

Managing Organisational Change



OrgChangeDesign



What is Organisational Change?

Organisational change is the process of shifting an organisation's structure or other significant elements, such as processes, to improve operations and meet challenges being faced now and/or expected to occur in the future.

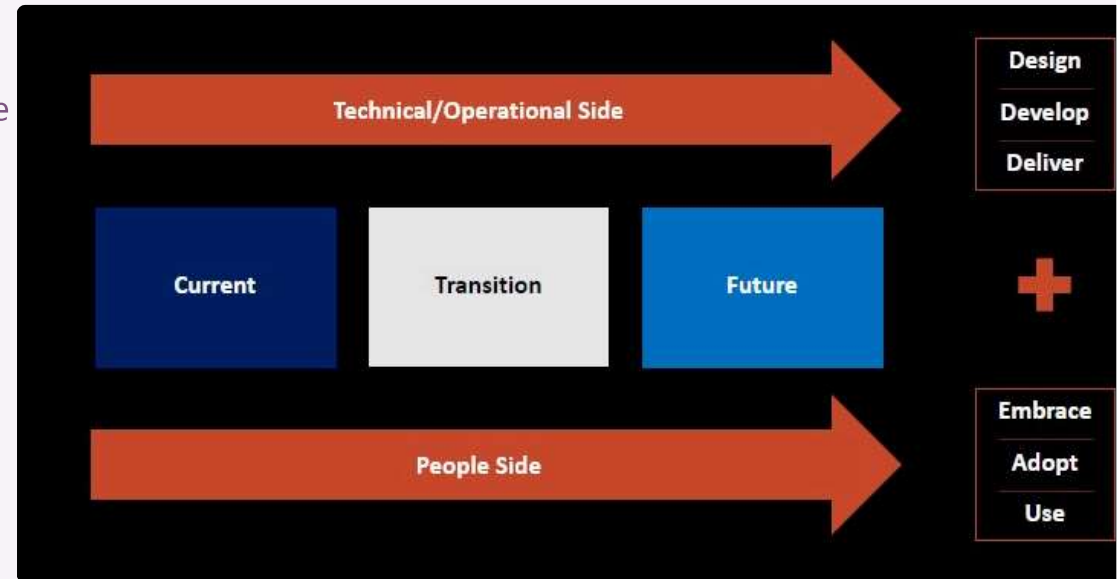
Successful change depends on all those involved and/or impacted by the change being engaged in the process with the effective changes properly planned and communicated.

These pages will guide you through each of the stages of organisational change and factors which should be taken

into consideration.

Every organisation will experience change, and there can be many drivers for these changes including:

- Growth opportunities
- Financial, including economic downturns and challenging budgets
- Change in strategic objectives
- Technological developments



Examples of Change:

- Transformational Change*
- Behavioural/Culture Change
- Adoption of new technology/systems
- Restructuring a team/service*
- Establishment of new post(s)*
- Redesign/disestablishment of existing post(s)*
- Employee change between Cluster*

*Delegated authority approval will be required when considering one, or a combination, of those asterisked changes in the list above and the delegated authority requirements of the **organisational change process** should be followed in these cases.

- 1 **Strategic Change**
Includes changes to the business policies, structures, or processes
- 2 **People – Centric Change**
Includes instituting new parental leave policies or bringing in new hires
- 3 **Structural Change**
Includes shifts in management hierarchy, teams, responsibilities of different departments, chain of command, job structure
- 4 **Technological Change**
Involves introducing new software or system to improve business processes
- 5 **Unplanned Change**
A necessary action following unexpected events
- 6 **Remedial Change**
Occurs when a problem is identified, and a solution needs to be implemented

More examples of Change

Roles in Change Management

There are many core roles which are part of successful change management - and you may be required to take on more than one of these roles during the change process - these include:

Role	Description	Change Management Tool(s)
Sponsor of the Change	Provide active and visible sponsorship and commitment to the change. They provide visibility and credibility and ensure the business reasons for the change are promoted.	Adoption & Change Management Plan
Change Practitioner	Ensures communications and training and acts as a Change Agent Network.	Adoption & Change Management Plan
People Manager	Ensure communications and training and key influencers, they know their teams and can support personal impact of change.	CLARC Model / Adoption & Change Management Plan
Project Manager	Provide solutions and subject matter expert on driving the project, with focus on design, development and delivery including budget.	Adoption & Change Management Plan and Project Plan
Employee personally impacted by the Change	Employees undergoing change must understand it and understand their response and barriers to change, must receive communication to enable them to understand the change.	Change Management Course

