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ENGLAND ATHLETICS CLUB GUIDE

MANAGING CHANGE

ENGLAND ATHLETICS

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Welcome to our Managing Change Club Guide

This guide is designed to help anyone who may be implementing changes at their club. Managing change is important in order to achieve positive, long-lasting change.

Content produced in partnership with the Annie Training Company

Managing Change

MANAGING CHANGE

Introduction: Implementing change can sometimes be difficult and can be met with resistence. This guide offers advice and guidance on how to ensure a successful change process.

Six Step Model of Change

This six-step model of change was developed by The Open University and is based on models including Kotter's eight-step model of change.

The Six Steps

1. Establish a sense of urgency

2. Create a guiding coalition

3. Develop a vision and strategy

4. Address cultural issues

5. Manage the transition

6. Sustain the momentum

STEP 1: ESTABLISHING A SENSE OF URGENCY

Establishing a sense of urgency is important to reduce resistance from committee or club members. It is also important as you might be experiencing conflicting priorities or needs in the club – for example around buying equipment, improvement to facilities or accessing funding.

You might also find that members are experiencing change fatigue. This is where people are tired of change and this can then impact on how motivated someone is to engage with the change.

Methods

One of the models that you might consider using to help establish a sense of urgency is the **WIIFM** model. This stands for **W**hat's **I**n **I**t **F**or **M**e?

Think about the audience or the individual that you are talking to about the change. What might help get their buy-in and commitment to the change? Would the fact that the change might mean they can share responsibilities and free up their time, share their expertise or be more influential and get them interested and curious about the change?

Another model you could use to help establish a sense of urgency is **PAS**. This stands for Problem, Agitate, Solution.

Think about the **P**roblem   for example, *we are not recruiting enough younger volunteers to the club*.

Then think about how can you **A**gitate the situation, what will happen if the problem is not addressed? For example, *the club won't survive without new, younger members*.

What's the **S**olution? *We need to advertise for members using different social media formats.*

Techniques

1. Focus on the club's vision and how this change will support it

- Revisit your club's vision statement – does it create a picture of the future that is exciting and inspiring?
- Make the vision visible during the change process – add it to meeting agendas, email footers, notice boards; can you find an image or drawing that represents your vision?
- When communicating decisions about the change, refer back to how they contribute to and support your vision.

2. Provide context and the why behind a change when you are establishing a sense of urgency.

- A useful technique to consider undertaking is a SWOT analysis.
- You can work through each section of the SWOT analysis to identify the Strengths, Weaknesses, Opportunities and Threats of your current situation and need for change.
- The strengths and opportunities can then be evidence for the positive reasons for change, linking back to your vision and the benefits for stakeholders.
- The weaknesses and threats can help you prepare how you might respond to stakeholders concerns or opposition.

