Do reflective practitioners deliver successful organisational change? Evidence from public sector in Australasia

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ABSTRACT:

Resistance to change is often indicated as the main reason for failure of an organisational change effort. Researchers are now emphasising that it is important to utilise this resistance rather than treat it as a barrier. Through this research we contribute towards this idea by focussing on the role of change agents. We empirically appraise a proposal that change agents need to act like 'shock-absorbers' and shift between strategies of action, reflection and adaptation. Our research used a process research approach to capture the subtleties associated with an organisational change initiative at a local government agency in Australasia. We identify action, reflection and adaptation as critical strategies for change agents to achieve success by acknowledging who or what really counts.

Keywords:

Change management, collaborations and networking, culture, employee participation, policy, strategy,

CHANGE AGENTS AS 'SHOCK-ABSORBERS'

Studies reveal that leaders consider only about a third of organisational change efforts to be successful (Beer & Nohria, 2000; Meaney & Pung, 2008) and often the failure rates are attributed to a single source – resistance to change from within the organisation (Ford, Ford, & D'Amelio, 2008; Pieterse et al. 2012). Van de Ven and Sun (2011) highlight that change participants frequently resist following proposed change plans which leads to breakdowns and the change process does not often unfold in the expected ways, i.e., it is different to the conceptual model that served as the basis for change (Burke, 2009). However, Downs and Carlon (2012: 780) write that often 'resistance is portrayed as the enemy to change', and we should instead treat resistance as 'an essential element of organisational change rather than something to be squashed'. The complexity associated with organisational change processes is intertwined with resistance to change, which can be seen as a mix of contexts and attitudes (Downs & Carlon, 2012; Macri, Tagliaventi, & Bertolotti, 2002).

Research investigating resistance to change continues to grow (see Ford et al. 2008; Ford & Ford, 2010) and this paper makes a contribution to this stream by focussing on the role of change agents.

The paper specifically contributes towards organisational change literature on reducing breakdowns by focussing on how utilising resistance to change can be a means for achieving successful organisational change (Ahmed & Cohen, 2015). An important contribution of this paper lies in its representation of the different strategies a change agent can utilise. As proposed by Ahmed and Cohen (2015), we apply the metaphor of a 'shock absorber' to describe the change agent. This metaphor draws attention to the effects a shock absorber's response has on reducing breakdowns in the adaptation process (Ahmed & Cohen, 2015). Our empirical research aimed to explore the change agent's strategies was driven by the key research question: *what strategies does a change agent utilise to achieve successful organisational change?*

Organisational change management researchers have long indicated the need for in-depth examination of organisational change initiatives through use of process research to examine the intricacies associated with change and how change unfolds (see Pettigrew et al. 2001). Hence, we utilised a process research approach to examine an organisational change initiative at a local government agency in Australasia. The data collected for this research was longitudinal and complex; hence, it was analysed using – visual mapping and grounded theory strategy (Langley, 1999). Through our research, we identified that in order to achieve successful organisational change, an effective shock absorber is often shifting through strategies of *action, reflection* and *adaptation* as proposed by Ahmed and Cohen (2015). Although *action* and *reflection* were previously discussed in the literature (see Van de Ven & Sun, 2011), we confirmed that *adaptation* based on feedback was an essential strategy for success of the organisational change initiatives (Ahmed & Cohen, 2015).

The next section begins by summarising the literature around organisational change and the role of change agents and highlighting the key model our research aims to appraise. We follow this with details of our research method including data collection and analysis. Our discussion section reflects on the key strategies which we identified were used by the change agent and offer future research ideas.

RESISTANCE TO CHANGE

Organisational change is a phenomenon at the heart of organisational success (Van de Ven & Poole, 2004). However, it is recognised that change is a multifaceted and complex phenomenon, where every attempt to explain it is limited (Poole & Van de Ven, 2004). The literature has continued to grow, offering deeper and more detailed explanations of the dynamics associated with organisational change over the past seven decades. One of the key challenges contributing to low success rate of organisational change initiatives is breakdowns. Breakdowns are discrepancies between our conceptual model of the change process and what we observe unfolding (Ahmed & Cohen, 2015; Burke, 2009; Van de Ven & Sun, 2011). The literature on breakdowns experienced during organisational change and remedies utilised have been covered thoroughly by Van de Ven and Sun's (2011). We note from our analysis of the literature that resistance to change is often a recurring theme in examination of breakdowns in organisational change processes (Cummings & Worley, 2005; Pieterse et al. 2012; Senior & Swailes, 2010; Van de Ven & Sun, 2011).

