workplace BMSW6103



JULY 27, 2023

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The Post Office

Introduction

The Post Office is presently seeking the services of an organizational change consultant to resolve their problems. Due to their employee's dissatisfaction with the poor salaries their being paid, as members of The Communication Workers Union (CWU), the postal employees are striking from the Post Office as they have not established an effective agreement.

With various reservations regarding an internal and external consultant in respects to implementing and executing effective change, within the organisation. Through interviewing a colleague, 'Radu Andreescu' and the findings garnered from his interview, an understanding of the difficulties the Post Office is facing will be established within this paper.

Additionally, an elucidation regarding the decision on the prospective consultant, which is decidedly proficient be it either external or an internal consultant, the power, and politics regarding the success of the consultant, combined with a stakeholder analysis, power interest matrix, and convoyed with academic research to establish a conclusion to present the relevant recommendations for the optimal consultant essential to the Post Office.



Interview of Radu's Hypothesis

The subsequent information has been accumulated with the assistance of Radu Andreescu's interview participation. Radu is a four-year UK resident who is pursuing a BA in Leadership and Management at the University of Wales Trinity Saint David (UWTSD). Radu frequently uses the Post Office to obtain the necessary supplies he requires and mail documents to various individuals.

From his perspective, Andreescu indicates that *'the biggest problems lately that we can address are those strikes, and all those strikes are related to low wages. The Post Office workers are not paid properly regarding many factors. The wages are low, and this is a problem that should be addressed'*.

Observing the approaches used for combating strikes, low salaries, and other concerns. Andreescu states that *'we need to also identify the resources and we need to analyze how we can access or make available those resources, financial resources needed to increase the wages. And of course, to find out, to have a view of the size of the problem, we need some consultants, either internal or external.'*

The Entry the Problems the Post Office is Experiencing

When identifying the challenges the Post Office's organization is encountering and evaluating the advantages of employing internal against external consultants may assist in discovering organizational solutions through the implementation of a model structure, Andreescu points out, *'the consultant can use some of the models available firstly, to get in touch with the problem to get a pulse of the real office workers, having a dialogue with the employees and sizing their needs and their request. Then once the internal or external consultant acknowledges the problem and the size of it, they can go onto the next steps, like finding a solution to this problem. This solution can be an internal one. An internal consultant has the better knowledge of the problem, he may can help solve with networking, all his colleagues can now provide him input, a better-quality input, being freely and not restrained by some barriers of communication that can occur with an external consultant.'*

The Post Office somehow can reduce some expenses in some areas to make available the funds needed for the wages. Furthermore, Andreescu highlights that, 'Him being an external also he can have a better power and politics game, which can help him approach and find solutions within the government and regulatory body. On the other side, if we look on the external consultant for sure will not have the intimacy needed with the employees, but based on his wider experience in different settings and situations, he may have a professional approach and tools and experience that gives him the prestige to get in touch with the employers, he can get not necessarily the respect an internal consultant would have based on the fact that they are colleagues but respect earned by his rich experience he may find solutions that can price the wages even for good, not just a one-time payment'.

Andreescu observes that *'having external experience, he may have an out of the box thinking and find solutions from other businesses and other systems that he encountered in his experience that somehow adapt and be applied in this problem. This external person also may have access to the availability funds the government is having because to the end government is the one regulating the wages, he may have access to some elements of power that can decide about finding a location to increase those wages. An external consultant may even have access to a competitive environment. He may have worked*

previously with other companies that are providing such services, so he can know how to make those wages fit.'

The Model Used for The Post Office Solution

Following the model by Cumming and Worley, (2009), according to Andreescu, *'an internal consultant would not need an entry and contracting he will be just assigned the task. Diagnosing the organization's problem in this case, it is very easy and handy for him because he knows who the colleagues are who knows the problems, he lives the problem, so he has intimate knowledge of it.'* *'But at the same time this intimate knowledge of the problem may not be a very objective one, it may be a subjective one.'*

Andreescu, identifies that, *'diagnosing groups will require him to talk with his colleagues from the bottom to the top, he will need to approach the management and the financial department to find a solution. The only solution that is available internally is the one-time payment. So, he must diagnose which are the groups of powers. Let us say that he can talk with the management of the financial department, and other departments that may need to limit the use of their resources to make available the money needed for a one-time payment. Data collecting analyzing diagnostics information. It is easy, it is handy. It is just interviews he has to do with his colleagues and meetings that he may have with the management and the leaders of the departments involved.'*

In addition, Andreescu points out, *'the power and objectivity that external consultant may have, the external consultant can use the interviews, can have access to the old internal data as required, requiring the wages, and also may have access to the availability funds the government is having, because to the end the government is the one that is regulating the wages. Andreescu, further expresses that, 'He may have access to some elements of power that can decide about found allocations to increase those wages. An external may even have access to the competitive environment. He may have worked previously with other companies that are providing such services, so he can know how to make those wages fit.'*

Andreescu also discusses the simplicity of an inside consultant to gather data and analyze diagnostic information to assist with resolving issues, *'it is easy, its handy, it is just an interview he has to do with his colleagues. It is just some meetings that he may have with the management and the leaders of the departments involved. Feeding back diagnostic information it is possible he is in touch with his colleagues every day. He gets feedback from all those reasons for not being very happy with the wages.'*

Moreover, Andreescu indicates that 'to assist with designing interventions that, the internal consultant once identifying available resources with the financial department. If the leaders are willing to go for the solution, then he knows which leaders to talk with.

Leading and managing change, he has access to the CEO once they agree on an amount of money in one-time payment, it is a matter of signing and resources available. Evaluating and institutionalizing organizational development, once the people get money, they do not strike again, you can evaluate that the solution was successful.'