Strengths

Weaknesses
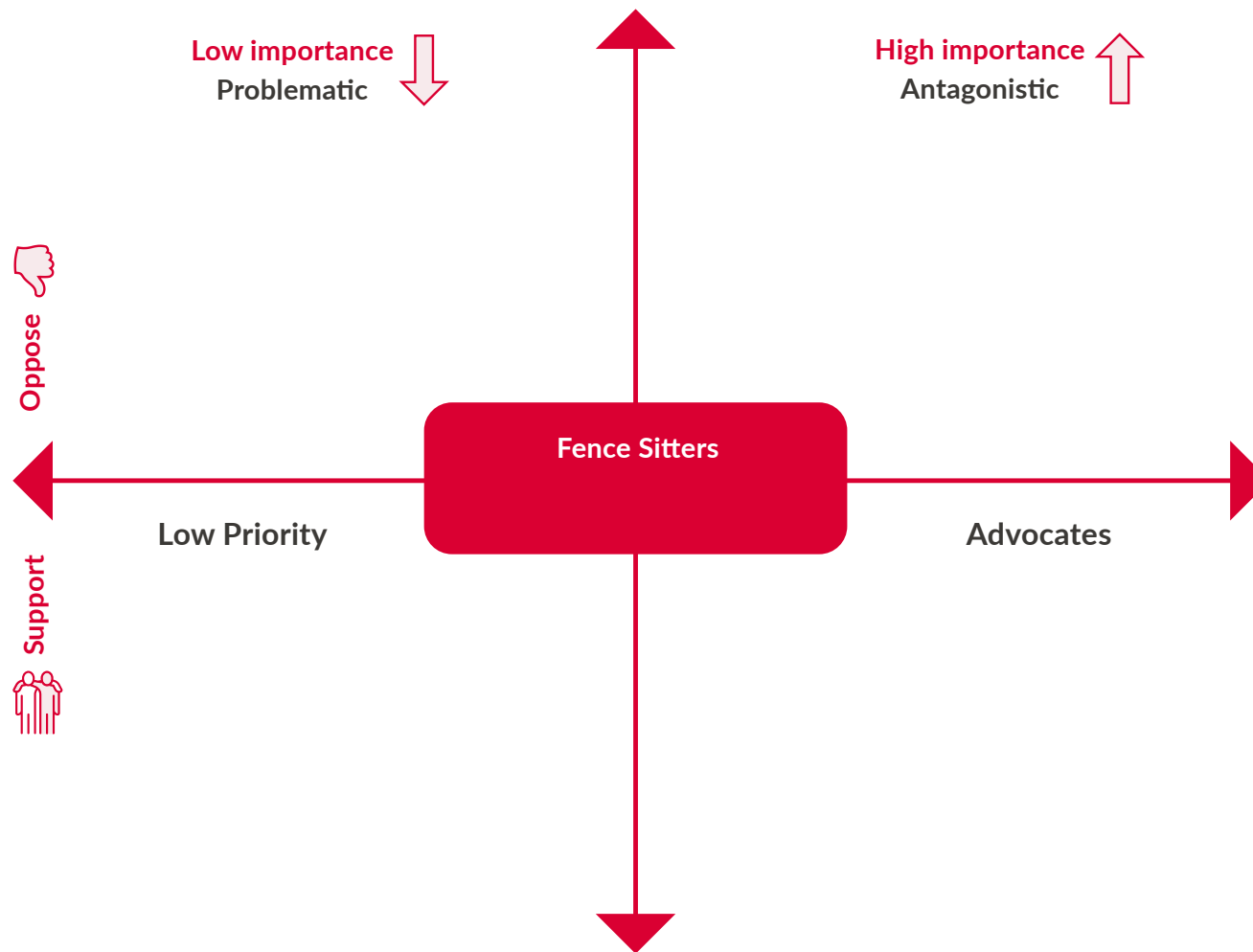
Opportunities

Threats
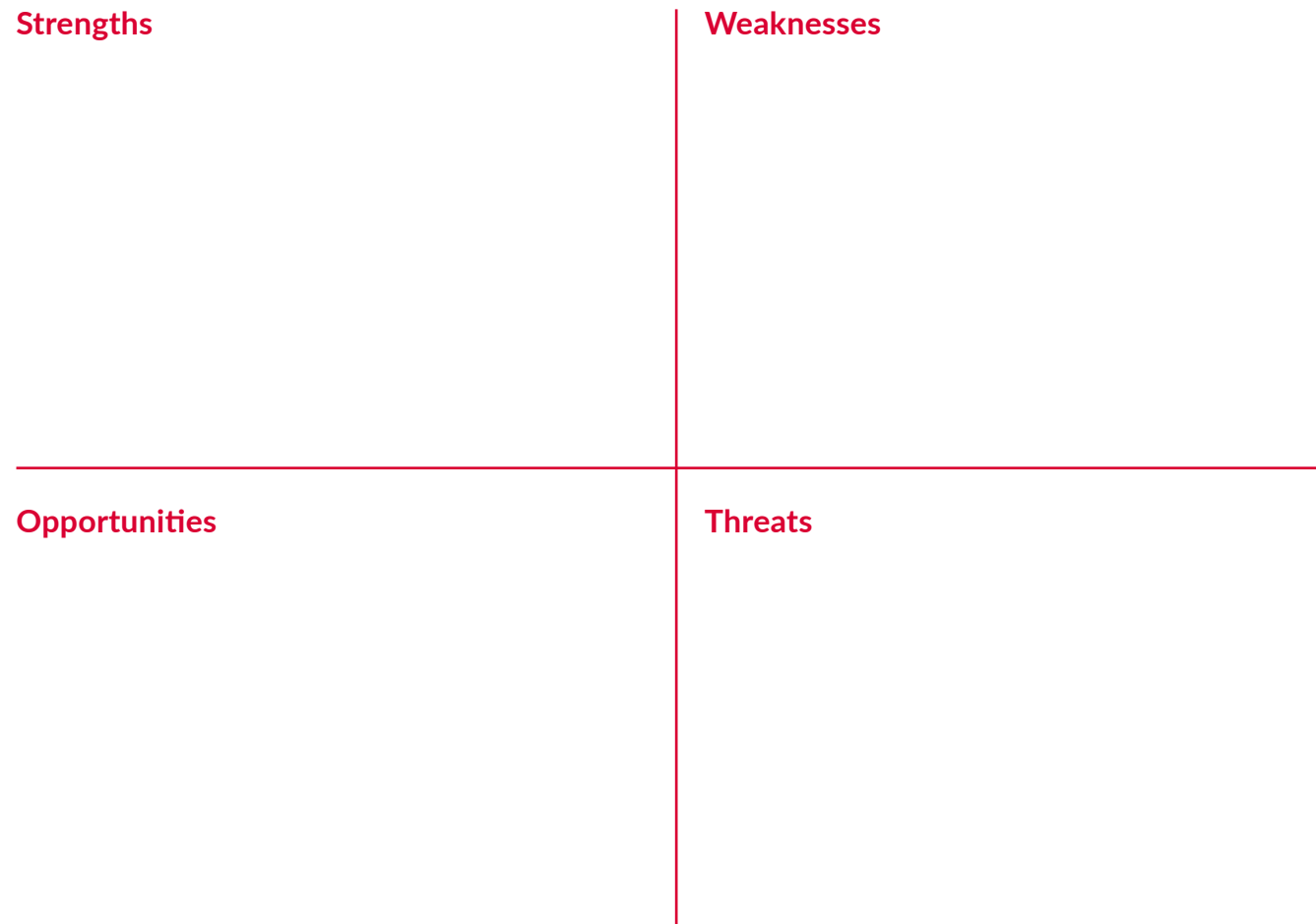
3. Know your audience

- Building on the WIIFM model, identify who needs to be involved in the change and what is important to them as this will help you tailor your approach and communication.

- Consider using a stakeholder mapping tool such as the 9Cs of stakeholder mapping matrix. This model will support you to list and categorise anyone involved in or affected by the change. It's a really useful model to ensure you are capturing all the individuals that might be impacted by the change you are initiating. You could start this process yourself, then get together with others in the club to get their input. Some of the stakeholders you identify may sit in more than one category.

The 9 Cs of Stakeholder Management

Commissioners Those that pay the organisation to undertake activities or provide services.	
Customers Individuals or organisations who pay for products or services.	
Collaborators Those who the organisations works with to develop and deliver product or services.	
Contributors Those who an organisation acquires content or parts for a product.	
Channels Organisations and individuals that distribute and provide a route to market.	
Commentators Those whose opinion is heard by customers and others.	
Champions Those bought into and will actively promote the project.	
Competitors Rivals offering similar or the same products.	
Consumers Those who are served by customers or end users.	

- Once you have completed the 9Cs stakeholder matrix you can then use the Plotting your Stakeholders matrix. This model is based on how important and how supportive the different individuals are to your project.

