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Student Name: Wendy Roach  
Student Number: 1907138  
CIPD Membership Number: 55521124

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# Learning objectives

- ▶ To provide you with a greater understanding of change within an organisation
- ▶ To provide a clearer idea how change might be implemented

Welcome to today's session.

I think we can all agree that the one constant in the world is change, both planned and unexpected.

Some more challenging and with greater impact than others.

As managers we need to understand why changes happen, how it impacts an organisation and how we can support change to make it as painless and effective as possible.

(Rees & French 2016)

(CIPD factsheet 2020)



*‘Change management is defined as a structured approach to transitioning individuals, teams and organisations from a current state to a desired future state’*

(Society for Human Resource Management 2015)

What do we mean by change management?

The above is a definition by the Society Human Resource Management (2015).

We can all think of examples of change management projects.

In PCC we have gone through numerous restructures, technology changes and more recently the move to Smarter/homeworking, not to mention, the most sudden and challenging changes driven by the Covid pandemic.

As an organisation we have risk implementation plans in place, to be followed during such unplanned change but I don't think we are alone in realising how unprepared we were for the impact of Covid.

HR professionals can play a key role in supporting change management. The wealth of experience that HR professionals possess, linked to employee engagement, behaviour and response are vital. The HR function operates both horizontally and vertically within an organisation. In PCC each directorate has a HR link officer who attends consultative and feeds/collects information back, forth, up and down. If you are not aware of who your link officer is, then this could be an action to take away from today.

# Drivers for change

| Internal           | External    |
|--------------------|-------------|
| Culture            | Legislation |
| Financial/costs    | Pandemic    |
| Physical resources | Customers   |

The need for change is driven by different forces.

The above are a small selection of examples broken down into internal and external drivers for change. As we can see some are more directly in our control than others.

## Internal:-

**Culture** - The desire by an organisation to change its culture and ultimately it's behaviours. PCC is currently going through this as part of its Transformation project. An ongoing project started in 2019. The work involved in this change affects the whole of the organisation and there are a number of work streams working in alignment.

**Financial** – The most obvious would be cost cutting i.e. redundancies, restructures etc. Financial could also include recruitment and organisational growth.

**Physical resources** – this would include location, equipment, facilities. A typical PCC example would be the introduction of the artificial intelligence 'bot' in the customer contact 'team'. The Contact Centre team were very nervous as to whether it would be replacing their roles.

**External** - If we think about the PESTLE model, external factors include political, economical, social, technological, legislative, environment. (Martin et al)

**Legislation** - An example of this would include the legislative changes with Brexit.

**Covid Pandemic** - This is an obvious one. The impacts of this have been phenomenal and will continue.

**Customers** – In the private sector, customers are about profit and loss. In the public sector, our customers are our citizens and we are service focussed, statutory ( refuse collection)/ non statutory (libraries). The services we provide are becoming more business focussed, leisure centres with membership fees etc.

# Stakeholders



We can't consider change and what drives it without the involvement of stakeholders. Anyone who is impacted by this change is a stakeholder, though their influence will vary.

Stakeholders are usually the key influencers on change and for any change to be effective should be included from the very beginning. **Any change management initiative is highly likely to fail without their contribution.**

This can be challenging but it is an opportunity to discover any issues that may impact the change but also to influence and seek their support.

Typically in a private organisation the senior stakeholders include Directors, senior management etc. In PCC we have the Chief Exec, senior management team but also the cabinet and elected members.

As a hierarchical organisation we often overlook the need to include both the employee and 'customer'/Pembrokeshire citizen as part of the stakeholder group.

Let's go back to the earlier example of the Contact Centre and 'Penfro' the iBot we developed. The contact centre team members weren't included in the conversation until Penfro was ready for launch. The team members felt threatened and team morale

became a problem.

When in reality Penfro took away the more mundane, time consuming enquires allowing the team members to develop further. Rather than the fear of job loss, roles were created and extra staff employed.

Had a team member been part of the stakeholder group and information openly shared this scenario would not have occurred.

