

ILM Level 3 Leadership and Management

Planning Change in the Workplace

Unit Code: QCF 8600-302

Introductions

Example

Unit Aim

To be able to plan change in an organisation as required by a practising or potential first line manager

Source: ILM Unit Specification

The Work-based Assignment (WBA)

Hand-out: Work-based Assignment: read and understand the requirements for assessment

Objectives

- To consider the organisational benefits of effective planning for change
- To examine the links between planning and the change process, along with wider links to high performance and successful implementation of change in business and in organisations

Create your own definitions for:

- Planning?
- Change?

Planning

A management function involving formulation of plans to achieve required results using available resources.

The planning process:

- Identifies goals or objectives and formulates strategies to achieve them
- Arranges or creates the means required
- Implements, directs, and monitors steps in sequence.

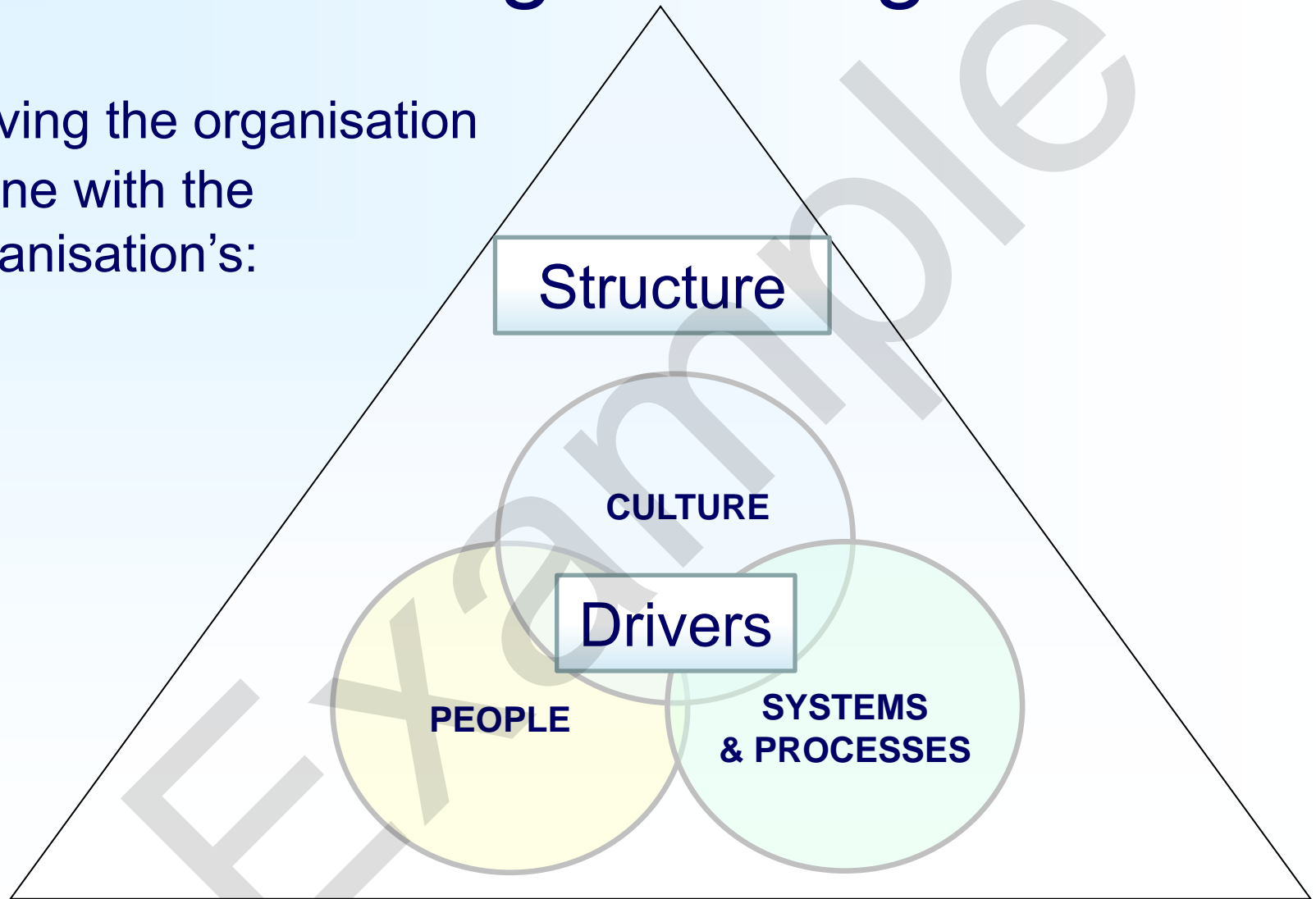
Change:

- To make different in some particular way – *to alter*;
- To make radically different – *to transform*; and,
- To give a different position, course or direction.

