Planning, Managing and Implementing Change:

Template for the Creation of a Plan for Change

Pre-approach

Here is our initial template, based on the **7 Factors for Successful Change**, designed to help you develop a practical change plan for you, for your work area:

A. Putting the change in context
1. Vision and commitment

B. Planning the change: Using the change models
2. Understanding the culture
3. Understanding the environment
4. Understanding attitudes to change/change types

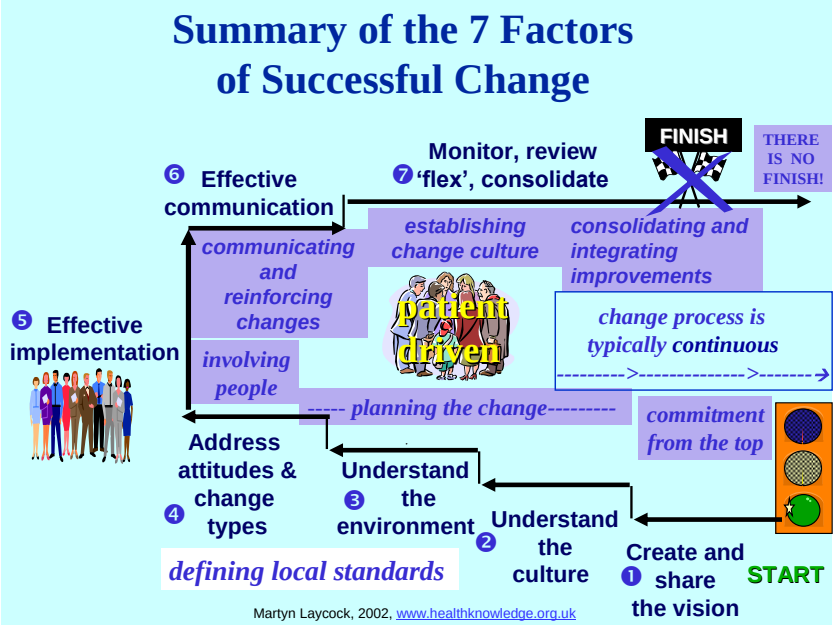
C. Implementing the change
5. The people perspective
6. Effective two-way communication

D. Monitoring and managing the process
7. Monitoring and reviews

Once you have completed this pre-approach you should be ready to move towards the preparation of a Change Plan relevant to you, to you part of the organisation. We will be supplying a further template to help you do that in Workshop 2.

Here is our key slide:

The Seven Factors for Success in Managing Change



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A. Putting the Change in Context

1. Vision and commitment

There is not too much impact you can have on the *overall* change initiative and its communication 'from the top'. You will be somewhere 'down the line' and dependent upon *others* to keep you informed about the change, its goals and objectives, the reasons for it and how it is to be achieved; also your role in it. But it will help a lot if you have read the summaries, and know the detail of, the *NHS Plan* and the key structure document *Shifting the Balance of Power* and its linked Human Resource document (July 2001).

It helps if the change programme has been well planned from the top, well thought through, well launched – and, very importantly, well communicated.

Your challenges will be two-fold:

- getting to grips with the change plans *yourself*, thinking not only how they will affect *you*, but very importantly, also how they will affect *your people* - and *those around you*, those on whom you are dependent to do your work

- planning how you will manage and implement the change in your work area(s) – the areas and the people for which and for whom you are responsible

Make notes here about:

a) how you feel about the changes

b) what support you need to implement the changes in your work area

c) how your 'local' change plan will need to fit in with what your own line manager and senior managers will be doing

d) try to write down your 'change mission' in one or two sentences

On the above you may well need, after due thought and consideration, to seek a meeting with your line manager to discuss and arrange how you will proceed to the next stage: detailed ***planning*** *of the change initiative*

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B. Planning for change: Using the Change Models

In our *Seven Factors for Successful Change* we emphasised the critical importance of *planning* change. There are key models (see below) that can help us in our planning activity. You should consider using any which seem relevant to you and your work area. Each can, in its own way, help you think about and plan different areas of your 'change activity'.

The models covered in *Introduction to Managing Change* are:

7 Factors of Successful Change
This highlights the key factors that contribute towards successful management of change; we are using it to guide us through this template.

Endings < Beginnings via the 'Turbulent Zone'
Adapted from William Bridges *Managing Transitions*, this model explains the importance of the **transition** that organisations and people must go through when change is taking place.

Force-Field Analysis
Use this well-known planning/analysis tool to plot all the factors that are either driving or resisting the changes and you'll better understand how to shape and manage your own change initiative taking into account the 'macro' (overall) aspects as well as many of the characteristics of your own work area.

