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PREPARING FOR CHANGE

- preparing people for change, including:
  - Lewin's Forcefield Analysis model
  - Kotter's 8 Steps change management model

WHAT WE NEED TO KNOW

- Here are all the topics this PowerPoint aims to cover from the BME Y12 Syllabus.

PREPARING FOR CHANGE INTRODUCTION

- Change cannot be successful unless people are prepared.
- Change may be valid for a company, but it will not be productive nor positive unless there is motivation and understanding from employees as to why the change is beneficial.
- The chances of change being successful are increased if the following steps occur:

Prepare: Prepare for change within a business by researching, consulting, planning and discussing option for change

Communicate: Communicate the change planned and what benefits it will bring

Involve: Ensure involvement is constant when conducting change. Involvement is sustained through consultations – with stakeholders and affected staff – in which feedback can be obtained and incorporated into the plan for change.

Support: Ensure that support is provided to staff who may be affected by the change, such as information, training and any other additional support they might need.

Leadership and Guidance: Ensure employees are motivated though having a clear vision of the change preposed and model any new processes and strategies.

STAGES OF CHANGE

01

Unfreeze:
- Present an argument for change to staff.
- Communicating to employees the purpose of change, the plan for change and being transparent on the impact that change will have on them and the company, is essential in driving and motivating change within a business.
- Employees must understand the costs and risks that come from lack of change, and the benefits that change can produce.

This stage sees the business communicating with employees through staff meetings, small group workshops and through verbal and written information distribution. This communication spurs employee feedback, which can be implemented into the plan for change.

02

Change:
During the changing stage, the planned change is implemented.
This could be new polices, systems and/or processes.

Communication is also vital during this stage, as well as employee rewards and recognition – in relation to the new ways of the business.

03

Refreeze:
- The new polices, processes and systems are formalised during this stage.

As employees might be slow on the uptake when dealing with new processes, procedures and routines, management needs to be kept in constant communication with staff, as to keep them motivated and committed through celebrating success and rewarding commitment to the new organisation.

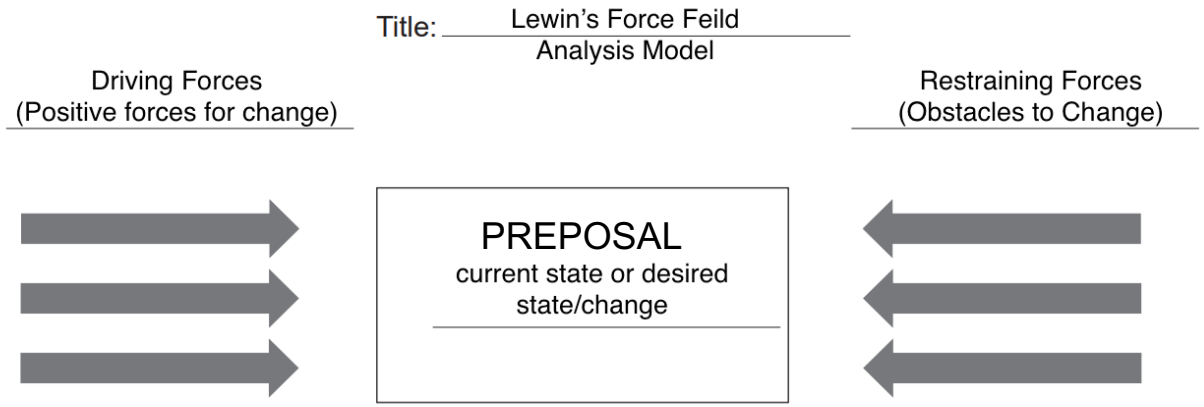
LEWIN'S FORCEFIELD ANALYSIS MODEL

WHAT IS IT? HOW DOES IT PREPARE PEOPLE FOR CHANGE?