(Webster's Dictionary)

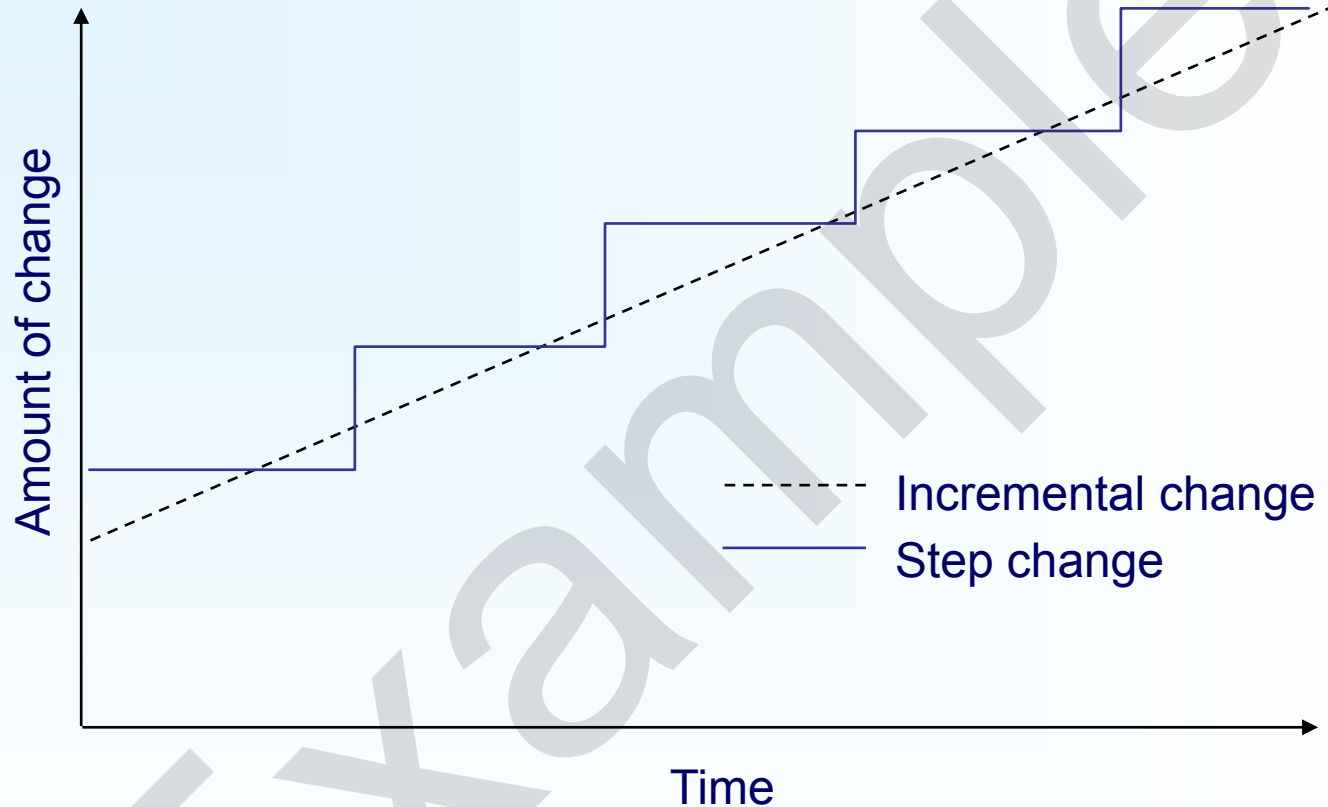
What is Change Management?

Moving the organisation
in line with the
organisation's:



To deliver long-lasting benefit to the organisation

Incremental v Step Change



Activity: in groups, identify 3 examples of incremental change and 3 examples of step change implemented by well known organisations

Change - Associated Threats

Type	Threat Level
Incremental	Low
Annual	Low
Step	Significant
Metamorphosis (Major)	High/Very significant

(Based on Russell-Jones)

Types of Change

Activity:

Consider the types of change that you have experienced in your organisation; make a list using the table in Hand-out 1 of examples for each type of change

Hand-out 1: Types of Change (worksheet)

Leadership

What challenges are there in leading change?

Leadership

Challenges relating to leading change include dealing with:

- People
- Processes
- Change fatigue
- Communication
- Fear of the unknown
- Operating outside the 'comfort zone'
- Pace of change

'Drivers' of Change

What drives change in your organisation?

Activity: Looking at your own organisation, list potential drivers for change.