Andreescu's Recommendation and Conclusion

However, Andreescu asserts that, 'those tools may not have the power and objectivity of an external consultant. An external consultant can also use the interviews, can have access to the old internal data as required, requiring the wages. According to Andreescu, 'counting the nature of the problem, which is a financial one and how is the game of power and politics, I would recommend of course the external consultant, because external consultant can bring a solution that can fix the problem on a long term, he can increase the wages which is what actually people want, he is in touch with the regulative party and the politicians. So, this would be my recommendation, and he is not a bias like an internal one.'

Stakeholder Analysis

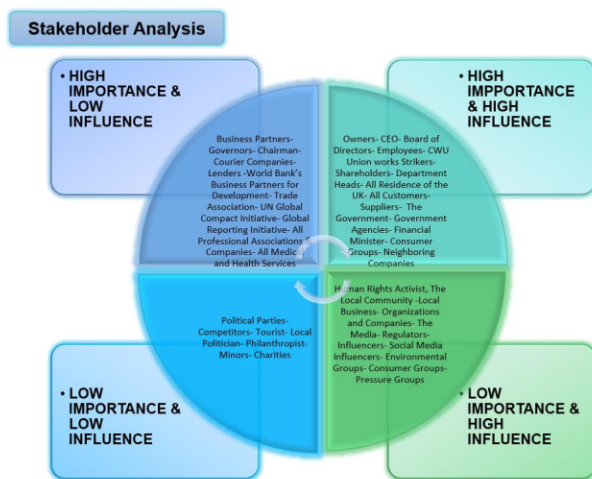


Figure 1. A Stakeholder Analysis

(Source: Personal collection).

The change consultant is required to assist in the Post Offices transformation, with the aim to end to the strikes. A change consultant assists leaders in mobilising essential stakeholder groups and guides them through the transition. They additionally assist the company and its implementation of changes whilst ensuring leaders put some emphasis on process integration Green, (2007).

When deciding whether to use an internal or external consultant to conduct diversity, equity, and inclusion (DEI) workshops for staff, companies must consider both options, given that either approach has benefits, researchers contend that due to the distinctive and complex nature of delivering DEI training programmes and seminars, engaging an outside consultant is especially beneficial Gassam and Salter, (2020).

Entry and contracting

The external change consultant must establish relationships within the company in addition to understanding the company complexities when identifying the difficulties occurring there, which is more time-intensive and demanding than for an internal consultant. The internal consultant fully comprehends the underlying root cause of the strikes within the Post Office as they are actually employees whom are experiencing these issues Cameron, (2019).

Diagnosing and Intervening

The internal consultant must collaborate with everyone, and execute the project, by bringing an end to the strikes. The consultant must schedule meetings with their regular personnel, especially leaders of the relevant departments, for providing a method for gathering information. This is a simpler phase than for the external consultant since they already have access to the company's members and data without concerns regarding political intrigue, they also receive a monthly salary from their company and do not incur any expenses personally. Despite preserving a trustworthy reputation, due to their present standing and popularity, they may not have access to critical company information Cameron, (2019).

Evaluating

The internal consultant can swiftly obtain input from such alliances to explain the strikes' present cause, which is a dispute regarding employees' inadequate salaries. Meetings with their management team, department heads, and the finance division of the Post Office must be facilitated since it proves beneficial to derive the funding sources of these divisions. Since

they are already acquainted with these departments, which enables the internal consultant to develop an intervention quicker compared to the external consultant Cameron, (2019).

Once the finance is secured, the internal consultant merely presents their CEO with a proposal for a one-time payment. The internal consultant's proposed resolution must subsequently be accepted by the CEO and senior management of the post office. The internal consultant could encounter retaliation from their superiors potentially losing their job should this is misconstrued and instead perceived as a subjective strategy Cameron, (2019).

Internal consultants may be valuable since they know who the company's subject matter experts are and how to efficiently contact them for information or assistance regarding the process. It is additionally probable that they could possess distinct motivations and objectives since they understand the purpose of the strikes given, they are experiencing them. They could further have a biased or favoured solution to resolving the strikes Huffington, Cole, and Brunning, (1997).

Since they could possess affiliations, biases, and allegiances as employees, it proves difficult to prove that internal consultants will strive to ensure a successful, non-biased solution to the strikes occurs Cameron, (2019). They may further encounter restrictions with the Post Office's financial records alongside potential funds available, in comparison to the external consultant. However, they provide an abundance of experience and knowledge regarding the issues that the external consultant lacks in the context of their company's environment Huffington, Cole, and Brunning, (1997).

The Post Office recognises the internal consultant for their position, rank, and status as employees. Regardless of whether this is the case in actuality or how it is perceived, internal consultants fail to consistently reach key sponsors or stakeholders with a status beneath managerial or executive levels. The external consultant's position is typically less defined in an organisational structure, facilitating the capacity to move vertically and horizontally within the company as required Cameron, (2019).

Entry and Contracting

While the external consultant has the authority to choose their projects and clients according to their personal preferences, their outcome may be uncertain. They can establish mutually agreed-upon contract that specifies conspired expectations and method of operation. To have an extensive comprehension of the Post Office's difficulties, they must determine the financial acumens required including the amount accessible for the necessary adjustments to staff's salaries. They require being able to discern and manage all types of internal opposition Cameron, (2019).

The external consultant remains exempt from restrictions and obligations ordinarily imposed upon them through the employer-employee relationship as they are not considered to be employees of The Royal Mail. They are therefore not considered part of the Post Office's traditions and culture, thus are unfamiliar with its procedures Huffington, Cole, and Brunning, (1997). They potentially possess an advantage due to their externality. However, an external consultant provides expertise from an array of former organisations and clients, they could additionally possess political ties with individuals in positions of power within the government, including previous experiences with members of the regulatory body or financial ministers Gassam and Salter, (2020).

They also have no legal requirements to follow the traditions and customs of the post office. External consultants are granted greater autonomy given they are not employees of Royal Mail, rendering it simpler to recognise their motivations irrespective of the circumstances. According to Soja et al., (2011) Interpreting the processes incorporated into the phases of enterprise resource planning life cycle models, there exist parallels and variances.