- Lewin's Forcefield Analysis model is used by businesses to determine how viable change may be, and whether it is the 'preferable' option.
- It is a method used to analyse and compare the force of change (supporting/driving forces and resisting/restraining forces)
- It is used to help employees understand the need for change, displaying how the forces for change may be greater than the forces against change.
- The model can also assist businesses by displaying to stakeholders and board members how change would impact them, and the factors that have been considered in preparing for change.
- It can also assist management in developing action plans that would enhance the forces for change and reduce the forces against change.
- Note that the evaluation of forces should be clear and appropriate; it must be determined whether the proposed change is feasible- meaning that the forces driving change are greater than those restraining change.
- By using Lewin's Forcefield Analysis model, businesses can be transparent and clear in communicating the impending change and, therefore, properly prepare its people.

LEWIN'S FORCEFIELD ANALYSIS MODEL

- A proposal is deemed viable if the force **for** change score is higher than the force **against** change score.
- As management can create action plans that can reduce factors against change and increase factors driving change, They can also produce individual solutions to minimise the impact of the restraining forces.
- An example of this could be the restraining force of global communication. To solve this, a business could implement videoconferencing across countries.



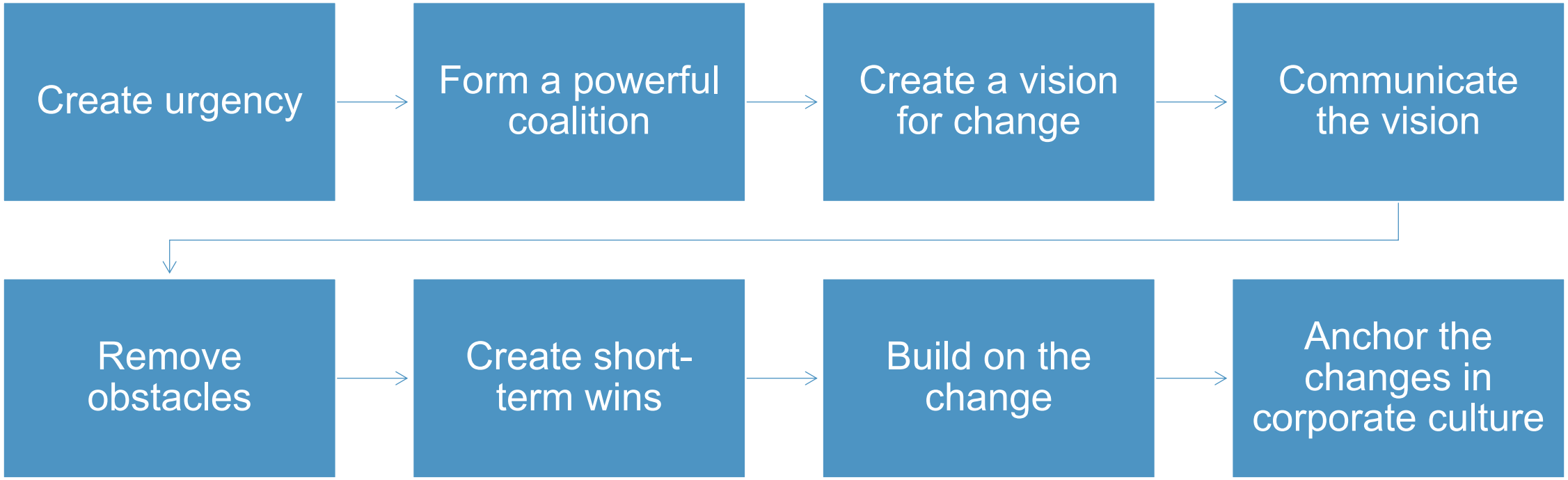
HOW IS IT USED/IMPLEMENTED?
There are multiple steps for implementation:

1. To organise thinking, the Lewin's Force Field Analysis Model is used.
2. The preposed change is described and communicated.
3. In a meeting, ideas about the driving and restraining forces are brainstormed and recorded.
4. Forces are then reviewed, and the most important forces identified are used in the model.
5. A rating is assigned to the important forces, according to their performance.
6. The higher the rating the more impact the force has on the proposed change.
7. Overall, A proposal for change seems viable if the forces FOR change score higher than the forces AGAINST change.

