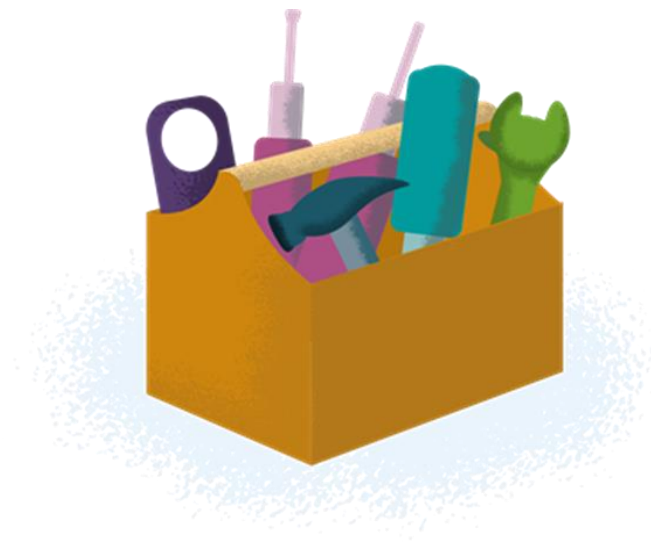


Improvement Cymru Academy Toolkit Guide



Change Management

Introduction

Change Management is a method which organisations can use to communicate and implement changes to move from the current state to the desired or future state. The Chartered Institute of Personnel and Development (CIPD) describe Change Management as *'a structured approach that support an organisation to move from one state to another desired state and is often concerned with supporting employees to facilitate change successfully'* (CIPD, 2023).

There are several reasons why an organisation needs to implement changes. These can be both internal and external factors. There are also many types of changes that organisations may undergo such as process changes, cultural changes, and restructuring changes. Changes made to an organisation can be both incremental which are known as adaptive changes, or they can be transformational which are larger scale changes and have a significant impact on staff and service users of an organisation.

Rationale

Change Management is a crucial aspect for successfully implementing changes within an organisation. There are several reasons why taking a change management approach can be beneficial:

1. Minimises Disruptions

By having a structured approach, change management can help minimise disruptions to an organisation by helping to navigate through the transition.

2. Enhances Staff Capacity and Capability

A Change Management strategy will allow you to address areas where education and training resources are required to assist with changes being implemented. By enabling staff to be prepared, they can provide safer care to patients.

3. Deals with resistance.

Changes to an organisation often are met with resistance. Change Management strategies can help deal with resistance by encouraging transparency, open communication and addressing concerns.

4. Promotes a positive organisational culture.

Any change will have an impact on organisational culture and change management strategies will promote a positive culture which encourages collaboration, innovation, and continuous improvement (See our Culture of Continuous Improvement Toolkit Guide here for more information).

5. Aligns the organisation with strategic objectives.

All organisations have strategic objectives such as improving patient outcomes, being more sustainable etc... and change management strategies ensure that initiatives align with the overall aims and goals of the organisation.

Background

Change management concepts are rooted in history but have evolved over time. A cultural anthropologist called Arnold Van Gennep in 1909, introduced the concept of change in terms of the life cycle with adolescence as being the current state, marriage as the transition state and parenthood as the future state. Later, around the mid-20th century a social psychologist called Kurt Lewin introduced a similar change methodology made up of three phases – unfreezing, relocating, and refreezing. This was similar to another three-stage model developed by William Bridges in 1979. In the 1990s, change management started to make its way into businesses. With change models such as John Kotter's 8 steps for change and the Awareness, Desire, Knowledge, Ability and Reinforcement model also known as the ADKAR Model being developed into the 2000s, these models are the foundations of many change management concepts that are used today.

When to use

Change management strategies may be required due to several different circumstances. This list is intended to provide examples and is not exhaustive:

- To increase or decrease budget
- For the introduction of new technologies or policies
- Actions required because of patient feedback or staff feedback
- Changes in legislation,
- Changes because of audits

- Change in the strategic direction of an organisation.

Each of these changes may bring about process change, systemic changes, and cultural change which will need to be managed using change management strategies.

How to use

Change Management is an important process to help organisations navigate through changes and can contribute to the continued success of an organisation. Although there are many Change Management Models that can be used, they all have similar themes.

Step One: Creating the Conditions for change.