Why resistance to change?

Our review of the literature aimed at identifying what are the key reasons for resistance to change? One of the key reasons for resistance is a disconnect between 'planners', those who design a change programme, and 'doers', those who do not participate in development but rather, implement it (Ford et al. 2008; Van de Ven & Sun, 2011). Change processes can also breakdown because participants do not recognize the need for change, engendering resistance. Resistance often results from a failure to reach agreement on goals or actions (Burke, Lake & Paine, 2009; Nutt & Wilson, 2010; Van de Ven & Sun, 2011). Following their review of the literature, Ahmed and Cohen (2015) identified three different themes of literature relating to resistance to change which focused on:

Power

A key notion that emerges when linking resistance to power is that suggested by Kärreman and Alvesson (2009) who describe power as a restraining force, where actors make people do things

which they would not have done otherwise. In this context, resistance becomes an unconcealed reaction to the overt use of power (Pietersen et al. 2012).

Identity

When individuals are unable to link their past collective self to present conditions, resistance originates (Mahadevan, 2012) and creates an obstacle to change (Brown, 2006; Gioia & Chittipeddi, 1991).

Setting:

The climate of change, i.e. the setting for change to occur (Binci et al. 2012) has three elements – trust, involvement, and perceived benefits which are important precursors for change, the lack of any leads to resistance to change.

Resistance through a different lens and the role of change agents

Over the years, the change literature has portrayed resistance in a negative manner. However, literature offering an alternative approach to the negative view of resistance is growing. Binci et al. (2012: 879) write, resistance to change is not an '*a priori ...*negative signal' and we are now seeing literature which explains the changing nature of this sort of resistance. Many studies have examined how resistance can be used as a source of positive influence in change initiatives; hence, highlighting to change agents how resistance can be used to successfully manage change (Downs & Carlon, 2012; Ford et al. 2008; Pietersen et al., 2012; Mahadevan, 2012).

As suggested by Van de Ven and Sun (2011), critical to the success of an organisational change initiative is the role of change agents (referring to managers or consultants who direct or manage change in organisations) who need to continually adjust their actions over the course of the change. The argument that change agents are equally responsible for the creation of resistance (Ford et al. 2008) directs organisational change researchers to examine the context behind resistance by change recipients. It also puts emphasis on the point that this resistance is potentially created, and hence, manageable by change agents. Ahmed and Cohen (2015) propose that change agents perhaps need to act as 'shock-absorbers' i.e. converting one form of energy into another and dampening shock

impulses. As Van de Ven and Poole (2011) have indicated 'tensions and oppositions' are inevitable in any organisational change initiative; hence the shock absorber provides a mechanism for the organisation to reconcile such tensions and oppositions, perhaps restoring a sort of functional balance in situations where change initiatives threaten the equilibrium of the organisation (Ahmed & Cohen, 2015). Moreover, Ahmed and Cohen (2015) note that, this is likely to be through converting unsupportive or negative reactions into opportunities for constructive development, to gain support for the change initiative.

The review of existing literature highlighted that change agents use two different strategies to deal with resistance – *action* or *reflection* strategy. As suggested by Van de Ven and Sun (2011), in the action-oriented problem solving approach, the change agent intervenes to control a change initiative. Control is exercised by playing the role of a problem solver, in order to ensure the change model unfolds as the change agent envisaged it. In contrast, by the reflection strategy a change agent makes sense of and socially constructs understandings of the 'buzzing, blooming, and confusing' changes they experience in organisations (Weick, 2011). However, assuming that the effectiveness of action in the absence of reflection is likely to be 'self- defeating' (Van de Ven & Sun, 2011: 59), the central challenge in organisational change initiatives is achieving a balance between implementation actions and feedback reflection. Therefore, Ahmed and Cohen (2015) proposed that an additional strategy of *adaptation* can achieve this balance which is indicated in Figure 1. In the change context, *adaptation* is about diagnosing the breakdowns and knowing what treatment strategy to follow. Borrowed from previous research, adaptation can be defined as '(a) the action or process of adapting, fitting, or suiting one thing to another… and (b) the process of modifying a thing so as to suit new conditions' (Rose & Lauder, 1996: 42). Through adaptation, change agents can skilfully revise their mental model of change and 'go with the flow', as against 'swimming upstream' (Van de Ven & Sun, 2011). However, should change agents respond to all types of resistance? It is critical for a change agent to identify who and what really counts? We concur with Ahmed and Cohen's (2015) suggestion that change agents not only need to identify the key stakeholders but also determine which ones are key

players by examining them through the attributes of *power, legitimacy* and *urgency* (see Mitchell et al. 1997 for details). These can be briefly defined as follows:

Power

Stakeholders can exercise influence in their relationship with the organisation through gaining access to coercive, utilitarian, or normative means.

Legitimacy

The right of the stakeholder groups to influence the organisation can be described in terms of shared values, common organisationally normative behaviours and understandings of policies and procedures, and belief in the right to express a collective desire for change.

Urgency

Urgency exists only when a relationship is of a time-sensitive nature and when a relationship or claim is critical to the stakeholder.

Often change agents utilise the concept of defensiveness to deal with resistance. However, Powell and Posner (1978) argued that the cost of defensiveness is the persistence of resistance. This then leads to a vicious cycle, where resistance begets resistance (Ford et al. 2008). Logically, an escalation to perpetual resistance is unlikely to lead to beneficial change in an organisation. Mitchell et al.'s (1997) classification, when applied to different stakeholder's, may provide assistance in dealing appropriately with such situations, offering insight into stakeholders' motivations for resistance. This then can provide a means for arresting an escalation of resistance.

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Insert Figure 1 about here

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RESEARCH METHOD, DATA COLLECTION AND ANALYSIS

In order to empirically examine and determine whether *action, reflection* and *adaptation* lead to a successful organisational change project, we utilised the process research method. We use the process

approach as it deals with process as a coherent sequence of events explaining how things evolve or change over time (Poole et al., 2000). This concept of process applies a historical developmental perspective by focusing on the sequence of events that unfold over the duration of time of existence of the subject (Poole et al., 2000). As suggested by Poole et al. (2000) this approach provides a strong emphasis on viewing the historical path and the associated incidents or events responsible for organisational change. Poole et al (2000) have stated advantages of using a process research approach which highlight that (i) it is a flexible mode of inquiry which is ideal to explore critical features of change as researchers focus on the details associated with the change process and (ii) it acknowledges the human element in change as it clearly incorporates explanations based on deliberation and purpose. Therefore, it is able to offer general explanations through systematic investigation. The advantages of process research clearly provide a mandate for using a process research approach in this research as it aims to examine the dynamics associated with organisational change initiatives to determine the strategies used by change agents when dealing with resistance.

Research context

Local government plays a crucial role in delivering outcomes for communities in Australasia. Local councils provide local public services and local infrastructure for communities and local government plays a key role in driving economic growth for the country. Hence, it is important that decisions makers (executive team and council members) are provided good information based on thorough analysis to ensure good decisions are made. Often this information and analyses are presented to the decision makers in the form of reports or papers written by the local government agency staff. In August 2014 an external company reviewed the quality of advice provided by a local government agency (the agency) in Australasia to its decision makers. It provided a score for the agency and offered recommendations on how the agency could improve itself. In this research, we examined the organisational change initiative undertaken at this agency following the external review's report with recommendations in order to improve the quality of advice provided to its decision makers. The aim of this organisational change initiative was to build staff capability and hence, improve organisational performance for the next round of external review.

Data collection and analysis

A key requirement of using process research approach is working with event sequence data (Poole et al., 2000) which is longitudinal as process research is grounded on the methodical investigation of a series of events (Poole et al. 2000), it consists of identifying linkages amongst and between "what happened and who did what when – that is, events, activities, and choices ordered over time" (Langley, 1999: 692). The three stages of process research used in this research are discussed here (i) the first stage of process research in this research is using an abduction approach, i.e. we are not relying on existing theories but trying to be data driven and make sense from data (ii) for the second stage of data collection, this research followed Langley et al.'s (2013) suggestion that it is necessary to obtain longitudinal data (whether from archival, historical, or real-time field observation) in order to observe how a process unfolds over time. Hence, this research involved real time observations as recommended by Van de Ven (2007) and data related to the organisational change initiative was collected from late 2014 to early 2017 (iii) the final stage related to how data was measured and analysed as the volume of longitudinal data can get enormous, overloading the information processing capability of the researcher (Van de Ven, 2007). This research utilised a combination of two different strategies – visual mapping strategy and grounded theory strategy. The visual mapping strategy allowed us to develop a chronological presentation of large quantities of event data alongside different dimensions (Langley, 1999). The grounded theory strategy allowed us to stay close to the original data and helped us build a theoretical structure (Langley, 1999).

