



# Change Management

Wokingham Borough Council



## Objectives

- Review the basics of change management and how change affects us all
- Understand that change is a continuous process
- Focus on the Transformation Programme and identify what changes will occur and how they can be best managed



# What to expect

## What to expect from WBC

- Information
- Support
- Openness
- Transparency
- Clear Communication

## What is expected of you

- Information
- Support
- Openness
- Transparency
- Clear Communication



As we'll see later on in this workbook, change can be very unsettling – even for those people who welcome it.

WBC aims to provide you with all the things in the slide above, but we're not perfect and are bound to get some things wrong along the way. That's why we expect exactly the same in return - if there's something you're not happy with then make sure you raise it with someone. There are several channels open for feedback and it's important that everyone uses them – we can't fix things we're not aware of.

Take a look through the table below and put a tick next to all the changes you have personally made over the past 30 years:

Flat Screen TV		Satellite/ Freeview/ Cable	
Mobile phone upgrade		MP3/ ipod	
Home PC		Watching TV via your PC	
Cordless home phone		Satnav	
More environmentally aware		Higher spec car	
Laser eye surgery		Improved diet/ fitness	
Playstation 3/ Xbox 360/ Wii		Internet banking	
Internet Broadband		Digital camera/ video camera	
DVDs rather than videos		Download movies	
Postal movie rental		Facebook/ Twitter	
Home paper shredder		Switch to water meter	
Use 'Flash' memory stick		Bagless vacuum cleaner	
Internet grocery shopping		Other internet shopping	

As a TV advert for a financial services company currently points out "Change Happens". We have all made personal changes in the past 30 years, and we'll continue to make them. Life changes and the world moves on – some changes we're maybe happier with than others but, nevertheless we live in a state of almost constant change.



It's the same with WBC, the world is changing around us and, as an organisation and as individuals, we need to respond positively to those changes.

Many of the changes we need to make will be dramatic as we play 'catch-up' with a world that has moved on without us. Other changes will happen at a slower pace as we catch up and the changes become just "the way we do things around here."

What would happen if we didn't change? As Darwin said: *"It is not the strongest of the species that survives, nor the most intelligent; it is the one that is most adaptable to change."* Not changing simply isn't an option. In a world that is changing around us we must change or else face possible bankruptcy or amalgamation into another council.

## How have our customers changed?

- How have our customer's needs changed over the past 10 years?
  - Access to services?
  - Knowledge of services?
  - Expectations?
  - Anything else?
- And how do you anticipate they'll change over the next 10 years?



Take a few minutes to consider the questions above. Think about things from the perspective of you as a provider of services at WBC as well as you as a user of services – either at WBC or via your own local council.

What sorts of things did you note?

**Access to services:**

Over the past few years we've seen a boom in the use of email, internet, voicemail and mobile phones when trying to access our services. Customers are now also able to access WBC services via digital TV and Wii consoles. In the future I think it's safe to expect more services to be available remotely

**Knowledge of Services:**

Customers these days are generally better informed as to what services are available and what services to expect. The boom in information available via various consumer sites on the internet means that people are more aware of what services are available, what benefits they may be entitled to etc. Though it's worth mentioning that not all of the information they find on non WBC sites is 100% accurate.

**Expectations:**

Opening hours have changed dramatically in the retail sector over the past 10 years, with stores staying open later and 24 hour opening becoming commonplace – even many banks are now open on Saturday mornings. Though obviously we're not a retail organisation I think it's fair to say that whilst in the past customers expected us to be here between 9:30am and 4:00pm many now expect us to be available from 8:00am to 6:00pm.

With the advent of email and mobile communications customers also expect swifter responses to issues and questions and are less happy to rely on a postal response. They also expect us to be available on the end of a phone even when we're not in the office. What happens in the future will depend largely on what happens to communication methods, but whatever technology is available, we'll be expected to embrace it.

Whatever you came up with, it's clear that our expectations as customers and our customer's expectations of us have changed radically over recent years and will continue to do so. In order for us to remain one step ahead of their requirements we need to consider what factors are driving change and how that could impact upon us.

