

Understanding the Management of Change

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Implementing Change

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Introduction

During this presentation we will cover:

- Internal and external drivers for change in organisations
- Organisational factors that might enable or hinder change processes
- Change models and how they can support change management
- How positive work relationships can support change processes and how these can be built and maintained
- Different communication needs and types of support that might be required by different stakeholder groups
- Factors you would consider when planning for change and what a change plan looks like
- A summary of best practice for implementing change processes
- Techniques for monitoring change processes and assessing the impact of change.

Potential internal drivers for change in organisations

New leadership

New strategy

Redesign of jobs

(Rees & French, 2016)

Organisations and managers may have none or little control over the external factors, whereas internal factors are typically management decisions aimed at achieving a particular performance outcome. (Rees & French, 2016)

An organisation's strategy sets out how the organisation will achieve its mission, often the strategy will be developed with external factors in mind, and when external factors change it can therefore create a need for a change in strategy. Changes in strategy can lead to changes in the way the organisation is structured, which can impact job responsibilities, ways of working and relationships and therefore create a need for redesign of jobs. (Burke & Litwin, 1992)

Organizations need to gather big data, which is data from various different sources and then turn the data into useful information to make decisions on change. (Hayes, 2021)

Potential external drivers for change in organisations



A recent example of this is the Covid19 pandemic, which required organisations to change rapidly and created an ongoing need to respond and adapt, rethinking products, platforms and services. There was a need for technology to advance quicker during this time to allow employees to do their job from home, and technology created a new type of employment relationship, changing the way businesses operate. (CIPD,2021)

More recently In regard to the governments encouragement for employees to return to the office, many employers have had to adapt to this external driver by researching and making decisions on hybrid working (ACAS, Accessed 06/10/21)

Organizations need to monitor driving forces of change which are usually technological, demographic, social, environmental and geopolitical. They ideally need to think ahead of the curve, and translate change into opportunity. An example of this is the 4th industrial revolution which has brought an array of technological innovations such as artificial intelligence, biotechnology and virtual reality. For organizations to ensure they profit from 4.0 they need to create cultures of innovation and revamp the way they do strategic planning (Forbes, 2019)

Factors that might enable or hinder change processes



Individual or group resistance to change can take many forms from subtle undermining of change initiatives to active resistance such as strikes. Reasons for resistance can include loss of control, uncertainty and inconvenience. Resistance can also be seen as positive as it may be a clear signal that the change needs rethinking. (CIPD,2021)

Lack of effective project management of change can result from insufficient relevant training, and could lead to wrong timings and not achieving the right outcome. (CIPD,2021) so it is very important change is well managed.

The way an organisation is structured can both enable or hinder change, flatter structures may mean the change is easier to communicate and manage. In some organisations change is implemented on employees hierarchical position in the company, with senior employees finding solutions to problems, and directing changes downwards through formal and impersonal control mechanisms which can hinder the change. In others group problem solving is used, with power being shared by all level employees to define and come up with a solution to a problem, and what changes need to be made. This can enable change by using more knowledge to define the problem and gain greater understanding and commitment to making the change.

(HBR,1967)

