

# Organizational Change Explained















# Organizational Change Explained

Case studies on transformational change in organizations

Sarah Coleman and Bob Thomas





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### CONTENTS

About the editors xiii
About the contributors xv
Foreword xxiii

### Introduction 1

Sarah Coleman and Bob Thomas

Business life trends 2
Organization challenges 4
Future business models 7
The future and organizations 8
Who this book is written for 9
How this book is structured 10
References 27

**PART 1** The reality of organizational change – practitioner case studies and insights 29

# O1 Changing culture through conversation: organizational development in the NHS 31

Kelly Angus, Karen Dumain and Paul Taylor

Introduction 31
Background 32
Culture change 32
Why do we take culture seriously in the NHS? 33
OD practitioners leading culture change 34
Conclusion 42
References 44







### O2 Sparking change: a world of change in electricity transmission 46

Stephanie McGregor

Introducing OFTO - a spark of change 46

The story before OFTO: the status quo 47

Designing a new industry model 48

Long-term change is created 59

Extending the new market model into other areas 61

The regime continues to evolve 62

Lessons learnt 63

Conclusion 65

References 66

# O3 The GlaxoSmithKline story: changing the way we change 68

Kevin Holmes

Why did GSK need ADP? 68

What is ADP? 69

How did ADP come about? 74

What is the impact of ADP? 81

Conclusions and key insights from ADP 84

References 87

## O4 Shaping, scoping and designing a new total operating model 88

Gillian Perry

Introduction 88

Background 88

Project Marlborough 90

Post Project Marlborough reflections 94

The next chapter - Jurisdiction Model 2.0 (JDx 2.0) 95

Summary of the approach to change management 100

Conclusion 101

References 103







### O5 The brain and adaptive change 104

Paul Brown and Kate Lanz

Introduction 104
Getting a mindset going 104
Relationship and change 106
The emotional brain 108
From brain to mind: how the human mind works 114
In summary, what are the implications for change programmes? 117

Change and the organization 118 And so finally we come to mind 120 Brain-based change in practice 121

Conclusion 122 References 122

### 06 Working with resistance to change 124

Rod Willis, Anthony Burrows and Sarah Coleman

Introduction 124
Enabling technology, virtual teams and resistance to change 125
Transformation, employee engagement and resistance to change 128
Conclusion 134
References 135

### O7 Creating the resilient organization 136

Tianne Croshaw

Introduction 136
Introduction to resilience 137
Assessing resilience levels: the six human needs 139
The shadow side of our needs 143
How people respond to change 147
How resilience training can help people embrace change 148
Key roles for organizational resilience programmes 150
Conclusion 151
References 153









#### 08 Leading change in a not-for-profit organization 154

Jacqueline Mitchell

Introduction 154

Clarity of purpose – gaining buy-in 155

Behavioural change programme 158

Making change happen 160

Outcomes 162

Conclusion 163

#### 09 **Employee communication and engagement** during change: insights from neuroscience 166

Hilary Scarlett

Introduction 166

Insights from neuroscience 167

The role of storytelling in change 171

The role of emotion in communication 173

Sense of purpose 173

Language 174

Visual communication 175

Case study: TUI UK & IRELAND: storytelling, involvement and

visual communication 175

Employee engagement during change – SPACES (©Hilary

Scarlett) 177

Conclusion 179

References 180

### Project Carpe Diem: the systematic journey 10 of a multi-locational and multicultural transformational change programme in a large telecoms company 182

Viren Lall

Introduction 182

Background 183

The first problem and the turnaround programme 184

The second problem and the remedial programme 185

The resulting challenges and lessons learnt 193







Project Carpe Diem 2.0 195 Conclusion 197 References 198

### 11 Operational readiness for change 199

Rod Willis, John McLelland, Kevin Parry and Sarah Coleman

Introduction 199
Getting operations ready for change 200
Getting ready for M&As 210
Conclusion 211
References 212

# Managing change in Asia and the West: different windows, different views 213

Kevin Parry

Introduction 213
Change management concepts in conflict 214
Chinese business culture in managing change 216
Western business culture in managing change 224
Conclusion 226
References 226

# Developing change capacity and capability in organizations 228

Robert Cole and Sarah Coleman

Introduction 228
Capacity for change 229
Change roles 235
Change capability 237
Conclusion 244
References 245