Additionally, to possess experience and knowledge in change management in a variety of contexts, consultants provide an aptitude to mentor, advise, and collaborate with this company. Employing neutrality to the fullest extent as they (ideally) possess no vested interests in the solutions (connected to their professions or employment) offering a broader perspective. Employees may feel "done over" by consultants if they look detached from the area that is changing and show no sign of devotion to it. Caldwell,(2003).

The designated strike director may devise a resolution that makes use of the consultant's expertise to hasten the strike resolution. There may not actually be an explicitly stated "license to operate" or any power or capability to carry out the alterations. Driving to deliver (just to bill!), demeaning individuals with their knowledge, while impeding the flow of talent throughout the company Caldwell, (2003).

Diagnosing and Intervening

Furthermore, to effectively analyse the post office issues, the external change consultant must identify the groups of power and employ them to assemble an effective group for change management. Through enlisting change consulting experts from the management group, the CEO, head of the finance division, minister of finance, communication workers union (CWU) employee spokesmen, Government regulatory body, stakeholders and in addition to employing one of the available change models and frame works for instance, ²⁵ Cheung-Judge and Holbeche, (2011), Cummings and Worley, (2009) this may be successfully accomplished Cameron, (2019).

Enterprise Resources Planning (ERP) systems are a specific type of application system that coordinates various business operations from multiple functional areas of a company. The company's implementations that have an impact on several internal and external factors are reflected in these systems as knowledge of company methods. Companies with effectively deployed ERP systems indicate receiving a variety of advantages. Alsulami, Scheepers, and Rahim, (2016).

Additionally, the consultant must utilise discussions and interviews, gathering "sensing data" from employees, management, and stakeholders. The external consultant's investigation is assisted through gaining knowledge of the Post Office's business area, process, stakeholder mapping and understanding the network of stakeholders, along with identifying the full extent of the company's system complexity Cameron, (2019).

The consultant must analyse the data gathered to determining the motivation behind the current strikes. The consultant will need to assist in ensuring that the various stakeholders comprehend the data gathered. According to Block, (2019), the main responsibilities of a consultant are to develop collaborative relationships and establish permanent solutions to challenges, while additionally making sure both the technical or commercial difficulties and relationships are given sufficient attention Cameron, (2019). Companies utilise the specialist skills of ERP consultants to get through challenges. According to Landry and Banville (1996), it is crucial that one examines the perspectives offered by various stakeholders for models to be effective in their execution.

The consultant must identify which departments within the post office have access to resources, with the total financial acumens available, since those departments may need to reduce a portion of their budgets with the aim to access additional funding. To discuss the company requirements, ascertain the striker's requests, and determine who has the financial acumen to assess the costs and benefits of an intervention, the consultant must first identify the groups of power, starting with upper management and the finance division Cameron, (2019).

The consultant must then meet with these groups to identify the potential solutions for an intervention, in addition to assessing the company's willingness for change to achieve consensus on an appropriate course of action for the strikes, who will be perform individual task and how all the information received will be analysed and evaluated Cameron, (2019). According to Finney, (2011), a typical ERP installation endeavour necessitates the involvement of several stakeholders, each of whom is likely to have a different perspective on the Critical Success Factors (CSFs) that influence ERP

implementation. Therefore, it is necessary to look into CSFs from many stakeholders' points of view.

Evaluating

Once the change consultant has analysed and confirmed the project's level of motivation, the company's level of engagement is what prompted the strikes to occur and has identified the total financial acumens available, they must develop an effective intervention to propose to the CEO, with long-term company goals Cameron, (2019). This proposal may comprise of all CWU grades to receive one-time stipends that range from £1,325 to £2,500 (pro-rata for part-timers), with an additional £650 allocated to those from, 2022–23 with basic salaries under £24k along with £500 for employees with 2022–23 basic salaries exceeding £24k Furey, (2023).

The consultant must engage with management in order to inform the CEO of the genuine options available in light of the evaluation results and recommend the previously mentioned proposition as an effective measure in resolving the strikes Cameron, (2019). Provided the CEO and other senior executives are on board in moving forward with the concept, contractual agreements must be produced and signed, after which the resources must be made available. The intervention will be considered successful once the strikes end Cameron, (2019).

The change agent facilitates leaders, whether or not the focus is on an individual, a group, or an entire company, is to inform people of the specific or broader direction of transformation, assist the company in its implementation of the adjustments, assist leaders when organising the appropriate groups of stakeholders in addition to supporting these individuals throughout the act of change, ultimately guaranteeing the leaders concentrate on certain aspects of the integration regarding the entire procedure Green, (2007). The internal consultant of the post office must be adequately trained regarding how to proceed with strikes should one arise again within the future and must employ the same method of change management approach Cameron, (2019).

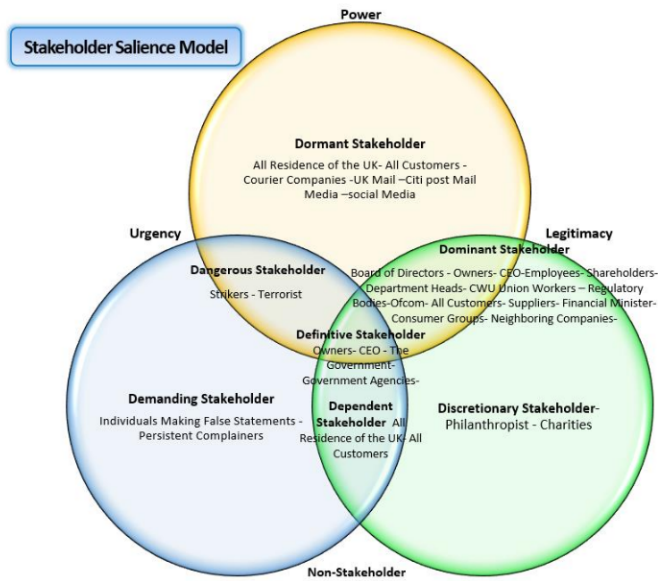


Figure 2. Stakeholder Saliency Model

(Source: Personal collection).

