

Understanding and Managing Stress during Change in Organisations

23rd September 2011

Ann McFadyen

Head of Business and Product Development

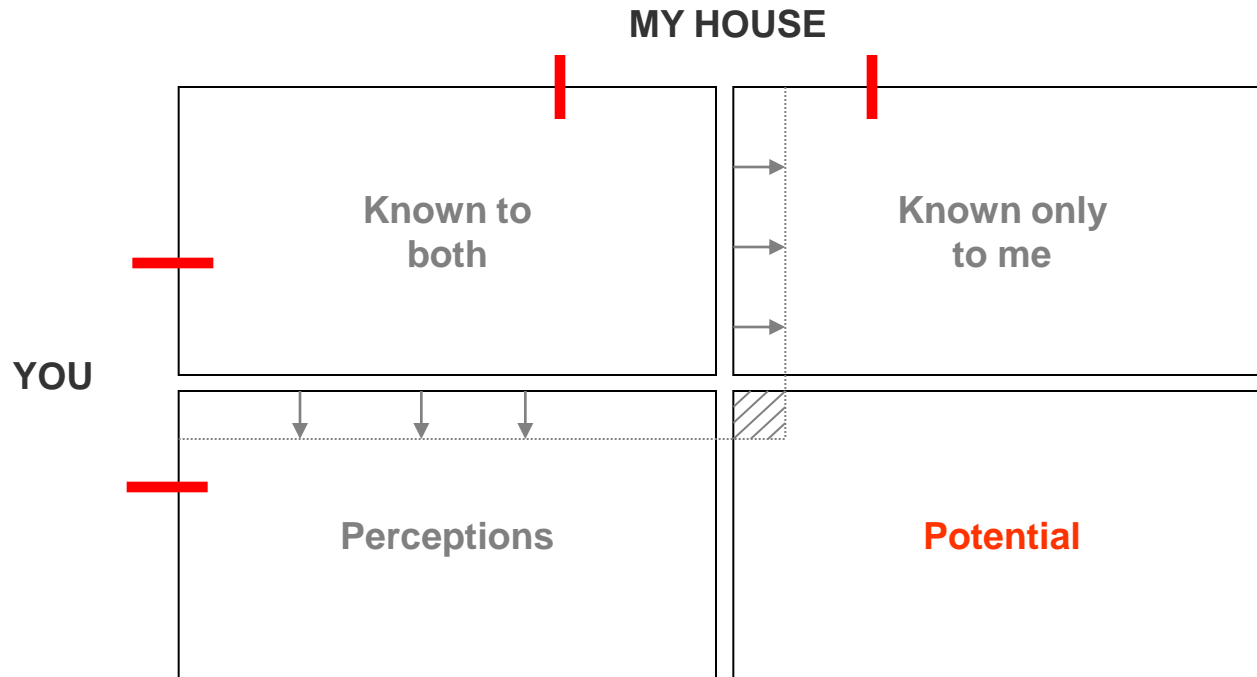
Implementing Change

- Understanding the change process at an organisation and personal level including the effect change has on
 - Understanding,
 - Awareness
 - Motivation