Good change management will often have additional roles or tasks such as:

- Business Analyst
- People and Organisational Development
- Subject Matter Experts
- Communications
- Training

The Role of People Managers

People Managers are critical to the success of any change initiative. Prosci* research shows that people managers have the following five unique and important roles to play during times of change which are presented as The CLARC Model. Fulfilling each of these CLARC roles enables a people manager to have a positive impact on each individual's journey through each stage of the ADKAR Change Model which is described further [here](#).

The CLARC Model

C - Communicator

Share personal impact messages direct with teams about the change. The People Manager builds awareness of the need for change within their team.

- What does this change mean to me?
- What's in it for me?
- Why should I get on board?
- What are we doing this?

L - Liaison

Engage with and support the project team. The People Manager liaises between employees and the project team, they provide feedback and concerns during implementation in order to influence reinforcement to sustain the change.

A - Advocate

Demonstrate support for the change. The People Manager influences desire to participate and support the change. Employees look to their manager for direct messages about the change. If a People Manager is not seen to support the change their employees are more likely not to.

R - Resistance Manager



CLARC Graphic

**Prosci, founded in 1994, is a global leader in change management who are passionate about helping organisations build effective change capabilities, combining scientific principles and a focus on the people side of change. PROCI is derived from the first syllable of Professional and Science, reflecting*

Identify and mitigate resistance to change. The People Manager can influence their employees desire to support a change as well as reinforcement to sustain the change. People Managers will know their employees and recognise resistance within the group and can identify barriers so they can then look at solutions.

the believe that scientific principles and research are fundamental to understanding organisational change.

C - Coach

Help employees through the change process. The People Manager can coach their employees through the change ensuring the necessary information, knowledge and support is provided and any training is identified to enable the change, as well as ensuring employees have the ability to implement the desired skills and behaviours.

How People React to Change

It is important to recognise that everyone deals with or reacts to change in their own different way. This can depend on the actual or expected impact of the change on them personally.

There are numerous models which reflect how individuals are impacted during change. We have identified the Kubler-Ross change curve; a popular model, which sets out the stages of change people can go through- with indicators at the side for how to minimise impact and help people through the change process.

Using a planned approach to your change, using tools like those covered below, has the benefit of enabling you to successfully identify all the individuals who are in scope and potentially impacted by the change.

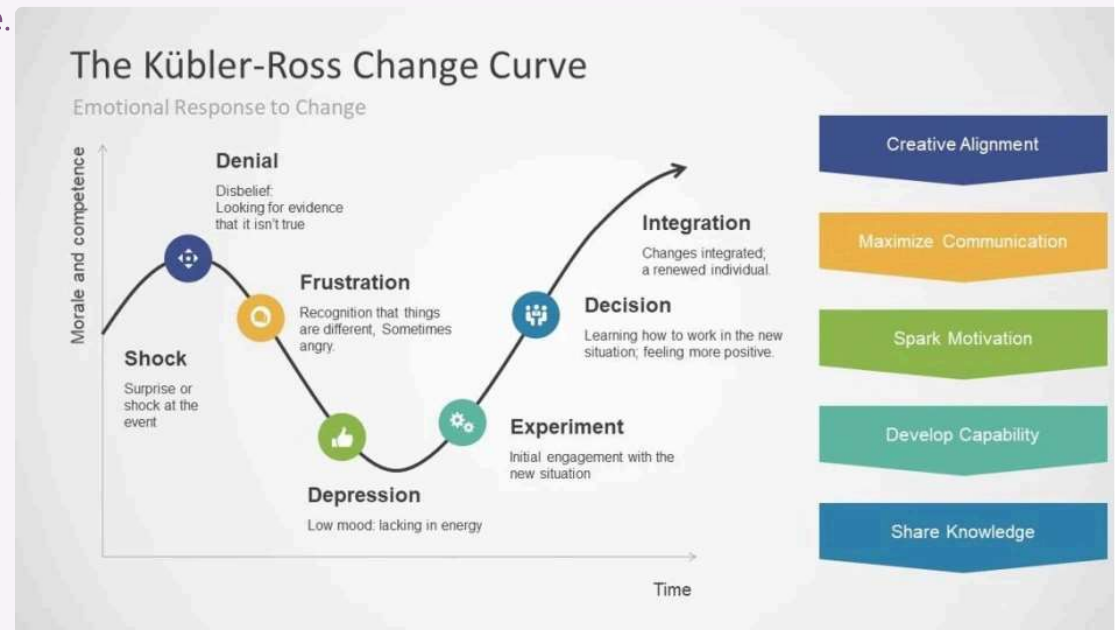
Our Adoption and Change Management (ACM) tool will support you in identifying where, when and how you can effectively engage these groups and support them positively throughout the change process. Early engagement often both improves the change as well as having a better change journey. This engagement can identify early adopters who can positively influence and support those who are within the impacted group.

