Conversation Flow

1

Why managing change is important

2

Managing different types of change

3

The role of HR

4

Driving a change project for HR

5

Tips and tricks

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What is your experience with Change Management?

a. Very little experience to date
b. I have been part of many projects, but have never been responsible as HR
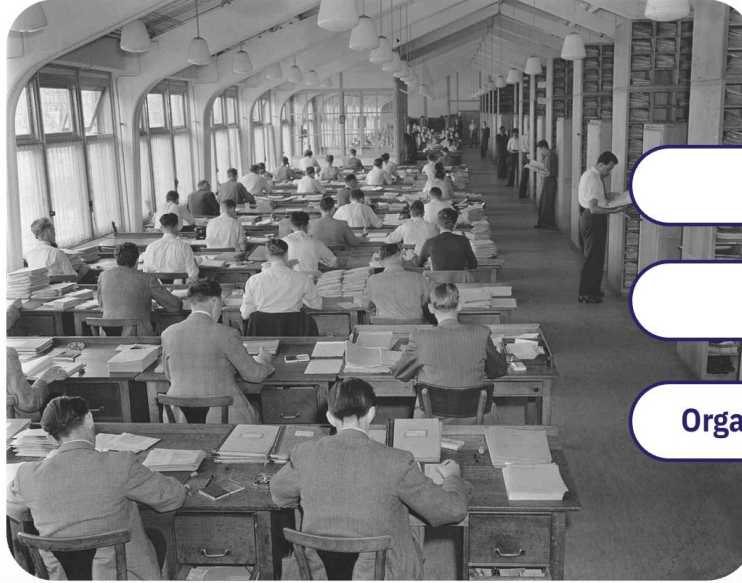c. I am an expert and can show you my battle scars

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1 Why managing change is important
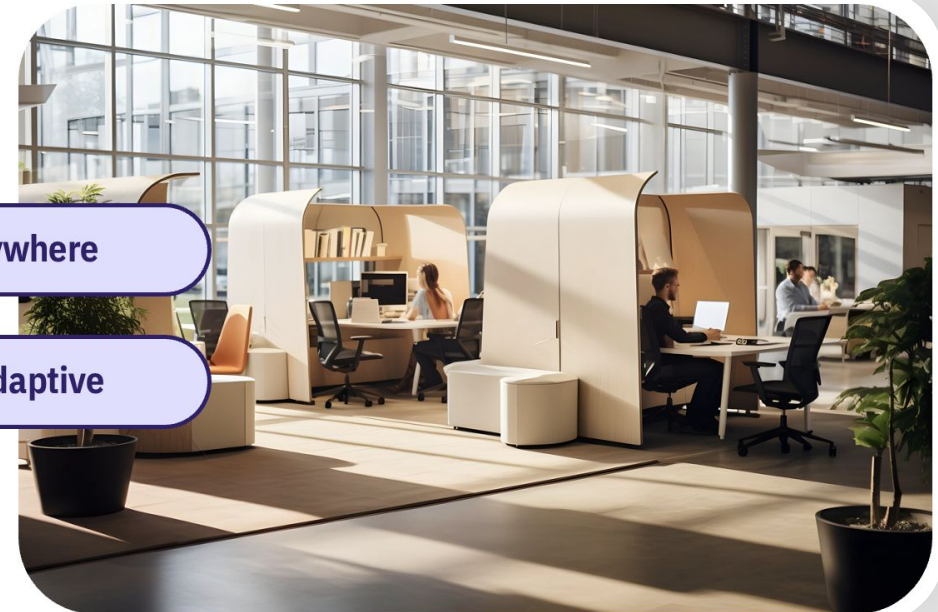
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The changing world of work

Predictable and Repeatable

Stable and Slow to Change

Organizations did not change that much over time

Unpredictable, Ever-changing, Everywhere

Organizations have to be dynamic, adaptive

Why managing change is important

2.5X
Higher success rate in achieving project outcomes when change is managed well

74%
of employees state that change that is not managed well lead to disengagement