Change
ready

Change
capable
team

Constantly learning

Mindful of each other

Develop team confidence

Constantly learning

Learn how change works

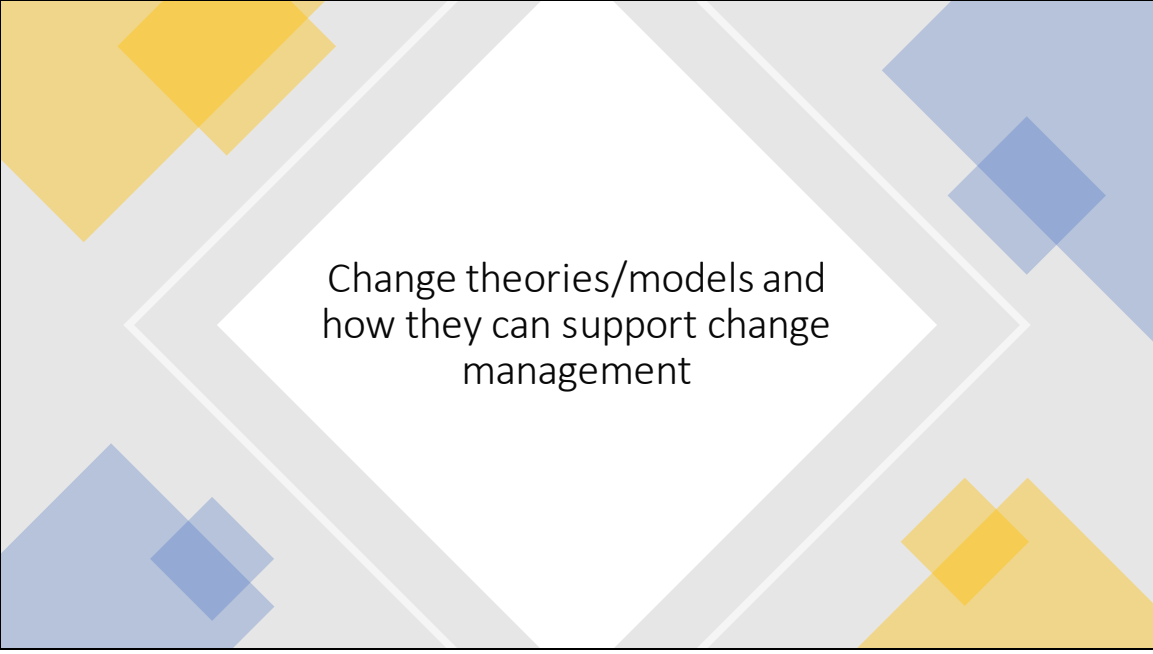
Reflect on previous experiences

Create communityship

Develop a safe trusting team climate

(IES, 2019)

Employees can get exhausted from constant change, and so it is beneficial for organisations to embrace Organisational Development defined by Roffey Park as the work of facilitating organisational success, by aligning structural, cultural and strategic realities of work to respond to the needs of an ever-evolving business climate. This can help create an organisational culture that is open and ready for change.



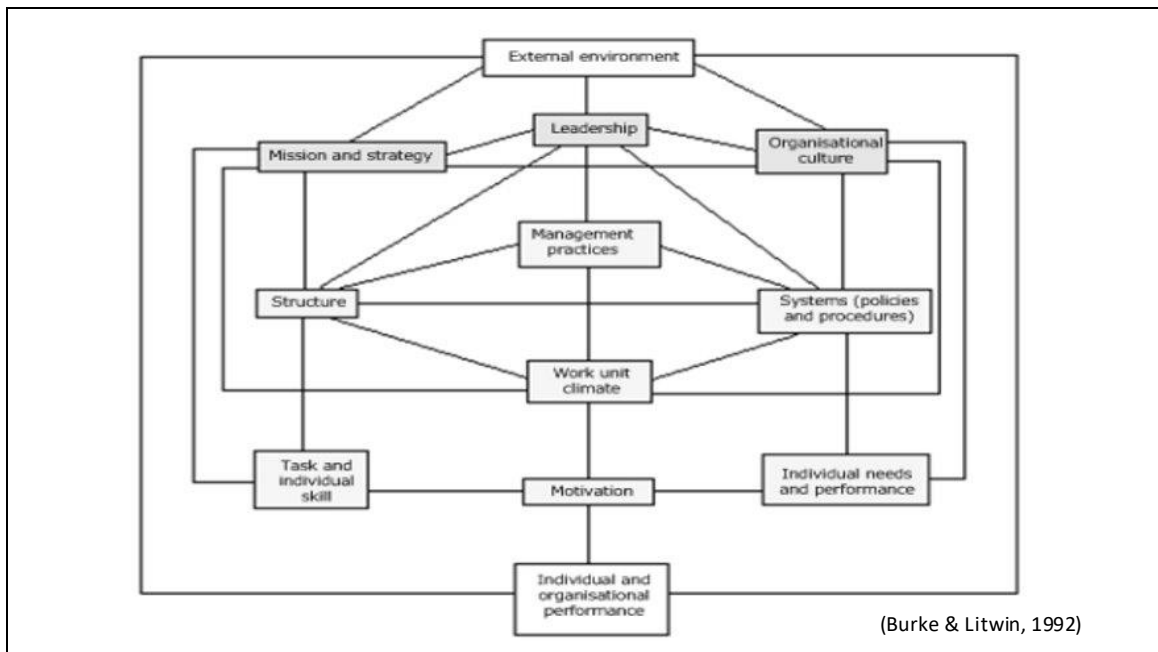
Change theories/models and
how they can support change
management