Low importance ⬇
Problematic

High importance ⬆
Antagonistic

Oppose

Support

Fence Sitters
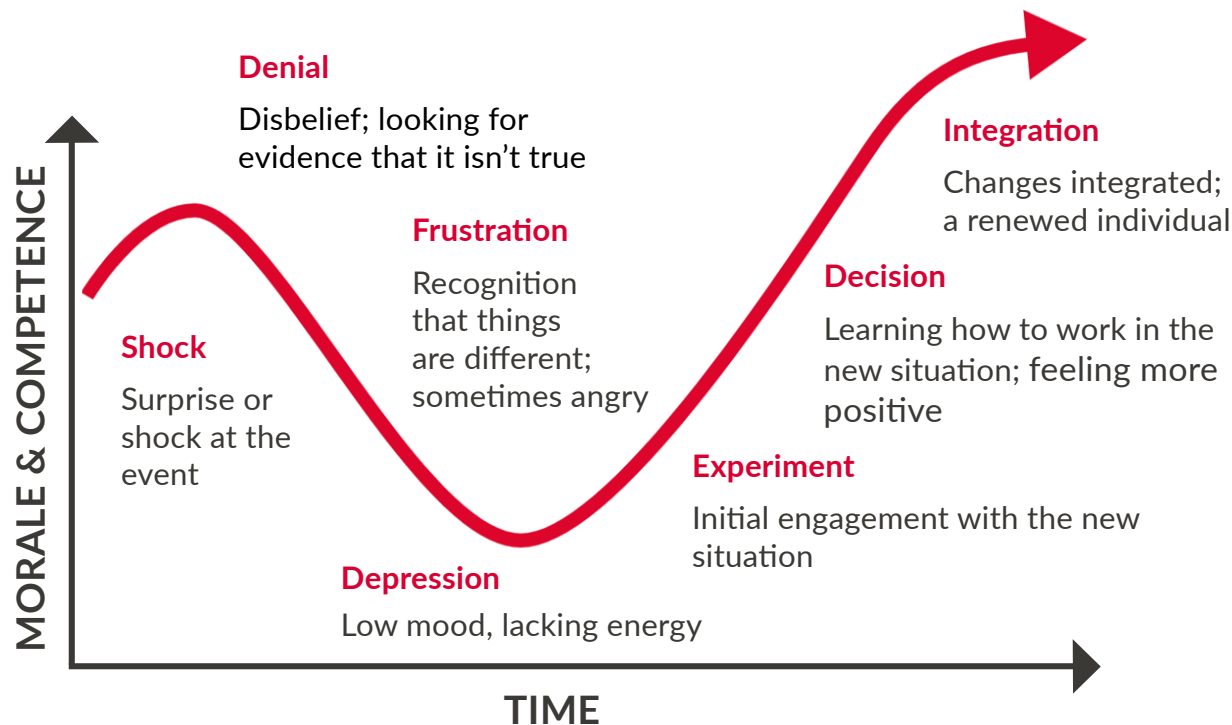
Low Priority

Advocates

- Then you can plan your approach for communicating with those individuals in each section. This might mean you vary the frequency and or format with which you communicate with each group.

- Remember that individuals might change where they sit on this matrix so it can be helpful to review at regular intervals during the change process.

4. Understanding emotions

- One of the greatest challenges when implementing change is managing the reactions and emotions that others might experience. Once you have a good understanding of your audience, a model to consider as you implement change is the Change Curve:

The Kubler-Ross change curve

MORALE & COMPETENCE

Shock
Surprise or shock at the event

Denial
Disbelief; looking for evidence that it isn't true

Frustration
Recognition that things are different; sometimes angry

Depression
Low mood, lacking energy

Experiment
Initial engagement with the new situation

Decision
Learning how to work in the new situation; feeling more positive

Integration
Changes integrated; a renewed individual

TIME

- Reflect on where an individual is on the change curve. This may be different to you as you may have invested more time and have a better understanding of any change than people who have not been involved so far.

- Tailor your approach depending on the stage someone is in:

  Shock/denial   actively listen and show empathy

  Frustration   acknowledge their concerns and link back to the 'why' of the change

  - Depression – help them see the value they add and how they fit into the future post-change

  - Experiment/Decision – be open to negotiating aspects of the change where possible; emphasise opportunities

  Integration   get them to support others in earlier stages of the change curve
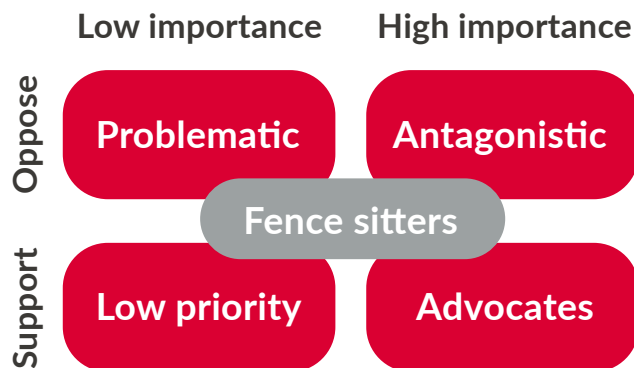
STEP 2: CREATING A GUIDING COALITION

This step looks at how you can motivate volunteers and members to support the change and also how to engage volunteers who might be resistant to change.

The **'Creating a Guiding Coalition'** step is important to drive forward the change as it will help to:

- turn individual club members into a change team
- give a clear vision and goals
- identify members who will support the change
- create processes that will support the change
- develop clear communication channels
- share understanding of risks and challenges

In Step 1, **Establishing a Sense of Urgency**, we talked about identifying all of the different individuals that might be involved in the change at your club. We then suggested that you plot them using the matrix below:

	Low importance	High importance
Oppose	Problematic	Antagonistic
	Fence sitters	
Support	Low priority	Advocates

> Depending on where the different individuals sit on the above matrix will impact on how you talk to them and engage them with the change.