89%
of leaders believe resilience should be a top priority to be able to deal with change and disruption
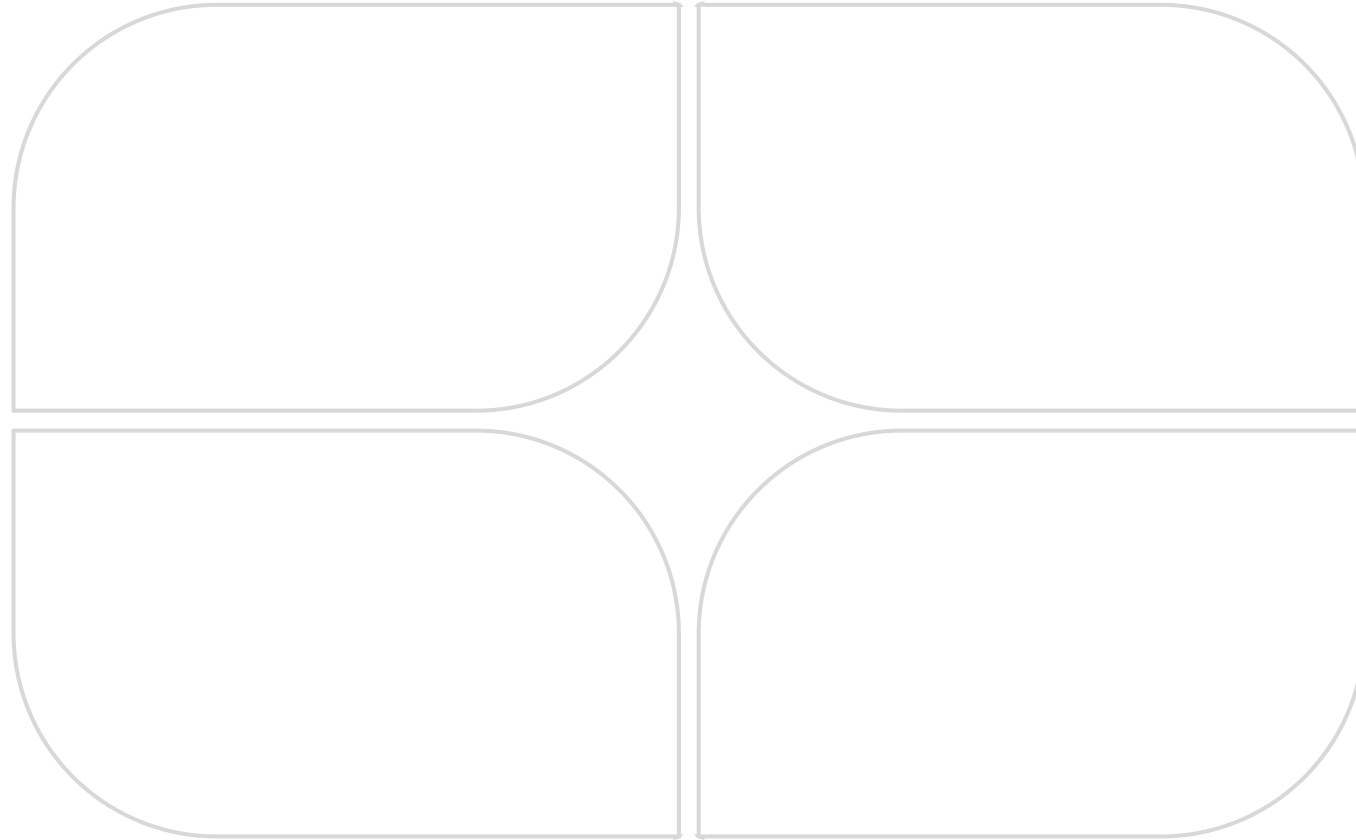