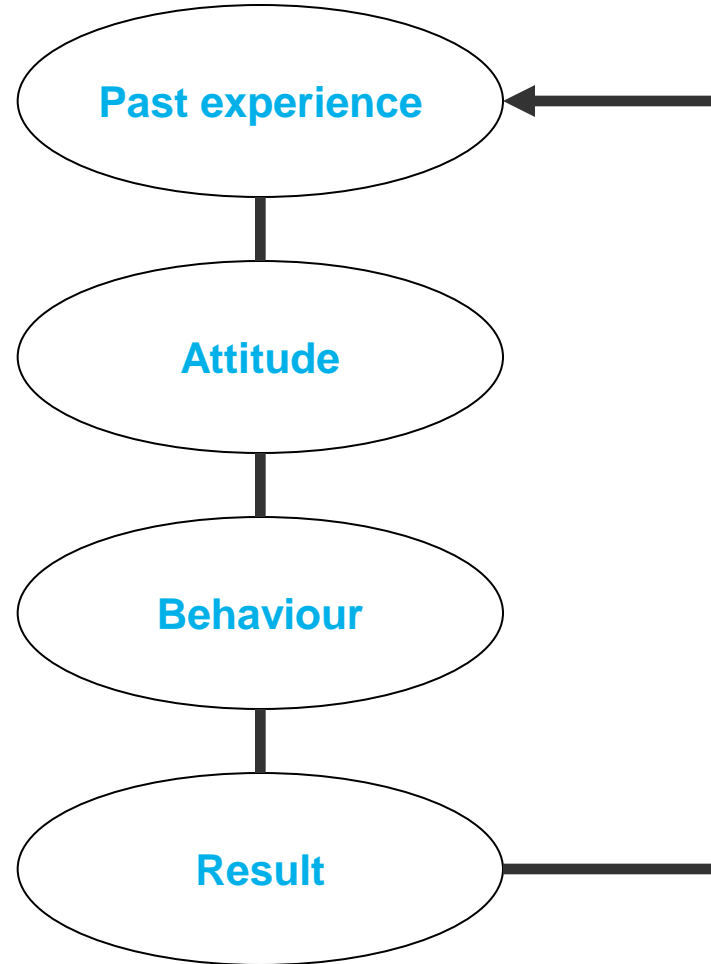
Implementing Change

- Now it gets personal... ..