Burke & Litwin (1992) Change model

Shows the various drivers of change and ranks them in terms of importance in diagram form, with most important factors at the top.

Believe environmental factors to be the most important driver for change.

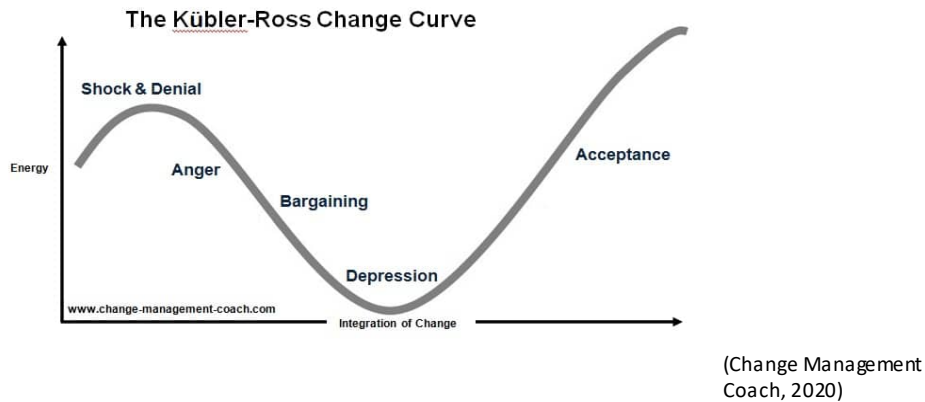
Argues that all of the factors are integrated and therefore, a change in one will eventually affect all other factors.



The Diagram explains three levels of changes- transformational, transactional changes and changes in performance. These changes are derived by 12 factors which are: external environment, mission and strategy, leadership, organizational culture, structure, system, management practices, working climate, task and skills, individual values and needs, motivation level and individual and organizational performance.

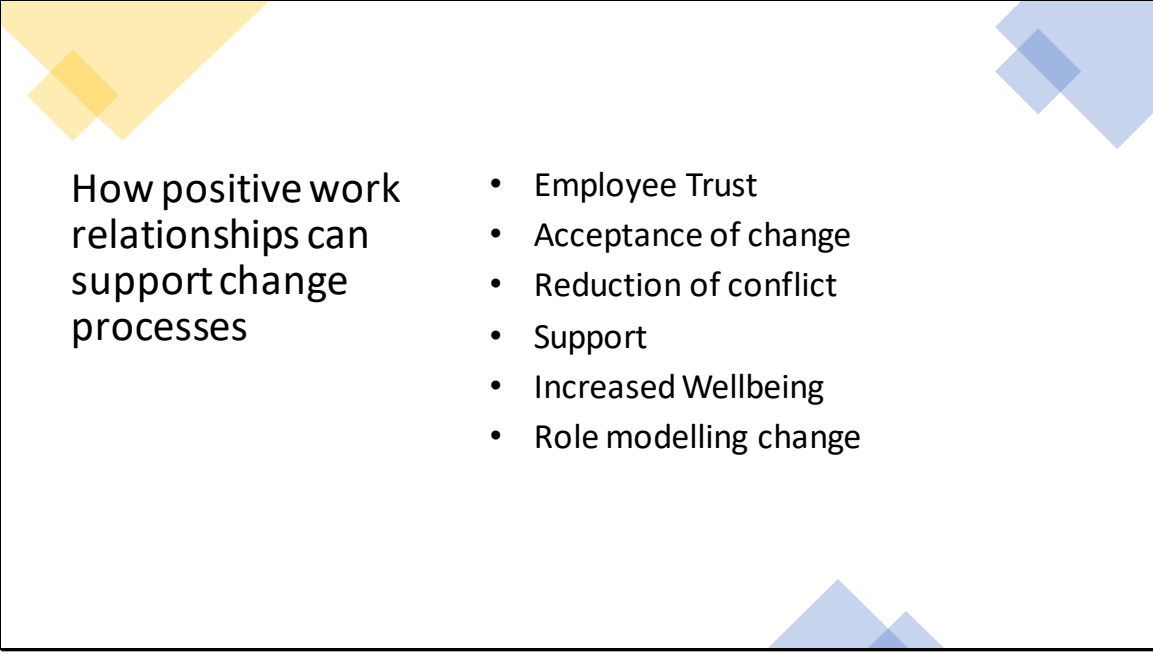
This model can support change management as it covers all the important factors to explain why change is happening, what is driving the change and helps to formulate a change strategy. (Change Management Insight, 2020)

