

Developing Change-Ready, Change-Capable Organisations

Are you ready for change?

Dr Alison Carter, IES

Topics covered in this session

- § Update on IES HR Network activity on developing for change - what have we learnt?
- § Your experience of change
- § The journey from a Change-Vulnerable to a Change-Ready, Change-Capable organisation

IES change research

§ **IES knows about the world of work** This is our starting point

§ **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...**

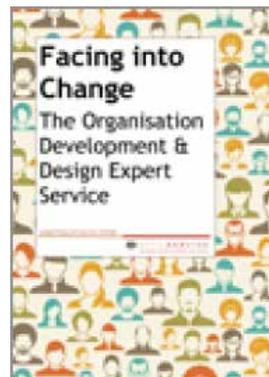
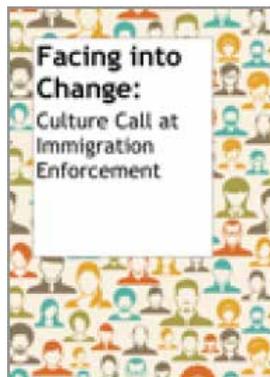
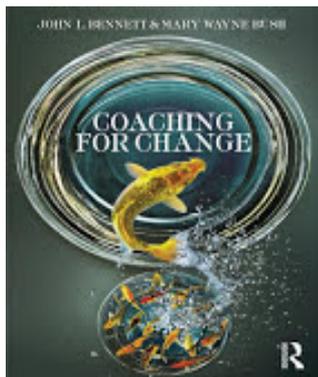
- Develop agile and adaptive organisations IES Annual Conference
- Leverage existing activities for change Many years of case study research & papers
- Create the conditions for change at organisation (and team) level Recent papers on strategic change readiness & change capability, in-company quantitative and qualitative research

§ **Who we have been partnering with**

- The Henley Forum, Henley Business School Action research on change-ready, change-able teams
- Cranfield School of Management, Cranfield University Experiment comparing individual and team mindfulness training intervention as a catalyst for transformational 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**
Start the context of mindfulness in a way that means something to the organisation as a whole. There are benefits to individuals (i.e. wellbeing, stress and focus), but be clear about the value to an organisation (such as change-readiness, leadership, sustainability).
- ARTICULATE YOUR VISION**
Clearly articulate why your vision of a mindful organisation is clear in better than the status quo. Ask: how is getting it to be a step closer to specific measurement?
- COMMUNICATE STRATEGICALLY**
Communicate the value of mindfulness in a way that is clear and easy to understand. Focus on the real, not just the ideal, benefits of people's minds.
- BE CLEAR WHAT A MINDFUL LEADER LOOKS LIKE**
Mindfulness should be understood as a behavioural skill and be broken into processes, practices, and actions that are meaningful to all staff. Be clear what a 'mindful' leader is, although better than your organisation 'what do they do that's different from most'?
- FIND A SENIOR MINDFULNESS CHAMPION**
A senior individual who embodies mindfulness and leads by example will ensure individuals to participate in better sessions, generate better support and responses, and drive the 'top-down' or 'bottom-up' mindfulness, including high performance.
- ADD CHAMPIONS AT EVERY LEVEL**
A number of people is important for building a culture of mindfulness. Identify champions at every level in your organisation. In smaller organisations, you may need to identify multiple champions who can get it.
- REVIEW PROGRESS AND CELEBRATE SUCCESS**
Review progress. Celebrate and verify small wins, successes, and concrete success. The experience of success is important. Consider how you can celebrate the progress of individual employees and how to reward them. Share their experiences but not at least them.
- SUSTAIN MOMENTUM**
Build and sustain momentum to ensure the value of the programme and continue the progress of individual employees and how to reward them. Share their experiences but not at least them. Sustain momentum practice is key to getting the benefits of mindfulness. Create a habit loop. Practice the habit loop. Practice the habit loop.