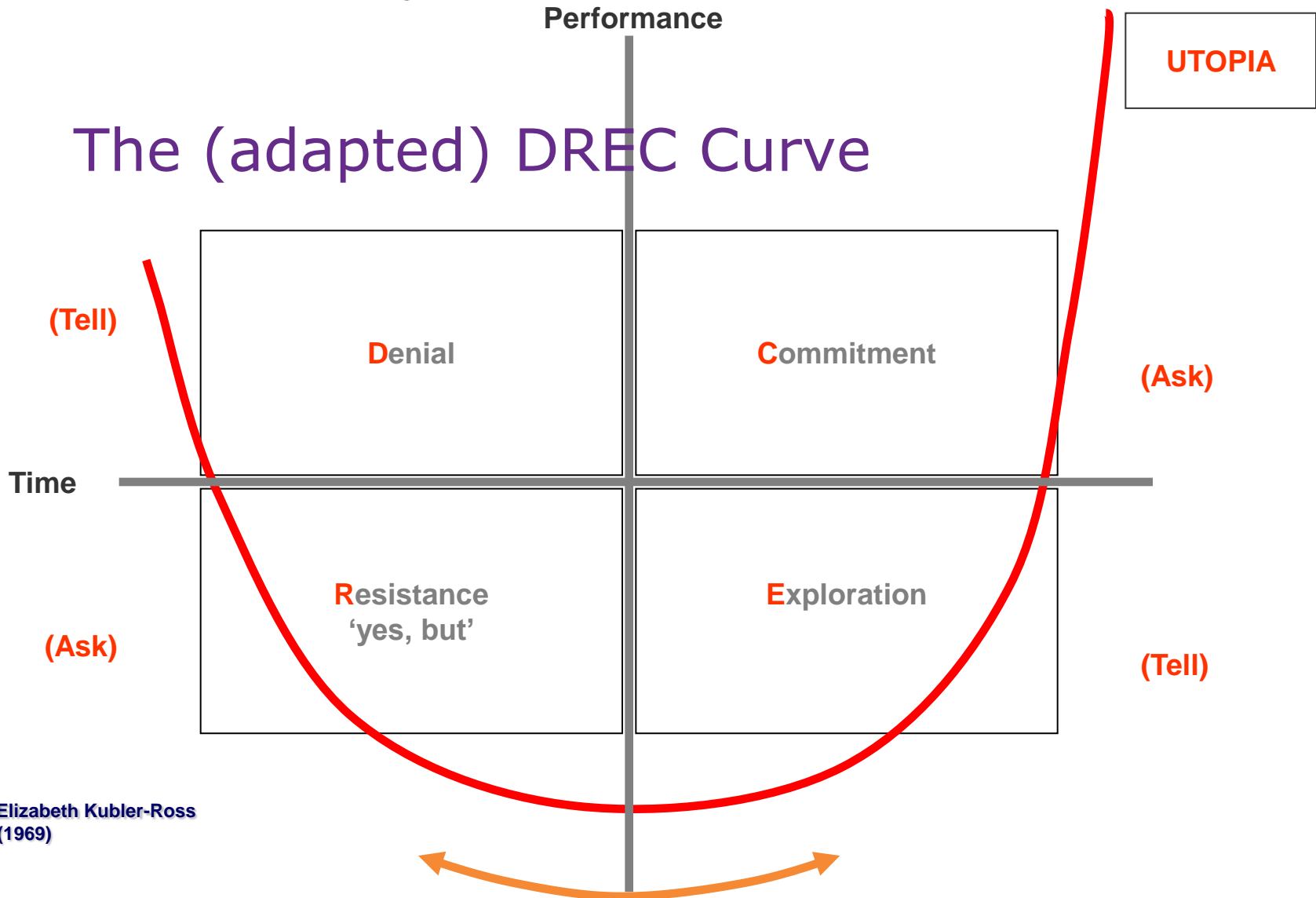
JOHARI'S WINDOW



SELF LIMITING BELIEF



The (adapted) DREC Curve



Original source Elizabeth Kubler-Ross
(1969)

How people behave during change

- Denial
 - People do more of the same
 - Apathy
 - Numbness
 - “It won’t make a difference to me”
 - View that it will fail: heard and seen it all before.

- What should you do
 - Supply information
 - Confront with reality.

How people behave during change

- Resistance
 - Anger and upset
 - Self-doubt
 - Anxiety and fear
 - Low productivity.

- What should you do
 - Listen
 - Ask
 - Support.

How people behave during change

- Exploration
 - Too many ideas
 - Losing the focus
 - Chaos
 - Inappropriate activities!

