IMPERIAL

People and Organisational Development
Imperial College London

Toolkit for Managing Change

This toolkit has been created to support:

1) Managers to implement change with their teams as effectively as possible
2) Managers and staff to make sense of the change
3) Managers and staff to practically embed the changes

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Introduction to the Change Toolkit

The toolkit is being developed to provide guidance and practical help to support the change being implemented as part of the Professional Services Move.
The document provides:

- Rationale of how people experience change
- Guidance on introducing change and dealing with different responses
- Ways of working and aspects of change
- Exercises for teams to do together in yellow box outs
- Further help and resources

This document is intended to be used by senior managers with their teams, with support and introduction from the People & Organisational Development and HR Partners who have a close working relationship with their departments, allowing them to identify and develop local people-focused solutions.

What is the Change Toolkit?

- As a result of the reorganisation to drive the Imperial Strategy, each Department, Directorate, or Division will experience some degree of changes across their teams. These changes could be anything from a move of a team to a new Directorate, relocation to another campus or office, or a change in management structure.
- This Toolkit has been created to ensure that the changes across Imperial are understood and embedded as effectively as possible, to enable people to make sense of the change and to support and equip them to practically embed the changes.

- It includes guidance, templates, and reference materials.

Who should use it?

- The Toolkit is designed to be used by managers who are involved in leading change activity – this may be anything from leading additional or different membership of an existing team, operating in a new Directorate, managing roles with changed responsibilities through to those senior managers who are accountable/responsible for leading large scale change activity across a whole department.
- Some resources will be best used with the support of your department's Head of HR/ HR Partner or a member of the People & Organisational Development team (these resources are flagged in this index with a symbol and in a yellow box.

When and how should it be used?

- The Toolkit includes resources and suggested activities that can be used throughout the implementation and embedding of change.
- Wherever you are in the process of change, there will be resources to help guide and structure the approach.
- Work with your POD and HR colleagues to put the resources into practice.

Resistance to Change

Why do humans tend to resist change? Mostly, it is because of one of these reasons:

- Fear of unknown
- Lack of clarity as to why change is needed
- I don't understand the change
- Not knowing HOW it will be implemented and how it will affect them
- Benefits are not clear
- Might mean loss of control or status
- Might cost more in terms of time or personal resources
- Might mean more work

What does it mean for me then? This means managers need to build the relationship with their teams carefully and enable open communication channels so that everyone understands the need for change and is fully equipped to go through the transition.

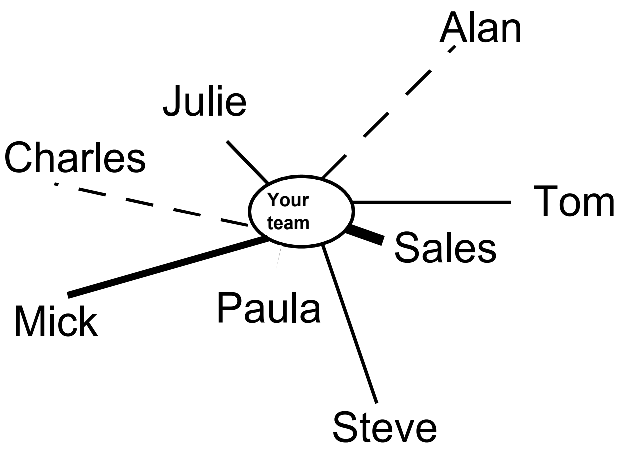
Exercise: Relationship mapping

This tool helps to assess and identify key relationships.

This tool helps identify those critical relationships to achieve your objectives and will highlight where those relationships need support/efforts to improve the relationship.

Construct a relationship map showing the relationships between your team and:

(1) Key departments/groups you interact with across your Faculty/Directorate/Division



The more important the relationship, the closer the person/department/group should be to you on the map. Draw the links between you using the following code:

Indicates a good relationship working well

Indicates an established relationship that could be improved.

Indicates a non-existent or poor relationship.