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2 **Managing different types of change**
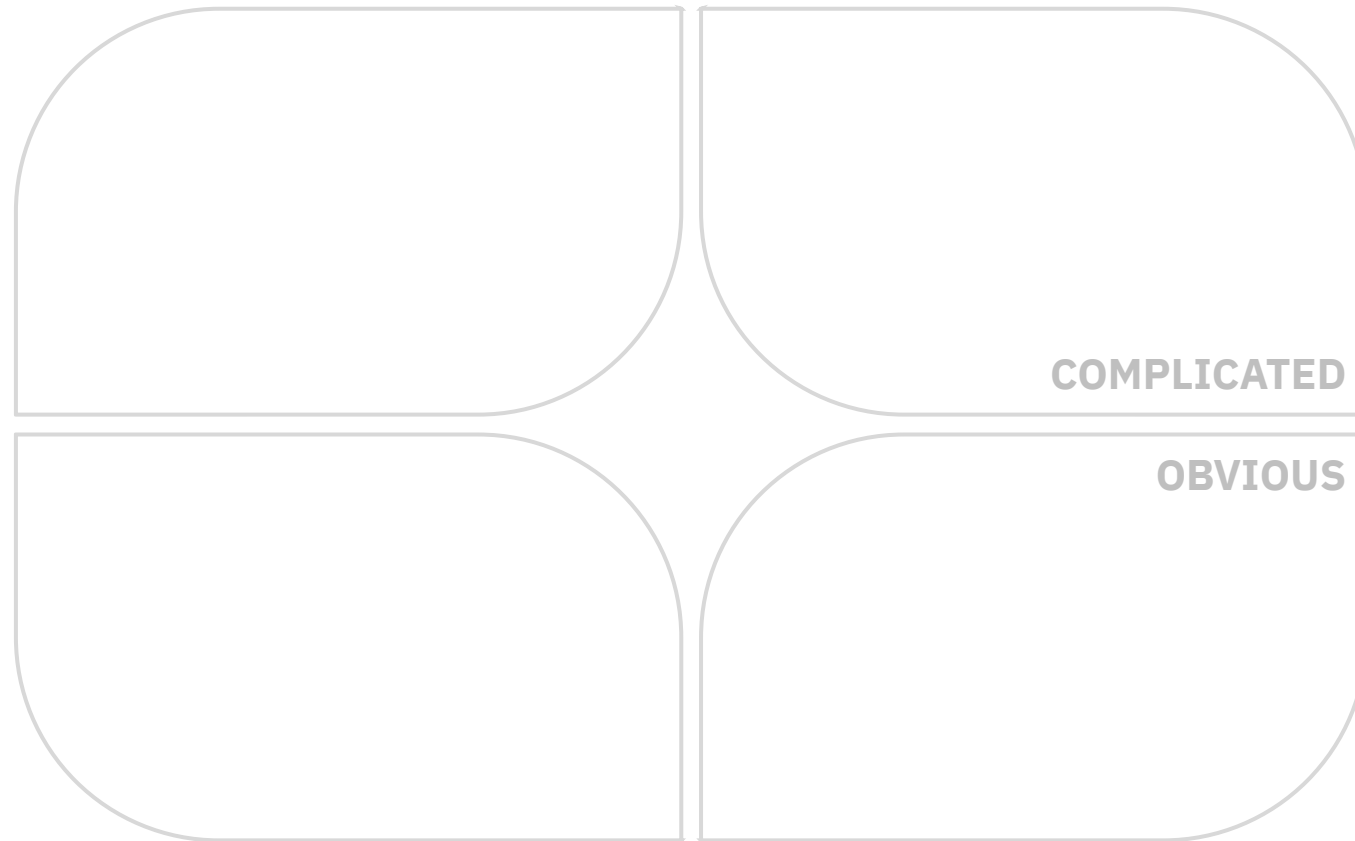
Change comes in different forms