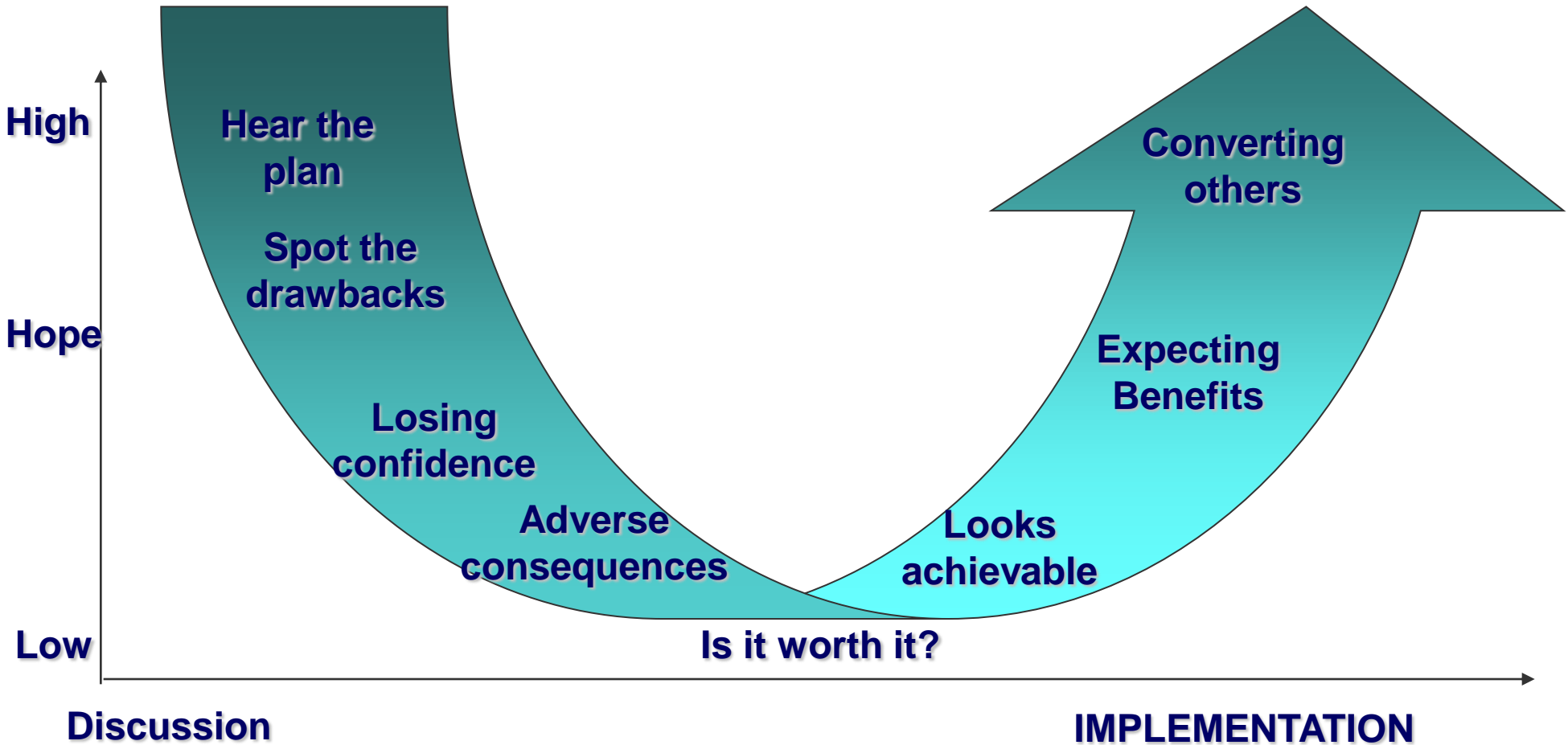
- What should you do
 - Re-focus the team
 - Publicise progress
 - Encourage re-planning
 - Quick-wins.

How people behave during change

- Commitment
 - Feelings of hope
 - Improved morale
 - Increased productivity
 - Energy levels rise.

- What should you do
 - Encourage
 - Praise
 - What happens next?

Anticipating Pessimism and Stress



What does change feel like?

“Sets of values and norms and beliefs..... Differing atmospheres, the differing ways of doing things, differing levels of energy, of individual freedom, of kinds of personality”

Charles Handy

Implementing Change

- What is Culture?
 - 'It's the way we do things around here'

Implementing Change

- What happens when the culture gets out of gear with structural or procedural changes?
 - What do you see?
 - What difficulties do you face?

- How do you ensure a change in culture when the 'new way' appears to go against the ideas and beliefs which the members of that organisation hold about what the organisation is and ought to be?

Implementing Change

- However, successful culture change is achieved in organisations that believe that culture is something that *is*, rather than the view that it is something it *has*.
- It is not usually within the power of management to discard one culture and import a more suitable one.
- But it is within our power to *Understand, facilitate and coach*

Vroom's View

$$F = E \times V$$

- F = Motivation to behave
- E = The expectation that behaviour will be followed by an outcome
- V = The value of that outcome

