MANAGING CHANGE

A Tool for Individuals Impacted by Organizational Change
Bheka Khumalo was sitting at his desk thinking about all of the changes he and his team were having to deal with. He found that he agreed with the person who had said …

**Change is the only constant in today’s world of work.**

His reflections made him realize how valuable the tools for change that he’d been introduced to nearly a decade before actually were.

Bheka had been working at a remote duty station that did not have a commercial airport. When he and his team had to travel, they had to drive down the escarpment 150 kilometers to the provincial capital where there was an airport. At the duty station, he’d met Priscilla who had trained as a travel agent in the provincial capital and had opened her own small travel agency in the town where the duty station was located when her husband was transferred there. Priscilla made the reservations and issued the tickets whenever Bheka or a member of his team had had to travel.

This arrangement was very convenient for Bheka and his team because Priscilla was able to make their reservations and deliver the tickets to them within 48 hours of the time they made the request. She would get them the best possible fares and was often able to get them preferred seating. However, six months after arriving at the duty station, Bheka was told by Priscilla that her husband was being transferred back to the provincial capital and that thus she would be closing her agency. When Bheka asked her if she would be able to continue to handle the travel arrangements for he and his team, she told him that she wished she could but the logistics would make it too difficult.

She told Bheka that she would be leaving in about three months. When Bheka asked for her advice on how he should manage the travel for he and his team, she replied,

“Do it yourself on line. You have an internet connection. You can make the reservations directly and actually print out the tickets at your desk. You will just bill the tickets to a credit card.”
Priscilla offered to walk Bheka through the process on his computer but he said, “No. I’d like you to continue to do my travel arrangements as long as you are here and your agency is open.” He had thought to himself, “Maybe Priscilla’s husband’s transfer to the capital will be cancelled and she will continue to do our reservations and ticketing.” He was very uncomfortable with the idea of making the long trek down the escarpment for a flight with just an ‘unofficial’ computer print out as a ticket.

For Bheka and his team, their travel was one of the most important and most stressful elements of their job. The idea of having to change from working with a friendly competent person who could give them advice and who understood their individual preferences and issues around travel to having to manage the process alone and on line made them worried and resentful. Bheka realized that as long as he and his team were worried about how they were going to handle their travel arrangements, they would be distracted from their work.

In addition, Priscilla would write the tickets and bill them for the cost so that they didn’t have to use a credit card and could wait until they had been reimbursed for their travel to pay her. Bheka was also very reluctant to make the switch from a situation in which he had a friendly human face to work through his travel issues with to one in which his only interaction would be with his computer. For Bheka and his team, their travel was one of the most important and stressful elements of their job.

He decided to look for some help in working through change and in doing so found that change is almost always difficult and that every individual reacts to a specific change in her/his own way. He learned, for example, that the shift from using Priscilla to arranging for travel on line was a much less stressful situation for those members of his team who were already doing much of their work on line than it was for people like himself whose experience of the power and efficiency of working on line was more limited.
The Case Study – Part Three

Bheka’s search enabled him to recognize that there were some specific steps he and his team could take that would enable them to more effectively deal with not only the change in the way they managed their travel but also with the other changes which would inevitably take place in their work lives.

Those steps are as follows:

1. Understand the reason for the change – what we call ‘The Case for Change’
2. Clarify exactly how the change will influence your work – what will change and what will stay the same
3. Identify the barriers to the change – what obstacles exist and what objections do you have to the change
4. What are you personally losing due to the change? What benefits might make up for those losses?
5. What support do you need in order to successfully accommodate the change?
The Case Study – Part Four

Bheka’s Tool Kit
The Case for Change

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What are the reasons for the change? Why is it taking place?

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Priscilla is closing her travel office because her husband is being transferred to the capital.
Analysis of the Impact of the Change

What is changing?

• We will have to make our travel arrangements on our own using our computers instead of having them done by Priscilla
• We will have to charge our travel to a credit card rather than having Priscilla’s agency bill us for the travel
• We will have our tickets printed at our computer rather than issued by Priscilla’s agency
• We will be able to make our reservations directly rather than having to wait 48 hours for Priscilla to get back to us

What will stay the same?

• We will continue to do the same amount of travel
• We will still have to travel down the escarpment
Barriers to the Change

Obstacles to the change

• Our lack of experience and skill in making travel arrangements on line

• The need to obtain credit cards to which our travel can be billed directly

Objections to the Change

• I prefer working with a person to working with a computer when I make my travel arrangements

• The airlines might not honour tickets printed up by the computer

• I am not as good at finding flights as Priscilla is

• It’s going to take more of my time for me to do my travel than it did for me to ask Priscilla and have her do it
Loss Analysis

What am I losing as the result of the change?

- The comfort level I have with Priscilla
- The ability to have my travel billed rather than to pay directly by credit card
- The certainty that my tickets will be honoured by the airline

How might I benefit as the result of the change?

- I can review all the options before selecting my reservations
- I can get my tickets immediately
- I can use the credit card statements to better manage my travel expenses
Required Support

What support or help do I need in order to successfully adapt to the change?