(Gilbert et al,)

(HR Zone, 'Stakeholder engagement is key to successful change' 2014)

## Factors that...

| Enable     | Hinder       |
|------------|--------------|
| Leadership | Resistance   |
| Support    | Trade Unions |

So thinking about factors that impact change, we need to consider those that enable and those that hinder change.

### Enable change

**Leadership** – This is crucial to the success of any change, whether within a small team or with whole organisational change.

The line manager, Chief Exec is instrumental. Their ability to role model and influence employees is significant.

The NHS are currently undergoing a change programme focussed on 'Compassionate Leadership' led by Michael West from the Kings Fund, who has highlights evidence to support how a compassionate leader who listens with fascination creates healthy relationships in an organisation, improves the service that they offer.

(Michael West – Kings Fund 2019)

**Support** - This is where HR play a valuable part.

The support mechanisms in place are crucial. Lets think about a potential restructure.

They can engage with management and employees about the processes linked to redeployment, retraining, redundancy etc. Support employees from a wellbeing & resilience perspective and provide advice and information. In a previous role in PCC, I was informed that my job role was to be made redundant. I had an 1-2-1 interview with a HR Advisor, who talked to me about the process, opportunities, redeployment, training but also my wellbeing and how I was feeling. We are all different and all react in different ways.

## **Hinder**

**Resistance** – I imagine we can all think of a time when we resisted some type of change, this is a common factor. We seem to experience so much change and on occasions it feels as if we have gone full circle, change for change sake. Resistance can be a huge issue and yet can so easily be avoided or overcome with the right engagement and communication

**Trade Unions** – Trade Unions are there for the benefits of their members, to provide assistance and bargain for improved pay and working conditions. They can be a force to be reckoned with. In a small organisation their involvement can be minimal. In PCC, as best practice we involve the Trade Unions at all consultative meetings with the intention of engaging from the earliest stage of change. They can be an enabling influence if supportive of the change as an ambassador for staff.

The teaching trade unions have been very vocal during the pandemic challenging some of the decisions and stating that they have not been included in the conversations and decision making. At worst they could invite their members to strike.

# Models & Theories that support change



(Kubler Ross Change Model, Linked In)

One of the most common models used to describe change is the Kubler Ross Change model. Initially developed to demonstrate response to grief and loss, it is also used to help understand individual responses to change and can support change management.

- Denial – Typically, it's not happening and the desire to ignore it
- Shock – Is an added stage and can come before or after denial. It is the realisation that the change is happening
- Anger/frustration - searching for a reason behind the change
- Letting go/sadness/depression – everything seems pointless
- Searching/uncertainty – the change is going to happen and how do I deal with it? But I am anxious, uncertain....
- Some optimism – coming to terms with the change and start to explore how it will work, feel more motivated and more positive
- Change accepted – able to embrace the change and it eventually becomes the new normal

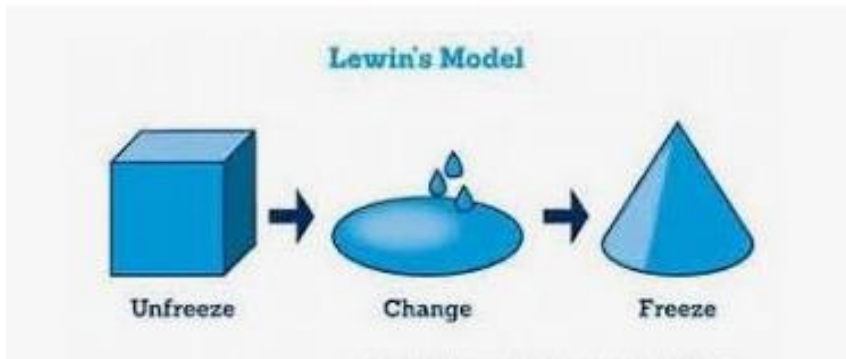
All of us will behave differently and the length of time each of us takes to move

through the curve will vary. Some get stuck and need support to move on, some will give up and walk away, in practice leave the organisation.

The importance of using this model is to highlight what to consider when planning change and how to manage the people affected by it. Not as one but as individuals.

(Linked In)

# Models & Theories that support change



I would also like to show you another model developed by Kurt Lewin in the 1940's. He encourages us to look at change as a process with distinct stages.

