



5KMOC – Supporting the management of change

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Introduction

- Our Vision
- How to achieve vision?
- Why Change?
- How will we plan for this change?
- How will we achieve this change?
- What will help and hinder this change?
- Yammer
- Organisational Structure = supporting environment
- What is best practice
- Monitoring success
- Summary

Our Vision

1. Stop decline
2. Stabilise
3. Grow
 - Biggest Dom care provider in Pembrokeshire by 2022
 - Increase staff numbers by 50 to 75%
 - Start service in Carmarthenshire and Ceredigion by 2023

How to achieve vision?

Stop decline > Stabilise > Grow

- Become 'best in class' Dom Care provider by:
 - Establishing an effective organisational structure
 - Improving communications
 - Establishing supporting processes and procedures
 - Introducing best in market technology
 - Establishing an effective Human Resources support function

Why Change?

Honesty!

- Company was in decline and on course for failure
- Staff deserve better working conditions/patterns/environment
- Clients deserve better
- Council/CIW – reaching ‘concern’ level
- Contractual – Next council framework, will be required to use mobile check in and check out

Not changing what and how we do things is not an option

All achievable and has been done before



The Society for Human Resource Management defines change management as:

“A structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. It can be applied to situations such as downsizing, introducing a new internal process or adding new technology. Research shows that actively managing change can increase the success rate of these initiatives.” (SHRM, 2015).

The ability to drive and navigate change builds the foundations for success for any organisation. It is important to recognise that change affects everyone within an organisation at each level, and in order to succeed it is essential that organisations understand the driving forces of change and are able to facilitate change through strong leadership practices which embrace and manage change.

In June 2019, the organisation that I work for acquired a separate care company, ‘Pembrokeshire Care Ltd’ (PCL) which provided Domiciliary Care within Pembrokeshire. Previously the largest Domiciliary care provider in Pembrokeshire, it was evident through financial figures, staffing numbers and the weekly delivery of care hours which plummeted from 5000 hours per week to just over 1000 that the

business was headed for liquidation.

In this instance the main driver for change was an external factor (an acquisition), although all of the drivers below played a part in the need for change to a certain extent. As such it was an extremely complex process with the goal of securing the Company future success.

Deloitte examines the adverse effect of change management such as the detrimental effect on staff, fatigue, burnout, worry and wasted resources (Deloitte, 2012).

Internal Drivers

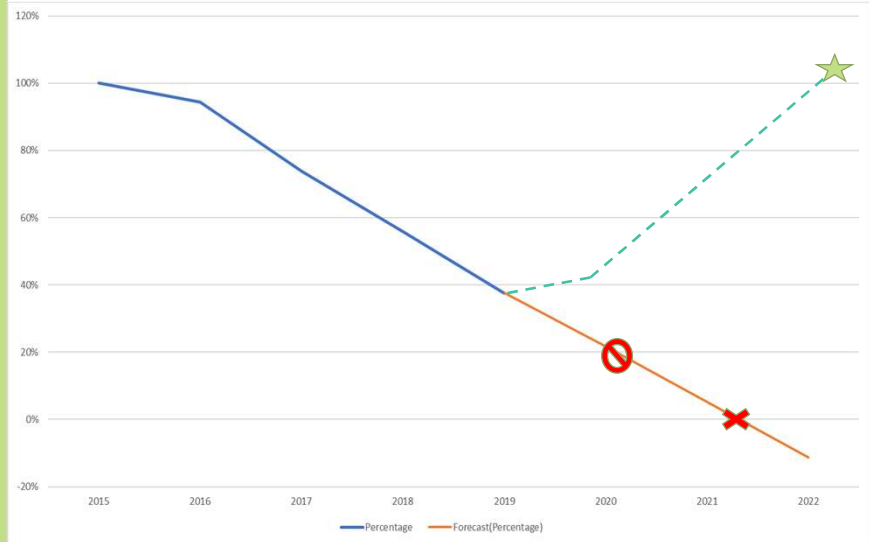
- Learning new organisational behaviours/skills
- Shifts in strategic objectives
- Employee attitudes
- Introduction of new equipment/technology
- Need for better quality

External Drivers

- Government legislation/initiatives
- Performance & competitors
- Laws and regulations
- Labour markets
- Economic changes

(Mdeletye, et al., 2014)

Why Change?



