

CHANGE MANAGEMENT

This tool kit has been designed to help you plan and implement change.

It will help you to think about how best to approach change, the key considerations and managing potential barriers to successful change.



Change is defined as making or becoming different, or exchanging one thing for another thing. Change can be big or small...it may involve a few people or the whole organisation



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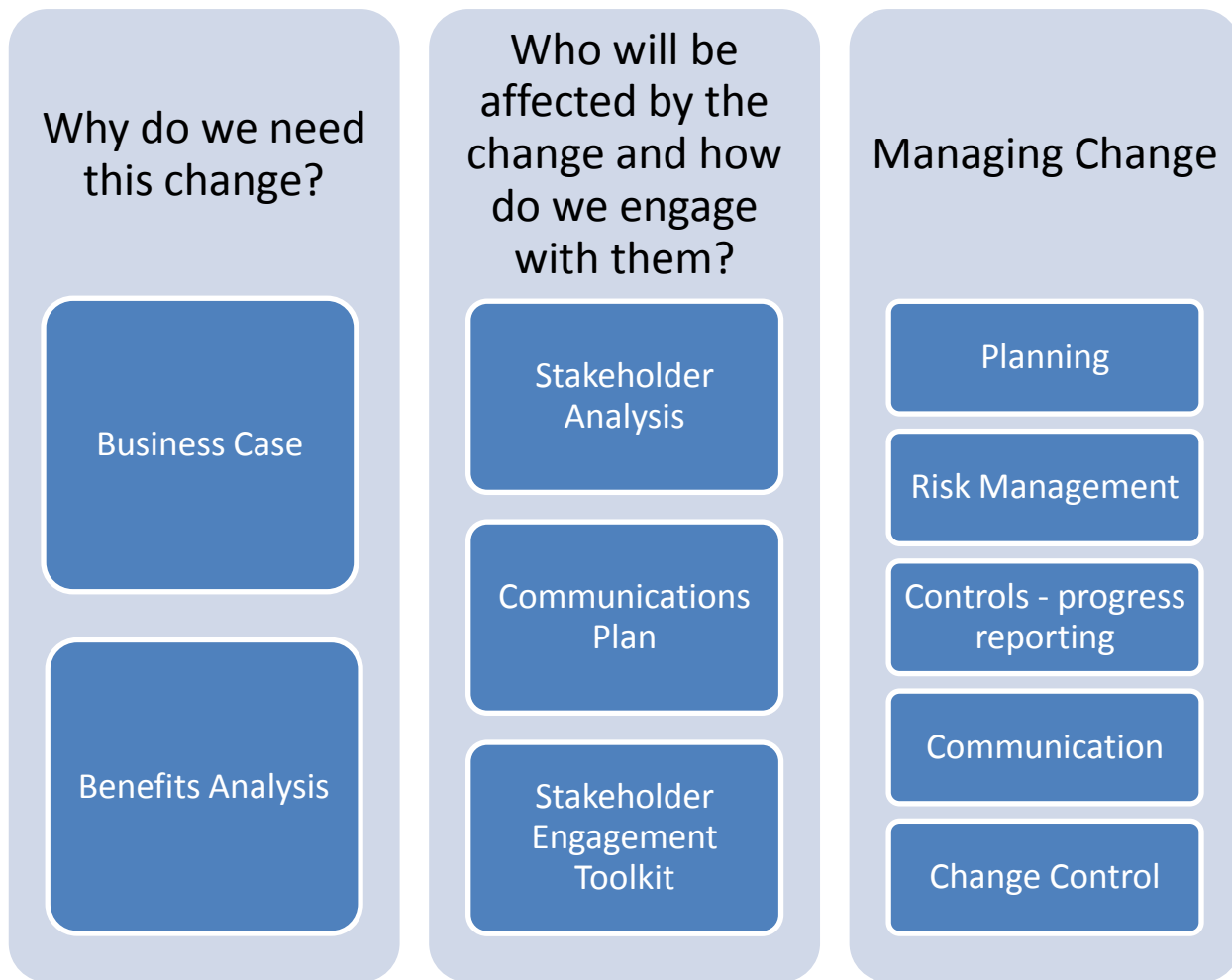
Change Management



Managing Change

Change is vital for organisations to develop and move forward. Changes may be driven by internal forces e.g. improving efficiencies, or external forces e.g. competition or legislation.

