RUNNING HEAD: CHANGE MANAGEMENT

Change Management – Progress Report

[Author]

[Institute]

**Executive Summary**

The report is about the non-government organization RSPCA, working for animal protection through its 40 shelters in the region. Kotter Model was used to measure the progress of the organization and to analyze the organizational working policies, need for a change, and a better way to implement the change. The analysis revealed that the organization need to establish strong policies and regulation to guide the employees about how to deal with animals and behavioural care. Thus, the organization can improve the operational capabilities via improving the behavioural care given to the animals at the shelter based on their needs, change management at RSPCA by setting up an adoption fair at least twice a year. However, implementing a change may bring great resistance of the employees and other hurdles to the management. Thus, the situation should be handled in a strategic way where the management must play its part in bringing change in the organization and must educate the employees on the issue and the logic of change and why it is necessary is communicated to them. This may, in turn, motivate them to even participate in change efforts and people usually cannot resist a form of change that they participated in.

## **Overview**

For any organization, worldwide, it is crucial to understand the industry requirements while keeping ethical and social measures on priority. For this purpose, the organizations make industry analysis and evaluate what are the key requirements of the industry. This helps them to lead amongst its competitors. Not only this but also the organizations need to develop strong and positive strategies to develop a better working environment and prevent any sort of ethical issues. This report is about non-government and independent animal care and protection services, RSPCA. This organization is working great to bring positive change in society and helping the animals. It has maintained 40 shelters in the region and has employed more than 1000 people. Though this is the great work, the organization need to take care of many aspects while working in society. A successful organization always remain concerned about strong team-building and for that, it provides great benefits to its employees.

To measure how RSPCA has been performing in the last years and what sort of change does it required to progress in the market, the Kotter model was used. Kotter model focus on what difficulties an organization face in a competitive market and what strategies can help it to show a great lead. Now, the progress report of this Organization, RSPCA, will discuss how the company has been performing in the society to shelter the animals and how it facilitates its employees regarding their health concerns. Also, the report will analyze the progress of the organization through Kotter Model and will evaluate what sort of change will bring great social and competitive advantages for the company. Furthermore, the report will discuss what sort of resistance the organization may face while implementing the change in the organization and what strategies can work to deal with that resistance.

Change Management – Progress Report (Body)

# Diagnosis

This paper seeks to address change management in RSPCA, non-government and independent animal care and protection services in the region that operates on the principle that is funded by a community-based charity. The charity runs 40 shelters in the region at present and employees over a 1000 people. The primary services offered by RSPCA are the provision of services that enable changing the lives of animals and improving them for the better. The funds that are needed by RSPCA are usually generated through public donations, along with other ventures that allow funds raised in the form of grants, business partnerships and even patrons of the organisation.

Considering that RSPCA is a non-profit organisation that works solely for the betterment of animal lives, RSPCA is essentially described as a welfare industry. However, even as a part of the welfare industry, change and progress are essential for any industry to thrive and evolve with time. According to an article published in Forbes, one of the world’s oldest profession deals with change management (Moore, 2011). Just about everyone out there has one theory or another regarding changes, especially considering how essential it has become for the longevity and survival of any business. Thus, to evolve and change with time, the integrative organizational model of Kotter will be appropriate with strategic intervention for RSPCA.

The integrative organizational model of Kotter was created by a Harvard University professor by the name of John Kotter, which turn change management into a campaign. Here, employees are often moved to buy into the change and accept it after their leaders or the management of the business convinces them why such change is needed and how it can be effectively brought about. The content model of the six main elements in Kotter's model includes the external environment, employees and other tangible assets, formal organizational arrangements, social system, technology and dominant coalition (Hayes, 2018). This model is an eight-step process, where the very first step itself is the increase in the urgency that is needed to bring about change. This is usually the first step of any change model and is essentially needed to ensure that the system stays on-point and the need for change is address.

The next step that follows the need for change is building a team that is dedicated to bringing about the change that is needed. This team is responsible for creating a vision for change, which is the third step in the model. Next up, the team needs to communicate this need for change with other segments of the organisation and empower the staff in the right manner to bring about the necessary change. Up next, both short term and long-term goals are assessed, with the people involved being requested to stay persistent and, on their course, continuing with their efforts. Once all that is needed has essentially been taken care of, the next ideal step would be to make the change permanent and see your company improve and only grow bigger and better.