How will we plan for this change?

Change management plan

A change management plan will be used to:

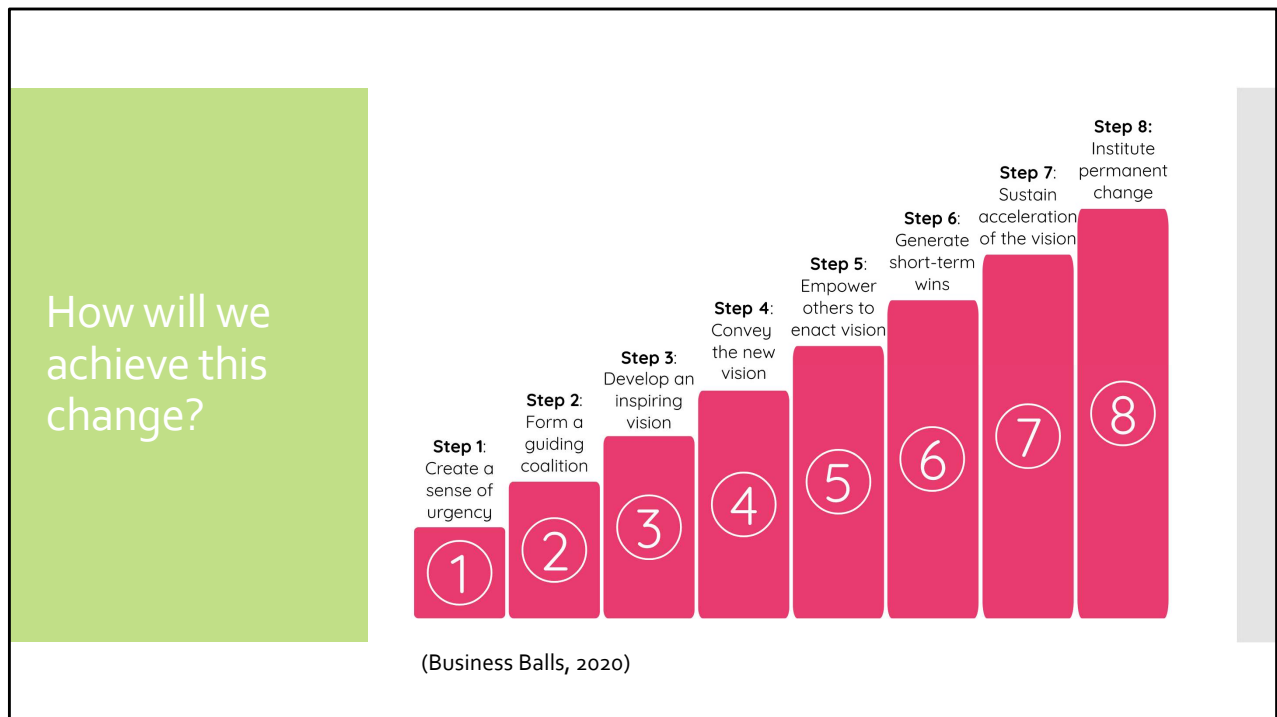
- Communicate the reasons for change
- Decide on the scope for change
- Identify the change management team – you!
- Clarify the benefits to the change
- Identify the milestones
- (Smartsheet, 2020).

The key factors that can impact on an employee's response and should be considered when planning for change are:

- Control – employees like to feel in control of their own work and don't like micro-management. It is important that employees are able to take ownership of tasks;
- Predictability, understanding what the change will be and when it will happen;
- Understanding the change;
- Time frame, when will the change be announced, when will it be implemented;
- Relationships – positive workplace relationships are conducive to a successful change management process (Akbari, 2019).

