

# HOST

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## Module 3

## CHANGE MANAGEMENT

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Module Title	Module 3: Change Management
<b>Learning Objectives</b>	<p>Module 3 aims are to:</p> <ol style="list-style-type: none"> <li>1. Educate training hospitality managers in planning, managing, and leading change in their organisation necessary for the inclusion of staff members with autism.</li> <li>2. Offer an overview of known and practicable change management models that can be adapted to the hospitality sector in such specific situation</li> <li>3. Provide basic information on how to create a change management plan and a transfer plan for sharing of information and knowledge among staff members with and without autism</li> <li>4. Give insight into the importance and necessity in a change management process of successful teamwork and collaboration among people with and without autism</li> <li>5. Inform hospitality managers to know about different resources and techniques for such effective change management process</li> </ol>
<b>Learning Outcomes</b>	<p>Through Module 3, hospitality managers shall be able to:</p> <ol style="list-style-type: none"> <li>1. identify necessary changes for the inclusion of staff with autism in their hospitality organisation</li> <li>2. plan necessary measures and implement them together with (other) employees</li> <li>3. select suitable techniques and tools to coordinate this specific change</li> <li>4. know and implement teamwork and collaboration practices supporting this change</li> <li>5. use tools and techniques for respective resource management, as well as information and knowledge transfer in this specific change management situation</li> </ol>

## 1. Introduction

The hospitality sector has faced many challenges in the last years, and one of the consequences is to look for new employees. The integration of new employees with special needs for instance should be encouraged and fostered. But, this means knowing about their special needs and adapting processes, procedures, techniques and more to them without losing the main business focus of the hospitality company out of sight. All these aspects can represent criteria that require an efficient change management process because the organisation and people will have to adapt to continue working.

This module provides a first introduction to different modalities of change management regarding the inclusion of people with autism/ ADS in teams working in the hospitality sector. It explores what change management is, and how it can be implemented in a company in the hospitality sector.

For this purpose, two change management models are shortly presented. The module also brings some reflection input to concrete questions hospitality managers should clarify, and subsequently plan necessary measure(s), their implementation and coordination to set-off the change management for this specific situation. Explore the typical phases a change management process goes through, and how you can develop a change management plan, support the team in this change management process and encourage information and knowledge sharing including these new staff members.

In general, change management processes can be a challenge for all involved, but at the same time change offers opportunities and new perspectives. This might ultimately cause benefits for all staff and the whole organisation, as well as customers for instance.

Challenges and necessary changes should be perceived as opportunities that can and should be responded to with a situation-specific plan, and successive implementation by all people involved.

## Unit 1: The definition of Change Management - Definition

### 1. a. What is Change Management?

**Change management** is a systematic approach to dealing with the transition or transformation of an organisation's goals, processes or technologies. The purpose is to implement strategies for effecting change, controlling change and helping people to adapt to change.

To be effective, a change management strategy must take into consideration how an adjustment or replacement – or in the HOST case involvement of staff with autism - will impact processes, systems and (other) employees within an organisation. There must be a process for **planning and testing** change, communicating change, scheduling and **implementing** change, documenting change and evaluating its effects. In this sense, hospitality managers should be able to plan, manage, and lead this specific change process in their organisation.

## 1. b. Individual vs. Enterprise Change Management

**Individual change management** emphasises providing employees with support and training throughout the process to help them adapt and reduce their resistance to change. This helps in creating the ground-up to roll out major changes.

