Preparing for Change
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Preparing for Change Series

Managing Change Intelligently
To manage change intelligently you need to know what change you are dealing with and change your focus accordingly.

Is it Macro level or Micro level change?

<table>
<thead>
<tr>
<th>Macro Level</th>
<th>Micro Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the change?</td>
<td>Who are the key groups?</td>
</tr>
<tr>
<td>What are we changing from and to and why?</td>
<td>Who will be the guardian angels in terms of new ways of doing things?</td>
</tr>
<tr>
<td>What outcomes are we looking for?</td>
<td></td>
</tr>
<tr>
<td>How will this change better equip us to deliver our</td>
<td>What will their attitude be?</td>
</tr>
<tr>
<td>mission/core work?</td>
<td></td>
</tr>
<tr>
<td>What’s the distance between A and B?</td>
<td>What types of transition will they go through?</td>
</tr>
<tr>
<td>What level of gain are we shooting for-minimal,</td>
<td></td>
</tr>
<tr>
<td>average or maximum?</td>
<td></td>
</tr>
<tr>
<td>How will we know when we are at the destination?</td>
<td>What type of ownership will they need?</td>
</tr>
<tr>
<td>Is it transformational or transactional change?</td>
<td>What competence, what know-how what expertise?</td>
</tr>
<tr>
<td>How do we get the arrows lined up?</td>
<td>How do we protect the psychological contract?</td>
</tr>
<tr>
<td>How should the change be supported by the performance</td>
<td></td>
</tr>
<tr>
<td>management system?</td>
<td></td>
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</tbody>
</table>

Is it Transactional or Transformational Change?

Transformational Change Is About Culture Change (OD)

*The logic = Transformational change stems from the external environment*

- Requires a radical shift in behaviour
- Needs to be led by the leaders of the organisation
- The focus on leadership mission and strategy culture and values and the interaction between them (the boxes on the top of the handout)

Transformational Change requires whole system approaches. This means getting the whole system in the room (that might be employees customers and partners) to makes sense of where we are now generate ideas about how to change and work together to implement it
Transactional Change Is About Climate Change

The logic = The internal climate affects individual and organisational performance

- Requires a shift in behaviour
- Focus on systems structure management systems, practices motivation, task requirements, individual needs and welfare
The Burke-Litwin model
(adapted)

- External Environment
- Leadership
- Organisation Culture
- Mission and Strategy
- Management Practices
- Systems (Policies and Procedures)
- Work Unit Climate
- Motivation
- Individual Needs and Values
- Individual and Organisational Performance
- Task Requirements and Individual Skills/Abilities
- Structure

Feedback

Transformational

Transactional
## Preparing for Change Series

### Which Change Strategy?

There are five commonly used change strategies:

<table>
<thead>
<tr>
<th>Type</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directive</td>
<td>Change is imposed quickly</td>
<td>Doesn’t take into account views, ideas, opinions. Valuable information can be missed and resistance can be increased</td>
</tr>
<tr>
<td><strong>Management’s right to manage change</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expert Strategies (Eg: ICT Solutions)</td>
<td>Implemented quickly and effectively</td>
<td>May see themselves as experts- have a we know best paradigm- not consider the views of users</td>
</tr>
<tr>
<td><strong>Management of change as problem solving</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiating Strategies</td>
<td>Acknowledges those affected have the right to some say and may resist if they are not won over</td>
<td>Implementation may take longer and outcomes can be less easily predicted</td>
</tr>
<tr>
<td><strong>Bargaining about change</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educatve Strategies:</td>
<td>Changing values and beliefs so people support change, through a mix of persuasion, education, training and selection Increases commitment and accelerates change</td>
<td>Can take longer depending on how it is done</td>
</tr>
<tr>
<td><strong>Managing change means winning hearts and minds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participative Strategies:</td>
<td>Include a cross representative sample of those likely to be affected Increased commitment and opportunities for learning Increases outcomes</td>
<td>There are times when an urgent decision is required and this is not appropriate</td>
</tr>
<tr>
<td><strong>We are all involved in making this change</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Fast vs Slow

- **Fast**
  - Cleary planned
  - Implemented quickly
  - Little involvement

- **Slow**
  - Exploratory
  - Takes time
  - High involvement

### Activity

- Think about a change you need to manage?
- What strategy should you choose and why?
- What are the pros and cons?
Preparing for Change Series

3 Phases of Change

Lewin (1951) argued that any change involved three phases – unfreezing, change and refreezing. Whilst it is a commonly used model it takes a rather static/linear view of organisations. Change is an iterative process and organisations don’t freeze - they slush back and forth between the stages! So it’s probably more useful to think of the phases are preparing, changing and consolidating.

Phase One- Preparing
Is about preparing the ground – explaining why change is necessary, celebrating what’s been achieved, identifying and communicating which ways of working are no longer effective. Creating a climate for capturing ideas, mobilising support, thinking about new possibilities. You may be moving quickly to deal with a crisis, respond to a new piece of legislation quickly, or you may have some time to allow people to come to terms with the need for change.

Persuading People of the Need for Change

The Change Equation
The change equation is a useful tool for highlighting what level of effort and persuasion may be needed when implementing change. It works on the premise that people are rarely interested in change unless the benefits outweigh the cost – of course there will be times when that is not the case and people stand to lose in which case resistance may be heightened.