Here are our top tips to increase motivation:

- **'Advocates'** These might be really positive volunteers or members who feel excited about the change. Can they act as ambassadors for the change to support others?

- **'Low Priority'** These could be people who feel okay about the change. Keep talking to them to make sure they don't move into the 'problematic' section

- **'Problematic'** These could be people finding the change difficult. Respond to their worries and talk to them so they feel listened to

- **'Fence sitters'** These people might be unsure and may need more information to understand how it will benefit them. Refer to the WIIFM model from Step 1

- **'Antagonistic'** These people may not be happy with any change. Encourage them to think about what it could mean for the club and link back to the club's vision.

One of the key challenges at this step is managing conflict, as members may not want to commit to change that 'upsets' others, particularly if they are a long-standing member or hold a lot of influence.

Even if things feel difficult, it is really important that teams take the time to discuss worries, rather than avoid them.

Volunteers and members might be concerned about upsetting each other, however, positive discussions can really help to bring things out in the open and identify ways to solve problems. This will help to make the team stronger and build trust.

A tool that is helpful to support productive conflict is A-B-C

ABC stands for Agree with, Build on and Challenge.

This can be used in a group discussion to make sure that everyone has the chance to share their thoughts and ideas.

- **Agree:** ask those who agree to explain why – this will help other volunteers or members

- **Build:** ask those who want to build what they would add – this will help develop a wider understanding and more ideas

- **Challenge:** ask those who want to challenge to explain why in a positive and constructive way   this will help highlight potential problems

Another tool for managing conflict is UHT: I understand… however… therefore…

This tool is useful when members are still finding change difficult or frustrating.

It allows you to show that you **Understand** it isn't easy for them.

However, you can help them by showing what the benefit for them or the club might be.

Therefore, what could you do that might get their buy-in or support?

For example: "I **u**nderstand you still have reservations about this change; **h**owever, this change will help us reach more members **t**herefore what might help you give this idea a go?"

STEP 3: DEVELOP A VISION AND STRATEGY

This step is designed to support volunteers to think about their vision and strategy for the change. At this step it is important to involve members and get them to share their ideas. This step can help to inspire and guide members with the decision-making process and is important in tracking progress and celebrating successes!

Some of the key challenges at this step might include members getting stuck in the detail and not being able to see the bigger picture or the vision for the change. You might also experience some resistance at this step – for example '*Why do we need to do this?*' '*It's fine as it is!*'. The third key challenge you might experience at this stage is a lack of ownership, people not taking responsibility. The more you involve members and actively seek their opinions and ideas, the more likely people are to take ownership.

Here is a creative technique to encourage people to think about the 'bigger' picture:

Rich Pictures is a great technique that uses pictures instead of words.

- Ask people to imagine where they see their club in the future – then ask people to draw or sketch this

- It can be easier to explain how you think and feel by using a picture

- If people are not keen to draw, tell them that their drawings won't be judged

- As a team, once you have a picture, you can look at how different ideas could work together and who you might need to help you

- You could have the rich picture displayed on club notice boards or in staff areas to act as a positive reminder!

Once you have thought about your club's future, it will be helpful to create a plan of action. This will help you to make decisions and track your progress. A simple way to look at this is to ask yourself three questions:

Where are we now?   **Where do we want to go?**   **How will we get there?**

Here are our top tips for writing your action plan:

- Use a planning tool: refer to the Club Development Plan Factsheet and Club Development Template

- Check your goals are SMART: specific, measurable, achievable, realistic, time bound

- Aim for 'good enough' over perfect: no action plan can cover everything so keep it simple to get you started

- Ask anyone who has an interest to help you in developing the plan, so they feel part of making it a success

- Don't be afraid of change: as you progress, check the plan is still working towards your vision to stay on track

To support you with the development of your action plan, it is important to think about those who might help you and what you need to do to keep them engaged with the change. Remember the 9Cs of stakeholder mapping and the stakeholder matrix on page 7.

Individuals are motivated in different ways. You might find it helpful to think about each individual and what motivates them. How can you use what motivates them to keep them engaged in the change?