Creating the conditions for change is essential to facilitate successful transitions within an organisation. Having the correct conditions will increase the likelihood of the adoption of a change idea being successful, ensures clarity about the change and will help to minimise resistance and maximise positive outcomes. Before you expect other people to buy into the changes, you will need to fully understand them yourself. It is good practice to create a business case for the change. This will include points such as:

- What is the change or changes?
- Why does the change need to happen (what will be the impact)
- Stakeholder Analysis
- What are the benefits and risks of implementing the change (include financial implications here as well as the benefits to patients, staff and the wider organisation)
- Timelines of when the change will happen
- How will the change be managed.

Understanding these points will help you to create the conditions to implement change. Understanding the various benefits and risks will allow you to create buy in and prepare you for addressing concerns. Performing a stakeholder analysis is an important part of any change management process so you can identify who will be

affected by the change both positively and negatively, directly and indirectly. It is important to think about how you will communicate with stakeholders throughout the implementation of the change. See our Involving Others Toolkit Guide here for more information.

Step Two: Creating a Strategic Plan.

Once the change has been understood, it is important to create a strategic plan to help implement the change.

1. Firstly, you will need to identify the strategic goals. Ask yourself, how does the change that is going to be implemented help to meet the organisational goals?

2. Secondly you will need to think about measurement and how will the success of the change idea be measured? What is the current state of the organisation? See our Measurement Plan Toolkit Guide here for more information.

3. Thirdly you will need to create a project team and document who will be responsible for different aspects of the process.

4. Lastly, it is important to define the scope of the project. This is to ensure that you are working within the boundaries of what is needed to get the change implemented, whilst making effective use of time and resources.

To create a shared vision for everyone within an organisation to work towards you may want to create a SMART aim. This ensures that you have a clear and structured approach. See our SMART aim Toolkit guide here for more information.

Step Three: Empower individuals within teams.

Leading change is about uniting people to promote the change, for this to happen people must have confidence in the change themselves to motivate others around them to want to do the change. Change cannot be done alone, and you will need to build will and motivation within teams. To enable you to do this, you and the team members will need several important key skills:

- Communication to be able to express the vision for change and listen to concerns as well as ideas

- Planning and problem solving to manage resistance and address any issues
- Negotiation / influencing skills.

Depending on the type of change you may need to bring subject matter experts into the team, e.g. if there is a change in technologies then you may want a person who works in information technology (IT) to be part of the team.

Step Four: Monitor Progress

There will be some resistance to change, and it is important to be aware that people often find change difficult, needing time to adjust to the changes. The Kubler-Ros change curve describes the emotions people go through when dealing with change.

Understanding this principle is essential for successful people management during the entire project. The first action is critical to minimise resistance by fostering a conducive environment for transformation, setting realistic expectations, and preparing the organisation. Transparent and steady communication is imperative, as people often need the change to be clarified and validated. Regularly touching base with team members to assess their state of mind and providing education and assistance is also crucial, ensuring they have the skills and expertise required for enacting the change.

Step Five: Review and embed the changes into the organisation.

At the end of any project, it is important to capture the lessons learnt although this does not have to be done exclusively at the end. Lessons learned can be carried out throughout the project. In this section, you will need to capture areas of the project that could have been improved, review feedback, and if anything needs to be done to ensure the sustainability of the change. It is important that when you carry out 'lessons learned' meeting that you have a clear objective and agenda, ensure key stakeholders can attend, and you have someone to facilitate so that actions are documented. See our 'An Introduction to Facilitation Guide' here for more information.

What Next?

Look at some change management strategies such as Kotter's Eight Steps of Change, Lewin's Force Field Analysis, The Kubler-Ross Change curve, McKinsey 7S model, Agile Transformation and Carl Roger's person-centred approach. If you are undertaking a project that requires change management then decide which change management strategy is best for your project.

Helpful tips

It is important that when you start the change management process that you create the conditions for managing the change as this will make the change easier to implement. Performing a stakeholder analysis is key to identifying individuals that are involved in the change process as well as identifying individuals who have a high level of influence and are resistant or may become resistant to the change. A strategy to manage the resistance effectively could be to carry out a 'What's in it for me' analysis.

Additional Resources

If you are interested in learning more about how improvement practices can benefit your workplace, we offer a range of training courses. Visit our website for more information. <https://phw.nhs.wales/services-and-teams/improvement-cymru/improvement-cymru-academy/> or email us improvementcymruacademy@wales.nhs.uk to find about the improvement courses we offer.

Further reading

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