FINDINGS AND DISCUSSION

By examining the organisational change initiative at the agency in Australasia through process research, our research aimed to answer question: *what strategies does a change agent utilise to achieve successful organisational change?* In Table 1 we offer a detailed chronology of events related to the project from late 2014 to early 2017. The table also links the data to the respective elements identified in Figure 1 by Ahmed and Cohen (2015). Our examination of the organisational change initiative highlighted that organisational change initiatives often face resistance which begins to impact timeline and delivery of deadlines. The methods used by the change agent to focus on outcome

of what the change processes had to achieve and how to navigate tensions by adjusting strategies emphasises the crucial role of change agents and how their implementation strategy needs to be adaptable. In this section we highlight specific situations of how the change agent exhibited the different strategies – *action, reflection* and *adaptation* to deal with resistance by taking into account the principle of who or what really counts. This in-turn led to the agency achieving better results in subsequent external reviews demonstrating success of the change initiative.

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Situation 1: Resistance by staff to the change initiative

When member A had pre-determined an approach for all staff and implemented it following a discussion with the Executive team at the agency experienced staff who wrote advice papers regularly for the decision makers considered this as a challenge to their *identity* as reported by previous research (Brown, 2006; Gioia & Chittipeddi, 1991; Mahadevan, 2012;). Additionally, the coercive use of *power* along with lack of appropriate *climate of change* were also other reasons for resistance. We could suggest that in this case the change agent, member A, was responsible for creating the resistance and, hence, breakdown. As organisational change literature suggests that resistance to change could be linked to unequal power relations (Pietersen et al. 2012) and one such perspectives utilised by Kärreman and Alvesson (2009) described power as a restraining force, where actors make people do things which they would not have done otherwise. In this context, resistance becomes an unconcealed reaction to the overt use of power (Pietersen et al. 2012). This clearly provides a context for the reason why staff at the agency resisted to the new peer review process being enforced on them and being made part of their performance appraisals.

Situation 2: Dealing with resistance – creating the climate for change & who or what really counts

Following the creation of a new team to re-initiate the change initiative, it was noted that there was *action* and *reflection* by the team in order to identify the stakeholders and also how to approach the stakeholders. The role of the change recipients was carefully examined by the team by considering *who or what really counts?* As outlined earlier in the paper, Mitchell et al.'s (1997) classification of stakeholders based on attributes of *power, legitimacy* and *urgency* when applied to different stakeholders provided assistance in dealing appropriately with such situations, offering insight into stakeholders' motivations for resistance; hence, offering an opportunity for halting an escalation of resistance. The outcomes of the survey with decision makers helped build the *climate for change* and provided a mandate for the change initiative. By conducting workshops with staff and sharing the survey outcomes strengthened the *climate for change.* The workshops also provided staff an opportunity for participation. This changed strategy by the new lead was able to obtain buy-in for the change initiative.

Situation 3: Shock absorber's Action – Reflection – Adaptation

Research literature available suggests that by taking time to reflect on actions, change agents, can adapt their strategy in the most 'fruitful and imaginative' way to address any breakdown (Van de Ven & Sun, 2011). Pettigrew et al. (2001: 701) have accurately captured this when they suggest customisation of change strategies' which works best when we have clear knowledge of who and what really counts. Throughout table 1 we note the various instances where the team, guided by the lead, progressed through stages of *action, reflection* and *adaptation*. Critical to note is the continuous adjustment made to the staff training through each phase following staff feedback; this emphasises the continuous changes made to the change initiative's implementation approach. The frequent use of reflective meetings about the change process as a device for sharing and socially constructing common understandings of the changes being implemented and the goals the organisation is meant to achieve was emphasised in literature to deal with resistance to change (Huber & Lewis, 2010; Randolph-Seng & Norris, 2011; Van de Ven and Sun (2011). During this process, the change agent

needs to be open to ideas and different perspectives on the change initiative that can lead to positive learning outcomes. They also need to be flexible with regard to the ideas and actions those resisting change provide. The change agent also needs to acknowledge tensions rather than privileging one opinion (Seo et al. 2004). Such *reflection* and *adaptation* could result in constructive, combined co-creation of purpose, approach, and methods for facilitating the change process (Ahmed & Cohen, 2015). This process of co-creation was evident in this change initiative. Through this process the new lead was not only able to obtain better results in the external audit in 2015 and 2016, but also achieve a culture change in the organisation.