Victor H Vroom, 1964

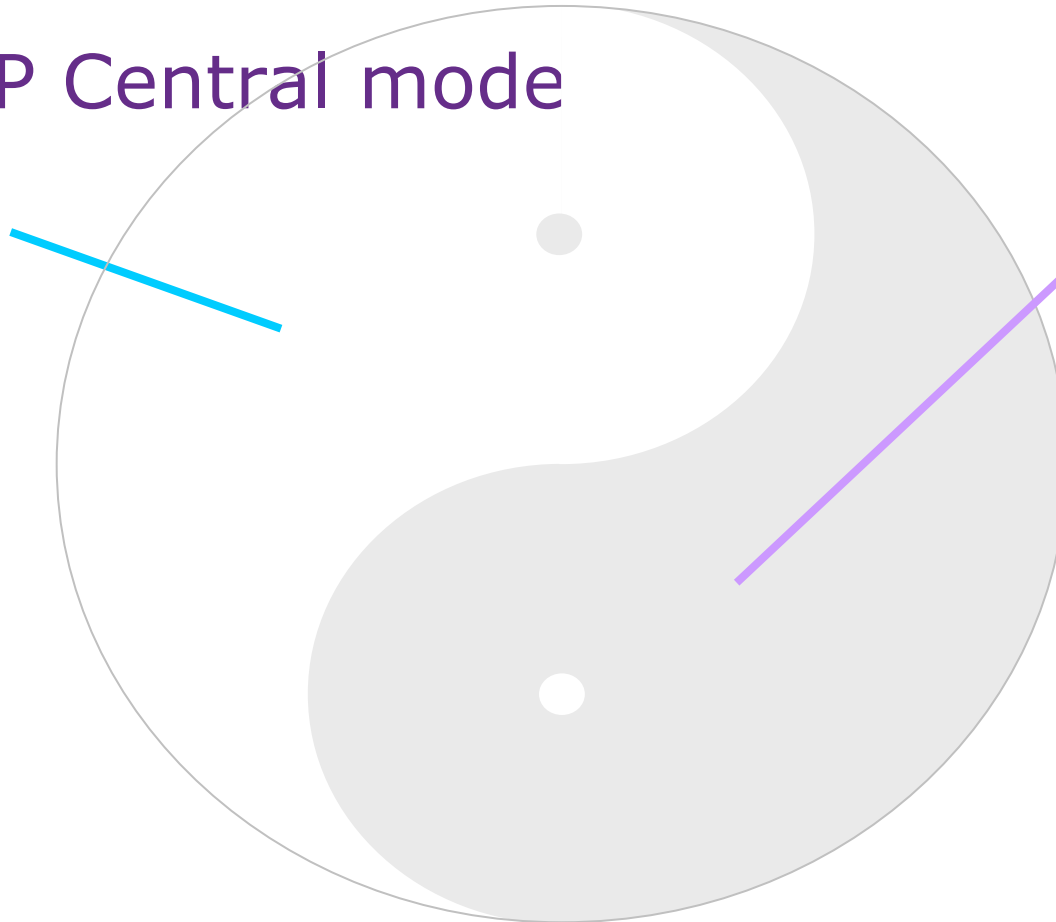
Implementing Change

- So In Summary...

HP Central mode

Preserve

- Core Values
- Core purpose



Change

- Cultural & operating practices
- Specific goals and strategies

Continuity and Change in Visionary Companies

"The only constant in our business is that everything is changing. We have to take advantage of change and not let it take advantage of us. We have to be ahead of the game"

Michael Dell

Source: Brown and Eisenhardt (1998)

“High-performing leaders respond to change faster, deal with ambiguity, provide direction, manage constraints and leverage the intellectual capital of the people surrounding them”

Jones (2004)

How we measured Leadership Excellence in Change

- Organisational values
 - Leaders develop shared meanings and interpretations of reality
 - Leaders use the organisational values to guide decision-making
 - Leaders put in place reinforcement systems consistent with the organisational values and principles

- Vision
 - Leaders create a compelling vision of the future of the organisation
 - Leaders communicate the vision effectively
 - Leaders inspire confidence in the vision

How we measured Leadership Excellence in Change

- Mission
 - Leaders identify the organisation's purpose
 - Leaders generate commitment among organisational members for the chosen purpose
 - Leaders keep the mission current
- Strategy
 - Leaders develop policies and strategies consistent with the organisation's mission, vision and values
 - Leaders anticipate and guide change
 - Leaders monitor resources, monitor organisational performance, and use feedback to review strategies for customer satisfaction