In the table below is the framework for a STEEPLE analysis. Quite simply the STEEPLE framework provides a method by which to review the external environment and its possible impacts on our business.

Read through the framework and make a note of *what* is likely to affect WBC over the coming years, *how* it will affect us and what we could do to prepare.

<p><b>Social:</b> Income distribution, Demographics, Labour/Social mobility, Lifestyle changes, Work/life balance, Portfolio careers, Education, Fashion/fads, Health/welfare, Living conditions, Poverty levels, Job security.</p>	
<p><b>Technological:</b> Government spending on research, Governments and industry focus on technological effort, New discoveries and developments, Speed of technology transfer, Rate of technological obsolescence, Energy use and costs, Impact of changes on IT, Internet, Mobile communications, IT spend, New communication channels.</p>	
<p><b>Economical:</b> Global economy, Information/knowledge economy, Monetary policy, Government spending, Unemployment policy, Taxation, Exchange rates, inflation, Stages of the business cycle, Economic 'mood'.</p>	
<p><b>Environmental:</b> 'Green Agenda', Global warming, Climate change, Carbon emissions, Recycling, Environmental regulation/protection.</p>	
<p><b>Political:</b> General election result, Lisbon strategy, White papers e.g. Actions on Competitiveness.</p>	
<p><b>Legal:</b> Statutory and regulatory conditions, Corporate governance, Compliance, International trade regulations, Compliance, International trade regulations, Competition regulation.</p>	
<p><b>Ethical:</b> Business ethics, Consent, Client confidentiality, Official Secrets Act, Security access, terms of business/trade, Trust, Reputation.</p>	



## **Dealing with Change**

Just because we accept change and understand the reasons why changes are happening, it doesn't always mean that we'll feel 100% comfortable with it. Obviously everyone is different, but typically people's response to change go through a number of phases over time, these are outlined below.

### **First Phase**

When faced with change people can react in many different ways and this can depend on many different factors, for example:

- Is the change their choice or is it being imposed upon them?
- How great is the change?
- Will they have any input into the way the change will affect them?
- What changes have they experienced in the past and how successful have they been?
- Do they agree with the change?
- What threats does the change present to them?

Typical feelings are anxiousness, excitement, denial (they'll never do it), hopefulness and fear of the unknown.

The best thing you can do in that situation is to seek out as much information regarding the change as you can. Ask questions to help you understand more about why the change is taking place and how it will affect you. Find out ways to contribute to discussions regarding the change and to whom you can address any concerns.

### **Second Phase**

Once the changes are being implemented even the most optimistic person can start to experience doubts or concerns. As theories become realities and routines and working patterns become disrupted, it's easy to become frustrated and angry at new procedures and systems. There can be a temptation to throw in the towel and either leave the organisation or revert to your old ways of doing things. In some cases individuals may even feel moved to sabotage the changes being implemented.

At this stage it's vital that you are able to identify and make use of any support networks available to you. Identify what's working and what isn't and what you can do about it. It's rare that a change is implemented without any problems so there should be some way that you can provide constructive feedback about the impacts of the changes.