Although some corporations depend on outside assistance, other companies believe that they retain the change agent themselves. While the essential skill sets of both external and internal change consultants are comparable, it remains essential to take into consideration certain elements of the variations between the two types of agents. This is necessary partially to ensure that one may determine which may perform most effectively in a given change circumstance and partially, so the change consultant is able to comprehend some of the subtleties that exist. Lacey, (1995).

Recommendation

Naturally, inviting an outsider into a company to address highly sensitive subjects presents several difficulties, especially when ensuring everyone attending is inclined to discuss the subject with strangers. Using an external consultant can generate resentment, cultural misunderstandings, and conflicts among employees. Nevertheless, experts advise that employing third-party consultants may prove an optimal decision in assisting with DEI requirements irrespective of these challenges. Companies may benefit from external hiring,

Gassam and Salter (2020) provide a strong argument for this. In contrast, an internal change consultant could prevent these issues entirely. However, if the Change Model and Framework are implemented correctly, the external consultant may successfully implement the Post Office changes Gassam and Salter, 2020.

Power Interest Matrix

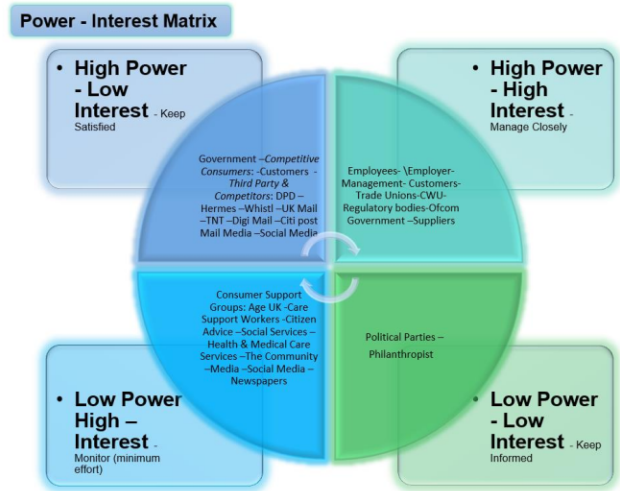


Figure 3. Power Interest Matrix

(Source: Personal collection).

The Power and Politics Regarding the Success of an Internal or External Consultant

The change consultant must recognise and maintain the necessity of involving and closely monitoring Investors, Employees, Heads of Departments, Head of Finance, UK Residents, Customers, Suppliers, Local Community, Government, Regulating Bodies, Financial Minister, CWU Union, and Trade Associates. The consultant must reassure the Post Office, suppliers, customers, and UK residents that all services remain fully operational and are continuously improving the company operations aiming to have at least 50% of shipment processed automatically by expanding its network of parcel-sorting devices from 20 to 30. Thompson CEO, (2023). To maintain the company's profitability, investor support, government sustenance in addition to bringing an end to the strikes, it is crucial to maintain all stakeholder's satisfaction and under close observation. Block, (2000) offers the valuable advice that, the main responsibility of the consultants is to develop a cooperative connection,

create solutions that last, making certain that relationship receives as much consideration as technical or economic issues.

To stay ahead of the competition and take advantage of the chance that is currently available, the consultant must accelerate the company's transformation. The market scenario continues to be unpredictable, for the Post Office to continue investing in the futures of all of its employees, it must be beneficial for customers whilst improving the efficiency with which they provide their services Thompson CEO, (2023).

Irrespective of whether the Post Office chooses an internal or external consultant, the consultant needs to complete the revision process. When coupled with the newly suggested productivity metric, this is expected to ensure workload parity so everyone within the company may contribute equally to the success of the company. They will also need to automate shipment processing to reduce costs. Similar to how letter processing automation allowed Royal Mail to increase capacity, improve quality, and allow prolonged acceptance periods for customers in the retail sector in prior years, parcel processing automation does the same for customers Thompson CEO, (2023).

Currently, 33% of royal mail shipments are sorted automatically, however, since 90% automation is the current industry benchmark, the consultant must urge the company to accomplish it as soon as feasible. The number of package processing units inside its distribution system has grown from 20 to around 30 in 2023, the Royal Mail must achieve an automatic sorting rate of at least 50%. The company's new distribution facilities must have at least 15% operating revenue boost and continue to close the remaining gap in its present activities Thompson CEO, (2023).

The change consultant must ensure to properly supervise the postal workers through lightening the load on the company's Delivery Office Managers, including a reduction in the number of policies they must follow from 212 to under 20, allowing them to spend additional time working with their team on the ground and focusing on pleasing their customers. This will facilitate employee engagement, support, and maintain employee satisfaction, and improve customer retention Gassam, and Salter, (2020). While counselling the company to get ready for the next generation of Royal Mail executives, the consultant must also recommend ways to simplify operations and reinstating the Postal Cadets project, which is sponsored by one of the largest apprenticeship schemes in the country Thompson CEO, (2023).

When the change consultant instructs the Post Office, to closely maintain its customers and community, and instructs the company accounts teams to have a singular emphasis on expanding and gaining additional revenue from its customers, through giving customers

access to its online portal, social media platform, or branch in person, assists in retaining customers as the services are available Thompson CEO, (2023). Maintaining community and customer satisfaction including engagement are additionally essential to preventing them from switching to a competing company, namely DPD Cameron, (2019). Monitoring the local community and consumers gives the company the ability to monitor how many individuals are using their services. The number of customers who are either using the services more or less frequently will determine how much profit is generated in conjunction with the success of the company Gassam, and Salter, (2020).