According to Kotter, all organisations are undergoing change periods to adapt incalculably to the evolving company setting. This is not only essential for competitive advantage, but also as a matter of survival of the organisation (Kotter, 1995). Now, it is not always necessary that any sort of the change in an organisation, especially a non-government one like RSPCA comes from within the organization itself. RSPCA can use Kotter's model to focus on its competitor difficulties within its industry while also focusing on growth opportunities in certain customer segments and its industry. This will show them what their competitors are doing that is ensuring their growth and how the lack of these factors are contributing to the lag that is being faced by RSPCA. Furthermore, RSPCA can also use Kotter's model to focus on low pricing strategies and make a difference by implementing diversity in the selection of its services it provides. This can also be implemented through its employees. Low productivity is one of the major and biggest problems that occur when introducing and implementing change. Feeling uncertainty by employees is the core reason or cause of the problem in the organizations adopting change. Means, feeling uncertain leads to the lower productivity of employees (Mento et al., 2002). While existence procrastination among employees/staff members has always found one of the major symptoms.

# Intervention

Furthermore, the people that work at RSPCA need to understand the process itself to even consider a sort of change that can prove to bring about the necessary change to their system. Here, even misunderstanding the process of change and other organizational processes can have detrimental impacts on the entire system. The actual and real cause of process misunderstanding is having no clear idea about the ultimate purpose of change (Langley et al., 2013). While the symptom of this issue in change management is the resistance of employees of staff members to change. However, it is still necessary that change is implemented and in a seamless manner that is easy to accept by the employees while also improving upon the present policies.

In a non-government organisation, one that ensures the wellbeing of the animal population, it is essential that measures are undertaken that promote prime organisational functioning, employee health and wellbeing and even the wellness among the animal population are all completely linked to one another. Implementation of the various means of intervention in any non-governmental organisation requires adequate resources, along with training, planning, and monitoring of the resources at hand. This would lay the foundation of the organization, which would then help the organisation redefine its mission towards change management. Here the implementation of practices, policies, and protocols that reflect the current information of change.

One of the means of intervention that can not only improve the current operational capabilities of the organization but also makes the protocols and the techniques followed by the organisation more accessible and effective is through the enrichment of the services provided to the animals in their shelter. Here, enrichment is defined as the process of improving the environment as well can the behavioural care is given to the animals at the shelter based on their needs (Kry and Casey, 2007). This reduces the level of stress among the animals, encouraging physical as well as mental stimulation which in turn encourages species-typical behaviour. This program is a mitigated development that deals with problematic behaviour and contributes to the overall wellbeing of the animals in a shelter. It allows stress reduction and assists the animals in maintaining their health throughout their stay at the shelter (Young, 2013). The way to implement this means of intervention is to provide a range of items, both toys, and experiences to the animals at the shelter. Secondly, keep individual preferences in mind and identify things that are stimulating to the animals.

Another means of intervention that could improve the change management at RSPCA is the organisation of their adoption affair. While most shelters pair up with local businesses to organise adoption events, these events are not as effective since most of the focus of the people visiting the fair is on other activities being offered. By setting up an adoption fair at least twice a year, RSPCA would be able to find more shelter animals a loving nurturing home. Also, such fairs that provide activities for both children and adults that can develop and harness their desire to get themselves a pet as opposed to just enjoying the games as the mediums of play (Weiss et al., 2013). This would certainly be a costly means of intervention which would not only require a significant amount of funds but a significant among of manpower as well as the associated marketing strategies. The patrons of the shelter, along with the people that regularly donate to the shelter can be looked at to generate funds that can prove to be helpful to the entire process and make it possible.

Another means of intervention here would be to make RSPCA more tech-savvy. They already have an amazing website in place that shows all the recent activities at the organisation, along with the campaigns in the process. However, placing adoption listings online would certainly make it possible for individuals to adopt animals over the internet would help the organisation go digital in a new way. This would require both time and efforts of the IT department to carry this out, but the results will be worth it. It would allow the organisation to stand for what it pledges and i.e. looking after the animals.