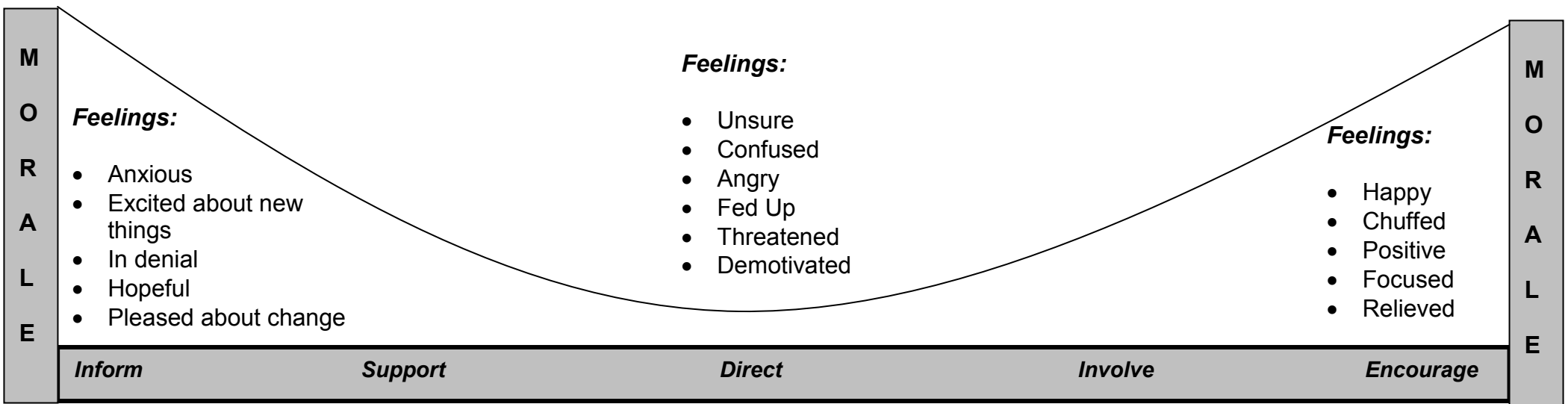
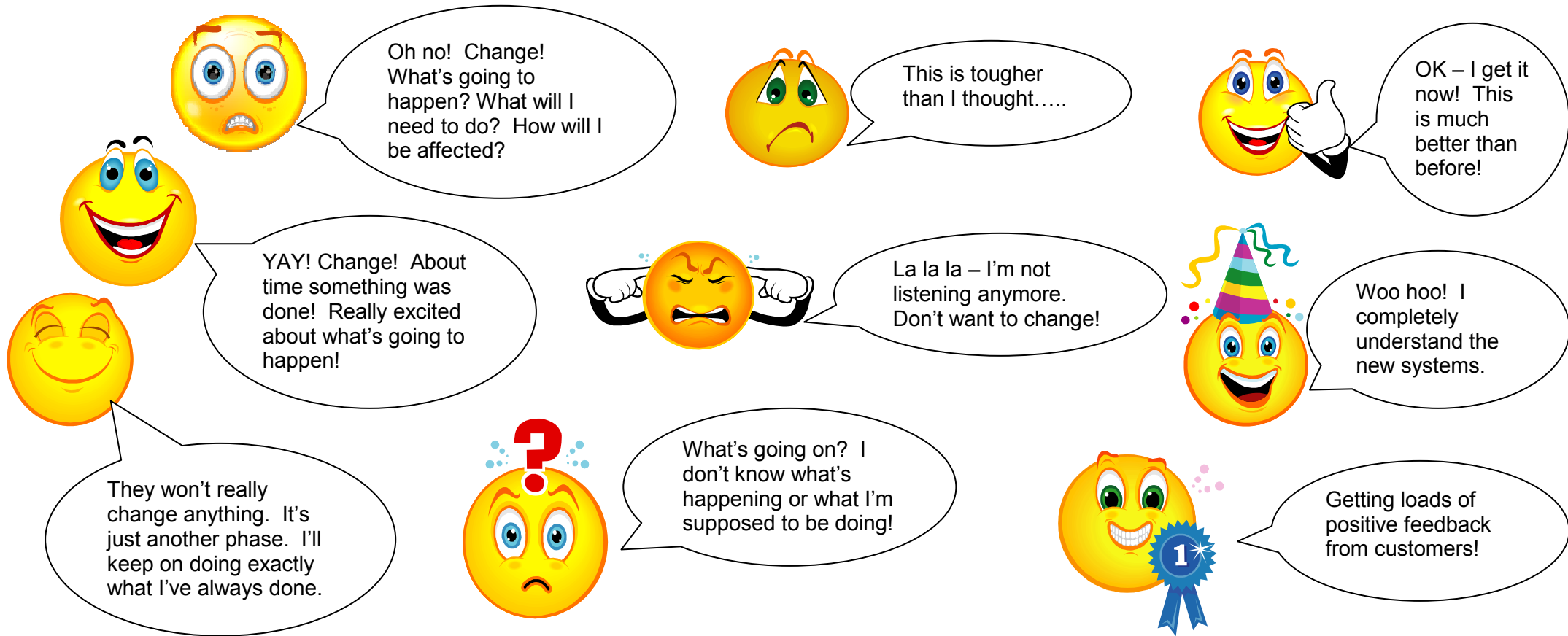
This stage is usually the most stressful as everyone will be out of their comfort zones and doing new things for the first time. Jobs that you've been doing for years suddenly feel awkward and unfamiliar and it's easy for tempers to become frayed. Try to remain calm and seek out solutions – the change will happen but it may take time for you to become comfortable with it.