To further accomplish this, the consultant must advise the company on the importance to continuously innovate, meeting the needs of their customers, keeping them informed of new products and services assists in their retention, as the customers will keep returning to using the services and products available. Managing customers closely additionally allows the company the ease to address and accommodate them in the event of a complaint, for instance, if a product or service is not up to the customers satisfaction, it can be rectified promptly Gassam, and Salter, (2020). These services may include the latest travel insurance, Covid impacted a lot of holidays, so informing customers that the Post Office is providing travel insurance will bring new customers in addition to retaining current customers Gassam, and Salter, (2020).

For instance, to make their doorstep Parcel Collect services simpler for customers to utilize, a projected pickup window, dispensing limits on the number of packages they could collect should be implemented, in addition to trialed label-free solutions for customers without access to a printer within their homes Thompson CEO, (2023). Other modifications to make things simpler for customers, such as eliminating the requirement for packing entirely if Royal Mail is able to do so Thompson CEO, (2023). Additionally, to be able to provide customers with "instant pain relief" when they are feeling unwell, the company should extend its same-day delivery prescription service. By relieving their customers from the need to leave their homes during periods of illness, through utilising the company services to deliver their medication directly to them, will further assist the company in retaining their customers in addition to gaining new customers Thompson CEO, (2023).

The consultant must advise the Post Office to start the implementation of barcoded stamps, providing each stamp with a unique digital identification. Barcodes make mail more traceable when passing through the postal system, enabling customers to monitor the progress of their personal mail providing they are prepared to pay a higher cost for the service Thompson CEO, (2023). A further advantage is, doing this will enable the sender to transmit films that the recipient of the letter may see and scan, which are entertaining, exciting, and captivating

to consumers. Further enhancements like Royal Mail's new Sunday Delivery Service must be adopted and effectively conveyed to all their customers, along with making the Royal Mail App easier to use for all users of the company and Parcelforce Worldwide. Thompson CEO, (2023).

Since the market is so competitive, rival companies and customers all have significant influence and vested interest, losing customers to them would have a significant negative impact on the company's bottom line. The corporation is losing money as a result of the strikes, and employees' positions are also in jeopardy Thompson CEO, (2023). The post office customers have the option of using other delivery companies for their services since the company is competing in the market. The longer strikes last, the greater the probability that consumers will be forced to make such decisions Hooker, (2022). Products and deliveries supplied to customers on strike days including the days that directly follow after strike action may be delayed. As a result, customers are choosing competitor businesses to employ Hooker, (2022).

For instance, Currys, a technological home appliance store has discontinued employing Royal Mail to transport their products following a number of strikes at the postal services. Currys hired Royal Mail for a "relatively small number, of small parcels," according to the retailer's CEO Alex Baldock, who also stated that the company could "easily switch to a different shipments service provider." According to Baldock, employees at Currys have seen wage increases of 16% in the last year and nearly 40% over the last five years. As managers are cognizant of how crucial it is to inspire and retain employees, in order to assist consumers, Currys' employees needed a high level of competence, and the higher salaries being the cost of hiring "the right talent" Hooker, (2022).

The corporation is losing money as a result of the strikes, and employees' positions are also in jeopardy. The Post Office customers have the option of using other delivery companies for their services since the company is competing within the market. The longer the strike lasts, the sooner their consumers will be forced to make such decisions Hooker, (2022).

The consultant must manage the Government closely utilising their connections within the Ministerial Cabinet, moreover the Post Office will need to approach the Government regarding their assistance. Despite Ministers having previously confirmed the Universal Service Obligation (USO) specifies that Royal Mail is required to deliver a six-day-a-week, one-price-goes-anywhere postal service across the 32 million UK mailing addresses, the change consultant must direct Royal Mail to submit a letter to the Government Cabinet Ministers, requesting a reduction on the USO outlining their arguments for the reduction of

the postal service, USO to a five-day-a-week service, in the aim of recouping funding, to resolve the strikes Osborne, (2023).

For the post office communities and companies that contribute to the UK economy, it is crucial for the company to maintain consistency with their deliveries. Furthermore, the post office is also monitored by Ofcom, as the postmen are a lifeline for many people in rural areas, especially the elderly, which never proved ever more apparent when compared to the end of the year 2022, during the Covid epidemic. Therefore, it is crucial that they execute their doorstep Parcel Collect services for these consumers Osborne, (2023).

In the event that Royal Mail fails to comply with its Quality of Standard performance objectives, Ofcom is authorised to take legal action against the company. In particular circumstances and in cases when required, these powers additionally permit for the imposition of financial sanctions against the Royal Mail Ofcom, (2022). Companies recognise that fostering a work environment that is friendly and pleasant for every employee provides them with a competitive edge. Businesses are further aware of the fact they have to safeguard themselves from any legal liabilities that may result from neglecting DEI concerns. Individuals are additionally aware that it is morally right to treat one another fairly on an individual level Gassam, and Salter, (2020).

It is probable that the external consultant does not share the same associations as the internal consultant. However, the external consultant brings fresh, unique concepts, they may additionally possess extensive expertise and ties with reputable companies Cameron, (2019) as their customer base might be quite broad, providing them the opportunity to validate any new risky changes, many organisations prefer to utilise external expert change consultants as opposed to internal consultants to complete a company report of an innovative change. The external consultant may be an invaluable asset for the company due to their name recognition and external transformation knowledge Barthelemy, (2017).

They have an impartial viewpoint since they are external. They view every situation with a more unbiased perspective. Nevertheless, the external must navigate through the power struggles and politic conflicts over their authority when delegating and interacting with the individual members within the company. Research conducted by Barthelemy, (2017) for the Harvard Business Review indicated that employing an external consultant may prove beneficial in achieving that aim when the intention of bringing on a DEI expert is to increase performance Cameron, (2019).

The internal consultant already maintains certain acquaintances among the employees of the Post Office, as a consequence of these relationships, the employees are less likely to

reject any changes the internal consultant may recommend, as they will be more inclined to cooperate when working with them Cameron, (2019). Since the internal consultant exclusively works for a single employer, they are guaranteed a permanent job. Due to their understanding of the organisational culture and internal politics, they are effective whenever any issues arise and need to be resolved, considering they are cognizant of whom to approach for corporate information or assistance when necessary to accomplish a project Cameron, (2019).