**Unfreeze** – change is needed. This stage involves planning, preparation and requiring the organisation to recognise and understand the reasons behind the change. Some people will naturally resist change. Communication plays a vital role at this stage. If we know about the change and the reasons behind it the more likely we are to embrace it.

**Change** – Once unfrozen, 'we' can start the change transition. Change is happening, with this realisation can come uncertainty and concern, 'we' need to learn new things and training & support is really important at this stage. The reasons behind the need for change along with benefits need to be re communicated to maintain employee motivation.

**Refreezing** – the changes become the new norm and start to become embedded. This state is especially important to ensure that people do not go back to the old 'ways'. Support is still really important, adjusting to change can be hard and needs to be repeated to embed it.

It is argued that this model is out of date and that the continuous need for change in today's organisations results in evaluation taking place during a change and change happens again very quickly. However the refreezing state is important to ensure that the change is complete and accepted without reverting back.

(Mindtools)

(Study.com)

# The 4Es principles of human change

- ▶ Educate
- ▶ Engage
- ▶ Empower
- ▶ Enable

There are lots of other models linked to change but I would like to show you one more that I particularly like since it is a people focussed model.

In HR Zone (Sept 2019) Jo Geraghty highlights the the 4Es model, a simple tool to support and plan change with a focus on the 'people'. Geraghty highlights the importance of an individuals mind set and behaviour for

**Educate** – Provide employees with a positive rationale behind the changes. Sell the change to them and help them to understand. If you can get this engagement right then it will make life so much easier. Employees feel a part of the process and included, not done too.

**Engage** – a two way approach, listen and support. Geraghty describes the need to meet the emotional and logical sides of the brain. This about keeping it simple to understand but also link to individuals personal beliefs and values and overcoming objections. In a previous role I was made redundant. I wasn't happy about it but couldn't argue with the rational and the reasons why. What needed to come next for me was what next? And how could I be supported.

Empower – involve people in the decision making and the process. Give them a voice and they will also become your ambassadors for change. This is an approach that PCC has taken with the Transformation programme. Focus groups have included employees from different roles and different levels.

Enable – Provide the necessary environment and tools for change to happen and continue.

A good example of the above is the move from office to homeworking:

Educate - It was sudden and enforced but employees understood the urgent need

Engage – As an organisation PCC moved quickly to support employees and meet their needs. The Chief Exec did weekly videos, he touched our emotions by showing solidarity and a feeling that we are all in this together regardless of status. Regular text messages were sent out to employees and a structured approach was well advertised on the internal intranet. Again the Chief Exec was very humble asking for support but also giving employees permission to work differently with the constraints that full lockdown imposed e.g. childcare, home-schooling etc.

Empower – As with ‘engage’ employees were encouraged to work to a pattern that suited them and the business needs where ever possible. This meant changing working patterns for some. Trust linked to home working was an issue prior to lockdown, some managers needed to see employees. Employees have proven that they are responsible and have taken ownership for the success of this change. Covid is an extreme example but it does highlight what has worked well.

Enable – Employees need the skills, equipment, knowledge and support to meet the change. Again under Covid we have had to identify these issues as quickly as possible. The technology to be able to work from home is one thing, the ability, knowledge and skills another. Delivering face to face training is a part of my role. I had never delivered anything virtually and am still getting to grips with technology to do it and overcoming the nerves to do it and make it effective. It has been a big fear factor for me. I have a huge reluctance to show myself on screen, like wise I am supporting employees at all levels to become virtual in the way that they engage.

(HR Zone 2019)



# How work relationships support change



Think about the relationships that you have with work colleagues? How are good are they?

Gallup reported that those employees who have a good friend in work are much happier and engaged in their work and feel more confident to speak up and offer opinions and challenge.

Strong team relationships encourage honesty and strength. As a team they are able to discuss and support each other through change and focus positively rather than negatively. Positive, professional working relationships breed trust, respect, self awareness, inclusion and open communication. GALLUP go on to highlight that the actions of a line manager can result in up to 70% of a teams engagement.

Regular one to ones allow for both parties to build up an open and honest relationship, share information and the impact it might have on an individual.