Whatever the type of change it should not be made in an uncontrolled way. Many change projects fail and this is often a result of failing to adopt a structured approach and not recognising the impact of the change on people. The approach to change management can be closely aligned with the project management methodology as shown below:



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Key factors to consider

When a change is being planned consideration should be given to factors that can impact on the implementation of that change. Two important elements to consider are:

The Culture of the Organisation:

- How does it react to change?
- Is it ready for the change?
- How are decisions made?
- Are changes driven from the top down or can a more collaborative approach be adopted?

There is often not much scope to change how the organisational culture handles change as this is embedded but an understanding can be helpful in determining the best approach for implementing new initiatives. For example by identifying how resources are allocated and following the accepted processes to facilitate the change.

People:

- How will people receive the proposed change?
- What has been their past experience of change?
- What's in it for them?
- What other changes are currently planned or underway?

Individuals react differently to change and they may have concerns about how the change will affect them personally. For example will they be able to adapt to the change, do they have the skills needed to adopt new processes and what will be the consequences of the change.



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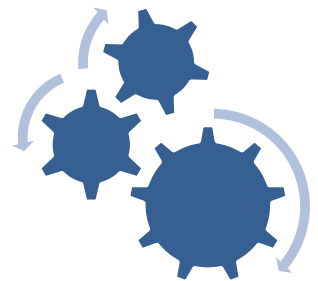


Timing and Pace of Change:

The timescales and pace of the change can present particular challenges to managing the implementation of the change and should be carefully considered in relation to both the organisation and people factors.

- The organisation as a whole may not be able to engage in the change fast enough to meet the timescale set by those driving the change. This may be due to not having suitable structures and processes in place at the outset.
- If the deadline for change is mandatory i.e. defined by an external body or legislation then it may be necessary to put more resource (staff, funding etc...) into the change initiative. It may also be advisable to undertake more face to face communication to support those affected by the pace of the change.
- Similarly, if too many change initiatives are being planned or implemented at the same time it may impact on people's capacity to handle the changes and lead to a lack of engagement. It is important when planning a new change that all these factors be acknowledged and also that individuals clearly understand their role and responsibilities throughout the change process.

The **Organisational** and **People** factors are inextricably linked; each influencing the other. Together they can have a significant impact on successfully implementing any change.



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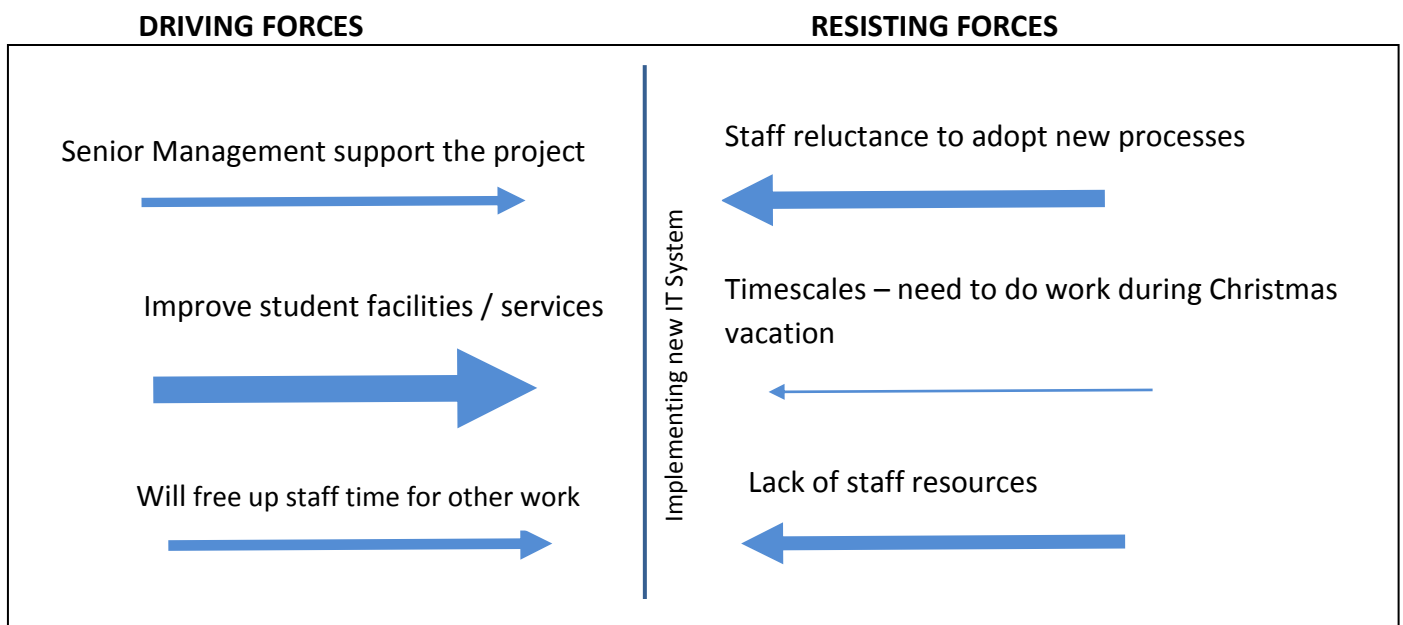
Potential barriers to successful change

How to identify what the barriers to change might be?