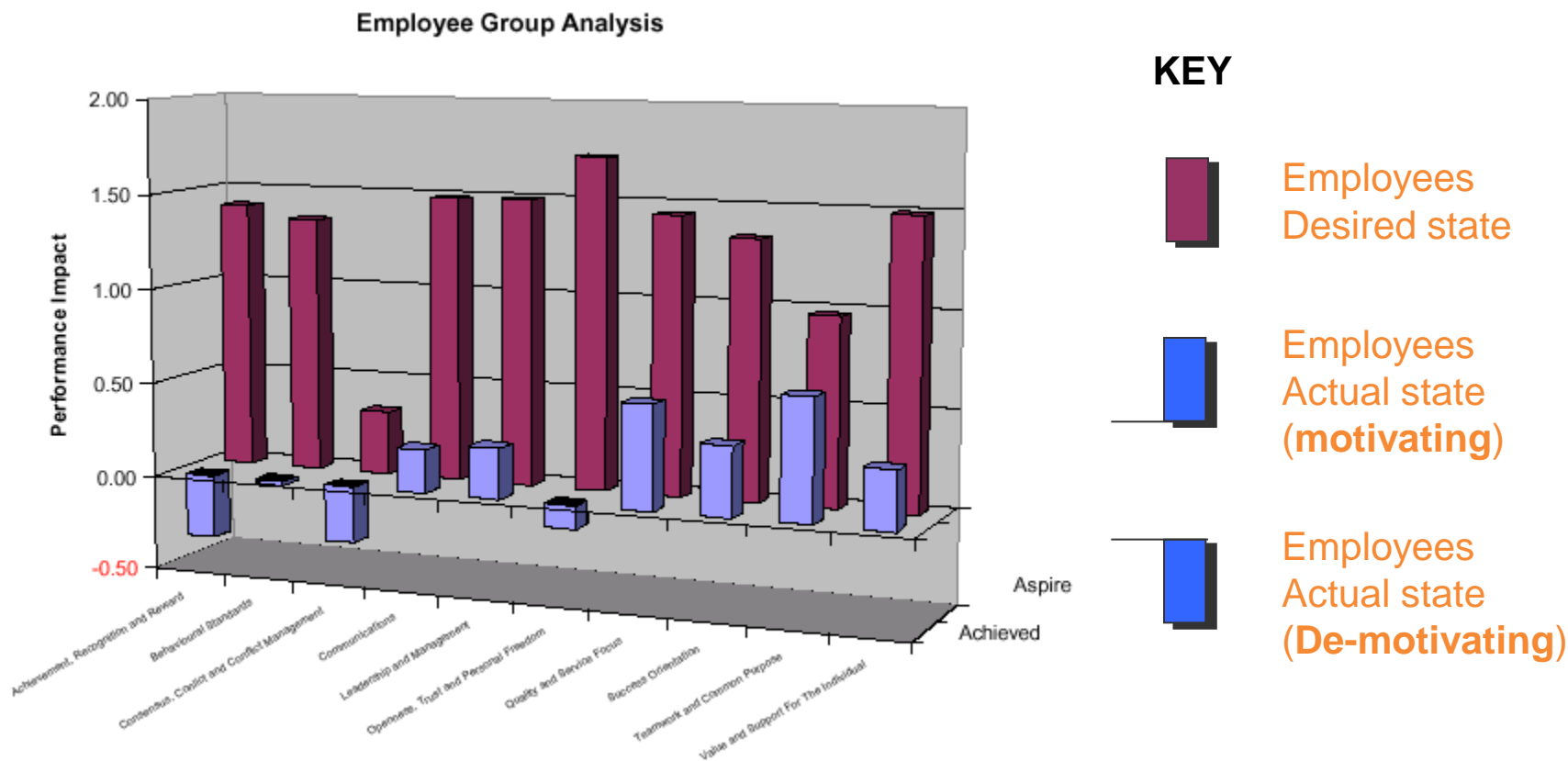
How we measure Leadership Excellence in Change