A= the individual or group level of dissatisfaction
B= shared vision of a better future
C= capacity to Change
D= existence of a safe, acceptable first step
E= cost to the individual or group of change

A+B+C=D must be greater than E

If the cost is too great you may decide not to go ahead - or you may be able to alter the balance in your favour by reducing D (costs), or increasing A, B, C and D (ie paint a compelling vision, change your selling strategy, build capacity, outline some easy first steps).

The trick is also to say is if A B C or D are missing what do we do? Dreams are not enough - we need hard facts and clear plans to make them a reality.

Phase Two- Changing
Change of any complexity is unlikely to be problem free. Engage people in developing the implementation plan. Ask the “what if” questions, make sure you have the resources and capacity to deliver. Set realistic deadlines and be clear about how you will measure success.
Poor transition management is one of the main reasons why change fail. Think through the critical path, linked dependencies. Have a good project manager- and contingency plan!

However, good policies and plans are not enough. Change is delivered by people and often involves persuading people to think and act differently -changing hearts and minds and attitudes. Spend time communicating what sort of culture and behaviours you expect, ensure managers are clear about the behaviours they need to role model and how this will be monitored.

**Consolidating Change**
This phase is about embedding and institutionalising change. First of all making sure you have alignment- if you pull a lever for change over here you think through the impact elsewhere. Transformational changes require whole system approaches, see diagram page 4, the right people must be in the room. Alignment is a key issue.

Be clear about what goals you are trying to achieve, measure of success, have clear targets and performance manage it.

**Think about these things at the beginning.**

**Activity**

**What will impact of the change be elsewhere?**

(If for example if we are saying we need to strengthen or shape the culture, what sort of leadership do we need? What sort of development do we give our managers – what behaviours do we look for when we recruit, in A and D?)
Culture Change

Culture is the way we do things around here. There are different views about whether you can achieve culture change. Some academics argue you can diagnose and manage it – others you can only strengthen it. So, here are some things it’s useful to pay attention to:

- You can have all the nice policies, strategy and plans in the world – it’s people who deliver results, turn them into actions
- Engagement and involvement are key – get the right people in the room
- Know the quick levers to pull to achieving culture change:
  - Put together a culture change programme, give it a name – get a diagonal slice of people on it
  - Communicate behaviours you need to keep – block, make people accountable
  - What you pay attention to gets done – ask managers to report back on progress on the softer stuff as well as progress plans – give it 100 day focus
  - Get it on the agenda in team meetings
  - Use signs and symbols to signal change
  - Walk the talk
Readiness & Capability

When dealing with Transformational change consider readiness and capability together.

<table>
<thead>
<tr>
<th>Key People / Groups</th>
<th>Readiness Commitment/Willingness</th>
<th>Capabilities Power/Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>J Smith</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>F Bloggs</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>AN Other</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>J Frost</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

Activity

Plot key players on the table then overlay levels of commitment on the diagram overleaf to get a picture of what you are dealing with ………………………………
“Terrorists” and “Blockers”

Will never change
Will when there is no other option
Wait to see what happens
Get included at the first opportunity
Lead the change

Actively resist change
Go with the flow
Actively welcome change

“Champions”
Assessing the Prospects

Forcefield Analysis (Kurt Lewin, 1951) is a useful tool for assessing the feasibility of change. He argued that at any given time we can look at any Organisation, Group or project issue as being held in balance between driving and restraining forces. Eg:

**Driving Forces**

- National Target
  - Efficiencies
  - Agenda
  - Strategy Group
  - Service Champions
  - Positive role models
  - Good OHU and Policies

**Ideal Position**

- Reduce Absence by \( \text{......} \times \) and create a positive attendance culture

- Poor Health and Safety Training
- Cultural norm
- Mundane work
- Managers don’t do RTW Interviews
- People don’t understand flexibility in policies/have domestic issues

(NB: This list is not exhaustive)
Restraining Forces

It helps to represent the forces by the thickness of the arrow, then group them into:

- personal - eg fear of change, loss of competence
- intrapersonal - eg A is an ally of B but neither talks to C
- Intergroup - eg tensions between groups
- Technological - eg scope for efficiencies through ICT
- Financial - eg inadequate resources
- Organisational - eg structure location
- Environmental - eg driven by external factors e.g. legislation etc

To consider whether driving/restraining forces will build up or ease off; whether change is worth pursuing.

NB: The model isn't perfect - some would argue there is no such thing as a state of equilibrium, and different parts of the organisation change at different rates. Beware of using Forcefield Analysis with teams where situations are already tense it could polarise opinions, remember restraining factors aren't always negative.

2. The CIA Model

The CIA Model is often used in conjunction with Forcefield Analysis. Teams plot forces on the chart - develop strategies to control /influence the situation, decide the things they just need to accept and think through how to deal with them.
3. SWOT Analysis
SWOT analysis is a useful service planning tool. The process involves reflecting on drivers for change; identifying strengths (and unique selling points) weaknesses, opportunities on the horizon you could capitalise on; threats you need to minimise or turn into opportunities.

<table>
<thead>
<tr>
<th>Service:</th>
<th>Contact:</th>
<th>Ext:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drivers for Change</strong>&lt;br&gt;What are the key drivers for change that will influence service delivery?&lt;br&gt;Please cover the following areas political, economic, social, technological, legislative, environmental</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SWOT ANALYSIS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
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<td></td>
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Defining the Scope of Any Change Project

One of the problems in defining scope can be different aspects of the organisation are interconnected – if you change the way someone does an apparently self-contained task, it often impacts on someone else’s work. Leavitt (1964) suggests that if you make changes in one area you need to consider the implications on the other three and the balance overall between the fours components.