Ordered

Change comes in different forms

Ordered

COMPLICATED

OBVIOUS

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Change comes in different forms

Ordered

COMPLICATED

OBVIOUS

C = E

Predictable, easily determined

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Change comes in different forms

C - - → E

COMPLICATED

Further analysis or the input of experts needed

OBVIOUS

C = E

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Change comes in different forms

COMPLEX

$C \dashrightarrow E$

COMPLICATED

CHAOTIC

OBVIOUS

$C = E$

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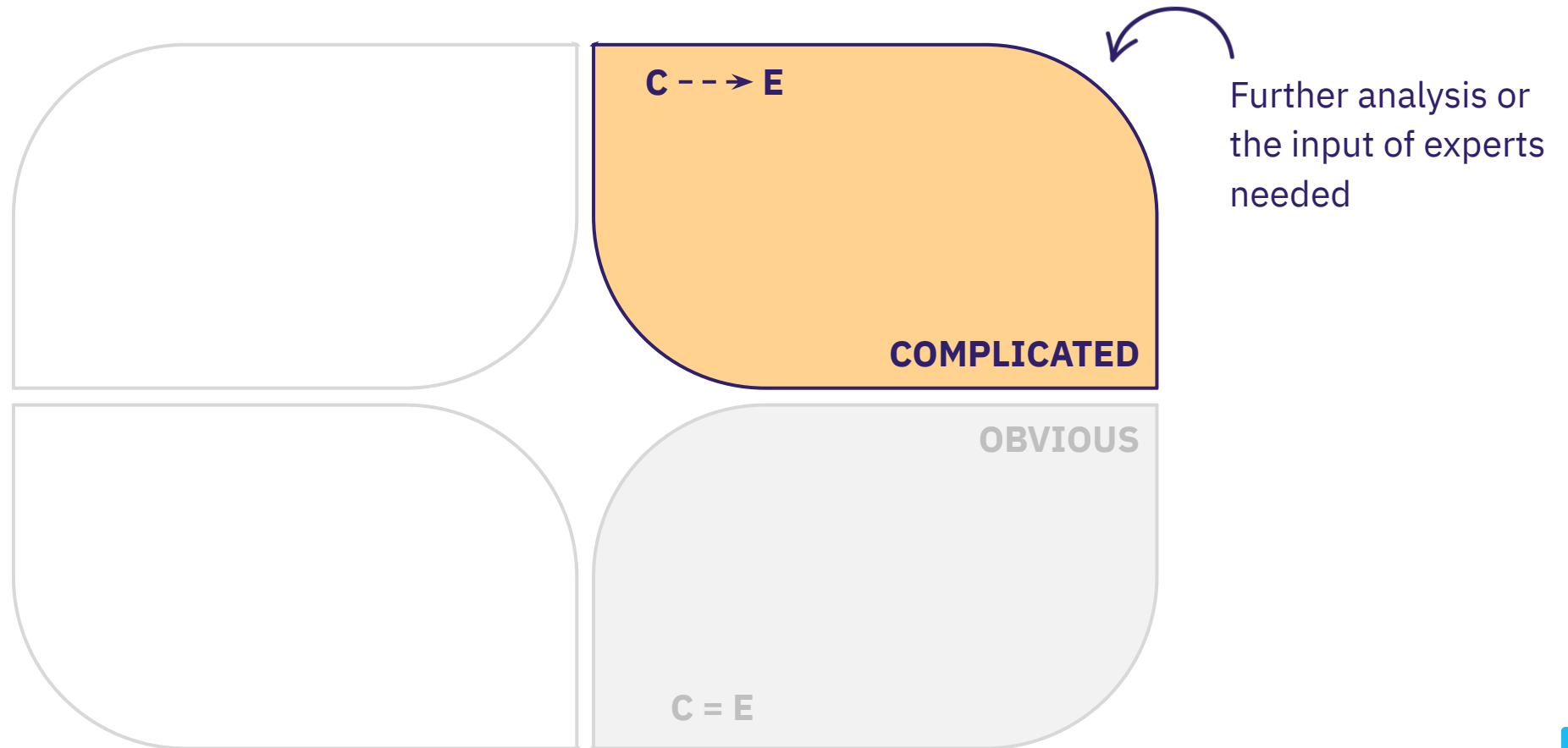
Change comes in different forms

Unordered

You need time
to understand

$$C \rightleftharpoons E$$
$$C \rightleftarrows E$$

COMPLEX

$$C \dashrightarrow E$$

COMPLICATED

CHAOTIC

OBVIOUS

$$C = E$$

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Change comes in different forms