### 14 Risk and organizational change 246

Ruth Murray-Webster

Introduction 246 Change is risky 247







Making investment decisions 248

Protecting previous decisions 254

Conclusion: managing risk during organizational change 259

References 261

### 15 Embedding and sustaining change 262

Andy Wilkins and Kate Stuart-Cox

Introduction 262

Key #1: Be credible 264

Key #2: Use a flexible framework 265

Key #3: Embrace loose tight 267

Key #4: Develop people whilst developing the business 271

Key #5: Accept that everyone has their own path to high

performance 272

Key #6: Build in commitment not compliance 273

Key #7: Learn how to have skilful conversations 276

Conclusion: the seven keys to embedding and sustaining

change 278

References 279

### 16 Change innovation 281

John Pelton

Introduction 281

The Crossrail innovation programme 281

Leadership 284

People and behaviours 286

Resistance 289

Benefits 290

Conclusion 295

References 297







# **PART 2** The future of organizational change – opinion pieces from future thinkers 299

### 17 Opinion piece 1: the future and change 301

Ira Blake

Introduction 301

Future change landscape 302

Competency to contribution: the changing role of the change

manager 305

Closing thoughts 306

References 307

### 18 Opinion piece 2: leading the agile organization 308

Heather Bewers

Introduction 308

Drivers of change 308

Corporate requirement for agility 309

Changing role of leaders 310

Conclusion 313

References 313

# 19 Opinion piece 3: the shift from complicated to complex 315

Heather Bewers

Introduction 315

Traditional approach 315

A VUCA world 316

Impact on change management 318

In practice 318

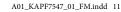
Changing the mindset 319

Conclusion 320

References 320









### 20 Opinion piece 4: the future and manufacturing 321

David Caddle

Introduction 321

Importance of manufacturing to the economy 321

The future of manufacturing 322

Technology and innovation 323

New market opportunities 325

Highly skilled workforce 325

Sustainability 326

Conclusion 327

References 328

### 21 Opinion piece 5: the future and local government 329

Peter Glynne

Introduction 329

- 1. Devolution of power 330
- 2. More joined-up government 330
- 3. Further cost pressures and rationalization 331
- 4. Greater reliance on partnership working and volunteering 331
- 5. Commercialization of assets 332
- 6. Making digital change sustainable: 'climbing the maturity curve' 333

Bringing it all together 333

### **Opinion piece 6: the future and healthcare** 335

Adi Gaskell

Health changes for an ageing population 335

Smarter homes 336

Bringing the doctor to you 337

Mobile health 337

Pulling this all together 338

Driving change in the UK's National Health Service 338

Conclusion 340

References 340

Index 000







### ABOUT THE EDITORS

Sarah Coleman helps organizations deliver better outcomes and value. She is an experienced programme director working in an interim and consultancy capacity with boards and senior leadership teams. She has worked extensively with multinationals, corporates and medium-sized enterprises across public and private sector organizations to plan, implement and assure major change programmes in the UK and internationally.

Her early career was spent in software and telecoms and, as technology is an acknowledged driver of change, she developed her passion for improving capability within organizations for successful change: the right change, landing well. She draws on over 25 years' practical experience of leading and supporting multi-million-GBP strategic projects, programmes and transformation, including technology implementation, outsourcing, procurement and culture change. She is valued for her ability to challenge positively and constructively, her ability to provide clarity and focus, and for her excellent communication skills.

Sarah is a Fellow of, and former non-executive director for, the Association for Project Management and a Chartered Fellow of the Chartered Management Institute. She holds an MBA from Cranfield School of Management, is Visiting Fellow at Lincoln University and Cranfield University, and is sought after to speak at business schools in the UK and abroad, and at events and conferences. She is a published author (*Project Leadership*, Gower, 2015; 'Dealing with power and politics' for Business Analysis and Leadership edited by Pullen and Archer, Kogan Page, 2013) and regularly contributes to professional journals on all things project, programme and change. Sarah is a Director at Business Evolution Ltd and can be contacted at sarah.coleman@businessevolution.co.

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#### **About the Editors**

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Heather Bewers' experience ranges from several years in publishing to different roles in her 24 years at KPMG – audit, corporate finance and M&A, dotcom advisory, CRM implementation and innovation. Her last 15 years focused on internal change projects, all with deep behavioural and cultural implications. Most recently she was the founder of KPMG's Future Institute, offering foresight internally and to clients to provoke debate about change and disruption.

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Ira is an experienced consultant, mentor, speaker and writer on change management. A Global Assessor for the Change Management Institute's ACMM (Accredited Change Manager – Master) and one of the first to achieve ACMM in the UK, Ira was Co-Lead for CMI UK from 2012 to





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David Caddle started his career as an engineering apprentice, before moving into blue-chip organizations in the aerospace, special-purpose machinery and telecommunication industries. During his career, David held positions in Production, Project and Quality engineering roles before moving into Quality and Programme Management. He has several years' consulting experience throughout the supply chain in change management, leading to significant enhanced quality, cost and delivery performance. David is an experienced engineer with a post-graduate qualification in manufacturing systems, and is also a member of The Chartered Quality Institute.

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**Tianne Croshaw** has nearly 30 years' experience in the personal and business development field. She is a Mental and Emotional Resilience Coach and Trainer. She is also a Clinical Master Hypnotherapist and Stress Management Consultant as well as an NLP and EFT Practitioner.

Over the years Tianne has worked with organizations including Virgin Trains, an international pharmaceutical company, Her Majesty's Prison Service, Penna of London, Ted Baker, Superdry, Severnside Housing, Weaver Vale Housing, the Railway Children and Cheshire East Council as well as a number of primary and secondary schools.