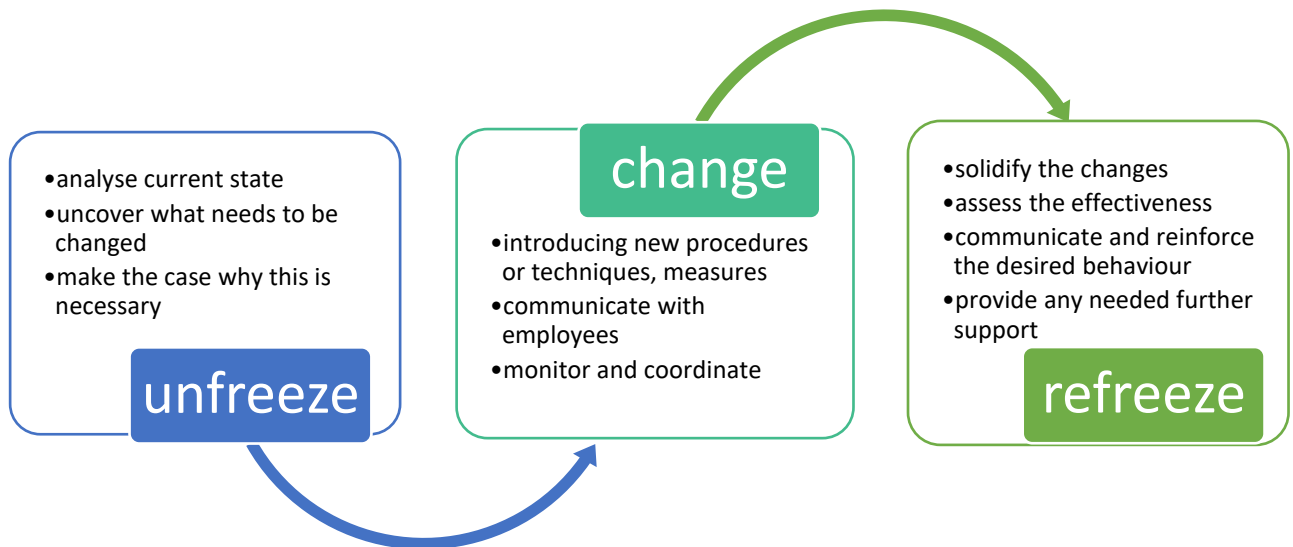
**Enterprise change management:** This model is built around the idea that transformation is constant in the business world, and that organisations must be ready to manage change at any given point. In the HOST project, it is particularly this kind of change management we want to address and open the change for the inclusion of staff members with autism also in the future. For this enterprise change management model we should consider the following three main elements: **establishing a standard set of processes and tools** for managing change, **ensuring leadership competency** at all levels, and **creating strategies** that allow to adapt to market changes.

## Unit 2: Planning, Managing, and Leading change in work procedures, infrastructure, and environment for the inclusion of staff with autism

### 2. a. Popular Models for Change Management

Best practice models can provide guiding principles and help hospitality managers align the scope of changes. The following two seem most suitable for the HOST context:

**Lewin's Change Management Model** is a three-step process for managing change in an organisation. It has the following steps:



The **ADKAR model by Jeff Hiatt** aims to engage employees throughout the change process in five stages.

- |   |   |
|---|---|
| A | <b>Awareness:</b> Make employees aware of the need for change.                    |
| D | <b>Desire:</b> Instil a willingness to partake in and support the change.         |
| K | <b>Knowledge:</b> Equip staff with the requisite knowledge.                       |
| A | <b>Ability:</b> Staff practice new skills required for the change.                |
| R | <b>Reinforcement:</b> Showcase initial successes to solidify employee commitment. |

For further self-studying, other popular models that hospitality managers could look into, are:

**Krüger's five-phase model**, or **Kotter's 8-Step Process for Leading Change** (available at <https://www.qmbase.com/en/introduction-to-the-concepts-of-change-management/>).

## 2. b. Practical Tools in our Change Management

**Digital** and **non-digital change management tools** can help hospitality managers responsible in any change management research, analysis, organisation and implementation tasks.

In a small company, **digital tools** may simply consist of spreadsheets, Gantt charts and flowcharts for instance. Larger organisations typically use software suites to maintain change logs digitally and provide involved staff with an integrated, holistic view of change, and its effects.

Here are some **key non-digital tools** responsible managers in the hospitality sector might utilise:

- **Culture analysis:** To identify barriers to change.
- **Conflict management:** To mediate escalating tensions.

- **Team building:** To strengthen team cohesion during turbulent times.
- **Change reporting:** To document progress against key performance indicators (KPIs).
- **Coaching:** To help employees adapt to new roles.