Types/Levels of Change
Use this chart to think about the whole context of change in your organisation; where and how the present changes fit; what factors (e.g. staff morale) need to be taken into account

Change Adopters
Use this Everett Rogers graph to understand how different types of people react and respond to change; this understanding can be very useful as you move through the various stages of transition

Change Types Chart - Binnie & Williams
Used alongside the above 'change adopters', this model will help you understand how people can display such different attitudes and responses to change

Impacts of Change: The Coping Cycle
This diagram by Colin Carnall is particularly useful in understanding how people feel and react to change and helps you plan your route through the transitional zone

Organisational Culture Matrix - Charles Handy
Gain a better understanding of cultural aspects of change using Handy's model that explains the different types of organisational culture and it should help you shape/tailor, manage the change processes that you will go through.

PLAN : ACTION : REVIEW - Model Briner et al
It's essential that you understand the value of this simple planning model and ensure that you structure in regular reviews so that you can assess just how well – or otherwise! - your change programme is going; it helps you to tailor – and amend where necessary – your change plans to ensure that they **work**

Further models to be covered in module 2, *Planning, Managing and Implementing Change* are:

The Four Step Approach to Planning Change
This one provides a particularly useful framework on which to plan change

Five Key Stages in Successful Transition

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SWOT and PEST analyses are also useful
Tried, tested and frequently used generic strategy/assessment tools

2. Understanding the culture

The *NHS Plan* emphasises that the changes getting underway will bring about a change in culture of the NHS; *Shifting the Balance of Power* is designed to move the emphasis away from processes and procedures (internally driven) towards meeting the needs of patients/consumers (externally driven). This will take time – some *considerable* time for cultural change cannot be achieved 'at the flick of a switch'; fundamental cultural change can take several years to effect. But, as they say, you have to start somewhere!

So it's worth looking at Bridges' Transition Model and thinking about the 'turbulent zone' an area that Bridges says is a *"nowhere between two somewheres"*.

It is then very helpful to your overall planning for change if you consider and then factor-in the cultural aspects against which change is being implemented.

Here you should find the slides on Charles Handy's cultural types very useful

Looking at Handy's types – what is the prevailing culture in your part of the organisation?

Power? Role? Task? Person?

Note it may well be a mixture of two or more!

Note down some of the key considerations of your organisational culture as it is now

How will the 'new' culture be different?

Note particularly the 'human factors' that you need to recognise and understand if you are to get people through the 'turbulent zone' and out to the other side

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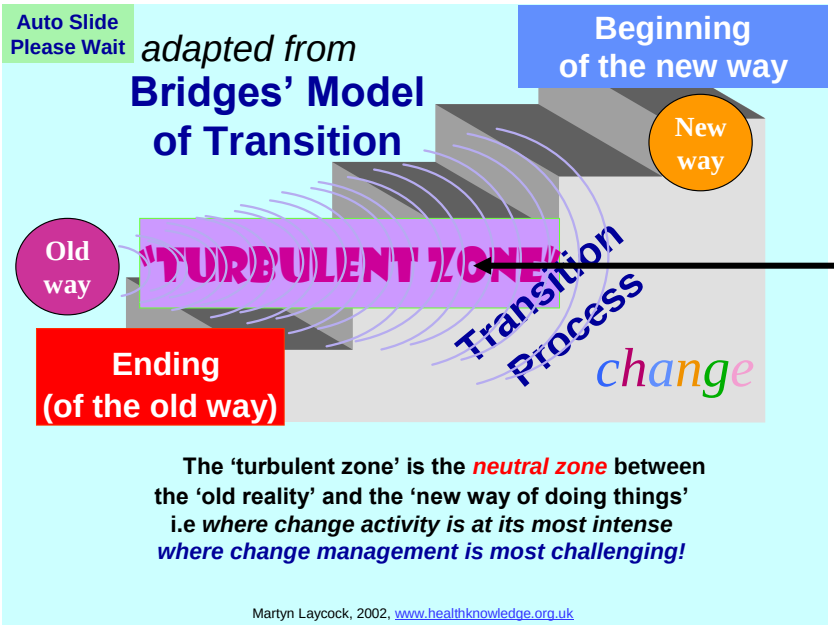

"A nowhere between two somewheres"

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3. Understanding the environment

In all change initiatives it is important to understand the environment in which the change is to take place – this means largely the external factors that are driving the change.

But there are also a number of factors which typically work *against* change – these are often internal factors, *frequently human* factors.