For example, are they motivated by a **sense of achievement**? If they are, can you give them feedback about the progress that you have seen them make? Think about giving them feedback about their contribution and the difference that has made. For example: "*I am so glad that you joined the club, without you we would not have heard about that funding and that's going to help buy new kit for the new season.*"

They might be motivated by **recognition**. If this is the case, think about asking someone in a leadership role to say thank you to them directly. Perhaps they would be motivated by feedback from a fellow club member or perhaps a 'shout out' at an event?

You might find that some individuals are motivated by feeling really **interested in the role**. If this is the case, make sure that you are matching the individual to a role carefully. Do you have a role description that you can share with the individual ask them what interests them most and assign them a role that matches this.

For others it can be a sense of **responsibility** that helps to maintain their motivation levels. Could you ask someone to take on additional responsibilities? Perhaps you could recognise their longstanding service and how much they have supported the club during their time as a volunteer?

Finally, you might find that for some volunteers it's the opportunity to **develop new skills**. Perhaps supporting them with a qualification, offering a reference for a paid role or having a clear description of the skills and qualifications required for each volunteering role so they can identify where they need to develop.

STEP 4: ADDRESS THE CULTURAL ISSUES

This step encourages you to think about the **culture** in your club. By culture we mean "the habits, traditions and behaviours of people and groups in an organisation." (Pinterest).

Some of the key challenges that you might experience at this step of change include divisive members or 'saboteurs'. Members might also be surprised at how long and how much commitment is required to achieve the change. Finally, you might also experience a loss of appetite for the change, or 'change fatigue'.

One practical tool to manage challenging behaviours is the ABC model we covered in Step 2. The ABC model creates a safe environment to bring issues to the table and empowers members to address them. Over time it helps create a culture of being able to constructively give and receive challenges.

To address challenging behaviours remember to talk about the vision for the change, use your team to support you and celebrate successes.

Another way to manage divisive behaviours and avoid circular discussions or discussions being taken off track is ELMO. ELMO stands for Enough, Let's Move On.

- It gives everyone involved in the change both permission and a simple, non-judgemental way to keep group dynamics constructive and meetings on track

- Agree a collective way to signal ELMO with the team for example:

    A raised hand in a meeting means ELMO

    Have digital ELMO cards that people can raise in an online meeting, or physical cards in a face-to-face meeting

    Or have a literal ELMO who can be raised and waved adding to the fun!

- Agree that either everyone takes responsibility to signal ELMO or one person takes the responsibility of signalling ELMO for a particular meeting and this role rotates across the team

- When ELMO is signalled, everyone usually starts laughing, or there is a helpful clarification of the relevance of the topic. Both outcomes save the group time otherwise wasted falling down a rabbit hole

STEP 5: MANAGING THE TRANSITION

This step has been designed to support you in talking to different types of individuals as they get used to the change. Once the change process is implemented, it is natural that problems may arise as everyone gets used to the new way of running the club.

Common challenges include members losing sight of the purpose of the change or going back to old ways or behaviours. There might be gaps in members' skills, knowledge or behaviours, or different emotions that arise because of the change – including your own!

Consider the different volunteers and their approach to change. The following table highlights some practical dos and don'ts:

PERSONALITY TYPE	DO	DON'T
SUPPORTERS Will embrace change quickly Are positive about why change can help Enjoy talking and planning change	Involve them in making the change – listen to their ideas and remember to say thank you for their help Use them to encourage others to support change Reward and recognise them in a way that suits their personality	Take their support for granted Forget to include them in discussions about the change or feedback Compare them to others who maybe find change difficult
WORRIERS Unsure about change and might feel scared about how the change will affect them Might be persuaded by others who aren't happy about the change	Talk to them regularly – ask about and try to reducce their concerns Provide lots of information, with focus on positive impact of change Give examples of positive change in other clubs Show appreciation when they do support change	Avoid talking with them Ignore their concerns Let them be influenced by the others
RESISTERS Want to stick with the 'old ways' Find reasons why change won't work Delay implementing change	Find out what their concerns are Explain why change can be a good thing and what support they will get at an individual and club level Check in with them to show appreciation for change they make, and talk about any worries	Ignore them in hope they will come around to changing Allow them to continue 'old ways'
MILITANTS Actively work against change and often complain and criticise change Try to influence Worriers and Resisters to feel the same as them	Listen to their concerns and explain purpose of change. Highlight the dangers of doing nothing Find something that you can agree on, however small and thank them for any changes they make Recognise the importance of productive conflict	Delay talking with them about their concerns Not address their disruptive behaviour Give them opportunities to influence others

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You might find it helpful to remember **COMMUNICATE, COMMUNICATE, COMMUNICATE.** When you have a really important message to share, try and communicate this in three different formats. For example you might have posters up around the club, you might include it in your next e-newsletter and you might also make an announcement at your next event. Think about the language that you are using and make sure that it will be understood by the target audience.