## Unit 3: Implementing and supervising adaptations

### 3. a. Key Phases of an effective Change Management Process

- **Identify areas that require a change:** Take a close look at your operations to identify areas that are in need of change, where change will be beneficial for the overall aim of including staff members with autism. Change needs might refer to implementing new technology, adjusting the organisational structure, improving morale, changing the company culture, provide employees training, make changes to the work place and working procedures.
- **Brainstorm ideas for implementing change:** This involves coming up with ideas for the changes you're going to make, and considering how you – and ideally your change management team - plan to implement them. Determining how you'll get there, is just as important as figuring out where you're going.
- **Build your change management workflow:** Think of it as a contractor providing instructions to the crew once all the blueprints have been finalised, and it's time to break ground. A thorough change management workflow details all the steps needed for the identified change. With it, it is easier keeping everyone on the same page and ensuring everyone follows the same processes.
- **Implement the change process, and monitor its success:** Don't be afraid to make adjustments along the way when needed. It is important to monitor the success of the implementation process in every phase. A change management strategy that doesn't include room for flexibility is going to be more of a shackle than a roadmap to success.
- **Measure and optimise processes over time:** Tracking key performance indicators (KPIs) over time helps to measure and optimise business processes. You can take a data-driven approach to fine-tune any process adjustments, so your results live up to expectations.

### 3. b. How to create a Change Management Plan

As an organisation undergoing change, you must prepare your employees for what lies ahead. Change can be difficult for everyone involved. But, if you have a process they can follow, it makes the transition easier, and it helps people staying on board.

A **change management plan** allows to communicate the change early and as often as needed. It helps start training and support. It can be used to answer possible questions. It can also support reducing change resistance, boosting employee morale, and creating a more positive work environment. Furthermore, it is a tool to control the effect of change during the execution and control stage, thereby avoiding overruns in cost and schedule, incoherent scope, or poor quality change management.

It is not worth taking a one-size-fits-all approach in creating a change management plan, because it requires careful consideration of unique challenges/ opportunities that come with specific change. Look into the following steps of setting up:

**Step 1: Define your change management goals:** This involves identifying challenges or opportunities the change will address, and articulating the desired and expected outcomes.

- Understand the changes: Familiarise yourself with the changes that need to be made and their implications, as well as the methodologies you'll use to prioritise change requests.
- Have awareness goals: Employee awareness and adoption of the changes are part of your plan.
- Define KPIs: Define quantifiable KPIs to set-up your plan's success. How will you measure your success? Apply the metrics that make sense given the context of the change.

**Step 2: Build your change team:** Prioritise building a strong change management team with the necessary resources by considering individuals in leadership positions from various departments (including finances). Building alliances with various departments makes it easy to educate the rest of the team on the changes, and to provide support throughout the change process.

**Step 3: Develop your change management plan with your assembled team:**

- Create a task list: This is a checklist of actionable tasks you must complete to achieve your goals. It keeps your team on track and is easy to reference when determining the next steps.
- Put together a timeline: Assign specific due dates to each task on your list, and make sure that those deadlines are met. If any tasks can't be completed before the rollout of changes, consider adjusting their due dates, or prioritise them according to their importance and feasibility.

**Step 4: Create a communication strategy:** Developing a clear and concise communication strategy can help to ensure everyone has access to necessary information, and understands what's happening throughout the change management process. Keep the following in mind:

- Ensure all stakeholders: involved employees, but possibly also your guests/ customers, as well as suppliers, and any external partners should be aware of the change management process, its project timeline and objectives.
- Create a timeline for how often you'll communicate updates to these stakeholders.
- Have clear channels of communication (e.g. email, phone, or in-person meetings).
- Ensure that everyone understands the company's change management process and procedures.

**Step 5: Execute your change management plan:** including executing your communication plan, providing any training, and monitoring progress. Identify and quickly address any roadblocks that arise. This can be accomplished by encouraging employee participation in the change, being transparent and communicative from the start, addressing any resistance that may arise.

**Step 6: Evaluate, review, and adapt the plan:** This involves assessing the success of the change and identifying areas for improvement in the change management process, to determine the effectiveness. A few ways you can do this include:

- Use a change management **tracking system** to monitor all changes that are made. This allows you to identify and mitigate any areas of concern before they become major issues.
- Use **performance indicators** to help you measure the success of the plan. With a collaborative KPI dashboard, you can see, if the plan is being implemented as foreseen, or whether there are unexpected side effects.
- **Regularly review** team progress to ensure that the employees adopt the changes, and that all successful change initiatives are incorporated into future change management plans.

## Unit 4: Teamwork and collaboration in a HOST change management process

### 4. a. Introduction

Both teamwork and collaboration involve **a group of people working together** to complete a shared goal.

