

CHANGE MANAGEMENT THEORY

prepared for

Clients

2021



WORKPLACE CHANGE



Our approach to workplace change is underpinned by a number of defined change management theories and practices that are applied to the various activities throughout the change journey.

The scale and impact of the workplace change differs across all our clients, and we tailor each change approach to meet the needs of the organisation to ensure it is relevant and meaningful.

In addition to our go-to theories and practices, and we bring a wealth of workplace change experience, passion and empathy to engage and support your people through the change.

There are three simple steps to our change approach:

1. Understanding the change impacts
2. Addressing staff concerns and questions
3. Engaging people in key decisions that impact them.

Activities to support the workplace include but are not limited to: understanding what's changing to inform a change impact assessment, capturing staff concerns and feedback, mapping decisions – what decisions are made and the decisions that employees can influence, defining the governance structure, tracking readiness by team in preparation for the change, documenting the change via a journey map, facilitating workshops and training and delivering communications across a number of channels.



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1. SCARF + 4Cs

- Understanding what as part of the workplace project that people will perceive as a change and why – such as loss of an office, loss of their own desk
- The loss of control, competence, confidence and comfort impacts on the sense of status, certainty, autonomy, relatedness and fairness.

Activities

- Impact Assessment: understanding the impacts

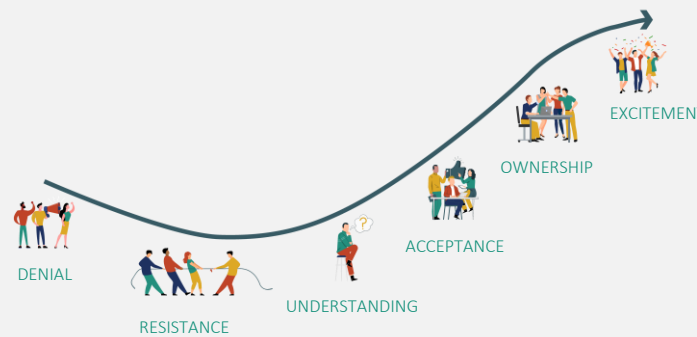


2. KÜBLER ROSS – GRIEF THEORY

- Understanding the emotional process people go through when new decisions are made, or new information is provided which constitutes a change.

Activities:

- Change Approach
- Journey map



3. CONSCIOUS LEADERSHIP

100% RESPONSIBILITY

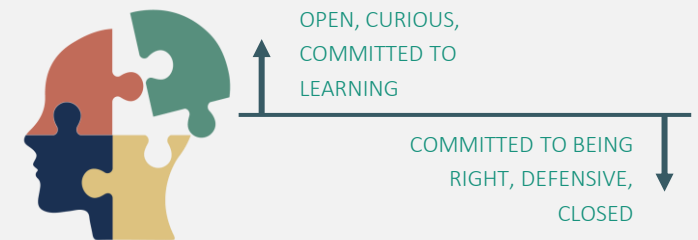
- Understanding that the success of the project is everyone's responsibility, ending blame and taking responsibility for the outcome.

ABOVE AND BELOW THE LINE

- Understanding the neurological and typical reaction to any change. Providing a tool to self-reflect and help others (peers) reflect on how they are responding and how they could be responding to the change.

Activities:

- Ways of working, protocols and etiquette workshops
- Champion network
- Leadership forums
- Our general approach to interacting with stakeholders



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4. PSYCHOLOGICAL OWNERSHIP

- Ownership of the organisations new way of working by enabling employees to contribute to their work creatively, learning about it, and contributing to key decisions.