Kluber-Ross 5 stage model



The five stage model is used to understand how people react to change at different times. People can occupy different stages at different times and can even move back to stages they have been in before. The stages can last for different periods of time and can replace each other or exist side by side at times.

It is useful to identify and understand how other people are dealing with change. People immediately get a better sense of their reactions and why colleagues are behaving in a particular way by reviewing this model. (Change Management Coach, 2020) You as managers can use this tool to predict how employees may be feeling and empathize and support them as best you can.



How positive work relationships can support change processes

- Employee Trust
- Acceptance of change
- Reduction of conflict
- Support
- Increased Wellbeing
- Role modelling change

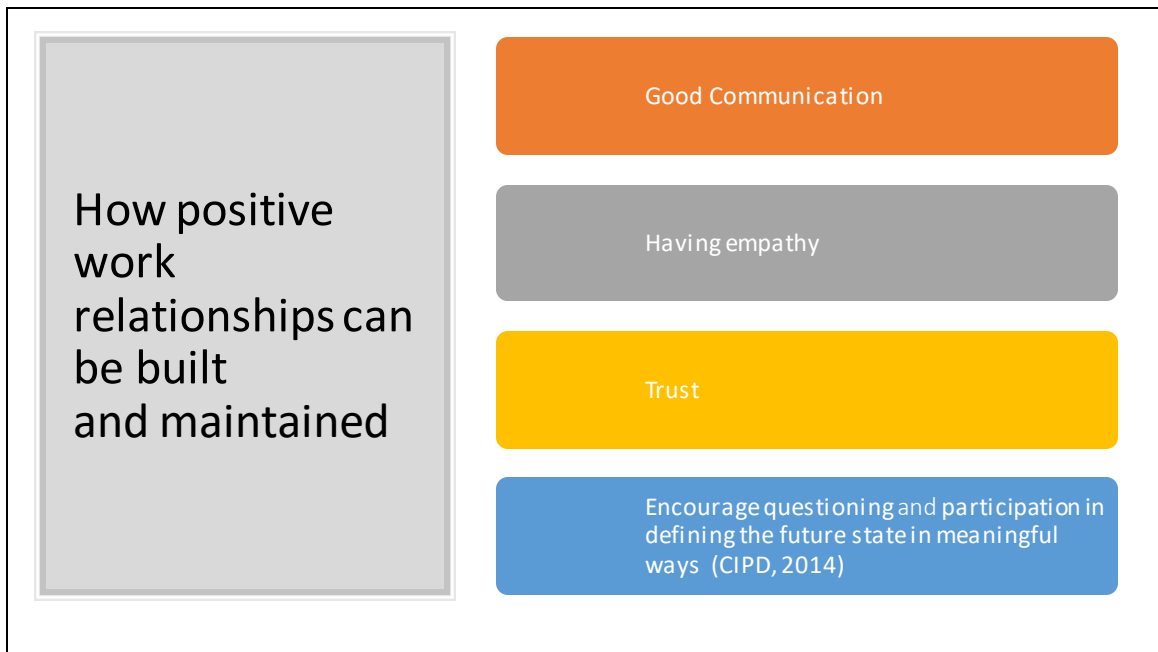
High trust levels will encourage conditions in which significant change can thrive. If employees have trust in management and the organisation they are more likely to support changes. Change leaders need to demonstrate their competence in making change with integrity. Fair HR and L&D processes help foster trustworthiness in an organisation (CIPD,2021)