- Training/experience in making travel arrangements online
- Confirmation from the airlines that they will accept my computer printout as a ticket
- Approval for a credit card to which I can bill my travel
The Individual’s Change Management Tool Kit is intended to help you accommodate the many changes that are taking place in everyone’s 21st Century workplace. The tools are intended to be ‘living documents’—you should update them as you get more information about the change, learn more about it and its impact, and possibly change the way you think about it over time.

You can use the case study and Bheka Khumalo’s tool kit as a guide for the use of your own Change Management Tool Kit.
Tool 1 – The Case for Change

Use the Case for Change Tool to explicitly express the reason(s) the change you are dealing with is taking place. You should complete your own reflection on the impact of Umoja after discussion with your manager. Your personal reflection (Case for Change) should place the impact of Umoja on the UN Secretariat in the context of your own job and concerns.

It should answer the following questions:

1. Why is the change necessary?
2. What will the change enable us to do that we would not be able to do without it?
3. How will I as a staff member or non-staff personnel benefit from the change?
4. How will my Department, Office, Section, Unit benefit from the change?
5. How will the UN Secretariat as a whole benefit from the change?
6. What would be the cost of continuing the status quo as opposed to implementing the change?
The **Impact Analysis Tool** is intended to help you clarify exactly what will change and what will not as the result of the introduction, implementation and integration of Umoja. Your assessment of the impact Umoja has on you personally is likely to change over time as you learn more about it and become more familiar with its capabilities. Much remains constant in even the most sweeping changes; however, we often think change is more threatening than it actually is because we focus only on what is going to be different as opposed to what will remain the same.

For example, an announced change in annual leave becomes much less difficult to accommodate when we understand that the change affects only the approval process not the leave itself. As changes that affect your work begin to be implemented, you should talk to your manager and colleagues to help you clarify those elements that will be impacted as well as those that will not. Doing so will provide additional stability during the period of change and thus enable you to accommodate change with less effort and emotion.
There are two types of barriers to our successfully accommodating change: **Obstacles** and **Objections**

**Obstacles** are objective elements in the work that inhibit our ability to accommodate the change initiative. They are factors which will prevent the change from taking place unless they are removed. Lack of the ability to work with a new software program is an obstacle to a change based on the use of that program.

**Objections** are emotional elements in the work that inhibit our ability to accommodate the change initiative. They are reasons we don’t want to change. Preference for your current software over your perception of the new software is an objection to a change based on the use of that software.

Explicitly identifying both types of barriers is a major success factor in accommodating change. We can work with management and colleagues to remove the obstacles to change. Understanding our objections is the first step toward removing them.

You should work with your manager and/or a trusted colleague to identify the barriers to your successfully accommodating the changes that may impact your work.
Tool 4 – Loss Analysis

1. There are always losses involved with change – even the most eagerly anticipated changes such as a promotion at work involve some losses. For example, a promotion may involve a loss based on a change in relationships with one’s prior peers. Our resistance to change is often based upon what we believe we are losing due to that change. Accurate understanding of exactly what we are losing and what we are not can often be the key to overcoming loss and getting on board with the change.

Change in the work place often causes losses in the following areas:

- Relationships
- Expertise
- Routine
- Power
- Influence
- Comfort
- Status

2. Understanding any losses Umoja may involve for you personally is an important step in managing to adjust to the new world. Consider consulting with your manager, staff counsellor, HR Manager or a trusted colleague if you are having difficulty identifying, accepting and dealing with your losses.
### Tool 4 – Loss Analysis Part 2

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<td>1</td>
<td>Recognition of the benefits you will accrue as the result of the change initiative can be an important part of overcoming the losses the change may mean for you.</td>
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<td>For example, the benefit of getting an immediate response from a computer generated request might make up for the loss of the personal contact involved in generating the request through a representative.</td>
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<td>3</td>
<td>You should realize that your assessment of the benefits and losses associated with Umoja will change over time as you gain familiarity with it. In any major organizational change, keeping your lines of communication open is critical to your success in managing the change. You should consider the networks of your managers, trusted colleagues, staff counsellors and HR practitioners as key sources of information and suitable arenas for discussion.</td>
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An important part of accommodating change is to identify the support you personally require in order to successfully integrate the change into your work. Your needs for support may change over the course of the implementation of the initiative. You should work with your manager, HR, staff counsellor and colleagues to specifically note the kinds of support you need and express them to the leaders of the initiative.

One very common support need is for formal training and skill building in the systems and processes associated with the initiative. Another need will be for the requisite substantive knowledge to enable individuals to make informed decisions that would have previously been made by other staff.

The leaders of change initiatives almost always have resources that can be devoted to the support of the people impacted by the changes for which they are responsible. But very often they are unaware of the exact needs of those individuals.

Managers are impacted by Umoja as individuals as well as managers and ensuring that both they and those who work for them have the support they need to accommodate the changes that will accompany Umoja is critical to the introduction and implementation of the initiative.
Tool 6 - Template

The Case for Change

Impact Analysis
- Changing
- Staying the same

Barriers to the Change
- Obstacles
- Objections

Loss Analysis
- Losses
- Benefits

Support Analysis