A good example of how relationships can positively support change is evidenced with a change programme being delivered in the NHS. It is recognised that the NHS are currently facing huge challenges, recruitment, absenteeism and employee retention.

The NHS recently launched a programme of change called 'Compassionate Leadership' supported by Michael West from the King's Fund. They promote the need for a caring and compassionate relationship between employees starting from the Leaders at the top. They ask leaders to "listen with fascination" and "arrive at a shared understanding" with employees. An approach advocated by Harvard Professor Amy Edmondson, she states that compassionate leadership creates the conditions where the needs of employees and patients are at the forefront regardless of status or position. She goes on to say that "compassionate leadership requires courage, resilience and belief".

(Kingsfund)

(Mindtools)

(Gallup)

# Communicating & supporting stakeholder groups



Havard Business Review (2017) How to Communicate Clearly During Organisational Change written by Elsbeth Johnson highlights that employees may talk about a leader whose name they know but they have never met. This leader is like the protagonist in a story. The importance of these stories is that a leader is always visible and the stories told remain. Johnson goes on to talk about the signals that leaders should promote:-

- 1) Telling your organisation what you want
- 2) Personally living the change you've asked for
- 3) Resourcing and measuring the change you've asked for

This approach is also echoed by Anthea Marris in her report for People Management and Kraft's acquisition of Cadbury in 2010. Marris also highlighted the importance of senior leaders and line management throughout an organisation modelling and working together toward change.

(People Management)

Stakeholders want to make sense and understand the change. Different ways of communicating are really important in order to reach all stakeholders.

ACAS provide a very comprehensive booklet around change. The booklet discusses the legal requirements of change including consulting with employees. It recognises the importance of involving employees and talking to them:-

They feel listened to and can ask questions

Reassured

Confidence in clear leadership and direction

ACAS go on to include the importance of peoples feeling and the emotional journey for individuals. They provide an advisory booklet relating to change which includes an example of an internal communication strategy to support change. This example looks consider a proposed change, communication objectives and the audiences you want to communicate with.

In a previous role with a bank I was made aware of impending redundancy via a news announcement on BBC. Can you imagine the shock and concern I felt not too mention the negative impact on the organisations reputation?

(ACAS)

# Factors to consider planning for change



Bright line Project Management (July 2018) describe change as a part of a successful company's growth.

They recognise the challenges that change brings and promote the DICE formula which anticipates the success or failure of a change programme.

Duration – how long will the change take and the importance of regular updates with set milestones

Integrity – making sure that there is an effective team to manage the change, this would include a project manager

Commitment – from the top down to the proposed change

Effort – Recognise the effort required for successful change including sufficient resources.

## 6 Key Factors to support successful change

- ▶ Clear Vision & strategy
- ▶ Strong leadership & sponsorship
- ▶ Engage with stakeholders
- ▶ A strong change team
- ▶ Well structured approach
- ▶ Measure the success

(Chartered Body for the Project Profession)

The Chartered Body for the Project Profession echo Bright Line and suggest that the success of change rests with six key factors:

Clear vision & strategy – change is easier to accept if it is clear and aligns with the organisations objectives

Strong Leadership & sponsorship – we have touched on this a lot already

Engaging with stakeholders – at all levels throughout the cycle of the change programme

A strong change team – a project manager and project team is really important factor, with the necessary skills and knowledge

Well structured approach – follow a clear and well structured approach

Measure the success – evaluate the change and its impact

(Association Project Management 2018)

# Change Plan



There are lots of tools available to support change. Quite simply a template that plots the change taking place measuring milestones and costs.

No matter how big or small the change might be a change plan will ensure that a programme stays on track, issues are identified and ensures change completion. How many of us would make a change in our lives without planning for it in some way e.g. moving home?

Prosci (2013) promote a change management checklist which prompts you to think about areas you may not have considered. I will forward links to these resources.

PCC also suggest an action plan model.

PCC do have a project management approach with a process that needs to be followed and we also offer training support for this. The button shown above can be found on the front page on the intranet and takes you to all of the information to support you from conception to completion.