Force- field Analysis

This model is one way to determine what the driving forces are for the change and to record potential resisting forces. It a useful tool for teams and managers to use during the initial planning stages.

The size and weight of the arrow can be used to indicate how strong each particular force is:



The driving forces must outweigh the resisting forces if the change is to happen successfully.

By identifying resisting forces and how strong they might be it allows strategies to be developed and put in place to reduce these. For example:

- How might staff be encouraged to adopt the new process?
- What support could be put in place to help with the transition i.e. training etc?
- Can additional staff resources be made available?



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Eight steps to managing change



1. **Enlist the support and involvement of key people;** these may not only be Senior Managers who may have key roles on the Project Board but also individuals who support the change and could influence their colleagues in a positive way

2. **Make sure people understand why the change is needed and what the benefits will be.**

This links in with having a strong business case, clearly defined benefits and timescales for realising those benefits / rewards. The change may also create opportunities for individuals so ensure that this is also communicated.

3. **Acknowledge the impact of the change on individuals and teams,** whether that is positive or negative. People will react differently to change and most will ask the question “What’s in it for me?” , therefore you need to consider this when planning any communications.

4. **Involve people.** Wherever possible ask people for their input and feedback on the proposal and how to approach the change (This may not be possible if timescales are very short, or for legislative changes).

5. **Put enabling structures in place** e.g. recognise what needs to be done and put in place processes to facilitate the change e.g. getting the right project team and structure, planning meetings, hold focus groups and consultations etc...

6. **Celebrate milestones and project successes.**

This allows people to see what has been achieved and that progress is being made

7. **Embed the change** – make sure the handover from project to business as usual is managed and supporting processes, training needs etc...have been considered and planned for

8. **Communicate relentlessly!**

Lack of information is a common reason why change projects do not succeed. Have a clear communications plan; ensure that the information is relevant and that the method of delivering the message is appropriate for the audience you want to reach.

It is important to manage people's expectations so if you do ask for their input they will expect their ideas to be considered and acted on. It is important to be clear on how you will use their contributions so that they remain engaged

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Keeping Things on Track....

Sometimes momentum slows as the change project moves on so it is important to:

- ◆ Review what has been achieved so far
- ◆ Review the Project Initiation Document throughout the project to ensure everything is on track and you are delivering what you set out to deliver.
- ◆ Review the Business Case to make sure the project is still viable
- ◆ Plan carefully the activities for the next stage and confirm priorities
- ◆ Check there are still sufficient resources to deliver the change

If any aspects such as requirements, scope, resource availability, or the circumstances have changed then it may be necessary to a project change request.

Project Change Requests

These are used to assist the Project Manager and the Project Board to determine the impact of a change on the overall project. They also ensure that any project changes are agreed and formally approved. If changes such as this are made on an ad hoc basis it is easy to lose track of where the project is heading and can result in expectations not being managed or met which can have a negative impact on both outcomes and people.

Project Changes will usually have an impact on one or more of the following:

- Scope and requirements
- Time
- Cost
- Quality
- Resources
- Risks management
- Communications
- Benefits

The Project Manager is responsible for developing the change request and presenting options and recommendations to the Board. The Project Board is then responsible for formally approving the change



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Project Office top tips

- There are many other tools and resources available to assist in planning and implementing change. For more information visit the [Developing Your People](#) via the “my skills” tab on the staff portal my.bham.ac.uk
- Ask for help!
If you feel that you need additional support for certain aspects of the change initiative don't be afraid to contact peers or colleagues outside of the project who have particular knowledge or expertise. For example you may want some help with facilitating workshops, or you may want advice and support in developing communications. Colleagues can be a valuable resource for sharing good practice which may enable you to manage the change more effectively.
- Try to find out what other change initiatives are currently being planned at the same time as your project. Speak to colleagues in your own area and to other stakeholders to identify possible risks, especially if it likely that the same stakeholders or resources will be involved in more than one change at the same time.

For more information and advice contact the Project Office: projects@contacts.bham.ac.uk