Internal consultants play a significant role in the implementation of change within an organisation. Despite the fact that they are respected and trusted, have access to upper management, and even work together with them to develop strategies, they are rendered powerless to influence upper management's decisions and, as a result, there may be questions about their honesty and openness in communicating. In addition, their preconceived notions may make it challenging for them to stay objective in light of the politics and culture of the business Cameron, (2019).

Additionally, the inside consultant potentially can have a unique perspective based on their own preconceptions. Supporting unethical recruiting practices and promotions may also breed resentment among employees, increase the number of open positions in certain divisions, and reduce the number of candidates the company receives in overall. Cameron, (2019).

Recommendation

According to the findings of the study undertaken, using an external change consultant may cause resentment, cultural misunderstandings, and conflicts among employees. Naturally, inviting an outsider into a company to speak on a topic that is extremely sensitive can present a number of challenges, especially when ensuring that everyone in attendance is open to and willing to discuss the subject with a stranger.

Nevertheless, experts advise that hiring a third-party consultant could be a wise choice to help with DEI requirements despite these challenges. There is a strong argument in favour of this, and companies may benefit from external hiring. Gassam, and Salter, (2020).

Instead, hiring an internal change consultant could prevent these issues before they start. However, the external change consultant must correctly execute the Change model and Framework in order to assess and properly address the problems within the Post Office.

Conclusion

Given that the internal consultant may be prone to having different incentives and motives given that they are also experiencing the same problems within the company and may still

retain some form of bias solution towards the ending of the company strikes a conclusion can be drawn based on the three analyses conducted for this study. Since they work for the Post Office, the internal consultants may have affiliations, biases, and allegiances that could hinder their effectiveness in producing results that are solely task-driven, making it difficult to see how they will work to ensure a successful, non-biased solution to the strikes.

When trying to find a solution to end the strikes at the Post Office, it is thought that the external consultant is the most effective and optimal person to employ. Since the external consultant strategy typically gives the chance to execute a totally innovative approach, it differs from the well-established methodology of hiring an internal change consultant.

The potential psychological and legal distance between the external consultants and the company, as well as their awareness that they are not as deeply ingrained in the organisation to have an influence on either the process prior to the change or the business following the change, seem to indicate this to some extent. Effective consultants typically work with current leaders to build environments that encourage reflection and emergence despite performance pressure.

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Appendix

Transcript



Unknown 0:00

And then enjoy yourself till the next last question before we start.

Unknown 0:18

please, please can you tell me a few things about yourself?

Unknown 0:24

Well, I think the interviewer you asked me to introduce myself Yeah the

Unknown 0:35

last game from Power BI now and I'm quite interested. Again

Unknown 1:07

All right, so it's important. Alright, so please taught me a few things regarding yourself.

Unknown 1:16

So, I'm Rob Andre school. I'm studying leadership and management. I am in UK for years by now. And I'm a frequent user of Post Office services. I'm using the post to deal with my documents to send stuff to third parties and to receive some of the things that tiny.

Unknown 1:38

okay. What do you consider to be the primary issues when concern and concerns face and postal services right now? I think to your knowledge, of the establishment,

Unknown 1:53

I think the biggest problems lately that we can address are those strikes, and all those strikes are related to low wages. So, the post office workers are not paid properly regarding manufacturers the wages are low and this is the problem that should be addressed.

Unknown 2:18

What approach would you recommend for combating this problem with a solution?

Unknown 2:24

Well, I think firstly, we need to identify which are the people in the post office that needs to get better wages, we need also to identify the resources and we need to analyse how we can access or make available those resources financial resources needed in order to, to increase the wages. And of course, in order to find out to have a view of the size of the problem, we need some consultants either internal or external.

Unknown 3:06

In your own words, how can a consultant assist in resolving these particular issues?

Unknown 3:13

Or the consult can use some of the models available? Firstly, to get in touch with the problem to get the pulse of the rail office workers I think having a dialogue with the employees and sizing their needs and their requests. Then once he or knowledge of course the consultant a direct internal or external one they acknowledge the problem the size of it, and they can go next to the next steps like finding a solution to this problem. Which solution can be an internal one, maybe the post somehow can reduce some expenses in some areas in order to make available the funds needed for the wages. Or to be more realistic. Actually, we know that post office wages are implemented by both by the government. So maybe an external consultant can play some game of power and power and politics in to be able to establish with the Commission's or people in charge with those wages, and to find some solutions that can relax the workers and employees and take away the tensions and eliminates the reasons of strikes.

Unknown 4:56

And who would you say the stakeholders that are going to be affected by this the

Unknown 5:02

world stakeholders are many starting with me and you the ones that are benefiting from Postal Service. Of course, the most interested ones are the employees. They are the ones in in a conflict situation at the moment. Stakeholders are the leadership the management of the post office as well. Stakeholders are the government as they are the

requirement Tory party this issue. Stakeholders are of course the other companies that are providing courier and postal services. And I can say it's a very competitive market, so we have plenty of stakeholders. Stakeholders can be the parliament that is recommending and making law that those type of businesses are doing their activities. Yeah, so plenty of stakeholders to deal with and to analyse this problem in each one's perspective.

Unknown 6:04

Okay. Can you briefly describe what each consultant can perform based on your knowledge? The past surface is currently attempting to rectify this situation with the additional assistance of a consultant and has been deliberate deliberating whether to utilise an internal or external consultant.

