

# Change Management



The purpose of this guide is to assist and support managers and leaders when implementing change in to their department or within their teams. Whilst continuing to work alongside the Trust **CARE** values this will enable our managers and leaders to gain a better understanding of what happens during the change process, prepare for each stage of the process, respect and collaborate with all stakeholders. These include those that the change will affect enabling team members to understand why the change is happening and feel committed, motivated and empowered to help see the change through.

## What is Change Management?

Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. It is an organisational process aimed at helping employees to understand, commit, accept and embrace changes in their current environment.

The focus is on the wider impacts of change, particularly on employees, as individuals and teams, move from the current situation to the new one. We also have to be mindful of how the change could affect patients and plan how to reduce any disturbance to their care. The change in question could range from a simple process change, to major changes in policy or strategy needed if the organisation is to achieve its potential.

## Why is Change Management important – how can it help?

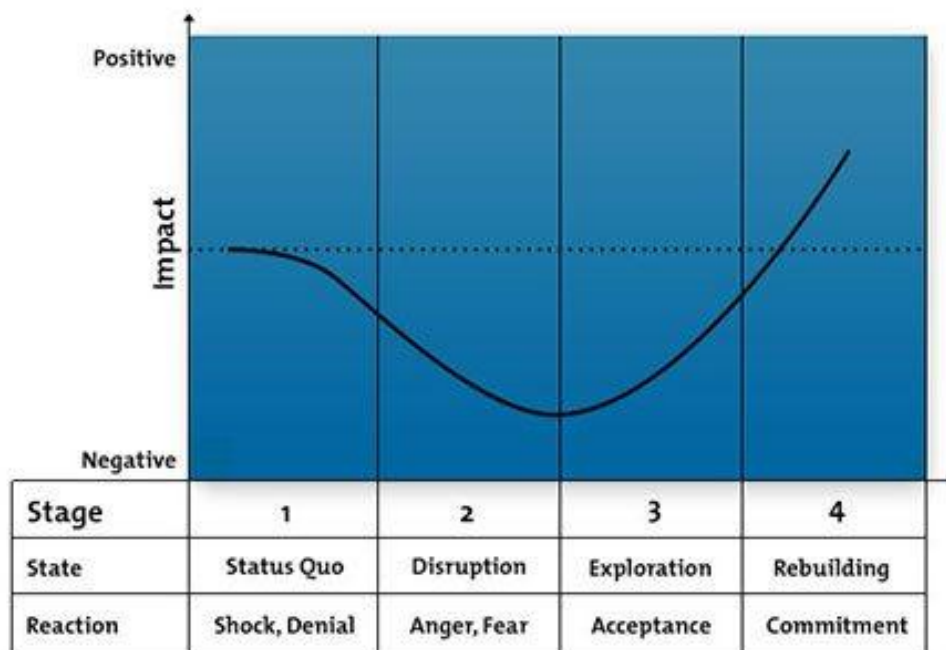
Change management is important to ensure the change process goes as smooth as possible to reduce impact on employee, processes and performance. This helps to minimise possible negative outcomes and increase positive results. Change itself is a process – managing it, leading it, achieving it is also a process and one that should *not* be viewed and managed with a one size fits all approach. Approaches and actions should be customised to fit your organisational circumstances.

### Here are more benefits to change management:

- Minimise resistance
- Increase engagement
- Improve performance
- Reduce costs
- Enhance innovation
- It creates the opportunity for best practices to be established for both workflow processes and leadership development.
- A well thought-out change management plan reduces stress and anxiety, while also bolstering loyalty in the organisation.

### Stages of change

The diagram below show the change curve which highlights the four main stages that people go through when there is a change and they are adjusting to it.



**Status Quo** – When change is first announced people tend to be in denial and think that the change won't happen or if it does it won't affect them and they continue in the way they always have.