Drivers of Change (1)

- New technology
- Government legislation
- The appointment of a new chief executive or senior figure
- Customer demand for new and improved products and services
- Internally-driven improvements in productivity and/or profitability
- Need to reduce costs
- Financial recession
- Local and (increasingly) global competition

Drivers of Change (2)

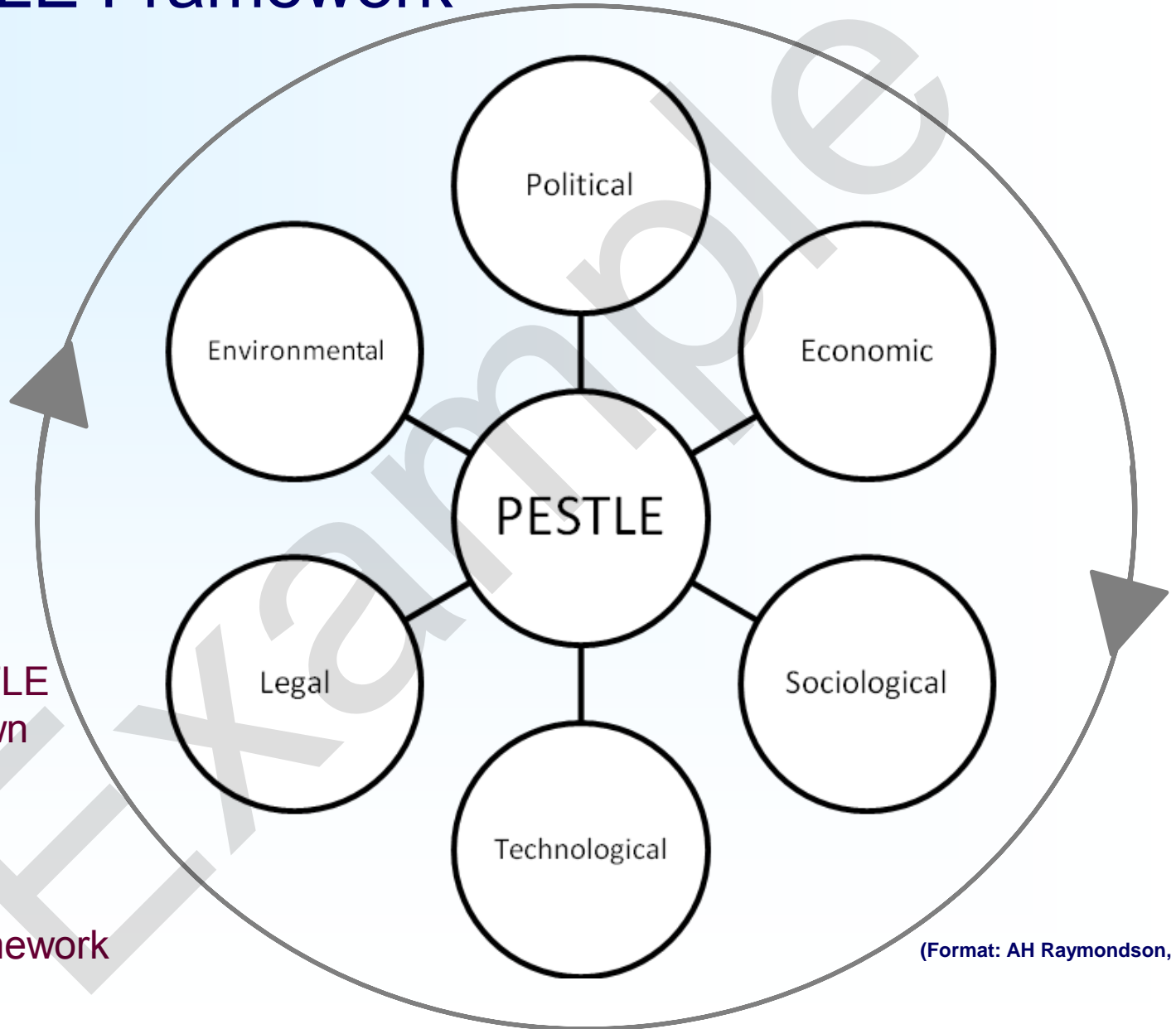
- Competitor innovation
- Product obsolescence
- Loss of market share
- Loss of revenue
- Higher taxation
- Mergers and take-overs
- Organisational inefficiency

Analysing the Operating Environment

Discussion:

Why is continual analysis of the environment in which your organisation operates vital to its continued success?