We note from our analysis of the data captured related to this change initiative that the change agent's role comprises largely of *action* – the continuous implementation to ensure the change initiative progresses as envisaged. However, the necessity of *reflection* and *adaptation* to deliver a successful change initiative is clearly demonstrated in this case. As depicted by Ahmed and Cohen (2015) in Figure 1, we believe that stakeholder evaluation is critical to any change initiative. However, our observation of this change initiative highlighted that stakeholder evaluation occurs iteratively through the stages of *action, reflection* and *adaptation*. We also observed that the change agent had to dedicate purposeful time for *reflection* which comprised around one-third part of the change initiative's life cycle while *adaptation* comprised of two-third parts where necessary adjustments had to be made. As we have depicted in Figure 2, it is critical to make stakeholders the central feature of a change initiative to ensure their expectations and motivations are managed successfully by the shock-absorber i.e. the change agent. Our examination of stakeholder attributes supports Magness's (2008) suggestion that stakeholder attributes will be transitory and not fixed in time. By examining stakeholder dynamics and their impact on organisational change initiatives, we gained insights to identifying the salience of not just stakeholders but also issues that are relevant to them and the contexts within which their influence might be operational.

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Limitations and future research agenda

While our examination followed the recommended approach by Pettigrew et al. (2001), we would like to acknowledge that we were only able to observe the change initiative for a period of two years which is one of the limitations of this study. Moreover, our examination was based in the public sector which had implications on the speed and funding allocated to the change initiative. We suggest that a perhaps a similar project in private sector could proceed differently due to the nature of the environment private sector operates in. Hence, we refrain from generalising this approach to managing a change initiative but encourage further exploration of this approach to enhance it, particularly identifying better stakeholder analysis methods. Critical for any further examination will be a need to develop better understanding of the transitory nature of these stakeholder attributes in relation to issues.

CONCLUSION

Resistance to change is often portrayed as the single most cause for failure of change initiatives across organisations. In this paper, we built on the growing literature in organisational change which highlights the importance of acknowledging resistance to change and utilising it as a positive influencer. Central to our analysis was the role of the change agent by suggesting that they play the role of a shock-absorber. Through the literature we identified that change agents need to keep shifting among *action, reflection* and *adaption*. Our examination of a change initiative at a local government agency highlighted that if a change agent ensured there was *action, reflection* and *adaption* there was more chance of success. In order for this to occur it was critical to determine *who or what really counts?* i.e. it was essential to identify the motivations and expectations of stakeholders and make them a central aspect of the change initiative.