The key difference between collaboration and teamwork is that, whilst teamwork combines the individual efforts of all team members to achieve a goal, people working collaboratively complete a project collectively.



People collaborating together as equals, usually without a leader, can come up with ideas or make decisions together aimed at completing a goal. Whereas teamwork is usually overseen by a team leader. The individual team members receive (individual) tasks to complete contributing towards a team's final goal. Creating an environment that encourages everyone to work together can have a big impact on a team's performance.

General details about communication to/ with staff members is the content of Module 2 (hospitality manager's communication behaviour and skills necessary for motivating others and giving feedback to autistic staff), as well as exploring social inclusion. For this reason, the present unit concentrates on general practices that can help improve teamwork and collaboration among staff members involved in the change management process.

#### 4. b. How to improve Teamwork and Collaboration for and in the Change Management Process

There are many effective strategies for improving teamwork and collaboration within an organisation. Here are some ways to accomplish collaborative teamwork in a change management process that is initiated for the involvement of (new) team members with autism:

- **Create any necessary new infrastructure/ environment at the work place:** Know the needs of staff with autism in general, and the specific staff member concerned, of your organisation and other staff, of other stakeholders. Review potential bottlenecks.
- **Clarify roles.** Clarification on people's role in the group, their individual and group responsibilities, and the group's expectations related to the change is necessary.
- **Create open channels of communication.** Make sure plans, intentions, future steps, results and any concern find open ears and the right channels.
- **Establish intentional leadership.** Create an environment for easy collaboration and purposefully consider, and implement factors for good teamwork in a change management process.
- **Let leadership change.** Allow leadership roles to naturally shift and change as the project matures and different needs develop.
- **Make change a positive step.** Help staff members learn to embrace change positively and let go of the fear of the unknown.
- **Celebrate individuality.** Leaders should recognise individual efforts and understand that everyone works with different methods, styles and schedules, particularly people with special needs.
- **Stay curious.** Help the team consider and explore outside viewpoints, look for overarching themes or ask questions about autism, learn about the new procedures, the expectations, etc.
- **Create group problem-solving.** Bring your team together by encouraging open dialogue and productive problem-solving strategies.

- Be a **model of behaviour**. Model for your team the integrity and accountability you want to see.

Remember that we offer the HOST game as a “neutral” surrounding to embrace all the aforementioned aspects before, during and any time after the change management process starts.

## Unit 5: Transferring knowledge to peers, colleagues, and subordinates in a change management process aimed at involving people with autism

### 5. a. Introduction

**Knowledge transfer** is the process of identifying, documenting, and disseminating information within an organisation.

Transferring knowledge refers to the exchange of information between people, departments, or within a company in general. Different parties may share knowledge directly, or post, and access knowledge via a centralised repository. The information included in the transfer may be internal, originating within the organisation, or external, originating from outside the organisation.

Knowledge may be either explicit (e.g. easy to collect, distributed either physically or as audio / visual files) or tacit (e.g. a product of experience).

### 5. b. How to develop a Knowledge Transfer Plan in a change management process for the involvement of staff with autism

A **transfer plan** is a written or spoken plan for transferring skills and expertise from one professional to another. When a team member with special needs joins the hospitality company, the existing information transfer strategies should consider special needs people with autism have to transfer information and close any knowledge gaps. The following are steps you can use to develop an information transfer plan at the workplace:

- **Identify the people with essential knowledge:** Who holds knowledge that is essential for performing the activities the staff member with autism has to take care of. Look for the people who they should work with, where they should get information from, who shall they pass information to, etc. Whose tasks might not be performed without the work results of the new staff members and vice versa? Who has experience with autism?

- **Capture the important knowledge:** Provide individuals who possess critical knowledge with incentives to disclose it (e.g. give them a time slot during meetings to speak, invite them to participate in the change management planning as key staff). Automate the process of collecting and contributing information to knowledge stores (e.g. boxes to hand-in their contributions), provide templates/ spreadsheets to make communicating information easier.
- **Store and distribute knowledge:** Store data in a well-organised, easily-accessible manner so it is easy to find, and more people will access. Make knowledge available in multiple formats. Use channels that are best for your staff with special needs (e.g. digital, person-to-person transfers, infographics, charts and other visual documentation formats, etc.).
- **Use the knowledge:** Set an example using the collected knowledge to encourage others in the organisation to follow. Hold training sessions to help people understand how to best use the knowledge repository, to address and inform colleagues with special needs (e.g. HOST game).
- **Keep making and collecting knowledge:** Add external knowledge from experts, hold brainstorming meetings to solve any challenges along the change management process. Over time, continue maintaining and updating the information and knowledge repository plan for collecting knowledge to make it part of the organisational culture.