- Leadership excellence
 - Leaders are accessible and actively listen
 - Leaders respond to people and promote discussion
 - Leaders promote feedback and involvement
 - Leaders identify best practices in Change leadership

Culture Mapper measures people's views of:

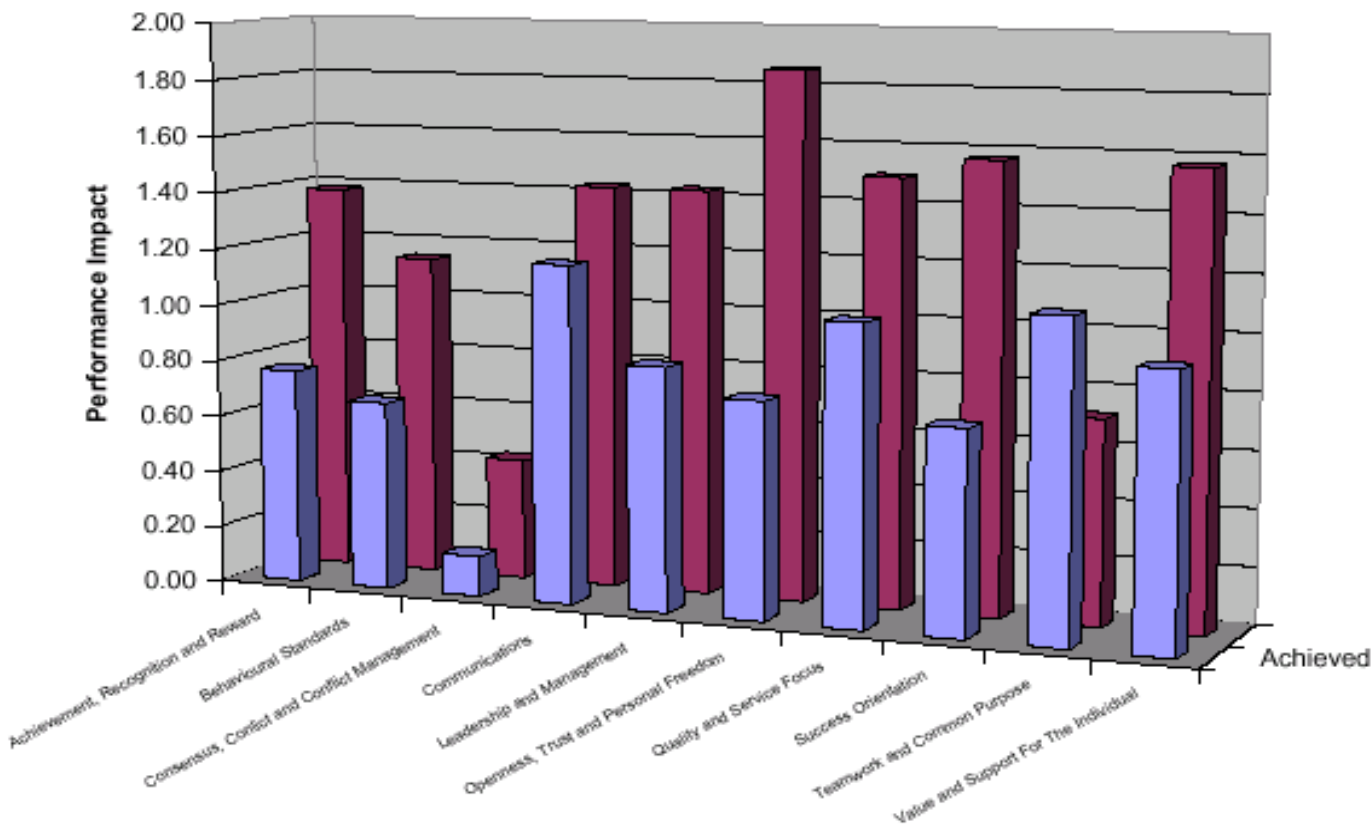
- Leadership & Management Style
- Teamwork & Common Purpose
- Communication
- Quality & Service Focus
- Consensus & Conflict
- Value Of & Support for the Individual
- Behavioral Standards & Ethics
- Success Orientation
- Openness, Trust & Personal Freedom
- Achievement, Recognition & Reward