Here it is very useful to use a **Force-Field Analysis**

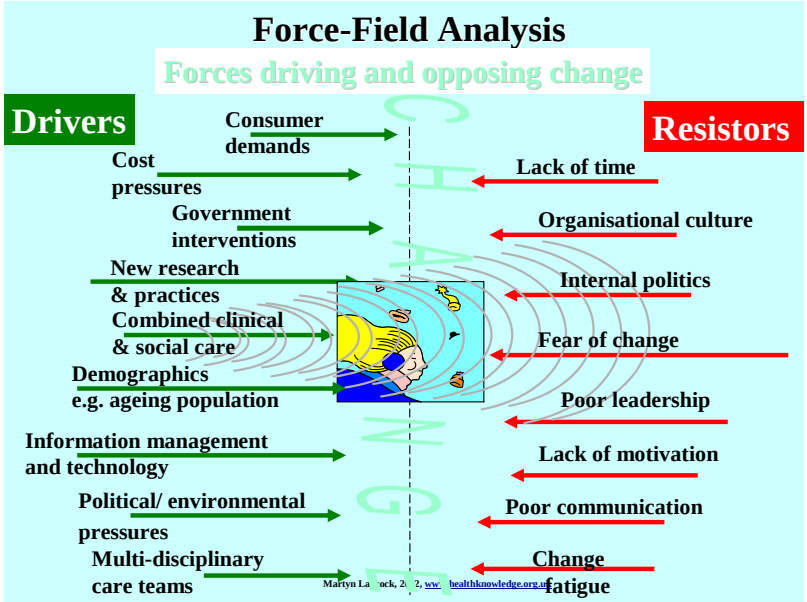
We show here the one we created for the workshop but you may want to add additional Drivers and Resistors.

Think about the *key drivers* and how they are likely to impact on your change/transition activities in your work area. How will the *NHS Plan* impact, how will you be able to get more focus on the consumer? What impacts of clinical practice might be of particular relevance?

Make notes here

Then turn to the Resistors: which of these are you going to have to deal with, to *manage?*

Note down the ones of most relevance and make notes as to how you can plan to deal with them (you will find it useful to include work you do on the *next* page under *Understanding Attitudes to Change/Change Types*)



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4. Understanding attitudes to change/change types

This is where you will need to study the change models and think about vital human resource aspects of the changes.

Models that you will need to visit in this section are:

Types/Levels of Change
Use this chart to think about the whole context of change in your organisation; where and how the present changes fit; what factors (e.g. staff morale) need to be taken into account

You are entering a period of major step change and change of this kind can be especially turbulent because many things are changing at more or less the same time. That's why its so important to ***plan*** the change that is to be undertaken in your work-area, as part of an overall departmental or organisation-wide plan.
Notes:

Change Adopters
Use this Everett Rogers graph to understand how different types of people react and respond to change; this understanding can be very useful as you move through the various stages of transition

Think about yourself, about your people; we shouldn't pigeon-hole people but this model will give you a good understanding of the different speeds at which people move towards change and adopt it. An understanding of this model can be *very* useful as you move through the transition process
Notes:

Change Types Chart - Binnie & Williams
Used alongside the above 'change adopters', this model will help you understand how people can display such different attitudes and responses to change

Again, think about yourself – what 'type' do you think you might be? Then think about your people; again we shouldn't pigeon-hole people but this model will give you a good understanding of the different 'types' of people you are likely to encounter on your journey through the transition, through the turbulent zone – where it is so important to be able to win people over, to motivate them to participate actively in the change.
Notes:

Impacts of Change: The Coping Cycle
This diagram by Colin Carnall is particularly useful in understanding how people feel and react to change and helps you plan your route through the transitional zone
Notes:

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C. Implementing the change

5. The people perspective

We have stressed - many times - the critically important aspect of understanding your people - understand attitudes, impacts and reactions to change. If you have completed sections A & B thoroughly then here you should be able to summarise the challenges that you will face as you and your team move through the transition process. Often it can be tough just getting through transition yourself but we have stressed that if you can think about your people and encourage them to get involved, to contribute, to participate, then the chances of managing the changes *successfully* will be considerably higher.

Look carefully at *communication* (see next page) and figure out what *mix* of communications you can use – within the context of overall organisational communications - to reinforce a generally supportive, participative approach. Have a look at our slides on team-working and see if you can harness the benefits of a *team* approach

Models that will be especially helpful when considering your people will be:

- Charles Handy's matrix for the *cultural* aspects
- for the *individual, human* aspects:
    - **Adoption of Change Types** (Everett Rogers)
    - **Coping with Change,** the underlying psychology (Colin Carnall)
    - **Change Types** (Binnie and Williams)
- for team-working: Forming - Storming - Norming - Performing

Make notes here of the key HR challenges you will need to meet:

What is the current state of morale?

What communications mix will work for you through the changes?

How will you motivate your team to be involved, to participate, to contribute?