Acceptance of change and reduction of conflict. In more democratic workplaces, employees who raise concerns about change should not be labelled as resistance, but instead employee voice (CIPD,2021)

Support and Wellbeing – Change can be an emotional process and therefore those leading and designing change need to be aware of this and anticipate and plan for reactions. They also need to ensure levels of energy and momentum are maintained throughout the change process (CIPD,2021) Organisations need to recognize emotional responses may relate not just to change content but also to nature of relationships with those managing change. The individuals leading change need to be able to create a positive buzz and maintain energy. (CIPD,2014)

Role model the change – employees who trust managers will benefit from seeing

them role modelling the change, it will enable trust in the change and encourage them to follow. (CIPD 2014)



How information is communicated during change matters more than what is communicated. People need to be told what to expect and communication needs to be empathetic (HBR, 2018). For example if you are communicating redundancies, you can support employees by holding CV surgeries.

Leaders need to demonstrate ability, benevolence, integrity and predictability in order to demonstrate their trustworthiness (CIPD, 2014) and organisations need to constantly monitor levels of trust in ways such as engagement surveys.

John Hayes (2021) suggests using appreciative enquiry to build and maintain relationships, this method focuses on the good things within an organisation instead of what is bad and needs changing. For example if many employees are leaving, instead of looking into why people are leaving and focusing on exit interviews, focus on why people stay and discuss this with your employees then use this data to make changes.

Different communication needs

Communication needs to be tailored to different groups and stakeholders.

Can include:

- Top-down channels
- Bottom-up channels
- Two-way discussion
- Networking
- Relational leadership



Tailoring communication is key, for example different communication is needed for production line workers to remote workers. Organisations need to consider level, breadth, depth of information required, how often, and the types and methods of communication.

Top down channels can include senior managers talking to employees, or communicating change in annual conference for example.

Bottom up channels – CIPD (2015) recommends creating the conditions where people can instigate process of change, holding regular meetings whereby employees are encouraged to present and act upon ideas.

Two way discussion – one to one meetings with line managers or HR

Networking – Encourage networks over hierarchies (CIPD, 2015)

Relational leadership – transformational change is achieved through negotiations and social interaction with organisational members instead of through authority and control. imposed change can lead to greater employee resistance (CIPD,2021)

A communication plan template can be used.

STAKEHOLDER COMMUNICATION PLAN TEMPLATE

Try Smartsheet for FREE

STAKEHOLDER COMMUNICATION PLAN					
STAKEHOLDER	POWER/INTEREST	KEY INTEREST & ISSUES	COMMUNICATION VEHICLE	FREQUENCY	COMMENTS

(www.smartsheet.com, 2016)

Using a communication plan template is helpful.

A transformation will not succeed without broad involvement, so make sure individuals at all levels feel included. (HBR, 2018)



Types of support that might be required by different stakeholder groups

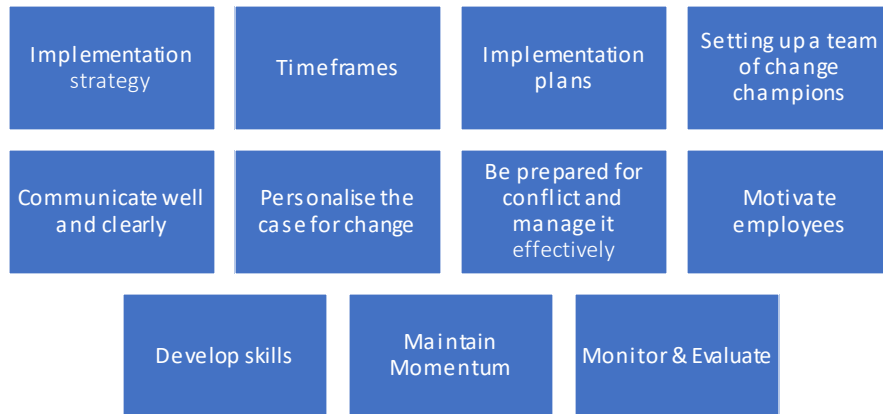
- Coaching
- Mentoring
- Advice
- Counselling
- Representation