## Unit 6: Resource Management for the intended Change Management

### 6. a. Introduction

**Resource management** is the practice of planning, scheduling, and allocating people, money, and technology to a project/ programme.

It is the process of allocating resources to achieve the greatest organisational value. Good resource management results in the right resources being available at the right time, for the right work. Resources are finances, staff, physical space, equipment, technology, and time. The goal is to use the best combination of resources to satisfy change management requirements while also realising these same resources are likely in demand elsewhere in the business.

Within a change management process, resource management becomes even more important because it means to also consider adjusting existing resource management plans to the identified change needs. The specific focus of the HOST project is to successfully include autistic staff in neuro-diverse teams in hospitality, and to manage the change toward a new environment that will create numerous new opportunities for this. In our specific situation, it means to find and allocate the resources time, equipment, infrastructure and staff to involve staff with autism in the team.

## 6. b. Stages of Resource Management in this specific Change process

When you have new staff with autism to involve in your team, you need to plan and know what specific resources will be required to include and involve them in your team. Determining your resource requirements, is the **first stage** of resource management in this change management process.

The **second stage** is to mobilise your team, considering the distinct skills the change requires at each stage according to your change management plan, and available people with necessary skills. If you determine you are missing certain skill sets, this is where you will decide whether you have the budget to hire outside people to bring those skills. All required resources will be allocated at this stage.

The **third stage** is to manage the resources you have assembled, clearly defining and communicating roles and responsibilities; this goes hand in hand with the implementation phase of your change management process.

The **final stage** is monitoring resources for progress, efficiency, and effectiveness in delivering their expected project contribution. There will almost always be opportunities for improvement as you seek to continually optimise resources to deliver the highest value to the hospitality business and its stakeholders.

## 6. c. Resource Management Techniques for our change process

Organisations use resource management techniques to maximise resource efficiency, often relying on software to provide transparency helping hospitality managers and their change leaders make smarter resource decisions.

**Resource Allocation** involves more than just assigning resources to your change management process. It considers the skills your team brings to the table along with their availability, as well as existing equipment and any adaptation possibilities before purchasing new tools or machinery for any work place changes. Allocation reports will enable you to filter resources by different categories (like skills, capacities, availability, etc.) so you can not only see who is available now, what equipment is used today, but also when certain skills or tools and other equipment will be available in the future for better planning and fewer delays.

**Resource Utilisation** enables you to gain visibility into the capacity of your team over a period of time and identify whether resources are being over or under-utilised. This is critical because studies show that resources who are over-utilised frequently experience burnout. Utilisation reports reveal where resources are spent, so you can see, if there are opportunities to improve their effectiveness, productivity, and performance while keeping their workloads manageable.

**Resource Levelling** is used to balance demand and supply. It is important to maximise resources across the change management process for the involvement of staff members with autism and any other resource needs, getting the most value out of the resources you already have before you consider adding headcount or hiring a contractor, purchasing new or more equipment and changing dramatically the work place. The goal is to understand all of the skills your people have, and where they may be able to fill gaps, so you can minimise your resource spent. Similarly this may refer to time to invest in new procedures, or the use of new equipment and tools for the involvement of staff members with autism.

**Resource Forecasting** enables you to make predictions, identify potential conflicts, and prioritise resources on a timeline. Ensure that the change management process runs smoothly with the appropriate resources, the real benefit comes with being able to plan ahead to keep resources balanced across current and future similar change needs.

## 7. Module Summary

This module provides an initial insight into important components of efficient change management:

- clarification of terms, various well-known and proven models of change management, practical tools, and basic suggestions for the planning, implementation and continuous management of any change management in the HOST context, basic phases of the change management process and important criteria for a change management plan;
- teamwork and collaboration and optimisation potentials, as well as information and knowledge transfer in companies for a successful change management, working on respective plans;
- efficient resource management, as well as possibilities and usable techniques of the resource management for the HOST context.

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