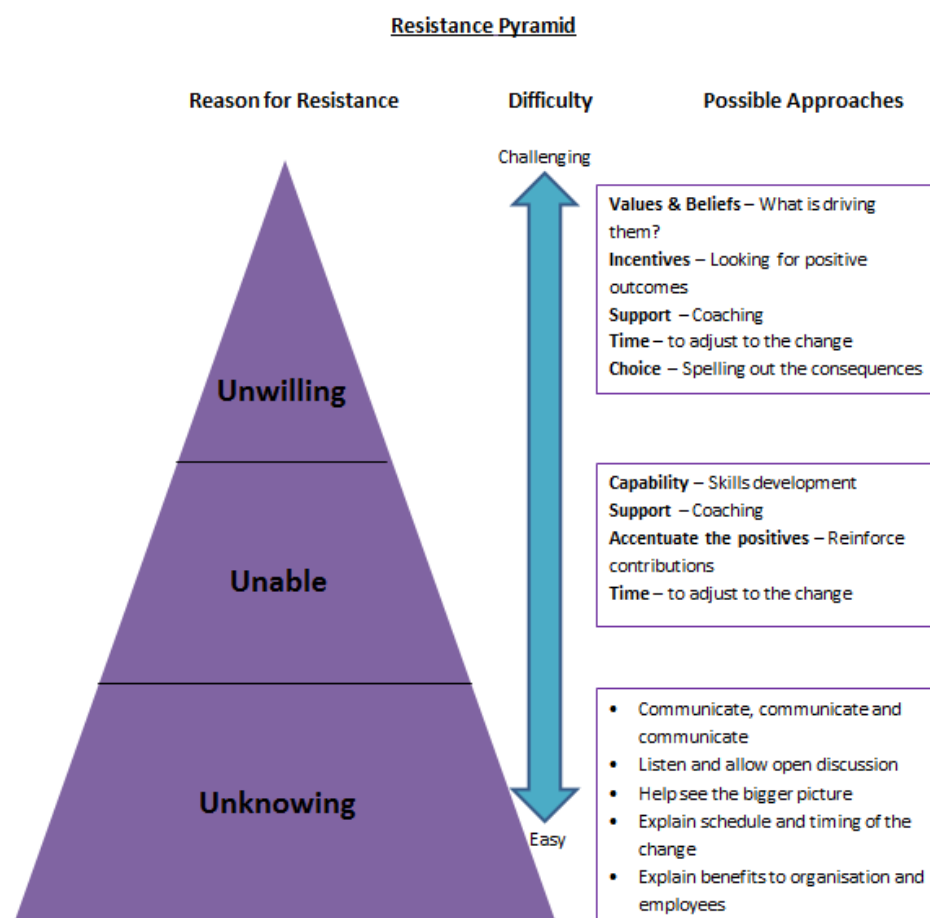
**Disruption** – When it is clear that change is going to occur people will show signs of anger and fear. It is important that these anxieties and feelings are listened to.

**Exploration** – People will begin to explore the realities of change and start to think about what the future will look like and how they can adapt to this.

**Rebuilding** – The change will eventually be accepted and start to be embraced. Only once everyone is at this stage can the benefits of the change be seen.

For as long as people resist the change and remain in the disruption stage the change will be unsuccessful. It is important to try and address any anger or fear as soon as possible. It is also essential however to understand where these feelings are coming from. Communication and the way you communicate is key as this allows people to be clearer about the change and the reasons behind it allowing them to move onto the exploration and rebuilding stages where the benefits of change can be seen.

Below is the Resistance Pyramid showing peoples reasons for resistance to change and possible approaches which leaders can use to help influence and overcome these challenges to achieve a positive outcome and engage staff.



## How change can be implemented

When tasked with managing change the first question to consider is what change management means in your situation, not every organisation is the same and change that works for one may not work for another.

Change management focuses on people and how those within your organisation are going to react so you need to understand this. There are various stages to go through in order to successfully implement a change.

Typically, these will cover:

**Sponsorship:** Ensuring there is active sponsorship for the change at a senior executive level within the organisation, and engaging this sponsorship to achieve the desired results.

**Buy-in:** Gaining buy-in for the changes from those involved and affected, directly or indirectly.

**Involvement:** Involving the right people in the design and implementation of changes, to make sure the right changes are made.

**Impact:** Assessing and addressing how the changes will affect people.

**Communication:** Telling everyone who's affected about the changes.

**Readiness:** Getting people ready to adapt to the changes, by ensuring they have the right information, training and help.

Below are some useful tools, models and videos to assist you with implementing and managing change.

## Tools and Models

### SWOT

### 7 'S' Model

### Planning to share an update or change

### Video links:

[https://www.youtube.com/watch?v=7qIJ\\_Y8w5Yk](https://www.youtube.com/watch?v=7qIJ_Y8w5Yk) – Kotter's 8 step change process

<https://www.youtube.com/watch?v=p-eHqxbpJYU> – Change curve

<https://www.youtube.com/watch?v=Gc-GLiBLZt8> – Resistance Pyramid

For more information about change management please contact

[Leadership&Management@buckshealthcare.nhs.uk](mailto:Leadership&Management@buckshealthcare.nhs.uk)