What role can team-working play in all this?

What support and training will be needed?

- **for yourself**

- **for your people**

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6. Communication

This is another very important factor for success when managing change.

There is a noticeable tendency for managers who are aware of 'shortcomings' in communication to go for "quantity" of communications rather than "quality" – but there are serious dangers in doing this – people quickly get turned-off by incessant streams of communications – the skill is to get the type and content of communication well tailored to recipients – and to recognise that groups of staff probably warrant various types and amounts of 'communication' :

In working out a n effective communication plan, you will need to consider your people and the changes that are to take place; to consider what support, motivation, encouragement they are going to need. All these will inform the way in which you decide, normally in close collaboration with your line or interim manager, to *implement* the changes that will need to take place – these will be the change 'actions'. You will need to write these in a change plan in due course. Supporting these actions should be a robust communications plan that seeks to keep people well informed of:

- the reasons for change
- what is to happen - and when
- their roles in it – especially their key roles – where they can help make a difference
- (as things progress) how things are going:
    - progress
    - problems
    - actions required
    - solutions required

We suggest you re-visit our slides on communication - we will develop and build on these in workshop 2.

Below we show the main methods and types of communication that can be used.

Important note: You will need to tailor your communications to overall organisational communications, but it is recommended that, wherever possible, you seek to establish effective *two-way* communication i.e. not just telling people what's happened/happening, but inviting and encouraging – and listening to, acting upon – their feed-back. You won't be able to keep all the people happy all the time but if you *can* tease out real issues – as opposed to general moaning and groaning – then you have a better chance of addressing them and finding solutions to problems.

Notes:

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Methods & Types of Communication

TYPES AND STYLES:

- formal
- informal
- one subject
- many subjects
- one-way, closed
- two-way, open
- to individuals
- to teams/groups
- long and detailed
- short 'n' sweet
- serious
- warm 'n' friendly

COMMUNICATION METHODS:

- letters/memos
- e-mails
- bulletins, newsletters
- team briefings
- meetings
- presentations
- gee-up/motivational events
- funerals
- celebrations

it is important to plan the right frequency & mix of communications…..

Martyn Laycock, 2002, www.healthknowledge.org.uk

7. Monitoring and reviews

As a key part of the overall planning process it is vitally important that a system of reviews and monitoring points are included, so that we can check progress, identify issues and problems (before they become big problems). Our recommended, simple but effective, approach to planning is shown below.

When you begin to draft your plan, remember to include regular reviews and regular monitoring points. The outcomes from the reviews can inform your next sets of actions and activities; you may need to shape/tailor or 'flex' your original plan to take into account unexpected delays or happenings that are identified in reviews. Where things are going well, make sure that your people know this, that they are encouraged; and where possible celebrate success – it can do wonders for morale!

If you can use some of the key components of project management, then this will help you; use key performance indicators and milestones (checkpoints) against which to measure and evaluate. There is a management saying that "you can only manage that which you can measure" – and whilst this is not *wholly* true, you do need to work with tangibles, actual events, groups (packages) of actions and review against those wherever possible.

Note that your communications plan (previous page) can use reviews and milestone dates as key points at which to inform your people how things are going and what still needs to be done.

Notes re reviews and monitoring

What performance measures will I use?

How often shall I conduct progress reviews?

What key/critical events do I need to adopt as milestones (checkpoints) ?

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Monitor:Review:Flex:Consolidate

SUCCESS FCTOR 7

It is very important to monitor progress against plan

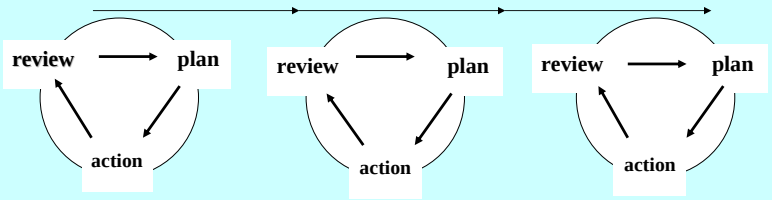
In slide 24 we strongly advocated a rigorous planning approach

Here we stress the importance of the 'review' part of the planning process and recommend regular reviews

the outcomes of reviews should inform next actions

In this way we can 'flex' our plan to achieve desired results

PLAN : ACTION : REVIEW



Developed from Briner W, Geddes M, Hastings C.

Martyn Laycock, 2002, www.healthknowledge.org.uk

Bridges W. *Managing Transitions: Making the Most of Change*. London: Nicholas Brealey, 1995.

The CHANGE WORKBOOK #2 introduces detailed elements of PLANNING change as well as offering a Model to help guide you through IMPLEMENTATION

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