Unknown 6:27

Well, I think I think we have to; we have to think of what the pros and cons are of each one. If I start to think of an internal consultant, of course an internal consultant has a better knowledge of the problem. He's leaving the problem. He may have solved with the networking in the in the royal man. All his colleagues can now provide him input, maybe a better-quality input being freely and not restrained by now some barriers of communication that can occur with an external consultant. An internal consult also may know better where to look for some internal resources if the internal resources are the ones needed to fix the problem. internal resources as we know can give us solution to their problem like onetime payment that may ease the financial stress, stress they have. So, these are the pluses and internal console consultant may have when he encounters the problem. On the other way, obviously the internal consultants are on bias because he's directly involved and any solution may not be for the lack of the management of government, which are very important stakeholders. And he may not be very objective when he analysed all those problems. On the other side, if we look on an external consultant, the external consultant for sure won't have the intimacy needed to time products but based on his wider experience in different settings and situations, he may have a professional approach and tools and experience that gives him the prestige to get in touch with employers, he can get not necessarily the respect and internal consultant would have based on the fact that they are colleagues but respect and by his rich experience and he may find solutions that can price the wages even for good not just one time

payment. He is being external so he can have a better power and politics game. That can help me him approach and find solutions in within the government and at the regulatory body. Having an external experience, he may have an out of the box thinking and find solutions from other businesses and other systems that he encountered in his experience that can somehow adapt and be applied in this in this problem.

Unknown 9:36

How would you assess the problems urgency in relation to re employing the terminal to your reaction to employing internal or external consultant? How would you access the system at the agency?

Unknown 9:51

So, I think an internal console can use Can you see his experience in the Royal Mail to assess the problem. He can also assess it interviewing his colleagues and having an interview with management. But let's not forget that management are his managers. We are talking about a bureaucratic system where managers have lots of power. So, he may be tender on managers with his interview. He may not want to want to disturb them while he's doing his assessments. Because let's not forget those managers are his tomorrow's bosses. Still, he still needs to work in that environment. So, he has some tools, of course that he can use to assess the problems. But those tools may not have the power and objectivity that an external consultant, external consultant can use the interviews can have access can have access to the old internal data as required, requiring the wages and stuff but this external person also may have access to the availability funds the government is having because to the end government is the one that is regulating the wages. He may have access to some elements of power that can decide about found a location to increase those wages and an external an external consultant may have even access to the competitive environment. He may have worked previously with other companies that are providing such services. So, he can know how to make those wages fit. So internal consultant has maybe an advantage when it's about the internal environment, but as our problems is not limited to what happens inside the Royal Bank, and as the regulatory body it's an external one. The external consultant may have more accuracy in assessment, more tools and access to more levels of solutions. So how

Unknown 12:20

would you assess now? How urgent the problem is? ²⁷ In order to be able to know if you need to, how quickly would you need to employ one of these consultants? Well, as you know from the news from the problem,
Unknown 12:37

we talk about strikes in here and strikes make it makes it to be urgent so if we don't want to have a Royal Bank that gets stuck and doesn't provide any services and increases of course, same time, the loses that the company's saving and it increases the number of unhappy customers that are not having their stuff delivered. So, the problem in many perspectives, it's obviously an urgent one, it has to be fixed as soon as possible. So, in this aspect, probably we can have in a wing a contract with an internal consultant, we just call him, and we bring him from wherever he is to our headquarters, and we start talking right now. Yet, let's not forget about that bias he may encounter and the limited view and analysing tools that he's having, being all internal. If we are fast enough, so maybe we can't find this fast. This may be an advantage so quickly and we can't come to an agreement with an external consultant. But while an internal consultant may lead us to a solution that onetime payment, as we discussed previously, which may fix the problem today, but not tomorrow. If we want to don't encounter again this kind of strikes and to don't have to deal later on. We can see economy struggling we have one inflation growing that onetime payment, it will finish quite soon. And people will get back to the same problem the low wages. So, if we really want to fix the problem on our long term, maybe the external consultant that we may find slower, not so quick. We may come to an agreement. We may sign a contract with him slower, but it can provide us a solution on a long term that eliminates the issue.

Unknown 14:43

Can you clearly Can you clarify the step-by-step process from entry to diagnosis based on I wasn't say come in and well and well is what he was saying not to go with everything that's too long. So, do you want to give me this the question Yeah, can you clarify step by step process from entry to diagnosis based on should do less Jacoba?

Unknown 15:14

comments and Woollies study.

Unknown 15:19

You see from entry to diagnosis Yeah. Yeah. Which one which, which? I wasn't the goal with this one but it's he was saying it's a bit long. I

was going to go Kuhn Valley. Do you want to go? Or Lacey? Which one do you want to go for?

Unknown 15:40

So, coming send Oles 2009. This is not a touchscreen. No. This is it's not a touchscreen. Can you make it a bit bigger? My eyes are not so. Okay, and let's see. This one. So, I need an internal consultant definitely won't need an entry and contracting. He's just getting the task to come to fix the problem. And this will be quite quick entry into fixing the problem we'll be talking about coming in really, we are talking about Cummings and what are these 2009 Okay. So internal consultant, will get very fast over this past of entry and contracting he will just be assigned the task, diagnosing the organization's problem in this case it's very easy and handy for him because he just doesn't fit the colleagues, he knows the problems. He leaves the problem. So, he has an intimate knowledge of it. But same time this intimate knowledge of the problem. It may not be a very objective one it may be a subjective one. Diagnosing groups will require him to talk with his colleagues from bottom to top he will need to approach us the management and the financial department in order to find the solution. The only solution actually that it's available internally which is the onetime payment. So, he has to diagnose which are the groups of powers. Let's say that he can talk with management financial department, and maybe other departments that may need to limit the use of the resources in order to make available that the money needed for onetime payment. data collecting analysing the Gnostics information. It's easy. It's handy. It's just interviews. He has to do with his colleagues. It's just some meetings that he may have with the management and the lives of the departments involved. feeding back diagnostic information it's possible he is in touch with his colleagues every day. He gets feedback from all those reasons of not being very happy with the wages. And it's kind of very strong feedback, the existence of strike itself. designing interventions, it's handy he knows the structure he knows who the people are who are in power in the management of the post office, and he can approach the subject as soon as see identify the available resources with financial department. And if the leaders are willing to go for the solution, then he knows what the leaders talk with. leading and managing change. It's easy. Of course, he has access was his assign the job to the CEO or to the one in charge with the Royal man and once they agree on the amount of money in onetime payment it's a matter of

signature and resources available to make it possible. Evaluating and institutionalising organisational development it's easy to see it just by the inspiration of the strike. So once the people will get Bernie probably if they don't strike again, you can see you can evaluate that the solution was successful, in my opinion for a short term, because ask them they'll finish the money of course, the small wages will still be there. Okay,

