

# ***HR and Organizational change management***

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# HR and Change management

Challenge to organisations nowadays – implementing the change process, which impacts radically on ability of organisations to improve their performance management and is linked to the strategic aims of the business

- The importance of change management skills
- Approaches to change management – to find the most appropriate one to your organisation
- 3 main steps of change management process:
  - Creating the common understanding on necessity of the change
  - Organisational change process – transforming organisation
  - New work practice and embedding of processes



# HR and Change Management

Whatever approach is chosen for change management process it has to grow out from the natural environment and capacity of the organisation. But successfully implemented change processes have similar characteristics:

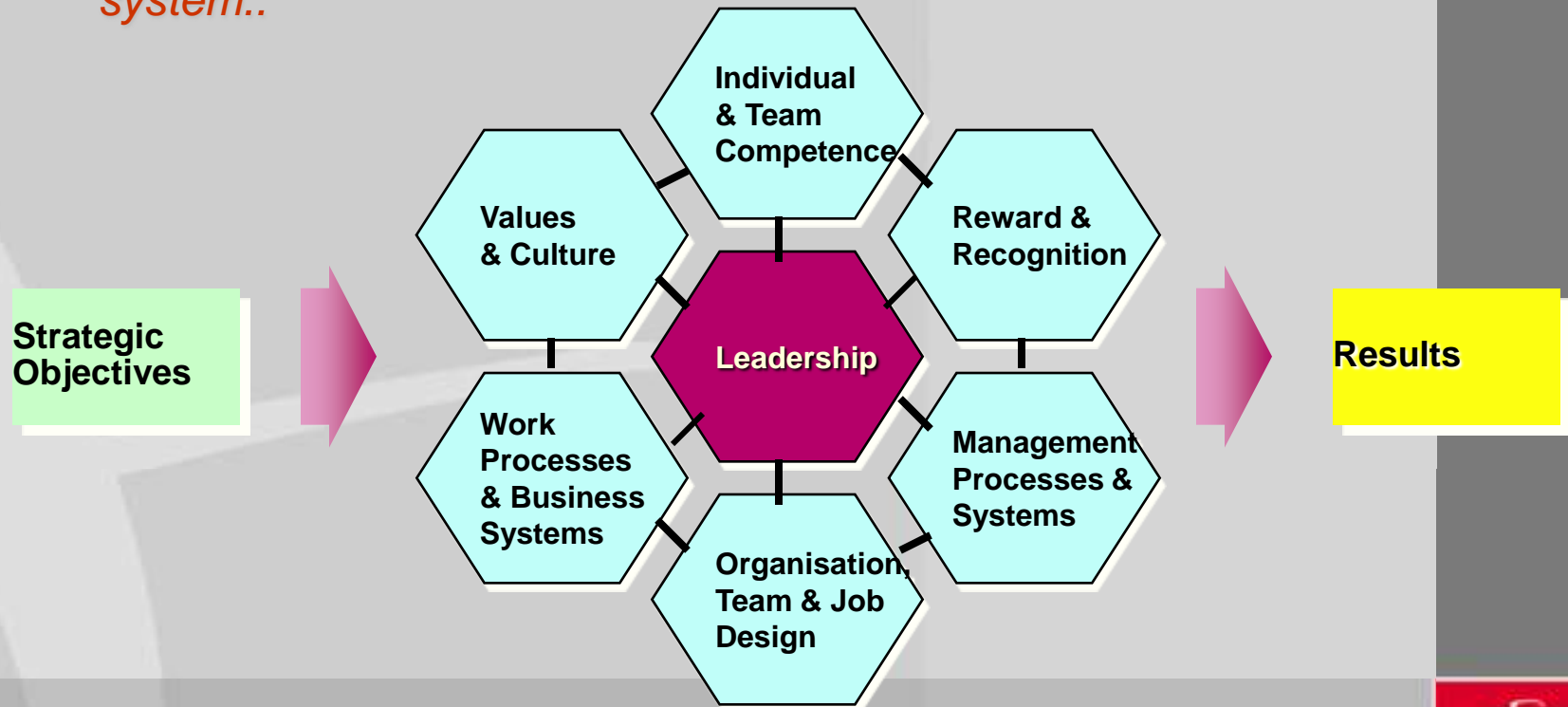
## Successful change process:

- Changes are managed and implemented on all levels of organisation. It has been considered and assessed how changes will impact on structures, work practice and behaviour.
- There is strategy and business cases in place for planning, implementing and monitoring of the change process.
- Critical success factors are identified

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Rarely Isolated to one part of the system

*An organisation is above all, a connected system..*



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- Research (data from year 2007) which involved 166 USA and 18 European organisations gave an insight into success factors and failures of change programmes:
  - Only 1/3 reported that they have been successful in implementing changes:
    - 32% successfully implemented changes of vision/values/organisational culture
    - 27% successfully changed business systems and processes
    - 20% successfully changed IT systems
  - The success factors in implementing the change:
    - Focus on maintaining change process
    - Increased awareness on necessity of change
    - Encouragement to take up the responsibility on management of change processes
    - Narrowing change process to the planned benefit/result

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- Organisations which were not successful in implementing change pointed out the following needs and problems:
  - Necessity to train leaders
  - Chaotic change management
  - Lack of ability to delegate the implementation of initiatives from management level to the executive levels of organisation
  - Competition and internal intrigues

Answering the question about the biggest challenge of change – 43% of organisations commented, that changing vision/organisational culture and values was particularly difficult

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“It isn’t the changes that do you in, it’s the transition. Change is not the same as transition. *Change* is situational: the new site, the new boss, the new team roles, the new policy. *Transition* is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal.”

Bridges, W. (1995) *Managing Transitions* Nicholas Brealey  
Publishing: London

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## Eight steps to transforming your organisation

- 1. establishing a sense of urgency
- 2. forming a powerful guiding coalition
- 3. creating a vision
- 4. communicating the vision
- 5. empowering others to act on the vision
- 6. planning for and creating short term wins
- 7. consolidating improvements and producing still more change
- 8. Institutionalising new approaches

John Kotter



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Main practical steps in implementing the change programme:

- Agree specific of change programme
- Agree composition of change management team
- Agree and seek approval for the business case and standards to be followed (including costs reskilling, recruitment, redundancy etc.)
- Review and agree draft organisational structure, changes to working methods, post numbers and job/person specification
- Agree future skills requirements
- Review current staffing and agree provisional HR plans
- Agree and implement redundancy
- Recruit to any vacant posts including staff development plans
- Moving forward following a redundancy programme

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Solutions/tools organisations choose for implementing successful change process:

- External help to facilitate development of vision/strategy development
- Auditing the existing processes and functions
- Preparing the business case for change (Benefits Realisation Management)
- Preparing/training of change agents
- Merging posts and roles
- Setting new competence models for new setup of organisation
- Assigning the new roles for existing post holders
- Introducing virtual working tools
- Evaluating and developing managers
- Performance related pay systems

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*It is a terrible thing to look over your shoulder  
when you are trying to lead – and find no  
one there*

Franklin Roosevelt



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