It is important to understand, engage with, build commitment from and support all stakeholders. Each one will view and react to the change differently, and therefore it is beneficial to create a stakeholder management plan to assess what the impact will be on these stakeholders and how it will be managed. The stakeholders need to be nurtured and engaged with to help build trust, spend time learning and understanding their perspectives. The aim is to get them to want to help you succeed and feel supported through it. (APM Knowledge, 2017)

Zurich implemented change champions and ambassadors to get the message out, but more importantly to bring messages and responses back to the central group and between different functions monitor the change and response. (CIPD, 2015)

Factors to consider when planning for change



(CMI, 2021)

Change initiatives can be over-managed, and the focus needs to be on enacting the change. (CIPD, 2021)

Change Management Model

- Define
- Plan
- Implement
- Sustain

SHRM, 2021)

Define – Clarify roles in the change management process and what is changing and why. Identify stakeholders, timeframes and define success measures.

Plan – Conduct assessment of stakeholders and impact, create change and stakeholder engagement plans. Identify the risks and create plans for training and communication.

Implement – Enable leaders and catalysts, roll out training and communication plans. Monitor and manage resistance.

Sustain – Monitor adoption of change. Reinforce behaviors that are aligned to the change. Measure the impact of the change. (SHRM,2021)

Change plan template example:

Change Management Plan Template

Introduction

Provide background, link to strategic goals and other changes

Project Sponsor

This person leads the change project and is accountable for ensuring the project and change plan are implemented

Project Objectives

Detail what the project will achieve.

(GLA.ac.uk)

Change Objectives and Principles

Provide details of:

- What the change process will achieve [e.g. information sharing, engagement, input into system changes];
- Principles that underpin the change plan [e.g. inclusiveness/consultation, timeliness]; and
- Ethical issues that need to be considered and how will the change plan will address them.

Change Plan Elements

What are the main elements in the change plan? [e.g. people/culture, systems/technology, documentation, positions/roles, process, skills] Each of these elements may require a particular focus in the change plan.

Rationale for the Change

List the drivers and constraints for change.

What are the risks for the change process?

(GLA.ac.uk)

Key Stakeholder Analysis

Identify the key stakeholders [consider staff, other colleagues in the University, management, unions, students and other clients] and:

- Analyse their response to the change [e.g. what will be their main concerns/fear, where is there likely to be support for the change];
- Identify their needs in terms of change management and consider the style of communication required [language style & level]; and

Change Management Plan Template

- Identify the preferred media for communicating or consulting with them about the change [e.g. sessions involving dialogue about the changes, newsletters, briefings from project team members, frequently asked questions].

Assessment of Readiness to Change

Comment on the status of the change so far [e.g. is there a high level strategy in place that stakeholders are already aware of and committed to that provides a framework for the change].

What elements might support the change [e.g. dissatisfaction with current processes; a workplace culture that supports change and innovation].

Is there strong senior support for the change?

(GLA.ac.uk)

Key Change Messages

Identify about 6 key messages to convey about the change process, being upfront about gains and losses.

Consider:

- What will be gained/lost for the key stakeholder groups in the change process;
- The messages from the stakeholder perspective;
- What will be their main concerns; and
- Presenting changes in a positive light even whilst acknowledging loss.

Identify Change Elements

Structures/Processes/Responsibilities/Resources/Timeframes/Performance Measures

Consider the need for particular change support structures [e.g. a change team, super users/specialists who are trained first and can support people in the workplace, involvement of users/key stakeholders at various stages, change champions in the workplace].