Unknown 19:40

would you suggest the term intervention then,

Unknown 19:44

we are talking now about the approach of the internal consultant. And then interventions he can do maybe after he gets to deal with the next strikes, they have to go again to the problem, they must identify again to the source for another time payment and to do the intervention as like this on the other side, external consultants will come in contact with the leadership with the management and he has to talk a bit with the people involved with the one strike. He his entry and contracting will take some time on third on TV densifies the problem he will have to encounter and of course in place of power and politics and the force to agree and to sign the contract. This is the contracting level that will give him the meaning of dealing with the problem that he has to diagnose organisation. This time organisation won't be limited to the resume itself. It will go to regulatory body and to political actors that can help increase the wages which is actually the request of the strikes, diagnosing groups so diagnosing groups are the groups in power that are leading the strike probably leadership of the Royal Mail and the groups that are having control over the regulatory body collecting and analysing that missing information. It's about the number of resources available what is the engagement, the analysis regarding the situation in other competitors' companies? What may be the way it is what it's a fair pay in the business environment like this and such. Even she may need to have a continuous contract with the ones that are leading the strike that he didn't dislike so with the union and leaders of the Royal Mail and management. designing interventions list is something that will happen in in an agreement with the leadership and with the regulatory body. He has to design what is the plan of implementing the wage increase when it will happen to have a proper calendar one that does it starts what the amount of the increase for each wage and such leading and managing change its signing agreements

with regulatory body making available the resources and having a clearer view of what the increase for each level of employees in the royal man evaluating and research analysing organisational development. It's basically the green light and the policy how those wages are gaping into processes of payment. And interventions probably it will be to have something like feedback from the workers after the wages are increased, to see if there is possible to implement a solution that that wages are not stuck. In some amount, but they are connected to the indexes of inflation, let's say to maintain the level of power and to make sure that management and workers from the main are working together to avoid strikes and to improve their services based on an increase the wage that must come with some increase of performance as well.

Unknown 23:46

do you believe internal consultant, or an external consultant will be of greater effectiveness when introducing innovations pertaining to the organisational growth of the post office?

Unknown 24:06

I think I think again that anytime a console consultant, knowing intimately the problems and being in the business may have a wider view of each and every little problem existed there. And can find some solutions that will make people happy, but same time. We should not forget that the internal consultant is so on bias. He may not look for the solution innovate innovation sought solution in a perspective of effectiveness but of personal comfort. While external consultant may have access to a wide the solutions, he may even adopt solutions from other business environments that he's dealing with. He may have a thinking out of the box, and he may find he may find a more efficient kind of way of introducing innovation when it's about the services of the Royal man. Same time we have to don't forget that innovations that are coming from internal consultant may be more welcomed by his colleagues, while the external consultant may have to deal with some resistance here.

Unknown 25:40

How will an external consultant be confident that the employees will adapt to these new adjustments and be able to maintain them irrespective of any changes which may develop in the future?

Unknown 25:56

He must, he must create an environment of trust. The external consultant must create an environment of trust in His dialogue with the employees he must be able to create an environment where those employees respect him based on his previous achievements. He must make sure that he introduced those achievements, the employees and he also must find the best way to communicate what involves the changes, how the changes will be implemented. What are the expectations of the employees should be in such a manner that they have no unclear things, and they find the benefits they can see the benefits that they employees can have from this change and to get them into embracing the innovation. So, he needs to approach the employees as partners in change in order to be successful. And this is a very important part of the process.

Unknown 27:11

What is the purpose of this change?

Unknown 27:13

But in our case, thinking of the problem of underpayment. The purpose of this change is to don't have to deal with the strikes to unblock the Royal Mail services to make them available for everyone to make the customers happy. They get benefit of those services, and of course to get the employees happy because if they are happy, they're provided they will provide great services as well.

Unknown 27:43

Why in your opinion is a change necessary?

Unknown 27:47

It is necessary and urgent as I said because otherwise, we create a bigger problem so we can lead this very important organism which is Royal Mail into a stack organism that is not able to provide functions. That is mean to be thinking of the fact that is not just the service of carrying boxes and papers from point A to point B they also provide governmental services. Many governmental agencies are basing their services with the with the public through Royal Mail, from delivering passports to documents needed for different situations. They are in the middle was the Royal Mail is not working properly. Entire the entire public system in his relationship with the society has some issues to deal with. So, the poor pose is to make things work at Governmental level and satisfaction of the society. And all the customers have the resume. What do you say?

Unknown 29:00

What valuable adjustments do you believe will assist them resolve the current predicament?

Unknown 29:07

I think the vulnerable adjustment that comes from internal consultant, maybe the onetime payment and I think it will resolve the current predicament temporarily. But an external consultant can adjust their wages and make them satisfactory, and he may have even some solutions that will make the work in the post office more effective. And then the problem might be fixed not just temporarily but on a long term.

Unknown 29:49

Wi Fi effects would these changes have on the company's politics, politics, and culture.

Unknown 29:55

Well, it's like it's a very big organisational conflict. Of course, if the results of tracks of track doesn't exist then the conflict inside organisations between management and employees it's over. So, this is the first effect second effect is that the employees would be more satisfied with their payment, and they may provide better quality of their work as a result another effect of these changes will be happier customers. And also, another effect of these changes will be the as I said previously, the government agencies providing faster and better services to British society. Same time the management of the company not having to deal with a strike and with a blog company can focus on making more efficient and user friendly for the customers.

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