



## INFORMATION SHEET FOR VOLUNTEER INVOLVING ORGANISATIONS CHANGE MANAGEMENT

The Centre for Volunteering acknowledges that building relationships between Volunteer Involving Organisations (VIOs) and their volunteers requires time, effort, resources, communication skills, and active engagement in the volunteering process.

The Centre for Volunteering (The Centre) also recognises that it is vital to enhance the quality of the volunteer experience in order to retain existing volunteers and attract new volunteers. However, it is abundantly clear that circumstances and the environment in which a VIO operates changes with time and access to resources and in that circumstance, VIOs require protocols and procedures with which to address their changed circumstances.

### **What is Change Management?**

Change in any organisation is difficult for both management and employees. This is especially so for VIOs as they also involve volunteers who may have specific interests and/or niche skill sets that they bring to the organisation. Nonetheless, change is inevitable and in many cases, necessary for organisations to survive and thrive.

Generally, implementing change within an organisation is undertaken through a process known as organisational change management. Organisational change management theory and attendant processes have been written about and practiced since the 1970s. There are many and varied theories and processes such as the McKinsey 7S framework, the IBM model, the 10 Principles of Change Management and so on. The past decade has seen an increase in the rapidity of change in economies and organisations. Organisations now need to respond to changes in technologies and the digital domain, which means that organisations must respond by changing quicker the way they operate in the new environment.

Ultimately, change management, "is the practice of effectively engaging stakeholders, minimising risk to efficient adoption and maximising benefits through a focus on the organisational, cultural and people aspects of business transformations."<sup>1</sup>

Before proceeding further, a VIO must identify what the benefit the proposed changes in the organisation structure and management is to be, e.g. more volunteer participation, involvement by corporate partners, growing the corporate member base etc. This cost/benefit case is necessarily required to be detailed.

### **Which change management model should be used?**

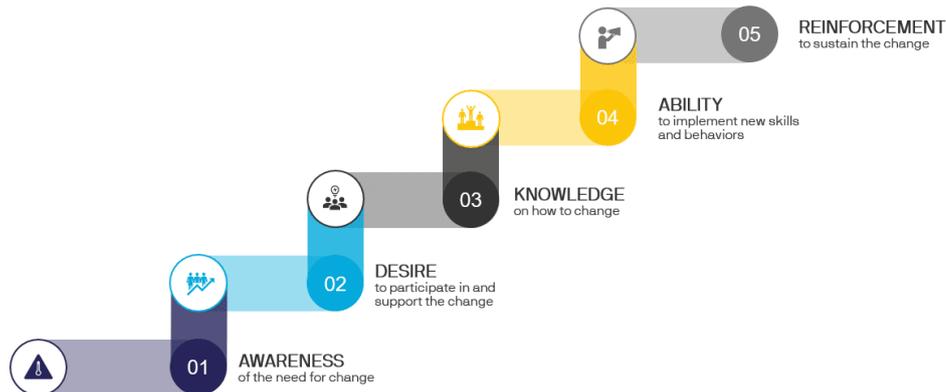
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<sup>1</sup> <https://www.migso-pcubed.com/services/change-management/change-management-principles/>



It is to be noted that no one model for change management is the definitive model. One such model is the Prosci ADKAR Model for Change Management. This model is suggested by The Centre for Volunteering, in line with other peak volunteering bodies in Australia.

### What is the ADKAR model for change management?



1. **AWARENESS** - this is the why the change needs to take place within the organisation
2. **DESIRE** – the realisation within the organisation that the change is desirable and will value-add to the organisation
3. **KNOWLEDGE** – what information or skills or equipment is required to ensure that the change takes place
4. **ABILITY** – developing skills and knowledge to ensure that the change not only happens but is integrated holistically into the organisation
5. **REINFORCEMENT** – ensuring that the change is in place and the changes in processes are reinforced

In the ADKAR model, organisations are assessed in each of the elements in consecutive order in order to accurately gauge their readiness for change by scoring them from 1 to 5.

The ADKAR model therefore allows an organisation to accurately identify where any problems to changes being made arise and to address those problems at the source.

It particularly noted that VIOs deal with individuals as well as organisations and thus, while change management tools are useful, they will always have to be sufficiently malleable to ensure that the VIOs social capital is not eroded in its practice.



This information sheet on Change Management is a useful tool for helping to follow the Standards 8: Quality Management and Continuous Improvement of the National Standards for Volunteer Involvement. Please contact The Centre for Volunteering if you would like further information about the National Standards for Volunteer Involvement and Change Management processes.

The Centre for Volunteering

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The Centre for Volunteering has a range of services available for volunteer involving organisations.  
For more information, contact us on 02 9261 3600.