From a Change-Vulnerable to a Change-Ready, Change-Capable Organisation

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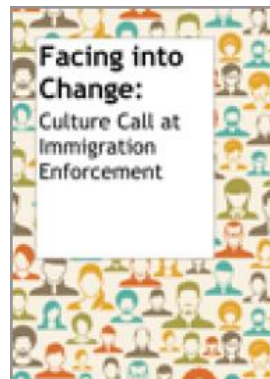
Topics covered in this session

- Exploring 'change-readiness'

- IES research findings

- Suggested exercise for teams

- The journey from a change-vulnerable to a change-ready, change-capable organisation

IES change research

- **IES knows about the world of work**

- **Already out there on change**

  - 1000s of psychological studies on team effectiveness, OD, leadership, adult learning, ethics and change. Newer studies on emotional agility, ambidexterity & mindfulness (at individual level)

- **The gap IES has been focussing its research on is how to…**

  - Develop agile and adaptive organisations

  - Leverage existing activities for change Create the conditions for change at organisation (and team) level

- **Who we have been partnering with**

  - Henley Business School - to produce change tools for teams

  - Cranfield University – to test training interventions as a catalyst for change-readiness

  - NHS - reviewing evidence about what works in introducing & embedding change

IES change research

- Organisation cases of delivering complex change

- Developing for change

- Planning for agility

- Change-readiness

An organisation is*

*(subject to change)

CHANGE NOUN

An act or process through which something becomes different

Brexit Office moves **Financial downturn** **Regulations**

Government policy Acquisitions **Technology** The labour market Ageing workforce

Leadership Mergers Redundancy **Restructuring**

Operating environment **External markets**

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Is this what it feels like for line managers in your organisation?

Is this how change is conceptualised in your organisation?

Creating a climate for change

Engaging and enabling the whole organisation

Implementing and sustaining change

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Increase urgency | Build the guiding team | Get the right vision | Communicate for buy-in | Empower action | Create short-term wins | Don't let up | Make it stick |

© Kotter & Cohen, 2012

Are you ready for the as yet unknown future?

What is meant by 'change-ready'?

- Change-ready employees - refers to a set of key cognitions, beliefs and behaviours that make up a prevalent positive attitude toward the process of transforming to a strategically different position

- Change-readiness in organisations – refers to the collective capability to consider emerging situations, and to act swiftly in response. It is more than the sum of individuals' change-readiness. It also includes corporate processes, policies and culture

What does it mean to be a change-ready organisation?

- Agile and adaptive organisation
  - High Reliability Organisation
  - Ethical, agile & authentic leadership
  - Aligning corporate systems with learning

- Energising and resilient workplace culture
  - Creative and change-friendly culture
  - Mindful organising
  - High trust work environments

- Belonging and constantly learning
  - Employee voice valued
  - Promoting a sense of belonging
  - Taking experience seriously

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THE HENLEY FORUM

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Building change-ready change-able teams

Research by
Institute for Employment Studies (IES)
and The Henley Forum

Henley
Business School
UNIVERSITY OF READING

Where business comes to life

THE RESEARCH

We worked with 13 people from 11 organisations across eight months to scope the research and draw out key findings.

We invited team members to assess their team's readiness and ability for change using an evidence-based survey tool: we received 228 responses from 9 teams across 5 large organisations in 4 countries.

We then interviewed some of these team members to identify what helps or hinders their team being more ready and able for change.

Hallmarks of Change-capable Team

A clear sense of communityship in the team and beyond

Previous experience of being involved in change

Self-confident in managing themselves

IES/Henley Forum, 2019

Suggested exercise for teams (1)

Think of a time when you felt LEAST ready and able for change

Specifically what about…

- **You**

- **Your team**

- **Your organisation**

- **Or the situation**

…made that possible?

Reflect on the exercise with a neighbour

Suggested exercise for teams (2)

Think of a time when you felt MOST ready and able for change

Specifically what about…

- **You**
- **Your team**
- **Your organisation**
- **Or the situation**

…made that possible?

Reflect on the exercise with a different neighbour

From Change-Vulnerable to **Change-Ready:**
A checklist

☑ **Culture**   Putting the human aspects of change at the forefront

☑ **Leadership** Agile leaders engage stakeholders and contextualise their vision

☑ **Teams**   Mindful teams embed transformation

☑ **Learning**   Continuous reflection, considered reaction and improvement

☑ **Process**   Flexibility in systems and process in an evolving landscape

☑ **Skills**   Change-smart skills make you ready for any change, as it happens

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From Change-Vulnerable to Change-ready: How to get there

- Snapshot of what's going in the organisation now
  Shining a light on how change-vulnerable you are

- Workshops for leaders, staff and execs – processing previous change & alerting the top team about what's important
  Clearing the decks

- Supporting HR teams, change leads and local champions – reviewing, mapping & aligning HR processes to integrate for better work environment, productivity, culture etc.,
  Putting people centre stage as enablers (not barriers)

- Independent expert at the stakeholder table throughout change initiative(s)
  Keeping you reflecting and applying learning on what's working

HR's role in promoting organisational change-readiness

Embedding learning from previous change efforts	Helping reflective practice among managers of change	Connecting change to purpose
Ensuring HR processes support rather than contradict the drive for agility	Optimising the psychological & cultural platforms for agility	Speaking truth to power
	Showing the power appreciative inputs	

Suggested actions for HR

- Focus on individual <u>and</u> collective change-capability

- Work with business-critical teams to promote co-production, AI, reflective practice etc

- Invest in leadership development for agility

- Embed a planning 'mentality' to help anticipate the impact of business scenarios

- Ensure 'agility' & cognitive flexibility informs your definition of 'talent'

Thank you

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Reading

Carter, A (2017) Strategic change-readiness for organisations , HR Network Paper No134, Institute for Employment Studies

https://www.employment-studies.co.uk/resource/strategic-change-readiness-organisations

Carter A, Varney S (2018) Change capability in the agile organisation, IES Perspectives on 2018, Institute for Employment Studies

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