

# Organisational Change and Transition

## Purpose

In most organisations the management of change and transition is considered to be a core activity in the achievement of survival and growth, whether it is the relatively 'light touch' or a more radical transformation. Significant shifts in the economic, political, social, and technological environments mean that organisations need to increase their capability to respond creatively to new challenges and ways of working.

Whether the change processes are essentially unplanned and discontinuous, planned and strategic, or incremental or revolutionary, they have profound implications for people management and development. Change of any sort evokes the need for innovation, creativity, learning and culture change, all of which lie legitimately within the sphere of interest of personnel and development.

Professionals working in personnel and development can be central actors in the management of change in such matters as people resourcing, learning and development, reward structures and the development of new sorts of employee relations all in a strategic context. Personnel and development professionals at a senior level need to demonstrate the contribution they can make in helping people in the organisation to:

- recognise and interpret the relationship between organisational vision, capability and the internal and external environments
- mobilise processes that enable change processes at the appropriate level for the requirements of the organisation.

The purpose of this Standard is to enhance understanding of issues and controversies in the management of change, transition and transformation and relate them to personnel and development. It is concerned with the development of the capabilities that personnel and development professionals need to play a powerful and proactive role in this dynamic and complex arena.

## Performance indicators

### 1 The causes and context of change and transformation

#### Operational indicators

Practitioners must be able to:

- 1 Identify the influence of the political, social and economic environment on the organisation and change as a reactive or proactive response.
- 2 Undertake diagnosis of the influence of such events and processes as mergers, acquisitions, strategic alliances, downsizing, delaying.

#### Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 The implications of globalisation, mergers, take-overs, acquisitions and strategic alliances in the development of organisations as dynamics in the change and transformation processes.

#### Indicative content

- 1 The emergence of the virtual and network organisation.
- 2 The influence of concepts such as best value and changing stakeholder requirements.
- 3 The identification of triggers for change within the organisation.
- 4 The relationship between change and innovation in organisations.

## 2 Change processes and their implications

### Operational indicators

Practitioners must be able to:

- 1 Identify the relevance of the major models of planned change and the different levels of risk they carry, and relate them to different organisational situations.
- 2 Help to build those processes, routines and systems that ensure transfer of information and understanding from individuals and small groups to the organisation as a whole, to influence strategic decisions and produce the foundations for new capabilities.
- 3 Judge what will and will not work in the change management context and ensure that the personnel and development role in the change management process is clearly adding value by helping to drive organisational improvements.
- 4 Make informed choices between large- and small-scale approaches to change management.
- 5 Assess the level of change required at different epochs in the organisation's life cycle; issues of style and speed of change.
- 6 Analyse the elements for successful change at each stage of the process.

### Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 Different levels and types of the strategic change process:
  - from 'light touch' to radical, transactional to transformational, continuous to discontinuous
  - and the ways each level and type of change is likely to have different effects on people and organisational performance.
- 2 The ways organisation members understand, identify and use different triggers of change and transformation, both internal and external.

- 3 Processes for the evaluation of success, failure and risk in the change process, recognising the implications of success or failure for future change processes in the organisation.
- 4 Strategies and techniques for the successful implementation of the change - management effort – project management, participation and process management.

### Indicative content

- 1 The dynamics of change and:
  - the strengths and limitations of Lewin's fundamental change model
  - the assumptions that underlie different approaches to change.
- 2 The strengths and weaknesses of the planned change approach.
- 3 The distinctions between emergent, planned and discontinuous approaches to change.
- 4 The role of the senior management group and the chief executive officer in the change process.
- 5 The scope of managerial decision-making in relation to change, transition and transformation.
- 6 Issues of 'top down' and 'bottom-up' change and reconciling them both.
- 7 Risk assessment/management in change and transformation situations.
- 8 Processes that mature, successful organisations can use most effectively in the change processes.
- 9 The critical significance of diagnosis to identify the need for, and the processes of, change, transition and transformation.

### 3 Transition and transformation processes

#### Operational indicators

Practitioners must be able to:

- 1 Stimulate creativity in order to challenge and regenerate the knowledge base and attitudinal base of the organisation in relation to change issues.
- 2 Generate structures and cultures that ensure that:
  - personnel and development practitioners

## 4 The effect of change on people

### Operational indicators

Practitioners must be able to:

- 1 Develop strategies and techniques for the successful implementation of change, by helping to develop and sustain across the organisation a framework for generating stakeholder commitment to transition and change while maintaining current operations where appropriate.
- 2 Develop strategies to deal with issues around resistance to change and:
  - resistance as a political label and/or a positive contribution to change
  - contingency approaches to dealing with resistance
  - the differences between resistance and apathy.
- 3 Identify and evaluate the advantages and problems associated with the ambiguity of the change process.

### Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 The relationship between individual and collective learning at a strategic level and:
  - the development of the organisational knowledge bases as a key aspect of organisational survival and advance
  - the contribution of the personnel and development professional to the development of this process.
- 2 The cycle of adjustment models and the role and contribution of personnel and development professionals at each of the stages.
- 3 Personal mastery of change as a key aspect of the learning organisation in order to create and sustain change.

### Indicative content

- 1 Emotional intelligence, emotional capability and spiritual knowledge – fads or enduring aspects of the change and transformation processes.
- 2 The levers for change; surfacing dissatisfaction with the status quo.
- 3 Ethical issues in the management of change, transition and transformation.

## 5 The personnel and development role

### Operational indicators

Practitioners must be able to:

- 1 Identify and secure the commitment of the necessary internal and external resources, including internal and external expertise, process consultants and organisational consultants.
- 2 Develop champions of change, including line and other functional managers, who are sensitive to:
  - changing needs and the dynamics of the organisation
  - the organisation's environment in the context of:
  - intra- and inter-organisational politics and power
  - the organisations' stage of growth and strategic direction.
- 3 Identify personnel and development priorities in the change management process and their relationship to the priorities of other stakeholders.

### Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 The strategic and value-adding role of personnel and development in managing the psychological, emotional, spiritual and sociological processes involved in the different stages of the change process.
- 2 The role of personnel and development professionals in managing and implementing planned change, transition and transformation – acting as executive, expert, adviser and consultant.
- 3 The ethical issues for the personnel and development professional in the management of change, transition and transformation.
- 4 Techniques for understanding the likely impact of change, transition and transformation on HR systems, culture and practice.

### Indicative content

- 1 Strategic alliances with other key stakeholders in the development of change and transformation processes.
- 2 The role played by personnel and development professionals with staff in post-change situations – such as the 'survivors' of a merger or delayering – during the transition and on transformation.
- 3 Approaches to the psychological contract and levels of commitment in a changing organisational environment.
- 4 Identification of and responses to reconfigured competencies and capabilities at all levels in the organisation.
- 5 Handling the dynamics of internal and external consultancy approaches at a strategic level.
- 6 Handling political and power issues in relation to the development of strategic alliances with stakeholders.
- 7 Establishing appropriate strategic and ethical positioning of the personnel and development function.
- 8 The role of personnel and development professionals in developing people to deal with the ambiguities and uncertainties of change.