From the above diagram, we can see, for example:

- The relationship with Sales is extremely important and working well.
- The relationship with Julie is reasonably important. Although not too bad, it could be improved.
- The relationship with Paula is important but requires a lot of work.

Prepare your map on flipchart paper and annotate:

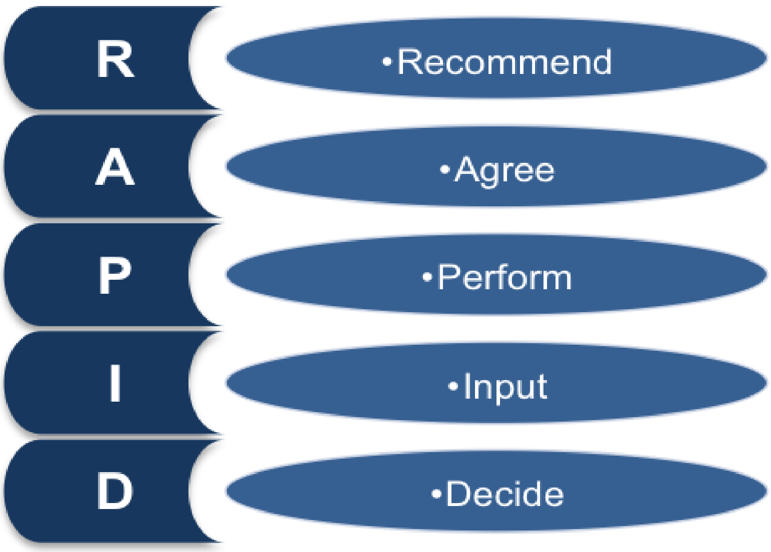
(1) What is the nature/purpose of the relationship

(2) Key issues that need to be resolved.

RAPID is a decision-making tool created by Bain & Company to clarify decision accountabilities with multiple stakeholders. It is part of a disciplined approach that defines the "what, who, how, and when" of decision-making and can lead to improved decision effectiveness.

Exercise: Decision-making Tool – RAPID

As you would likely assume, RAPID is an acronym for five roles that can exist within the decision-making process. Those roles are as follows:

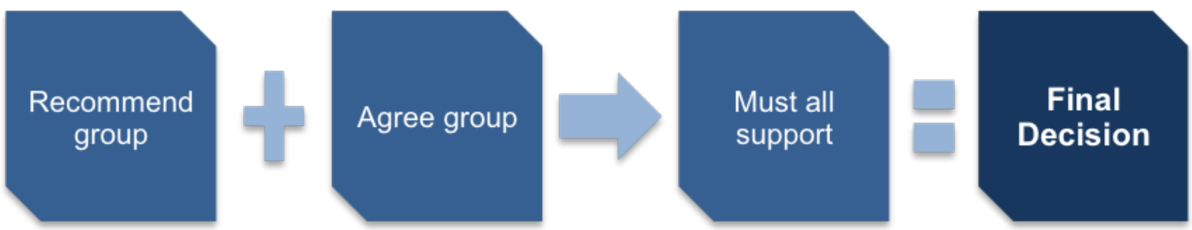


Recommend Role

The person or people in this category are, obviously, those who will be making the recommendations for the decision at hand. Likely, this will be a department manager or someone else in a position of power who can offer their opinion right from the start. Of course, their recommendation will not necessarily be the final decision; instead, it will serve as a starting point for the process. It is important to get started with some sort of direction, and that direction can then be altered or adjusted as necessary along the way before a final decision is made.

Agree on Role

This is a group of people who will agree with the recommendation that has been made for the decision. While this group will stand behind the choice made by the people in the Recommend group, those within the Agree group may also provide their own opinions to shift the recommendation as needed.



Perform Role

Who is going to put this decision into action? These are the people that make up the Perform group. Depending on the specifics of the decision, those within this group could potentially come from a wide variety of departments or areas within the organisation. It is hard to pinpoint where the performers will be found within your business because that depends highly on the decision. Fortunately, it should be pretty easy to determine who will be in this group when you think about what you are deciding and who that decision will influence directly.