There may be the potential for resistance in any change process, this is a normal human response, however, we can better manage and understand this by applying effective change management from the start of a project or initiative. This includes building trust through clear communication, engagement and co-creation of the change.

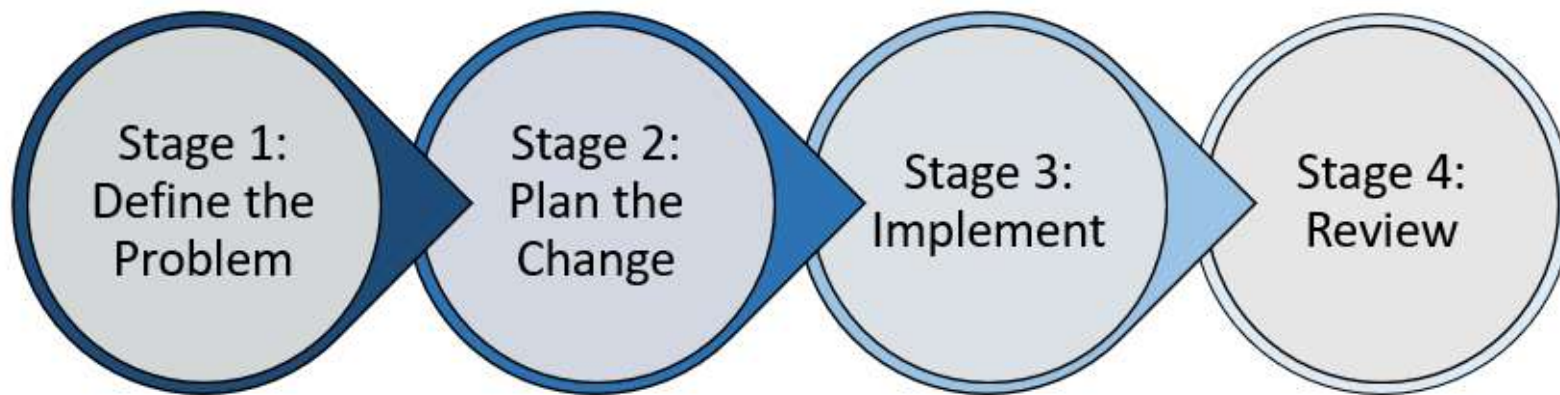
Effective change management requires the identification of root causes of any resistance, to truly understand it.