A change management plan should help manage the change process whilst minimising the impact that the change has on its employees, customers, and other key stakeholders.

A change management plan should also provide information on the following areas: budgets, project schedule, scope of the project, communication strategy and resources (Smartsheet, 2020).



Research shows that 62% of employees don't like leaving their comfort zone, therefore it is important that organisations follow an effective change management process (SMARP, 2020). The current pandemic has forced many organisation's to re-think how they operate and has seen large scale and sudden changes imposed on staff. Choosing the right approach to implement the change within an organisation is largely down to the scale, speed and the direction in which the change needs to go.

Organisations may model their change management plans on one of the following five change management models:

- Kotter's 8 step change Model
- Mckinseys 7's Model
- ADKAR Model
- Kubler-Ross Model
- Lewins Model

Kotter's 8 step change model

Kotters 8 step change model is one of the most used change management models in

the world (SMARP, 2020). The model has eight distinct stages:

- Increase urgency
- Build the team
- Form a strategy and vision
- Communicate
- Remove obstacles
- Focus on short term goals
- Develop the change
- Embed the changes

(Accipio, 2020).

Kotter argued that abandoning any of the key steps above could mean project failure. Kotter's model is a sequential process focusing on the employees and their response to the change, which is important given that 62% of employees don't like leaving their comfort zone (SMARP, 2020). The model also highlights that change is not a quick process and once the change has been implemented this process highlights the importance of embedding this change into the ongoing processes of the Company.

Kotter argued that 70% of change initiatives fail and attributed this to Company's failure to ensure that the correct preparation was undertaken in readiness for change, and because organisations often fail to complete the entire change management process and fail to embed the change (Accipio, 2020).

The strengths in this model lie in its simplicity and sequential process. It is particularly useful as it primarily focuses on the employee's response to change, which is often the most profound barrier to change within any organisation (SMARP, 2020).

The weaknesses of this model are that it assumes that change is a one-off event with a defined beginning and an end, such as a project etc, and that its success relies on adherence to the sequential steps. However, in the current environment change is continuous and so this model may not be as easy to apply to the day-to-day management of change. This approach is also a very top-down approach to change and doesn't necessarily take a consultative approach, which can disengage employees in the long run and create an 'us' and 'them' approach (Warrilow, 2019).

Lewin's change model

Lewin's model is based on the analogy of unfreezing a block of ice and freezing it in to a new shape. The model is effectively a three-step process of implementing organisational change. Lewin expressed that change must only happen when there is

a strong motivating factor for the change.

The process of unfreezing is where the organisation should be prepared for the change and communicates the reasons for the change. To ensure success at this stage the following steps can take place:

- Understand why the change is taking place
- Get the buy-in of the senior management team
- Create a vision for the change and highlight the key aspects
- Communicate the vision
- Encourage feedback and consultation

The second stage is where the change takes place. It is important at this stage that people can adjust to the change and that they are included in the change process.

The final stage of the process is the 'refreeze' process where the changes are embedded into the organisational culture. Employees may need additional training to support them to embed the change and create a stable environment. Managers must also ensure that new processes continue to take place.

It is also important to celebrate the change and the support of staff. By celebrating change employees will feel valued and more optimistic about the change, but it will also create a positive focus on any future changes that may take place (Mindtools, 2019).

What will help and hinder this change?

Success Measures

Employees support
Champions for change
Ability to adapt to change
Training
Attainable goals!

Success Failure

Employees and managers failing to understand reasons for change
Resistance to change
Poor communication
Employees that are resistant to culture shift
Employees negative attitudes

(NI Business Info, 2020).

The success factors of change are those factors, that when implemented, will increase the likelihood of the success of that change. Although success is not guaranteed, an absence of these factors will almost certainly guarantee failure. Including these factors in to change processes will encourage an environment which is more conducive to change.

The ability to successfully embed these factors into an organisation will be determined by the success of these change factors will be determined by the overall capability of the organisation (Gogate, 2018).

