**Managing Change**

The aim of this unit is to develop the knowledge, understanding and skills required to manage change within an organisation. Learners will develop an understanding of the need for managing change and the different models that can be used to support this process.

**Indicative Content**

**1. Understand how models or frameworks of strategic change can support the change process in organisations**

Factors that may influence need for change:

* Examples may include political, environmental, financial pressures, economics, emerging markets, mergers and acquisitions, technology, internal organisational changes.

Implications of not embracing change:

* Negative outcomes may include business closure, financial implications, redundancies, human resources e.g. restructuring, recruitment, training, deterioration of equipment resulting in increased costs at a later stage.

Change management models and frameworks:

* Examples may include; John P Kotter’s eight steps to successful change; Prosci’s five building blocks ADKAR; action research, gap analysis; Kurt Lewin’s change management model; McKinsey’s 7S; Burke-Litwin’s causal change model.
* EFQM model, the balance score-card, Kailzen Blitz, Six Sigma, The Change Curve.

**2. Understand strategies to encourage the involvement of stakeholders in the management of change**

Change management strategies:

• Identify and prioritise stakeholders, develop engagement strategy, maximise support, involve stakeholders using different methods e.g. forums, presentations, group facilitation, sharing information.

• Examples may include conducting a stakeholder analysis, use of multiple-cause diagrams, effective use of motivational and influencing skills, systems modelling, team development to enhance commitment, divergence and convergence.

Resistance to change:

• Types of resistance may include resistance to the process of change, resistance from individual colleagues, resistance from groups, passive versus active resistance, significant resistance versus minor.

Managing resistance to change:

• Effective communication strategy, training and information programmes, staff forums, empowering colleagues, giving ownership, gaining support from key players.

**3. Be able to develop a change strategy against business aims and objectives**

The need for change:

* Analysis of business aims and objectives and feasibility of achieving them in context of economic downturn, changes in global markets, budget pressures, internal resources, changes to legislation, new technologies, changing markets, change in direction, new CEO.

Strategies:

• Business Process Re-engineering (BPR), organisational development, introducing new structures e.g. matrix or network organisations, virtual organisations, right sizing, push and pull strategies.

Measures and systems to monitor progress:

• Examples may include; reporting, project management systems, goal-based evaluations, process based evaluation, progress reviews against milestones and deadlines, quality circles, data analysis.

Role of Leader:

* Vision, planning, leading stakeholders, appointing change agents, communication at different stages e.g. need for change, progress with change, motivation, taking account of outcomes from monitoring processes, making adjustments, celebrating success.

Implementation plan:

* Plan is able to deliver identified outcomes, within resource constraints, structured, staged, clarity of task, responsibilities and accountabilities, milestones and review points, deadlines, communication flows, contingency planning.