The PESTLE Framework

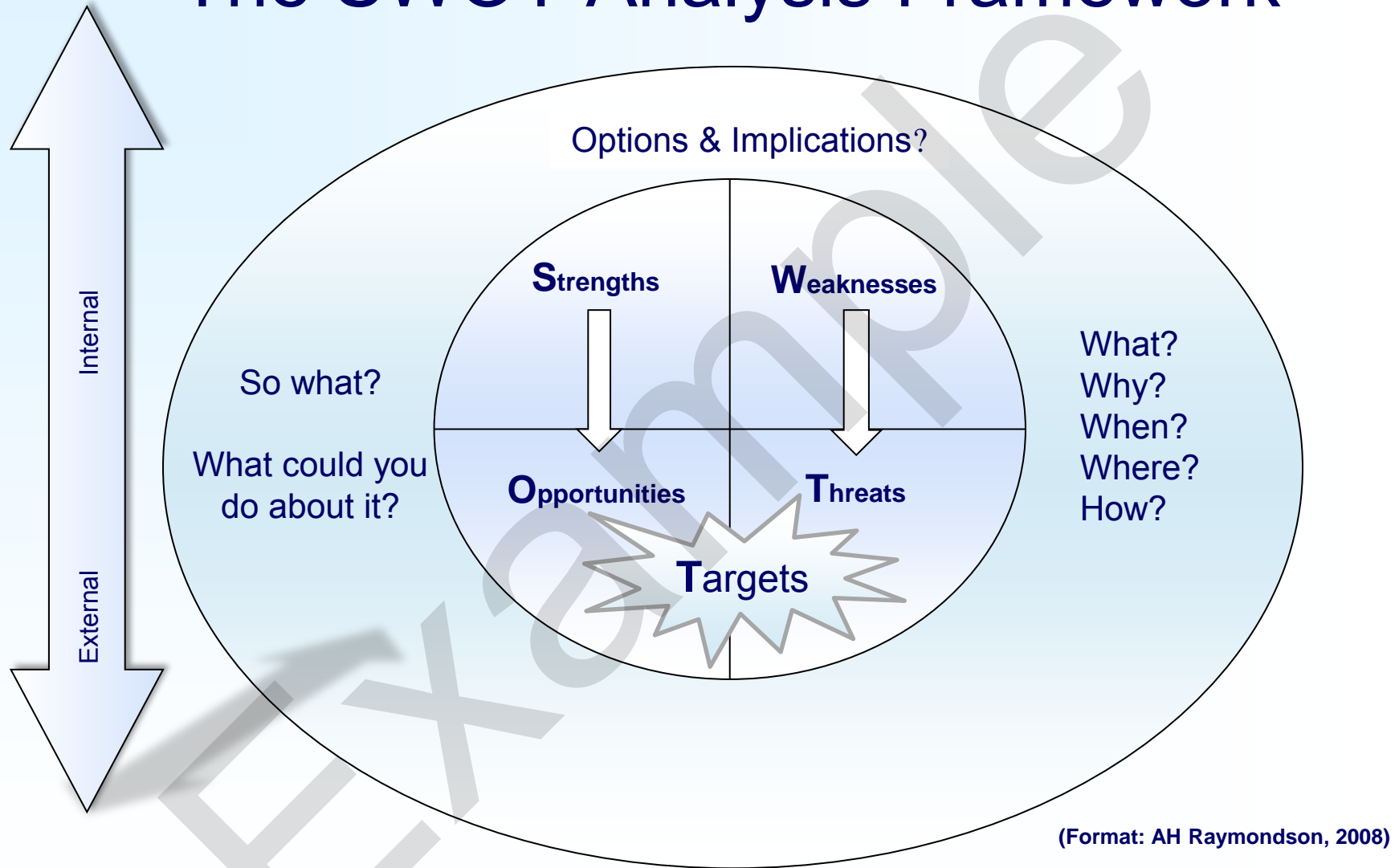


Activity:
Undertake a PESTLE analysis of your own organisation

Hand-out 3:
The PESTLE Framework
Worksheet

(Format: AH Raymondson, 2010)

The SWOT Analysis Framework



Activity: Undertake a SWOT analysis of a well known organisation as though you were members of their management board

Benefits of Change...

Activity:

Think of 5 significant changes that have taken place in your organisation. Identify the potential benefits to your organisation and the people within it.

Then, consider how you might 'sell' those benefits to others, so that they would be like to engage in the initiative.

Benefits of Change...

Organisational Benefits	Personal Benefits
<ul style="list-style-type: none">- Improving efficiency- Creating new opportunities to grow the business and increase turnover and profits- Creating significant differentiation and market space between you and your competitors- Leading your company to think to the future, to motivate, to inspire- Reducing costs- Opening up new markets- Creating investor confidence- Utilising partnerships, acquisitions, licensing options and intellectual property assets- Operating in and dominating a wider market- Becoming more competitive- Improving decision making- Providing stimulation for employees and improving employee retention rates	<ul style="list-style-type: none">- Challenging (greater job satisfaction)- Motivating- Exciting- Rewarding (bonus payments)- Professional and personal development

The Assignment

Group work – in groups identify issues of relevance to each element of the assignment

Discuss

Questions?

Example

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