As people respond to new changes and how things might affect them and their role, or their position in the club, it is only natural that you will have different emotions. This will include you too!

- Use the HEAR model to help you manage emotions – Hear, Explore, Acknowledge, Respond

- Remember that you are not on your own and you can ask colleagues and peers for advice or support

Dealing with Feedback Reactions

H	E	A	R
HEAR and articulate the individual's reaction in a non-judgemental way	**EXPLORE** using neutral language to assess what's drivng the reaction	**ACKNOWLEDGE** and validate what you hear the person saying	**REFOCUS** the individual on what's true about the feedback and what they can do about it
"I notice you have gone quiet. "You seem to have some strong emotions around this.	"What are you thinking right now?" "What is your reaction about?"	"It sounds like this feedback doesn't seem fair to you, given how hard you've been working. I can imagine that this must be frustrating.	"What about the feedback do you agree with?" "What can you do to address these issues?"

TOP TIP

Ask your volunteers to share the following to understand how they like to be communicated with and where they might lose patience with the change process:

- What do they value?

- What is their style when going through change?

- How best to communicate with them

- What people misunderstand about them?

- What don't they have patience for

- How to help them

STEP 6: SUSTAIN MOMENTUM

This step is designed to support you to reflect on the change so that it can be sustained.

As your change becomes 'normal', it can be easy to forget to take a step back and reflect on what you have achieved. Looking back can help you to capture any valuable learning points and celebrate your successes too.

Sustaining momentum is important because it reminds the club of the reason or purpose of the change, it's also a time to celebrate wins!

This step should also be used to identify any obstacles or blockers to the change. As you reflect and review, look at the whole change process not just one step. Think about what you can share – what do you think other clubs would find useful when they are going through change?

This step is also important to capture and document new processes. You can also use this step to check in with those that have been supportive of the change. Do they think the change is working well? Or perhaps there are some outstanding or new issues that need to be addressed?

The key challenges at this step are members slipping back into old ways, failing to recognise successes, losing sight of valuable lessons for the club.

It can be easy for people to go back to their old ways of doing things as this naturally feels more familiar.
However, you don't want to undo all the hard work put into making any changes happen.

A great and easy way to reinforce commitment is the IDEA model:

- It can be used to either shift behaviour that has slipped back or praise behaviour that has positively changed
- Discuss the following with the member:

    Identify the behaviour   what is it they are doing?

    Describe its impact   what effect is this having?

    Encourage the behaviour to change / continue   demonstrate what you would like to see

    Agree and action planning

To review the progress that you have made and identify what else might be useful to help sustain the momentum, consider the following tips:

- Look at the stakeholder map you created at Step 1 and think about the best way to understand how the different individuals feel about the change now. How could you do this? Maybe a focus group or survey? Could you use a club meeting to check in with members about the change. A great model to do this is the 3Hs – ask members to reflect on what's been a Highlight of the change? What's been a Headache? And what's on the Horizon – this can be something they are looking forward to or something that they are concerned or curious about.

- Go back to the vision you set at Step 3 and share the progress that has been made towards achieving this. You could set a competition and ask committee members to come up with the most creative ways for communicating the progress made. Or use newsletters, noticeboards or meetings.

- Record at an individual level what have you learnt from this experience. How you might learn from this experience to help you in the future – ask yourself; what went well, what didn't go well, what did you learn, what would you do differently in the future? You might also want to repeat this reflective activity with committee members.

- Take time to pause and celebrate success. This will help to build enthusiasm and motivation for the future.

- Make sure new processes, roles and responsibilities, and expected behaviours are documented and made available, so other members have somewhere to look if they feel unsure.

FINAL TIP implementing and sustaining a change in your club can be challenging and you might experience lots of obstacles and blockers. Don't try and do everything yourself. Recognise when you might need to ask for help.

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For more digital
club support, visit the
England Athletics
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