Reasons for change management success

- Buy-In from senior managers and middle managers
- Support of employees
- Champions for change
- Goals that are precise and easily measurable
- The ability to adapt to changes
- Training
- An effective communication strategy

- Innovative ideas
- Digital success
- A strategy to support sustainability for the change

(Smith, 2019).

Research has highlighted that over 70% of change initiatives fail (Dickson, 2019). Interestingly, research also suggests that managers account for around 70% of the variance within team engagement. This data is interesting when 'buy-in from senior managers and middle managers' is included within one of the factors accounting for change management success (HR Zone, 2019), highlighting the importance of the managers role in driving organisational change objectives.

The biggest challenge is not the change itself, but the organisations ability to propel the change in the right direction. Changing business direction with a specified time requires a significant amount of planning and collaboration to ensure a successful change management process. It is common to face the following barriers to organisation change, and thought must be given to how the organisation will overcome these barriers within the change management process (Dickson, 2019):

Reasons for change management failure

There are several areas which might affect the implementation of successful change management processes. These can include:

- A limited understanding of the change by employees and managers
- Limited understanding of the potential impact or consequences of the change
- Managers that are resistant to change
- Employees negative attitudes
- Failure to include employees
- Lack of communication/inefficient
- Employees that are resistant to cultural shift and do not commit to change
- Insufficient resources

(NI Business Info, 2020).

McKinsey believe that organisations stand the best chance of success when focus is placed on four key actions to change the mindset and behaviour of employees. These key actions form the basis for their 'influence model' which highlight the four key building blocks of change: fostering understanding and conviction, reinforcing with formal mechanisms, developing talent and skills, role modelling which should all be addressed systematically (Basford & Schaninger, 2016).

Yammer

Effective Communication

- Benefits
 - Team communication
 - Productivity
 - Knowledge sharing
 - Employee engagement
 - An area for staff to ask questions or air concerns.
- No urgency to answer messages or to check for updates
- Allows centralisation of all messages, single point of information
- Internal vacancy advertisements
- Important notifications
- Correct Yammer groups to be used e.g. Carers to use specific team groups that have been created, or personal questions to be sent as private messages to recipient.

Poor communication channels were identified as one of the key issues at PCL. Due to the nature of the work, with 90% of the workforce remote working, it was important that effective communication channels were developed as a matter of urgency, for us to communicate the change process.

Our initial approach to the change was to engage senior managers and discuss the change management objectives with them, whilst developing a core organisation structure to support effective communication channels. This structure took the form of a pyramid structure.

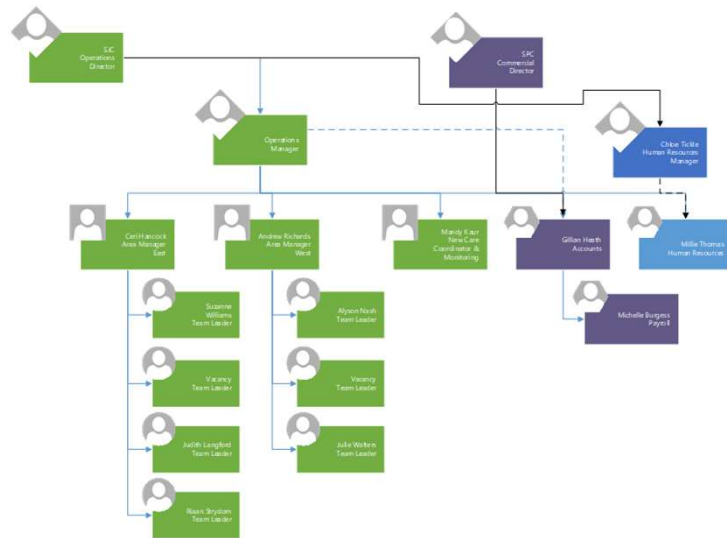
We then took the decision to implement the use of Yammer to ensure quick, easy and effective communication which could be accessed anywhere and at any time, especially important due to the large element of remote and lone working required.

We implemented regular supervisions every 8 weeks for Carers, and weekly operational meetings for senior management. Team meetings were also held every quarter.