### **Third Phase**

This is when the change is becoming more embedded and accepted as the 'way things are done around here'. You find the new systems are starting to make sense and you're maybe even wondering why you haven't been doing it this way all along.

Issues may still arise but the bulk of the major disruptions are now past and things are beginning to settle down. At this stage people begin to relax and new systems (hopefully) start producing the results they were expected to. It's important at this point to review what happened identifying what worked well and what didn't. Change is an ongoing process and is likely to happen again and again within most organisations so it's important to learn whatever you can from the processes you've been involved with.

Not all changes run smoothly and not all changes are for the better but most are implemented with the best of intentions. As an individual it's important that you are able to find a way to contribute to the process in a constructive and positive manner. Make sure you address issues and concerns to those who can affect the process and focus on the positive outcomes as far as you can.



## The impact of your shadow

If you're a manager it can be very difficult when you're going through the various emotional stages of the change process yourself, whilst at the same time trying to guide and support a team who are having many of the same responses.

At this point it's important you take time to consider the impact that your words and behaviours are having on your team.



Whilst thinking of the best and then the worst manager you have ever known or worked for, consider the questions below:

	Best Manager	Worst Manager
How did/ do they behave?		
How did/ does their behaviour affect the people they manage?		

Now consider your own behaviours and how they may be impacting on your team.

Positive Behaviours	Negative Behaviours

Identify one or two positive behaviours and think about how you can display them more often.

Now review your negative behaviours and:

- a) Identify what is causing them
  
  
- b) Consider what impact these behaviours are having upon your team
  
  
- c) Think about how you can choose different/ positive behaviours instead

## Supporting your team through change

Next we need to consider your team and how you can best help and support them through the change process.

- Who will find the changes hard to accommodate and what can I do to support them?
- As things change, what skills will my team need in future?
- How can I help them get those?
- How can I help my team really make sense of the change in terms of their roles and our service?

### How can we help facilitate change?

- Find out why change is happening
- Be supportive of management's actions
- Encourage them
- Give regular feedback
- Invite constructive comments from the team
- Feedback comments from team members to management
- Involve the team in the change process
- Good communication – keep people informed
- Pass on all information accurately to the team members
- Involve the whole team in the change
- Encourage a positive attitude towards change
- Training & Coaching – help to develop new skills
- Keep to timescales set down for implementing change

## And where do I go for support?

There are various avenues of support available to you and they're listed in the slide below. It's vitally important that you make use of these channels in order to ensure you have the knowledge and information needed to implement change within your team.



The slide features a blue background with a faint crest in the center. The title 'Training & Support' is at the top. Below it is a list of six items, each preceded by a small blue icon of a person. At the bottom right, there is a dark grey footer with the Wokingham Borough Council logo and name.

### Training & Support

- Transformation Programme Team
- Transformation Project Managers
- Grapevine
- Service managers
- Newsletters
- L&D team

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But it's also important that you tell us what else we can be doing to better support you.

Please consider the questions below and pass on your thoughts and suggestions to Beth Pipe or Angie Lee in the Learning and Development Team.

### ***What can we do to help and support you?***

- How should we communicate?
- What do you want to know?
- How often should we communicate?
- Is there anything else?

**Further reading and resources:**

[www.businessballs.com](http://www.businessballs.com)

Making Sense of Change Management – Mike Green

Managing Business Change for Dummies

Leading Change – Kotter (Harvard Business Review)