Input Role

During any decision-making process, there is going to be a need for information to be supplied to those making the choices. That is the job of the Input group. Those in this category will be the business analysts and others with information that will be valuable during the final selection process. Having accurate and timely information is extremely important while trying to make a logical decision, so the vital role of the Input group should not be overlooked.

Decide Role

When everything has been completed, and all the opinions are on the table, a decision will need to be made and executed – which is the responsibility of those in this group. Not only will the choice have to be officially made, but that choice will then need to be put into action as quickly as possible. Putting the decision into action may be as simple as delegating responsibility to those in the Perform group, or other steps may be required along the way.

It should be obvious by this point that the RAPID framework for decision-making is a process that is to be undertaken only when very important decisions need to be made. The number of people involved in this process can be quite considerable. So, this framework is best used when dealing with something that will impact the organisation significantly.

ADKAR tool outlines steps throughout the change where specific efforts are required to enable the team to engage with and embed change. (J.Hiatt 2006)

Guidance: ADKAR model: Helping people through change

Using ADKAR

Effective management of the people dimension of change requires management 5 key blocks that form the basis of the ADKAR model. Teams must be well supported in each step, which builds on the previous.

Awareness of the business reasons for change. Awareness is the goal/outcome of early communications related to an organisational change.
Why do I have to do things differently?

Desire to engage and participate in the change. Desire is the goal/outcome of sponsorship and resistance management.
Why would I want to do things differently?

Knowledge about how to change. Knowledge is the goal/outcome of training and coaching.
What other skills do I need to do things differently?

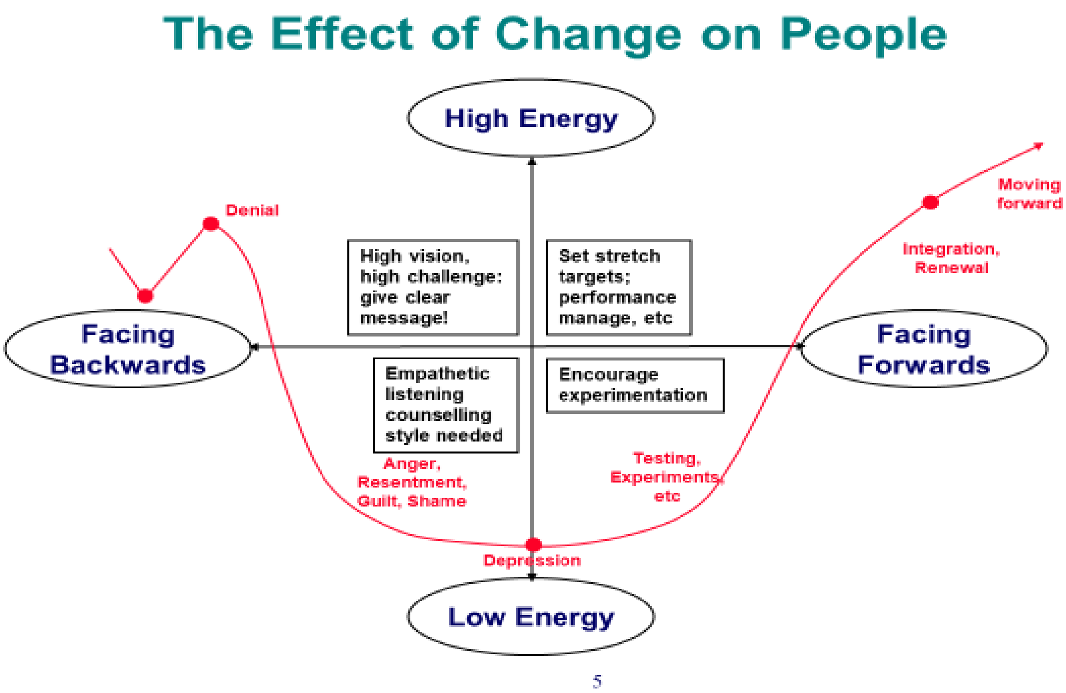
Ability to realise or implement the change at the required performance level. Ability is the goal/outcome of additional coaching, practice and time.
Can I actually do things differently?