It is important to consider the different communication needs and perspectives of the

audience that you are communicating with to ensure that all information is tailored to their specific needs to ensure the communication is effective.

An effective
Org structure =
supportive
environment



An effective organisational structure can support the effective communication and interpersonal relationships by supporting clear channels of communication and reporting.

The Gallup organisation identified that those people with a 'best friend' or a good working relationship with someone at their place of work were seven times more likely to be engaged in the workplace. A study by Gallup found that women were 63% more likely to be engaged if they had a close relationship in the workplace (Gallup, 2018). Amongst other findings, it is also worth noting that there were also 36% fewer safety incidents, customers engagement increased by 7%, and companies bottom lines increased by 12%.

Employees that are engaged and comfortable in their surroundings will automatically feel more confident in voicing opinions, taking part in change processes, and working as a team to ensure that change is a success. This type of workplace attitude and relationship is the key characteristic to creating an innovative and successful environment where change can thrive and productivity increases. The psychology of interpersonal relationships plays a huge part in the overall success of workplace relationships. It is important that team members feel affiliated to their co-workers

and to senior managers which in turn will encourage positive actions (Gallup, 2018).

The importance of the employees review to change is the primary focus of many change management models, for example, Kotter's model focuses on the reaction of employees to change at each stage.

During the change management cycle at PCL it was important that the employees were consulted with at each stage and communication channels remained open. One of the primary focuses was also on engaging senior managers with the change, as they were recognised as the key drivers behind the change management initiatives, especially as they were long standing employees. It was important that we obtained their 'buy in' in order for other employees to be susceptible to the change.

What is the best practice?

- Clear channels of communication
- Empowering our Carers to do the best job that they can
- Providing training to embed the change and upskill the current workforce
- Encourage the sharing of best practice and knowledge
- Providing effective documentation to ensure that Carers are able to complete their tasks – for example the use of new care planning technology
- Recognising and rewarding good practice

Reports show that 73% of employees that were affected by change reported moderate to high levels of stress. By following a change management plan and using best practice techniques, organisations can pursue an effective change management process whilst minimising the stress levels of colleagues.

It is important to define clear organisational goals, and be open and transparent about these goals, how they will effect the employees, and the role that the employees will play in implementing the changes.

Upskilling employees is also important to ensure that they have the required skills needed for the change to take place. It is also important to reassure employees and provide support to them at this time.

Two-way communication is one of the main focuses of any change management model. Encouraging effective two-way communication and developing employee relations through communication encourages conversations before, during and after the successful implementation of the change. If communication channels break down, it is likely that the change will not be successful. Effective communication also involves effective listening. It is important that employees are listened to and their

suggestions taken on board (SMARP, 2020).

Other best practice for change management processes include:

- Empowering your employees
- Encouraging knowledge sharing
- Providing documentation and ensuring that all information is easily accessible
- Recognising and rewarding good practice.

How will we monitor success?

- *"Organizational success is the cumulative result of successful individual transitions" (Horlick, 2020).*
- Employee engagement surveys
- Feedback forms
- Supervisions
- Regular team meetings
- Observations of change
- Open channels of communication

There are a wide variety of techniques that can be used to monitor the implementation of change. These measures may include reviewing the achievement of project goals, meeting time constraints and project budgets and expenditures.

"Organizational success is the cumulative result of successful individual transitions" (Horlick, 2020). This highlights the importance of the transition of individual employees in the change management process and the success of these individual transitions. The ADKAR model is used to identify individual barriers for change and support the employee to progress through the change cycle.

There are also quantitative methods to measuring the success of change management initiatives. These include the use of specific metrics such as:

- Feedback from employees
- Awareness and understanding of the change from employees
- Observations of behavioural change
- Employee satisfaction survey results
- ADKAR model surveys
- Adoption metrics

(Prosci, 2020).

Summary

- Stop decline
- Stabilise
- Grow
- To do this we need to change
- Change is difficult but essentially no avoiding it