Tianne is the co-creator of 'The Resilience Programme', which took an organization with 8 per cent stress and anxiety absenteeism to 0 per cent absence during the three years the programme ran. She can be contacted at: www.sustainableengagementpartnership.com.

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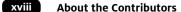
The golden thread in all her work is the passion to enable and challenge people and organizations to be the best they can be, bringing a curiosity and belief in developing potential wherever people and teams might be within organizations and across systems.

Adi Gaskell is currently the Managing Director of the Horizons Tracker, an innovation consultancy based in London that helps organizations to respond to the change that's occurring in their industry. He has exceptional links with academia, government and companies both large and small to help you









understand what is happening in your industry, and the knowledge of innovation and change management to know how best to respond to those changes.

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Kate's clients include AXA, Accenture, Disney, Diageo, EY, GSK, Lloyds Bank and Morgan Stanley, among others. She is coaching faculty at INSEAD where she works globally.

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As the Director, Offshore Transmission, with UK energy regulator Ofgem, Stephanie played a leading role in creating the UK offshore electricity transmission market. She structured and executed a world-leading regulated asset competition, taking £1.1 billion in projects to market, attracting £4 billion of funding and saving UK consumers over £400 million. This model now covers over £2.2 billion in assets and has influenced future energy market models.

Stephanie holds urban planning, business administration and sustainable development qualifications.

John McLelland has recently retired from a major aerospace company where he was Head of Product Introduction. He began his career as an engineering graduate in product development in 1979, and after various business and programme management roles he attained his MBA at Glasgow Business School in 1990. Since then he has led the programme management of several







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Jacqueline now consults to UK businesses on people management and engagement practices through her business GrantaHR. She has a particular interest in helping businesses to improve employee engagement, as well as exploring her personal interest in team dynamics and causes of conflict.

Jacqueline has been a Chartered Fellow of the Chartered Institute of Personnel and Development since 2000 and can be contacted at jmitchell@grantahr.com.

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She has a diverse skill set with a significant number of years working within human resources, information technology, finance and corporate centre functions, working in everything from change management and employee engagement through to corporate strategy.

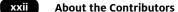
Hilary Scarlett is an international speaker, consultant and author. Her work has spanned Europe, the United States and Asia and concentrates on the development of people-focused change programmes and employee engagement. Hilary works with leadership teams in the private and public sectors to help them build resilience and introduce change efficiently and effectively. She has won various global awards for her work in employee engagement and change management.

Hilary regularly writes and speaks on neuroscience and employee engagement. Her book *Neuroscience for Organizational Change: An evidence-based, practical guide to managing change* was published by Kogan Page in 2016 and has been widely praised.

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### **FOREWORD**

The variety of challenges that face organizations are exciting, stimulating and at times fraught with danger. The demanding pace for change brings a particular complexity and pressure to the organizational leader driving hard to achieve required results. Often the most testing challenge that presents itself is organizational transformation and change: promising careers have been stalled or even halted when transformation has not been successful. The rate of change is now relentless and this challenge is regularly exposing those businesses unable to successfully evolve and respond to what is happening in the market, with increasing competition, with their supply chain and customer expectations. Organizational flexibility and agility, the ability to change fast and appropriately to the situation, is increasingly seen as the holy grail. Successful organizations now appear to be those able to grow through the development of new styles, new behaviours and new sets of practices.

My own experience has been gained from business leadership roles within the divisions of a blue chip organization, with an increasing transformational element. In recent years, transformation leadership and coaching other leaders through change has been a core part of my responsibilities with my present role leading Rolls-Royce's Civil Aerospace Transformation. Through these experiences I have learnt many lessons, many of which are reflected in Organizational Change Explained. This timely book has a broad appeal to organizations across industry sectors, regardless of size or maturity, and to all those individuals involved in change and transformation from Senior Leadership Teams to Operations.

There are many excellent articles, books and research available on how to lead and manage change, and on the mechanistic and procedural aspects of change. There are also numerous businesses preoccupied with selling their advice, proprietary methodology or approach to change and transformation. Whilst these are all of course important and useful, there is something further that I consider to be of specific relevance: the power of learning from the insights, shared experience and success of others. Organizational Change Explained provides just that. It is different because it consolidates vital lessons learnt from those who have experienced it for themselves, and because it addresses the realities of change and transformation. It explains







#### Foreword

change themes through the eyes of leading practitioners who have helped organizations change; who are candid about the difficulties they have faced and what they needed to do and mobilize to overcome them. The ideas and insights are based upon real situations, of particular benefit to all those who undertake or are involved in change within organizations. While Part 1 presents leading practitioner insights across 12 change themes gained from 18 industries, Part 2 challenges the reader to better understand how change might influence industry sectors and organizations for the future.

Organizational Change Explained will strike a chord with all those involved with organizational change and transformation, whether seasoned and experienced or new and aspiring. The benefit of such experience is invaluable, making Organizational Change Explained something you can read and reference throughout your career.

Rob Campling
Head of Strategic Programmes
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