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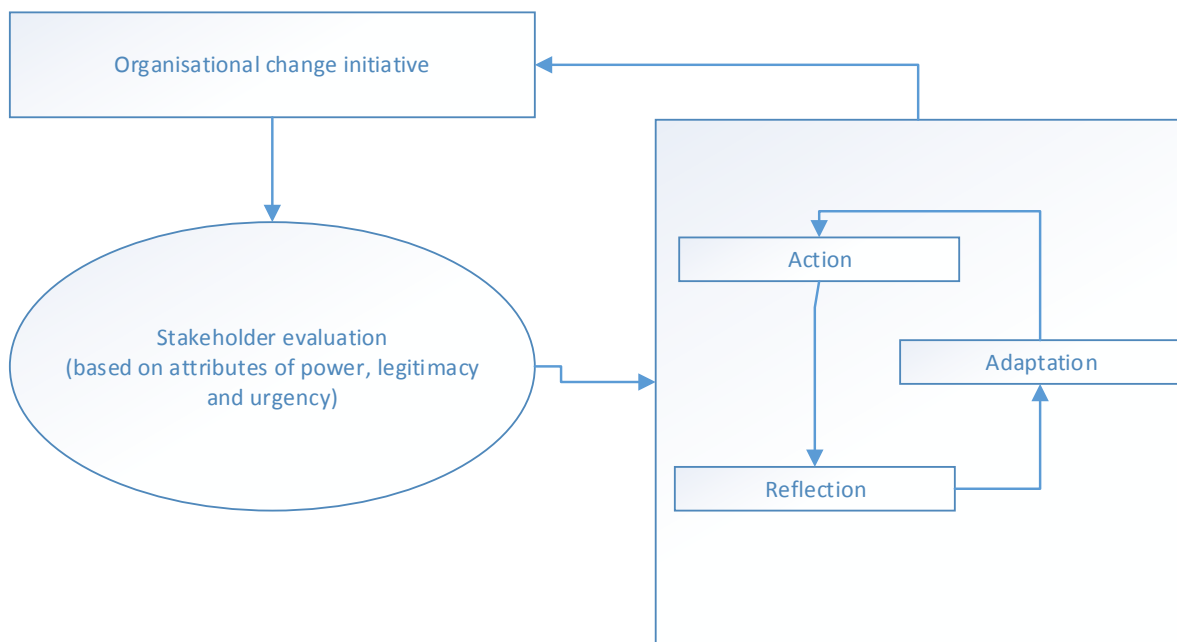**Figure 1: Facilitating a change process (Adopted from Ahmed & Cohen, 2015)**
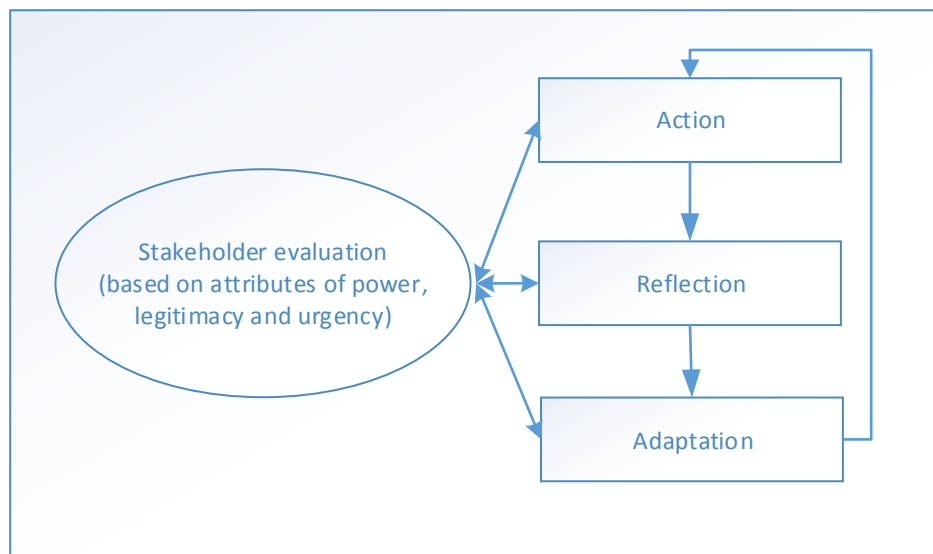

Figure 2: The role of a shock-absorber

Table 1: Key events of change initiative at the agency

No.	DATE	EVENTS	Links to theoretical constructs and comments
1	July 2014	Audit I by external reviewers	Provided the impetus for change initiative
2	September 2014	Report received from external reviewers with results and recommendations	Provided the impetus for change initiative
3	September 2014	Two staff responsible report findings to Executive team and agree to take necessary steps of implementing peer review process Process lead by one staff member (Member A)	ACTION – change agents take necessary steps to begin change initiative
4	October 2014	Peer review process piloted across one section. All guidance provided via email by Member A.	ACTION – change agents take necessary steps to begin change initiative

5	October 2014	Peer review process included in performance appraisals of staff	ACTION – change agents take necessary steps to begin change initiative
6	October 2014-November 2014	Staff dissatisfaction and resistance to peer review process, mainly experienced staff	RESISTANCE TO CHANGE – linked to power, identity & setting
7	December 2014	Change initiative stopped due to staff resistance and dissatisfaction	ACTION – change initiative stopped; outcome of resistance
8	December 2014	New lead appointed for change initiative	ACTION – Change reinitiated
9	December 2014	New team established – lead, two experienced advisory staff	ACTION – Change reinitiated

10	January 2015	Scope re-determined
		
		  Expectations determined with Project Sponsor
		
		  Change initiative rollout schedule developed
			ACTION –scope determination
			
			STAKEHOLDER EVALUATION – who or what really counts?
			