We then analyse and display these views by location and staff groups



Cultural Survey: Key Findings

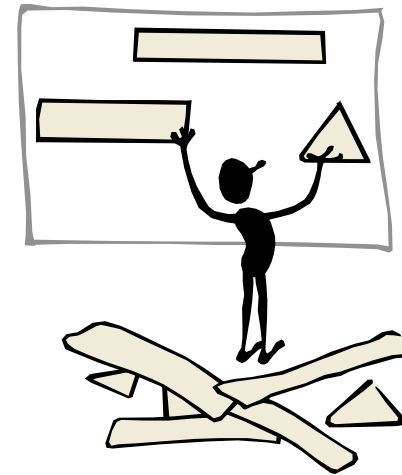
Bands 6 and above



This enables effective action planning



Workshop



Plan of Action to
change the culture

Benefits

- Individuals feel that their views have been listened to
- Objective evidence of the factors that may be de-motivating staff
- Clear evidence to enable the management team to address issues that staff feel are important
- Greater staff acceptance of change
- Bench mark data around 'as is' and 'to be'



Ditch Doris Day

- Set 4 goals
- My career/work goal over the next 12 months is....
- My relationship goal over the next 12 months is....
- My recreation goal over the next 12 months is.....
- My contribution goal over the next 12 months is....

Ditch Doris Day

- Anthony Robins

People tend to overestimate what they
Can achieve in a year, but
Underestimate what they can
Achieve in a lifetime

CIPFA Training

Open or On-Site Courses

- An extensive range of courses delivered on an open basis or through tailored, in-house delivery in areas such as Finance, Governance, Fraud, Business Change, Transformation, Procurement and Risk

Accredited Programmes

- CIPFA Certificate in Investigative Practice
- PRINCE2 and Managing Successful Programmes (MSP)
- Audit of Procurement and Contracts
- Certificate in Corporate Governance
- Leadership Academy
- Open Book Accounting

For further information go to:

<http://www.cipfanetworks.net/training/>

CIPFA Information Services

Statistics, Benchmarking and Research

- Our data provide accurate and timely information on service usage, costs, customer satisfaction and policy development. It represents a valuable resource upon which to make decisions, compare performance, identify trends, review processes and outputs, and to manage resources more effectively.

Comprehensive Data Source

- Statistical Information Service
- Corporate Services Benchmarking
- Value for Money Indicators – pan-public Sector
- Social Care, Planning and Police Benchmarking
- Libraries and Benefits user surveys

For further information go to:

<http://www.cipfastats.net>

CIPFA Financial Management Advisory

Bespoke On-Site Assistance

- CIPFA FM Model – Central Government, Local Govt. and Health
- IFRS Compliance Healthcheck
- Year End Health Check – Critical Friend
- Financial Management Reviews
- Shared Services Business Case Analysis
- Options Appraisal
- Audit Best Practice
- Local Government Structures – LGR
- Technical Accounting Products – IFRS Accounts Template
- Asset Management – modelling and best practice
- Training – FM, Accounting and Governance

For further information go to:

<http://www.cipfa.org.uk/business/consultancy>

CIPFA publications and TISonline

- A wide range of technical guidance, codes of practice and best practice publications written by experts on all aspects of public finance.
- TISonline gives a thorough and informative view on all the latest policy and practice in your area. The 34 information streams are available individually or as tailored packages. Do you subscribe?
- Join our free CIPFA publications service you get the latest information first. Plus you get a 20% discount on the cover price.

For further information go to:

www.cipfa.org.uk/shop or www.tisonline.net