Reinforcement to ensure change sticks. Reinforcement is the goal/outcome of adoption measurement, corrective action and recognition of successful change.
The goals and outcomes defined by ADKAR are sequential and cumulative. They must be achieved for effective and sustainable change to take place.
How do I get support to maintain a different way of doing things?

Guidance: Change Dimensions

To use the ADKAR model effectively, it is important to understand all the factors at play during a change initiative and their effect on change success. Change happens in two dimensions: the business side of change and the people side of change. Successful change results from both dimensions of change maturing simultaneously (see below).

The Effect of Change on People - Helping people through change



Actions to support people to move through the change curve

Endings. How to create awareness and understanding.	Transition. How to involve colleagues.	New beginnings. How to support new ways of working.
• Explain the rationale for the PS move and how it fits Imperial's strategic direction. • Highlight the benefits the change will bring for colleagues and students. • Describe what the end state will look and feel like. • Repeat the above messages at every opportunity. • Seek to understand colleagues' expectations of the change and manage these. • Allow people to express any sense of loss.	• Explain what changes mean for colleagues and help them to understand what they need to do differently. Don't assume they know. • Empower colleagues through training and the language you use so that they feel in control. • Provide regular updates and reinforce the key messages, remembering to be honest, balanced, and to keep it simple. • Provide opportunities for two-way communication by asking colleagues about their perspective: How do they feel about the change? What would help them embrace it? This insight might prove invaluable in helping you make important decisions. • Operate a clear Q&A process. This will involve colleagues and build understanding. • Don't forget to close the feedback loop. Answer questions and explain how you have applied their feedback. If you haven't, explain why.	• Provide opportunities for colleagues to share ideas. How could learning be shared across teams? • Communicate success stories. • Publicly recognise role models and those who inspire others to change.

Imperial resources on change management

Micro-development sessions

These are 20-minute, easily bookable 1-1s with a member of the POD team that helps managers think through their options concerning a range of situations they and their teams may be facing. For example, this may include concerns about how to discuss a change in location with staff. The session could involve exploring the manager's questions and concerns about responding to staff queries and supporting individuals or their team.

Micro-development is a confidential and voluntary process.

Micro-Development Sessions for Managers | Administration and support services | Imperial College

Workshops and resources

1. Embracing change & transition This session is designed to provide tools and techniques for thriving on change at work and in our personal lives.

2. Introduction to change management (LinkedIn Learning library)

3. Micro-development sessions are dedicated and confidential 20-minute, easily bookable sessions for all staff, including managers at Imperial, to help them think through their options concerning a range of situations or any challenges they and their teams may face.

4. Managers' health & wellbeing is designed to help managers identify the signs of burnout and provide practical guidance and approaches to enable them and their teams to stay productive while avoiding burnout and developing higher levels of resilience in their work and careers.

Contact us:

If you'd like further support with change management within your teams or departments, or if you'd like to arrange a bespoke session for managers on how to manage change, please contact us at staffdevelopment@imperial.ac.uk, and we'll signpost you to the Senior OD Consultant for your Faculty, or to the Learning & Development Lead.

Further reading and resources

- https://hbr.org/2018/08/how-to-tell-your-team-that-organisational-change-is-coming
- https://hbr.org/2018/08/research-to-get-people-to-embrace-change-emphasize-what-will-stay-the-same
- https://www.oxford-review.com/the-6-evidence-based-guidelines-for-organisational-change/
- **Change** leader, **change** thyself. **Authors:** Boaz, Nate Fox, Erica Ariel
  Source: **McKinsey Quarterly**. 2014 2nd Quarter, Issue 2, p56-67.
- Start with why -- how great leaders inspire action | Simon Sinek | TEDxPugetSound
  https://www.youtube.com/watch?v=u4ZoJKF_VuA

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