ACM Pillars



The Organisational Change Process



The Organisational Change 4 Stage Process

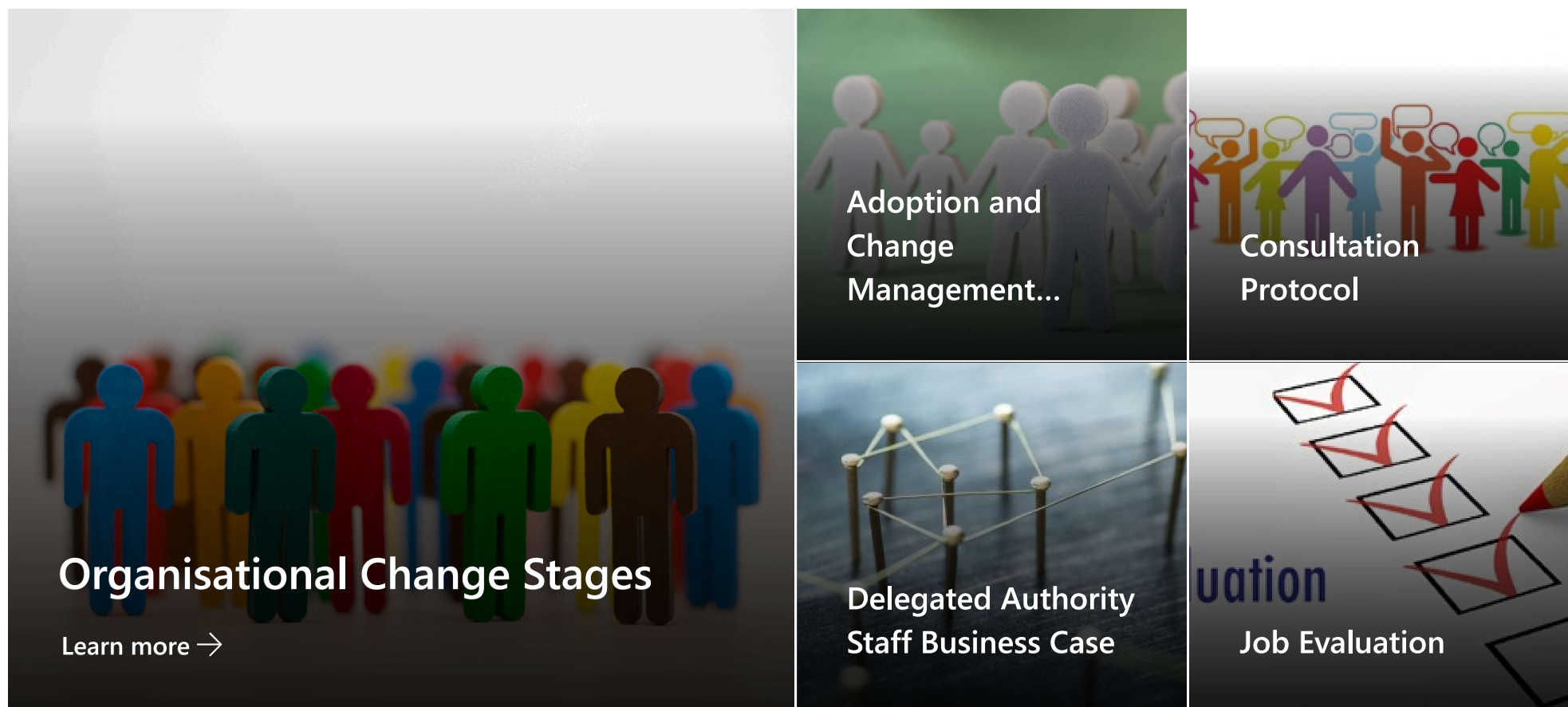
The Organisational Change Process consists of the above **4 stages**. It is important to manage your organisational change in line with these to maximise positive outcomes for everyone involved. At each stage there are recommended **core steps**, and the Adoption and Change Management (ACM) Toolkit will support you throughout the process in planning and delivering successful change.

During the change process there may be a need for job evaluation and/or a formal delegated authority staff business case depending on the change and direct impact on employees - these requirements are primarily considered under stage 2 and stage 3 of the process and where applicable additional steps apply.

Full details on the 4 stages and the ACM Toolkit are available by following the below links.

In addition, there are links to guidance on Delegated Authority Staff Business Cases (where you will also find more information about 'Business Case Gateway Checks' which ensure people and budgetary implications are fully considered and scrutinised at a corporate level), job evaluation and formal consultation.

Your P&OD Advisor can support you throughout, providing advice on undertaking each stage specific to your proposed change.



Training, Resources and Links



ACCLEARN - Dealing with Change



ACCLEARN - Change Management Training



Talent and Recruitment



Managing Vacancies



Trade Union Representatives

Further Support

Contact an advisor from the Organisational Change & Design team for further guidance and support on the process and tools. The team will be able to advise whether Delegated Authority Approval, e.g. via Business Case, is required for your change (see more detail under the Organisational Design Process section below), and including your Finance contact in discussions is also critical at an early stage, to ensure that financial viability and best value will be sustained throughout the change process.