The forces driving and restraining change must be appropriate to the type of business and the proposed change:

- **driving change:** long-term revenue, market demand, unsustainable costs, competition, customer expectations;
- **restraining change:** company culture, time restraints, conversion cost, staff attitude.

KOTTER'S 8 STEP CHANGE MANAGEMENT MODEL



STEPS 1, 2 AND 3

Create Urgency:
Kotter suggest that 75% of management must be in agreeance with the preposed change. To ensure that majority is in support of change, staff need to understand why change is needed and the risk/costs of not implementing change. They need to believe that change is necessary, for it to be successful.

Form a Powerful Coalition:
Not only is support needed for change to be successful, but skill is also required. People who have technician and leadership skills must be utilised, as to make change happen.

Urgency

Create Urgency

- Identify threats and opportunities in the business environment
- To encourage communication and ideas, discuss the reasons for change
- Ask staff for input and support

Coalition

Form a Powerful Coalition

- Identify the leaders in the workplace
- Create a change team that will make/ensure change happens
- Make sure that people from a range of departments and levels are included.

Vision

Create a Vision for Change

- Use change team to develop a goal
- Create a clear plan for the change process used to achieve the goal
- Ensure that the vison for change is understood by staff and easily communicated

Create a Vision for Change:
Clear goals need to be developed so that staff know that they are working towards, and what the end goal is. If staff are aware of the benefits (that change will produce) then they are more likely to help work towards that goal. Employees will understand what has to be done within a business, if they know what the company is trying to achieve.

STEPS 4, 5 AND 6

Communicate the Vision:
All employees need to be aware of the change and vision. To ensure that everyone understands what is happening within the business, regular and consistent communicate is required. Holding multiple meetings, talking to individuals about concerns and collecting feedback are key ways to ensure that the business employees are ready and assisting with the change.

Remove Obstacles:
Planning for change includes anticipating what could go wrong or delay success. The business needs to identify obstacles blocking change and identify how to remove them. The business should reward people for making change happen and identify people who are resisting change and try to convince them of its importance. The staff need to be addressed regarding their concerns, as this obstacle could block the success of the change.

Communicate

Communicate the vision

- Ensure that there is discussion about the change vision within the business
- Collect feedback form employees and address any concerns or issues raised
- Lead by example

Remove

Remove Obstacles

- Identify barriers and create solution through communication and meetings
- Reward people for promoting change (making it happen)
- Identify people who are resisting change and convince them of its importance

Wins

Create Short-term Wins

- Be mindful of early targets being set.
- If early targets are not met or there is failure to achieve them, then it can jeopardise future success and commitment
- Ensure that you communicate success to all staff members

Create Short-term Wins:
Like any plan, the change plan should have short-term targets or goals. Staff will be more motivated if they can actually see the progress that is being made. If the employees believe in the change, it is more likely to be a success. Efforts to promote change should be rewarded and celebrated.

STEPS 7 AND 8

Build on the Change: Long term success is dependent on changing the workplace culture. Therefore, providing opportunities for employees to learn about the new policies and procedures and leadership restructure, will help to ensure long-term success. Change also involves leaving behind old methods of work, for new and more efficient processes. If employees don't believe this, then the change wont last.

Build

Build on the Change

- Identify threats and opportunities in the business environment
- To encourage communication and ideas, discuss the reasons for change
- Ask staff for input and support

Anchor

Anchor the Changes in the Corporate Culture

- Continue to celebrate success
- Show how success can come from change
- Keep workplace leaders informed so they can answer questions from their work teams.

Anchor the Changes in Corporate World: All members of staff – workplace leaders, managers, teams etc – need to continue to support change. If goals and business strategies are aligned with change, this will work to help sustain it.