			REFLECTION – how to get stakeholder buy-in?

11	January 2015	Feedback obtained from decision makers/customers to obtain mandate for change	ACTION – Decision makers/customers feedback REFLECTION – Re-examining change initiative approach based on feedback, i.e. how to present the need for change to staff? ADAPTATION – Adjustment to strategy, decision to conduct workshops with staff
12	January 2015	Workshops conducted with staff to explain – collaborative approach • *Background to change initiative provided including the need for change by indicating mandate received from decision makers and external audit scores* • *Staff provided with an opportunity to provide input into the project.*	ACTION – Workshops with staff conducted
13	February 2015	Team *Review staff input*	ACTION – Review feedback from staff workshop REFLECTION – Examine key areas of improvement/assistance indicated by staff

			ADAPTATION – Redevelop tools based on feedback from staff
14	February 2015	Team *develop tools* *design training package with peer review*	ACTION – Developing tools and training
15	February 2015	Sponsor promotes change initiative across agency	REFLECTION – ADAPTATION – ACTION – There was no visibility for the change initiative across the organisation. Hence, this was done to create visibility for the change initiative across the organisation.
16	March 2015	Team *deliver training v1.0* *obtain feedback from participants via anonymous survey*	ACTION – Delivery of training

17	April 2015	Team *begin work to develop a webpage as central place with tools and guidance* *continue to deliver training v1.0* *obtain feedback from participants via anonymous survey*	REFLECTION – ADAPTATION – ACTION: Staff had indicated in workshops that it was hard to locate information about various aspects related to the change initiative. Hence an internal web-page was considered as an option for centralised information storing. ACTION
18	May 2015	Team *appoint Champions across sections* *upgrade training based on staff feedback*	 ACTION REFLECTION – ADAPTATION – ACTION

		deliver training v2.0	ACTION
		obtain feedback from participants	
19	June 2015	Team *continue to deliver training v2.0* *launch webpage via internal staff communication*	ACTION
20	July 2015	Internal staff communication to inform staff of next external review Papers selected for submission to external reviewers Audit II by external reviewers	ACTION
21	July 2015	Phase I debrief done by team	REFLECTION
22	August 2015	Team continue to deliver training v2.0	ACTION
23	September 2015	Audit II results received from reviewers with recommendations – improved scores for the agency	ACTION

		Results presented to Executive team Mandate received to proceed with Phase II of project	
24	October 2015	Team upgrade training to v3.0 to embed latest external reviewer recommendations	REFLECTION – ADAPTATION – ACTION
25	November 2015	Team release report of external reviewers to staff via internal communication	REFLECTION – ADAPTATION – ACTION This was not done with the first external review. Following the staff support for the change initiative, the lead proposed for the results to be shared by the Chief Executive in their weekly blog.
26	December 2015 – June 2016	Team lead *ensures training continues v3.0 (monthly)* *regular health-check meetings with Champions*	ACTION

			REFLECTION
		organises a Master-Class with external review agency for staff	REFLECTION – ADAPTATION – ACTION
		initiates discussions with Human Resources team around wider staff capability building needs	REFLECTION – ADAPTATION – ACTION
27	July 2016	Internal staff communication to inform staff of next external review Papers selected for submission to external reviewers Audit III by external reviewers New providers sought for improving staff business writing skills Monthly training sessions v3.0 continue	ACTION

28	August 2016	New provider for business writing skills appointed	ACTION
		Lead discusses opportunities to embed key skills in business writing training	REFLECTION – ADAPTATION – ACTION
			ACTION
		Monthly training sessions v3.0 continue	
29	September 2016	Audit III report received from external reviewers with recommendations – improved scores for the agency	
		Results presented to Executive team	ACTION
		Mandate received to proceed with Phase III of project	
30	October 2016	Lead outlines new approach and embeds recommendations from latest external reviewers report	REFLECTION – ADAPTATION – ACTION

31	November 2016 – December 2016	Lead works with Internal Communications team to develop new staff communication material to encourage peer review process develops latest version of training v4.0	REFLECTION – ADAPTATION – ACTION
32	January 2017	Internal Communications team release new staff resources to encourage peer review	REFLECTION – ADAPTATION – ACTION