# Planning & implementation

Change is a necessary way of life in most organizations. One can even say that it is changed that guarantees the smooth organisation's operation of organisations in a seamless manner. Given the change that is all around us, the question of when our organisations will change is no longer relevant. It is more the question of how at this point. This is why most managers run into the issues that accompany coping with the inevitable process of change and confront it regularly to ensure that such efforts do not rip the organisation apart, while also keeping them viable and current. Organisations must have a strategy in place to survive and change is one way to do it. Here, change can affect anything from the company culture, and even, as in the case of RSPCA, the introduction of new technology (Grama and Todericiu, 2016).

Interestingly enough, most well-documented findings have shown that people at an organisation, more often than not, make all the efforts that they can to resist change. While it may provide an organisation with a sense of stability and the ability to predict its future, at the same time, it can also give rise to functional conflict. While it may hinder adaptation to new means and hence progress, at the same time resistance does not always emergence using the usual cookie-cutter ways (Grama and Todericiu, 2016).

Resistance at an organisation, especially a non-government organisation like RSPCA which is operated upon donations and primate funds, resistance can be immediate, implicit, overt, or even deferred. An ideal example of this can be seen in the fact that often when change is proposed, employees tend to lash back at the organisational managers by voicing their complaints and even threatening to go on a strike. In such a situation, managing employees in an effective manner so that the change can be brought about is essential to ensure the wellbeing of the system. More often than not, the reactions to change can blow the entire idea out of proportion almost immediately for employees. Thus, under the integrative organizational model of Kotter, the situation must be handled in a manner that could pave the way towards change rather than prevent it. In this regard, the role played by managers become key.

There are two forms of resistance that can come into play at such a point i.e. individual resistance as well as organisational resistance. However, in the present case, given the use of Kotter’s model to study the issue, only individual resistance is key. The individual resistance can take place in terms of habit, which is something that people begin to resort to under stress, especially if things are not working out. Lack of security can be another reason why people resist change. Furthermore, economic factors and the changes it will bring to one's income can also have a detrimental impact on the wellbeing of an organisation and can cause the people behind it to resist change. Here, the fear of the unknown as to what will happen next and selective information processing between the employees and those holding the managerial positions also create concerns among the masses, which again makes resistance the only resort.

However, while resistance in an organisation is inevitable, dealing with this resistance is just as vital (Lawrence, 1969). To bring about a positive change in the organisation with least amount of resistance from the people behind this endeavour, it is crucial that the employees are educated on the issue and the logic of change and why it is necessary is communicated to them. This may, in turn, motivate them to even participate in change efforts and people usually cannot resist a form of change that they participated in. Furthermore, efforts could also be made to reduce this resistance by easing the level of anxiety among the employees through therapy and training for new skills. Here, negotiation, manipulation, and even cooperation can all prove to be useful tools for to put and keep resistance at bay when it comes to the implementation of positive change and makes an effort to make it permanent.

## **Conclusion and Recommendations**

The progress report is about the non-government organization RSPCA, working for animal protection through its 40 shelters in the region. In a non-government organisation, it is essential to take care of all social and ethical measures, and for that, it takes care of employee health and wellbeing along with sheltering the animal population. This process may require the implementation of the various means of intervention along with training, planning, and monitoring of the resources at hand. In the case of RSPCA, it needs a little change in its policies and must focus to take preventive measures regarding employees' health while helping the animals. The employees work with different kind of animals, with high chances of diseases and other health-related issues. Thus, the organization need to establish strong policies and regulation to guide the employees about how to deal with animals, and regarding behavioural care. However, this requires a great change in employees’ routine and schedule for which the company may face great resistance.

To deal with the industry, as well as social, requirements of dealing with animals in the shelter and keeping employees' wellbeing on priority, the organization need to implement some interventions. The first intervention could improve the operational capabilities of the organization via improving the environment as well can the behavioural care is given to the animals at the shelter based on their needs. This reduces the level of stress among the animals which in turn encourages species-typical behaviour. Another intervention could improve the change management at RSPCA by setting up an adoption fair at least twice a year. However, implementing a change is not an easy process and requires great strategies of the organization to keep the employees under confident and ensure the wellbeing of the system. More often than not, the reactions to change can blow the entire idea out of proportion almost immediately for employees. Thus, the situation should be handled in a manner that could pave the way towards change rather than prevent it. In this regard, the role played by managers become key. Thus it is recommended that the management must play its part in bringing change in the organization and must educate the employees on the issue and the logic of change and why it is necessary is communicated to them. This may, in turn, motivate them to even participate in change efforts and people usually cannot resist a form of change that they participated in.

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