

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

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A blue graphic element consisting of a horizontal line that curves upwards and ends in an arrowhead pointing to the right.

Topics covered in this session

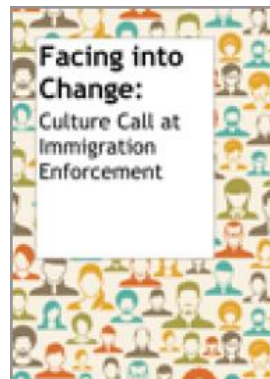
- Exploring 'change-readiness'
- IES research findings
- Suggested exercise for teams
- The journey from a change-vulnerable to a change-ready, change-capable organisation

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



MINDFULNESS FOR STRATEGIC CHANGE
FROM THE EXPERTS

We gathered twenty experts to give their top insights into how to use mindfulness for strategic change in your organisation.

- SELL THE CONCEPT**
"Sell" the concept of mindfulness in a way that means something to the organisation as a whole. There are benefits to individuals (in wellbeing, stress and focus), but be clear about the value on an organisational scale (change-readiness, leadership, sustainability).
- ARTICULATE YOUR VISION**
Clearly articulate why your vision of a 'mindful' corporate culture is better than the status quo. Allay fears by stating it is not a therapeutic or spiritual intervention.
- COMMUNICATE STRATEGICALLY**
Communication helps overcome any 'bumps in the road' and will keep benefits in people's minds.
- BE CLEAR WHAT A 'MINDFUL LEADER' LOOKS LIKE**
Mindfulness should be understood at a behavioural level and be broken into processes, protocols, and norms that are meaningful to all staff. Be clear what a 'mindful' leader or colleague looks like in your organisation: what will they do (that's different from now)?
- FIND A SENIOR MINDFULNESS CHAMPION...**
A senior individual who embodies mindfulness and leads by example will inspire individuals to participate in taster sessions, generate initial support and resources, and show it's OK to engage in mindfulness, including high performers.
- ... AND CHAMPIONS AT EVERY LEVEL**
Delegation of power is important for bottom-up trust in the process. Identify champions at every, or any, level in your organisation, to build initial momentum from people who get it.
- REVIEW PROGRESS AND CELEBRATE SUCCESS**
Review progress. Generate and verify real-life success stories, and celebrate success. The appearance of success is important. Mindfulness techniques won't work for everyone. Expect many employees but not all to adopt them.
- SUSTAIN MOMENTUM**
Build and sustain momentum to cast the net wider across the organisation and continue the process of gathering new people who 'get it' and add their energy to the effort.
Sustained personal practice is key to getting the benefits of mindfulness. Ensure team leaders schedule time for practice into normal work routines.

THE RESEARCH
These insights are drawn from research generated at the IES 10th Biennial research paper 'Mindfulness in organisations' by Alison Carden, Julia Tobias and Kate Spence-Smith.
The paper is available to download for free from the IES website: www.employmentstudies.co.uk/mindfulnessresearch

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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

**The labour
market**

Ageing
workforce

Technology

Leadership

Mergers

Redundancy

Restructuring

Operating environment

External markets

A close-up photograph of a hand squeezing a black piggy bank. The piggy bank has two large, white, spherical eyes that have popped out of their sockets. Each eye has a yellow iris and a black pupil, with pinkish-red lines representing blood vessels on the white surface. The hand is positioned to squeeze the piggy bank from the sides, illustrating the concept of being 'squeezed' in a metaphorical sense.

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

Is this how change is conceptualised in your organisation?



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

THE HENLEY FORUM

KNOW | LEARN | ADAPT | INNOVATE

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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

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

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 and 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

<https://www.employment-studies.co.uk/resource/change-capability-agile-organisation>