

## **BUSD- 2013 Change Management: Assignment 3**

### **Introduction**

Whitehawk Construction Ltd. is a construction company in Alberta that is at its growing stage. The company is into the services of trenchless pipes, which extend from horizontal drilling to pipe ramming and auguring. In addition to these services, the company also provides other services to its clients so that all the aspects of the project are met. However, in recent times the company decided to change the development of its policies and opportunity growth associated with its employees. The company is looking to change their vision for the betterment and development of its employees so that the issue of employee turnover is resolved. The company's plans for introducing new policies will be designed while keeping in mind the perspectives of management and customers, as customer satisfaction is essential for the company's increment in sales. The company is also focusing on developing its leadership roles to motivate employees and provide rewards and recognition for productive employees.

Therefore, this paper will analyse and develop various aspects such as stakeholder analysis, force field analysis, communication plan, challenges and successes analysis, and change in leadership roles and responsibilities due to the company's change.

### **Stakeholder Analysis**

The impact of the change will be experienced by the company's stakeholders, due to which the stakeholder analysis is being performed at the initial stage. A stakeholder analysis is a tool that helps identify the individuals associated internally or externally with the organisation that can influence the change or are influenced by the change (Yin et al., 2021). The primary stakeholders of Whitehawk Construction Ltd. for the implementation of change are listed below, along with the discussion on the analysis performed on them using the stakeholder analysis tool (see appendix).

- *Owners or Management:* Owners or the management of Whitehawk Construction Ltd. are the people or the group of people who control every decision making and strategy of the organisation. As the state of Whitehawk Construction Ltd. is deplorable and requires immediate change, the owners and the management team will be supportive and innovative towards the change. This orientation in these stakeholders is due to

their understanding of the change required and prospects that change can implement.

The most important aspect of these stakeholders is the amount of profit earned.

- *HR Manager/other Department Managers:* HR managers control the complete human resource of the organisation, while respective managers have control over the employees in their team. The orientation of these managers towards change will be supportive as the rate of attrition affects their performance and their team performance. The performance of the employees and achievement of the target is the most crucial aspect for these stakeholders.
- *Employees:* Employees are the internal stakeholders of Whitehawk Construction Ltd., and they influence or get influenced by the performance and image of the company, perception of customers, work environment, and culture. In most cases, employees are disruptive toward change as they do not want to learn new things or change their working style (Mansaray, 2019). However, some employees are innovative towards change as they see it as an opportunity for development (Busari et al., 2019). In addition, this stakeholder is concerned with the salary provided by the organisation, growth opportunities, the company's culture and work environment, and policies for rewards and recognition.
- *Customers:* The performance of Whitehawk Construction Ltd. in the market is influenced by its customers, and they show a supportive orientation towards change. Customers are interested in new and innovative solutions to their problems.
- *Investors/Creditors:* These stakeholders control the company's external funds and support change if it generates profits.
- *Suppliers:* The suppliers control the supply of raw materials and show a supportive and innovative orientation towards change. These stakeholders value the relationship they have with the company.

### **Force Field Analysis**

The force field analysis identifies the forces that actively support and act against the change. In other words, this analysis is associated with identifying the driving and restraining forces towards change (Rosenbaum et al., 2018). For successful implementation of change, the strength of driving forces is increased along with reducing the power of restraining forces or changing restraining forces into driving forces. The change proposed for Whitehawk Construction Ltd. is the change in their employee policy for the dependent and growth of

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employees, along with the change in leadership style. Based on this requirement, some of the restraining forces identified for Whitehawk Construction Ltd. are:

- With developed skills using Whitehawk Construction Ltd. training, employees leave the organisation for better opportunities.
- The required level of change and its implementation increase management's role and the organisation's cost. Gablas et al. (2018) discussed organisational resources and budgets are compulsory for the success of the change.
- Whitehawk Construction Ltd. employees might feel their skill level is outdated and fear the loss of their jobs along with strikes, conflicts, and reluctances

As discussed above, the power of restraining forces or change of these forces into driving forces is required for the success of the change. Therefore the driving forces that can reduce the power of restraining forces or change them forces into driving forces are:

- Providing employees with the opportunity for career and skill development
- Employees should be provided with rewards and recognition upon achievement of targets.
- Employee training and development programs will provide them with opportunities for skill development.
- Equality of all employees with developing the workplace environment and culture
- Employee feedback forms will allow employees to provide their views and recommendations for organisational structure, process, and change.
- Communication is one of the most effective tools to help drive change by transmitting accurate and correct information to all employees at every level and department.

