

Transformational Change

A CIPD Research Report



Source

<http://www.cipd.co.uk/hr-resources/research/transformational-change.aspx>

This will be useful for

- Providing a robust framework for managing large scale change
- Helping the senior leadership team understand change
- Student understanding of key aspects of Human Resources or Organisational Development

Introduction

This CIPD research report, entitled “Landing Transformational Change”, brings together ideas and practices based on current organisational experience. It avoids the “toolkit” or “tick box” approach but provides a useful framework from which any organisation could build its own route to transformation. It gives a wide range of resources and further reading for those who need or wish to explore specific aspects of change management in more detail. One of its strengths is the range of short examples it provides that illustrate these ideas and practices. Many of these examples provide platforms for further exploration and development in other organisations.

Summary findings

This report hopes to help bridge the gap between recent research-based thinking and typical practice in organisations. Successful large scale change is not delivered by following mechanical blue prints. Success comes from understanding and incorporating the softer aspects of deep change rather than focusing purely on narrow short term deliverables. Equally, transformation is not just about changing organisation structures. Transformational change is about behaviours and culture. This means that change programmes with objectives just focussing on the need to turn round profit or reduce cost will not provide a sound basis for long term success.

Many leadership teams have shown an inability to deliver change and organisations have failed to learn how to do better in the face of constantly changing leadership teams. Leadership weakness may be exemplified by a failure to translated grandiose statements about how the organisation will change in the face of changing economic competitiveness into specific behaviours and practices that would be experienced by the staff.

Although change may be led from the top by virtue of that team’s strategic insight, the programme is given credibility and made real through the work of middle management. The importance of engaging them and providing them with the skills and techniques to deliver change cannot be overstated. It is through them that the rest of the organisation understands what is happening in the organisation – how behaviours are reflected in performance management, how reward is distributed, how talent is developed.

With these insights based on research and experience the report identifies the ten themes illustrated as the elements to be explored by for organisations looking at transformational change.

Figure 1: The ten change transformation themes