# Evaluation techniques

A word cloud visualization of evaluation techniques. The most prominent words are 'improvement', 'quality', 'knowledge', 'leadership', 'change', 'work', 'people', 'education', 'transformation', 'management', 'new', 'future', 'innovation', 'process', 'pride', 'top', 'performance', 'self', 'minds', 'developing', 'commitment', 'system', 'design', 'encourage', 'break', 'competition', 'methods', 'long', 'problem', 'skills', 'trust', 'eliminate', 'job', 'continual', 'improve', 'transformation', 'management', 'people's', 'relationship', 'cooperation', 'hold', 'overall', 'future', 'pride', 'top', 'performance', 'self', 'minds', 'developing', 'commitment', 'system', 'design', 'encourage', 'break', 'competition', 'methods', 'long', 'problem', 'skills', 'trust', 'eliminate', 'job', 'continual', 'improve'. The words are arranged in a circular pattern, with 'improvement' and 'quality' being the largest and most central. The colors of the words range from dark blue to light yellow, with 'improvement' and 'quality' in dark blue, 'knowledge' in light yellow, and 'leadership' in a medium blue. The background is a solid light blue.

Evaluation techniques confirm the impact of the change.

How a project is measured should be included at the change planning stage, with an agreement of what you are looking to achieve and how you measure success.

Quantitative data – expressed as numbers, statistics e.g. surveys and pulse surveys. These can be analysed and are effective when large number of people are impacted.

Qualitative data – words, non-numerical, collected through methods of observation, interviews, focus groups, etc. This approach provides in-depth detail that can sit behind the quantitative data. Its value can come with understanding emotion and feeling which is harder to measure through stats and figures.

Comparisons can be made i.e. a before and after approach. Linked to this short and long term impacts.

Customer and stakeholder feedback.

Technology now also plays a vital part, think of the online survey requests that you

get from different companies.

The current PCC whole organisation Transformation project has used a mix of the above, which when you consider the change impacts over 6000 people is a challenge but valuable approach. The budget attached to this project has been in excess of £100k and return on investment needs to be evidenced.

(Taylor & Woodhams 2016)

# Best practices in PCC

## Project Management

- ✓ Name
- 20180813 Governance
- 5 Whys
- Action Planning
- Brain Pooling
- Designing Better Business Processes
- Force Field Analysis
- Form 1 - Project Concept Rev 3
- Form 2 - Project Initiation Document Rev 3
- Form 3 - Project Risk Register
- Gantt Chart
- Gap Analysis
- Mind Maps
- PCC Exception Report
- PCC Post Project Appraisal Generic
- Project Dashboard - RAG
- Project impact assessment guide
- Project Impact Assessment Template
- Project Managers Progress Report
- Quad of Aims
- Root Cause Analysis - The Fishbone Tool
- Stakeholder Analysis
- Stakeholder Plan
- SWOT Analysis
- Thinking Hats

To summarise, best practices include a mix of leading the change with a vision of the end goal, continuous effective communication to everyone the change 'touches' but also the more practical side of managing costs, resources, impact, risks and changes within the change that may occur.

I have taken a part 'snip' of the above page from the intranet.

Internally we promote a consistent approach to change and how it is project managed in order to ensure its success.

I want to highlight to you some of the support documents that Learning & Development have put together for you which follow what we have covered today.

As you can see PCC provide a Gantt Chart template and other suggestions that you can use.

(Mullins 1999)

## Project Management

Introducing the new PCC Project Management Process



**Course Aim**

During this half day session, you will be introduced to the new PCC Project Management Process that will be adopted across the whole organisation.



**Course Objectives**

- Demonstrate an understanding of the PCC Project Management Process including the importance of the project team and project stage
- Demonstrate an awareness of the criteria for identifying the appropriate grade of officer for each project role
- Recognise the importance of planning and implementing a communication plan
- Identify when a PIA is appropriate and how to access advice and resources
- Demonstrate an understanding of how to do an impact assessment and how this supports project management

A one day course is also available and you can register for this online.  
As you can see from the course aims and objectives PCC promote the approaches we have talked about.

## Lets revisit the Learning objectives for today

- ▶ To provide you with a greater understanding of change within an organisation
- ▶ To provide a clearer idea how change might be implemented

To recap lets revisit the learning objectives.

Any questions.

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