### **Communication Plan**

Stouten et al. (2018) discussed that communication is essential and practical for change implementation and success. Therefore the implementation of the communication plan should include the internal and the external stakeholders of Whitehawk Construction Ltd. along with the activities to be done as per the action plan. The communication plan of Whitehawk Construction Ltd will discuss each activity of the action plan with conserved stakeholders, the time is taken for communication, and how it is done.

- *Career Opportunity*: The communication for career opportunities will be done by the management team, HR managers, and managers of each team and will be received by the organisation's employees. The complete communication will take about two to

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three months and will require the approval of management and respective team supervisors so that employees can be promoted internally. The channels used for such communication are team meetings, annual reports, and HR forums.

- *Rewards and Recognition:* The stakeholders associated with the transmission of this communication are the financial team, management team, HR managers, and managers of each team. This communication will be transmitted to employees every six months. The resources required for the communication are reports of performance evaluation and superiors of each team so that parity can be maintained. The evaluation of the budget to identify the monetary value of rewards is also essential. The channels used for such communication are team meetings, annual reports, and HR forums.
- *Training and Development:* The stakeholders associated with transmitting this communication are the trainer, management team, HR managers, and managers of each team. This communication will be transmitted to employees within 6 to 7 months. The resources required for the communication are training environment, tools, equipment, and identification tools for employees requiring training. The evaluation of the budget to identify the monetary value of rewards is also essential. The channels used for such communication are team meetings, annual reports, and HR forums.
- *Equality:* The communication of the company's equality policy will be transmitted within one year to the company's shareholders, employees, customers, and suppliers by the management team and HR. This communication requires two-way communication process so that every employee has a voice in the company irrespective of their differences. The channels of advertisements, annual reports, and HR forums are used.
- *Employee Feedback:* The communication of policy for employee feedback will be transmitted within three months to the management team, HR employees, and HR. This communication requires efficient forms with acceptable rating system. The channel of the HR forum is used for this communication.

### **Analysis of Successes and Challenges**

Challenges that can be faced by Whitehawk Construction Ltd. in planning and organising change are:

- **Limited Understanding of Change and its Impact:** Implementation of any change requires the investment of budget and resources that can influence the organisation's

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productivity. It is difficult for senior management to accept the requirements for change unless adequate proof and results are provided (Ocasio et al., 2018). In addition, these employees are also afraid of organisational change as they feel their skill level is not up to the requirement, and they might lose their jobs.

- **Poor Communication:** One of the significant challenges in implementing change is poor communication. Most organisational stakeholders are unaware of change implementation and its positive impact (Carnall, 2018).
- **Budget and Resources:** Budget and resources are crucial for the success of change implementation (Mansaray, 2019). However, their availability for change is limited and insufficient

Successes for Whitehawk Construction Ltd. due to changes in the above employee policies and development of their employees are:

- Reduced rate of employee turnover and attrition
- Increased internal promotion of employees
- Increased efficiency, skill, and motivation of employees
- Increment in companies revenue and profit margin
- Increased employee satisfaction rate, and
- Retention of employees and customers

### **Change Leader Roles and Responsibilities**

The key roles of the Change leader of Whitehawk Construction Ltd. towards organisational change implementation are:

- To be the sponsor of change
- Change leaders should be role models and demonstrate the expected attitude and behaviour.
- Make decisions that will support change.
- Have adequate and efficient communication so that complete and accurate information is passed
- Engage and motivate employees towards change
- They are accountable for the complete change of the organisation's process and policies.