THE RESEARCH

IES

IES evidence-based tools & models

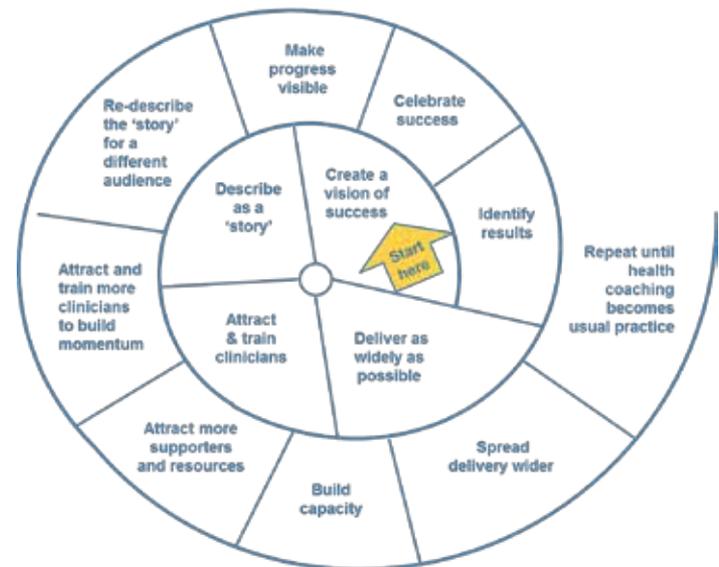
Literature reviews e.g. Introducing a culture of innovation

Developing practitioner models e.g. Transformational change through systems leadership

Tools and training exercises e.g. Visioning



Source: ACT Academy/IES, 2018



Source: Carter & Newman, 2017

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 bright yellow iris and a black pupil. The piggy bank's snout is visible at the bottom, and its legs are also visible. The background is a plain, light-colored surface.

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

THE HENLEY FORUM

KNOW | LEARN | ADAPT | INNOVATE

ies institute for
employment
studies

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

Who's involved and what's the research about?

British Council

Department for Environment,
Food and Rural Affairs

Financial Ombudsman Service

KPMG

Lloyds Bank (tbc)

London Borough of Barking
& Dagenham

Met Office

Surrey & Sussex Police

Trinity Laban

United Utilities

- In practice, what makes a change-ready, change-capable team
 - Contextual conditions?
 - Team dynamics?
 - Personal attributes?
- § How can we evaluate how ready and able teams are to implement change in their ways of working?
- § What tools and processes help?

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 workplace culture

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

§ Belonging and performance

- Employee voice valued
- Promoting a sense of belonging
- Taking experience seriously

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

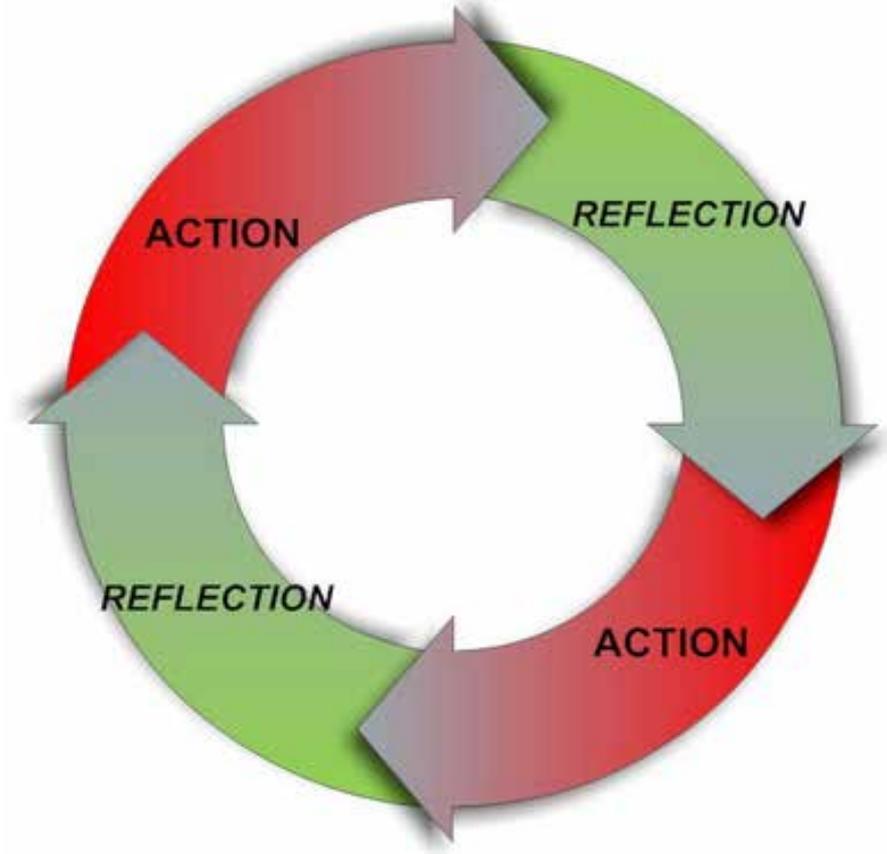
From Change-vulnerable to Change-ready: How to get there

- § 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

Taking experience seriously

How we tend to work:

- § Action: try something
- § Reflection: what works?
- § Action: apply learning
- § Reflection: what works?



Thank you

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