Consider if there is a need for transitional arrangements to support and whether the introduction of the change process needs to be staged.

What will be the impact on workloads and how will these be managed?

Develop Change Plan

Develop a change plan including performance measures [how will you know the change plan is effective?].

Ensure the plan is adequately resourced.

Include a communications plan

Actions	Who	When	Performance Measures

(GLA.ac.uk)

Consolidation

Ensure policies, procedures and performance measures reinforce the changes.

Remove organisational barriers to the change.

Reinforce how changes have provided benefits.

Evaluation

How will the change be evaluated in relation to the achievement of the planned objectives?

How will the change management processes be evaluated – consider summative as well as final evaluations, how can you assess your change management strategies as you implement them?

How will the evaluation outcomes be circulated and promoted to stakeholders?

How will evaluation outcomes be used in other organisational processes?

(GLA.ac.uk)



Best practice for implementing change processes

- ☐ Put people first
- ☐ Don't wait too long to act
- ☐ Inspire through purpose
- ☐ Go all in – engage employees by communicating the need, vision and benefits of change.
- ☐ Enable people with the capabilities they need
- ☐ Instil a culture of continuous learning. (Jim Hemerling, 2016)

Hayes(2021) recommends starting with the end in mind, ensuring the people involved know what the end result will look like and having a clear understanding of what to work towards. Help others to accept the need for change and bare in mind the change curve which starts with employees hearing about the change, they take time to reflect on this and have a period of bereavement for what has been and not understanding why things need to change which is the lowest point, and from there things improve and they accept the change is here to stay and get onboard. Organizations need to try and compress the change curve so that people move into a performance state as quickly as possible by having empathy and understanding and communicating the end goal.

Inspire through purpose - for example Lego have undergone a series of transformation all led by a specific focus to 'inspire and develop the builders of tomorrow'

Go all in – Engage employees and think about initiatives actions and developments. Enable people with the capabilities they need to succeed during the transformation and beyond such as investing in new tools or skill development.

4) instill a culture of continuous learning - a growth mindset.

(Jim Hemerling, 2016)

Remember to keep on communicating for understanding and buy-in. Use a range of forums to make sure as many people as possible understand and accept the vision and strategy. This can include large employee conferences, small group discussions, one-on-one meetings, weekly newsletters and monthly briefings (People Management,2017).



Leaders need to ensure they:



Have a vision



A clear roadmap with milestones



Monitor change activity and results, make changes if needed.



Provide ongoing communication and support

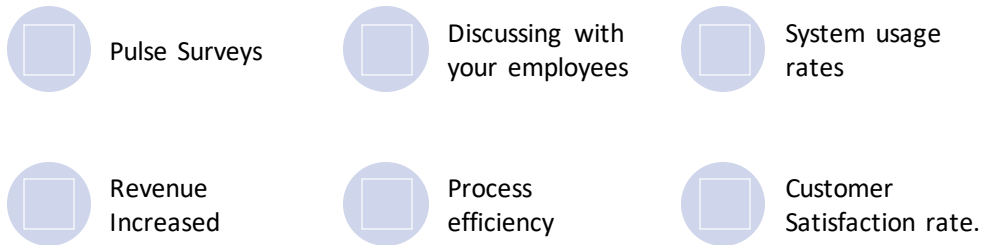


Hold people accountable for results

(Jim Hemerling, 2016)



Ways of monitoring change processes and assessing the impact of change.



(The Change Compass, 2021)

APM Knowledge (2017) suggest change can be measured by outputs produced such as time, budget and quality. Outcomes achieved such as the change effectiveness and impact for example leadership, behaviors and knowledge. Benefits realized which usually takes a while to become apparent as it is the measurable improvement in performance such as return on investment, cost, compliance)

We can use technology to monitor and asses such as pulse surveys, checking system usage rates, intranet, using apps. We can also consult, by getting feedback from our employees in focus groups, interviews, or less formally in the break area etc.

We can monitor against milestones, objectives and success factors and can gather qualitative data such as opinions and feedback, or quantitative data such as statistics or HR data for example on turnover or absence.

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