

Unit 417 Managing and Implementing Change in the workplace Information Pack



INTRODUCTION

A strong awareness of the external environment and understanding the driving forces that affect your organisation is essential for effective short- and long-term planning.

Successfully leading and managing change is not one single skill; it is a range of skills – all of which can be learned. Understanding the business environment, how change will impact on all aspects of it and what will be required to reach the new state is one side. Understanding people, how they react to change and how to coach them successfully through the transition process is the other. It is in applying this mix of skills that leaders bring about lasting, transformational change.

To understand change and therefore to be able to successfully plan and implement change in the workplace, managers need to be aware of the different types of change, the origins of change and the way in which people react to and cope with change.

Change is often necessary and important so that a company remains relevant and continues to deliver viable solutions to a growing customer base. But, while a company and its executives may recognize the need for change management, employees may be resistant since change can be hard and uncomfortable.

The attitude of “But this is the way we always do it” can be difficult to overcome—but luckily, there are tried-and-true methods to make change happen with less resistance.

This information pack introduces you to the concept of change and explores how to implement change within the workplace taking into account the 'human factor'; that is, how to take the people who are affected by the change with you.

SAMPLE

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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SAMPLE

Business Restructuring

Business restructuring is a term used to describe a situation where a business seeks to become more profitable by changing the structures of the business. Structure in this context might include the business finances, ownership and legal status of the business or organisation of the operational structure including possible divestment of assets. It is a repositioning of the business to ensure its ongoing viability.

Business Redesign or Business Process Re-engineering

Business redesign or Business Process Re-engineering (BPR) are terms used to describe radical departure from current ways of operating. Major or step change is implemented following a total redesign of business processes and systems. BPR starts from a 'blank sheet of paper' to produce efficiency and effectiveness, especially in terms of quality, cost, and response time, assuming that the required improvement could not be achieved through development of existing systems.

Reasons for Change

Challenge

Consider the reasons why organisations will need to change. Now complete the table below with examples of three different types of change that have taken place, or are taking place, in your organisation:

	1	2	3
Description of change and type			
Identify the reasons for the change			
Positive outcomes of the change			
Negative outcomes of the change			

Drivers for change might include some or all of the following:

- New technology
- Government legislation
- The appointment of a new chief executive or senior figure(s)
- Changes in business strategy
- Customer demand for new and improved products and services
- Internally driven improvements in productivity and/or profitability
- Need to reduce costs and/or become more efficient
- Financial recession
- Local and (increasingly) global competition
- Competitor innovation
- Product obsolescence
- Loss of market share or Increases in demand
- Entry into new markets
- Loss of revenue
- Higher taxation
- Mergers and take-overs
- Organisational inefficiency.

Example

For example, a reduction in the annual budget for a given department within an organisation might be addressed in a number of ways: money could be saved by reducing the number of people employed within the department or by changing the output in some way or, possibly, by doing less of whatever the department does.

Prepare for Change

Change management models help organisations prepare for upcoming changes. Whether you are working on large company-wide changes or updating processes within your department, the right tools make planning for even the broadest of changes within an organisation becomes possible.

Understanding Change Management Terminology

Change Management has evolved over the past several years with Change Management Models, Processes and Plans developed to help ease the impact change can have on organisations.

Question

So, what is a Change Management Model, a Change Management Process and a Change Management Plan and how do they differ?

Change Management Models have been developed based on research and experience on how best to manage change within an organisation or in your personal life. Most Change Management Models provide a supporting process that can apply to your organisation or personal growth.

Change Management Processes include a sequence of steps or activities that move a change from inception to delivery.

Change Management Plans are developed to support a project to deliver change. It is typically created during the planning stage of the Change Management Process.

Assessing the Reasons for Change - Influences from the Internal and External Environment

Kotter (2012) describes 'change' as a process of altering the way in which things are done. Change is necessary to allow organisations to continue to improve and to develop their procedures and systems, and to respond to other influences. All organisations need to respond to both internal drivers (such as over-reliance on existing methods) and external drivers (such as a change to legislation) in order to achieve goals and support continuous improvement.

The success of your organisation will rely on the ability of the leadership team and employees to respond effectively to the need for change because of internal or external influences and factors.

To enable assessment of the reasons for change you will first need to consider the drivers of change - i.e. what is creating the need for change and then consider how those drivers will impact your organisation. Taking a proactive approach involving ongoing analysis of the competitive environment gives organisations a significant advantage if they can respond quickly to changes in the competitive environment. Looking outwards to detect changes in the business environment is known as environmental scanning.

Environmental Scanning

The first step to leading change effectively is to clearly evaluate the need for change. You can do this by examining the internal and external drivers for change. The external factors are usually reviewed as part of an 'environment scan' described in the terms of PESTLE: Political, Economic, Social, Technology, Legal and Environmental factors.

Senior and middle managers should aim to sit and put together new ideas from within the workforce: they take the lead in identifying where the business or organisation needs to be in the future. Organisations and businesses that understand the environment in which they operate, and which are responsive to, and anticipate, factors that will affect the way business is done are those that flourish and survive difficult