### **Conclusion**

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This report provides a detailed and analysed documentation of change implementation in Whitehawk Construction Ltd. The report contains an analysis of stakeholders influenced by the change, an analysis of the forces acting towards change, and a plan for communicating the change. This report also contains an analysis of various challenges toward change implementation and the success that can be achieved due to the change. Finally, the report discusses the roles and responsibilities of a change leader. The discussion provided in this paper is effective for change implementation in Whitehawk Construction Ltd. so that the company's issues can be resolved.

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**Appendix**

**Table 1: Stakeholder Analysis for Whitehawk Construction Ltd.**

<b>Key Stakeholders</b>	<b>Source of Power or Influence</b>	<b>Orientation Towards Change (Anticipated)</b>	<b>What's Important to this Individual or Group?</b>
Owners/ Management	Controls the company and every decision made within the company	Supportive and innovative	profit earnings
HR Manager/ other department manager	human resource	Supportive	performance of the employees and achievement of the target
Employees	Company's performance, image, perception of customers, work environment, and culture	Old employees of an organization are Disruptive towards change as they do not want to learn new things or change their working style; however new employees are innovative and supportive towards change	Reputation of the company in the market, salaries and incentives provided by the company, policies culture, and work environment
Customers	The performance of the sales of a company is influenced by its customers	Supportive towards change	New and innovative products and services
Investors/ Creditors	External funds of the company	Supportive and innovative	Profitability and profit earnings
Suppliers	Raw materials	Supportive and innovative	relationship



**Table 2: Force Field Analysis for Whitehawk Construction Ltd.**

Forces FOR Change	Change Proposal (Title)	Forces AGAINST Change
Opportunities for career growth and Skill development	Change management in Whitehawk Construction Ltd. for development of policies, growth opportunities, and leadership role	Attrition of employees for better opportunities for their developed skills
Individual rewards and recognition for employees		Increased management roles, organizational cost, and change in compensation system
Employee Training		Reluctances of employees towards learning new and developed process
Equality		Increased organizational costs
Employee Feedback and suggestion will provide information about employee's mind set and requirements		
Effective and efficient commination with various departments at different levels will help to transmit the objectives of the organization towards change		

**Table 3: Communication Plan for Whitehawk Construction Ltd.**

Task/Activity	By Who	By When	Resources and Supports Needed	Comments	Audience	Channel

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Career Opportunities	Superior; HR manager; and management team	2 to 3 months	Internal promotions, management approvals, performance evaluation	Recruitment for higher posts from internal employees, performance evaluation of the employees for promotion within every 2 to 3 years	Present employee and new recruits	Company's internal communication system; team meetings; annual report; and HR forum
Individual reward and recognition	Superior; HR manager; management team; and financial department	5 months	Performance evaluation report; budget for rewards and incentives; and supervisor report about their team	Reports of performance evaluation and supervisor will maintain parity and provide rewards and recognition to the deserving employee; budget on rewards and incentive will help in the identification of exact amount that can be used without effecting profits or earning	Present employee and new recruits	Company's internal communication system; team meetings; annual report; and HR forum
Training and development	Trainer; supervisor; and management team	6 to 7 months	Training environment, equipment, and tools; budget for training sessions; identification of employees in need of	To provide training it is important to identify the employees in need of training along with the understanding of what type of training can be beneficial, it is also important to	Present employee and new recruits	HR department mails, Company's internal communication

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			training	identify the budget for training activities so that company's profits are not effected		system; annual report; and team meetings;
Equality	Managem ent team and HR	1 year	Management decision making, and two way communication form	Providing equal opportunity to all employees is essential and can only be implemented by management decision making and follow of the decision at each level; it is the duty of HR manager to make sure equal opportunity is provided to employees irrespective of their differences	Shareholders, Employees, customers and suppliers	Internal and external communication system of the company, advertisements, annual report, and HR forum
Employee feedback	Managem ent team; HR; and employees	3 months	Efficient feedback forms and effective feedback questions and rating system	The feedback forms needs to be effective and efficient which can be easily understood and can be filed up fast along with rating system that is accepted across the organization	Management team and HR	HR forum, evaluation forms, and mails