Activities:

- Decision mapping
- Governance structure
- Champion network
- Leader updates
- Ways of working, protocols and etiquette workshops

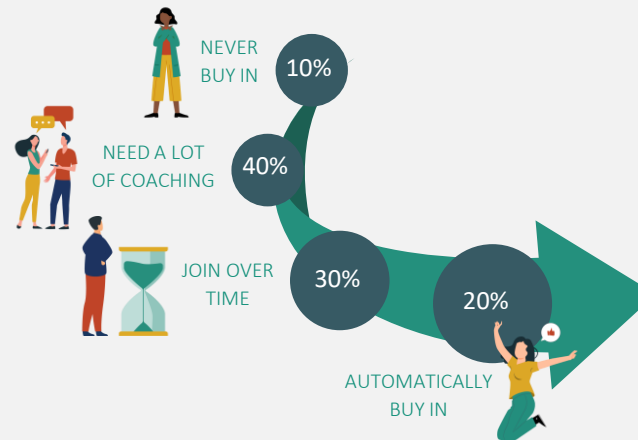


5. CHANGE CURVE

- Understanding the organisations profile related to change at the start of the project
- Understand the focus of change approach and where not to focus
- Developing an approach to optimise employee experience

Activities:

- Employee feedback – surveys, interviews
- Journey map
- Champion network
- Leader interviews and workshops

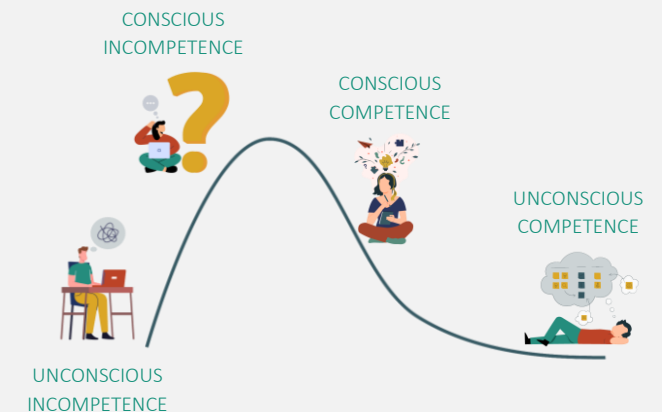


6. STRESS + LEARNING CURVE

- Connecting the understanding of the new way of working with the stress curve. Employees are the most stressed when they know there is a new way of working but don't have the information to help them understand how it works
- Unconsciously competent and low stress when it is just the way we do things – 'this is how we work'.

Activities:

- Activities
- Communications channels
- Change schedule
- Journey map



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7. SOCIAL NORMS + GROUP INFLUENCE

- Applying social norms theory to create new norms of ways of working
- Social norms are rules of behaviour. They inform group members how to construe a given situation, how to feel about it, and how to behave in it. They exert social influence on group members by prescribing which reactions are appropriate, and which are not.
(Abrams, Wetherell, Cochrane, Hogg, & Turner, 1990)
- The new norm is developed through consistency, frequency and uniformity - 'this is how we work'.

Activities:

- Ways of working, protocols and etiquette workshops
- Ways of working guide

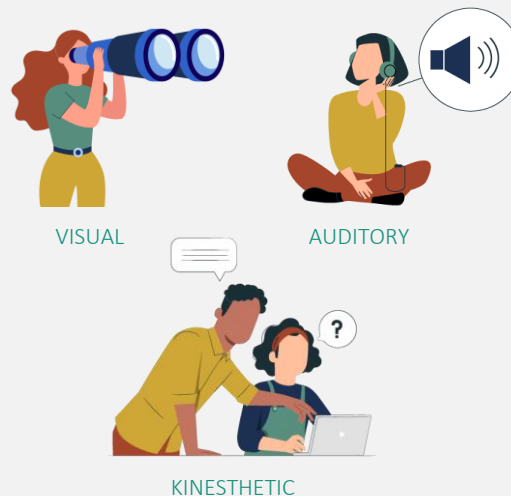


8. LEARNING + COMMUNICATIONS STYLE

- People learn and communicate differently, therefore using multiple channels and mediums to communicate consistent messaging to maximize reach and interest

Activities:

- Communications plans

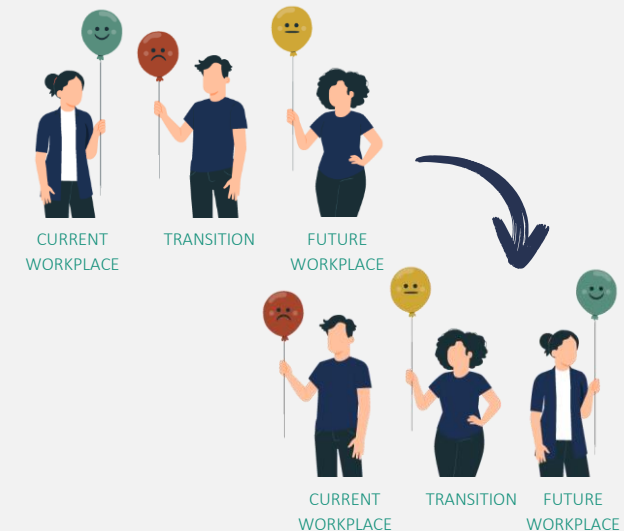


9. CHANGE PERCEPTION

- Derived from the Lewin Change Model
- The current workplace is perceived as good because employees know how to use it. The change is perceived as negative because people are unaware and unsure about the future workplace. Information is key.

Activities:

- Change approach
- All engagement activities



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10. TOP CHANGE ITEMS

- Most change frameworks such as PROSCI (ADKAR) highlight key principles that must be covered as part of any change.

Activities:

- Change approach
- Communications channels and materials

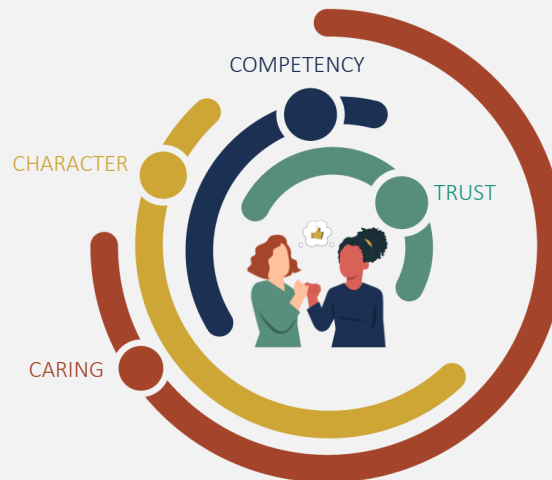


11. TRUST

- Competence trust is believing that people will deliver on what they say they are going to do
- Interpersonal trust is about liking and trusting the person you are interacting with – the way we do things and how we handle interpersonal and emotional interactions.
- Trust reduces concern and complexity.

Activities:

- Journey map

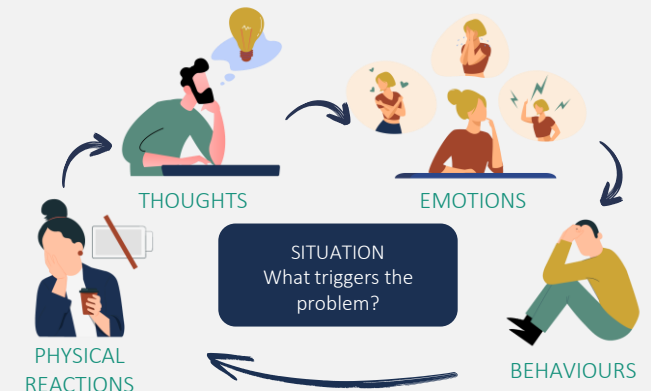


12. COGNITIVE BEHAVIOURAL THEORY LITE

- Understanding the difference and connection between the workplace change (situation), thoughts, feeling and behaviours
- Understanding that while we can challenge our thoughts as to whether they are relevant, the best control occurs when we change our focus to identifying, understanding why and committing to changing our behaviours which in turn change our mindset and our perception of the situation.

Activities:

- Change approach
- All engagement activities



CONTACT US

lisacopland@presynct.com.au

0451 167 161

WWW.PRESYNCT.COM.AU