C ⤳ E
C ⤳ E

C - - → E

COMPLEX

COMPLICATED

Unpredictable,
unexpected, difficult
to understand

CHAOTIC

OBVIOUS

C ≠ E

C = E

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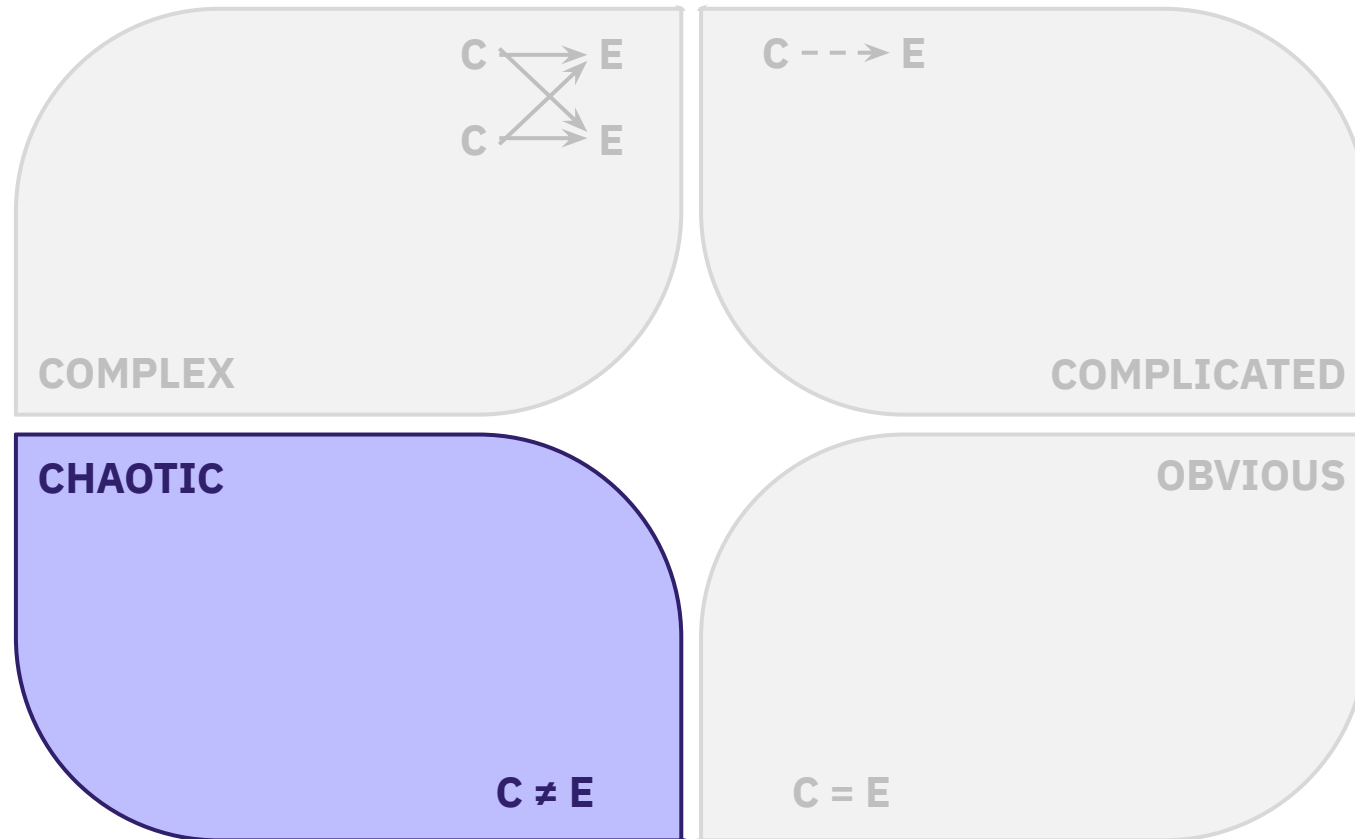
Change comes in different forms
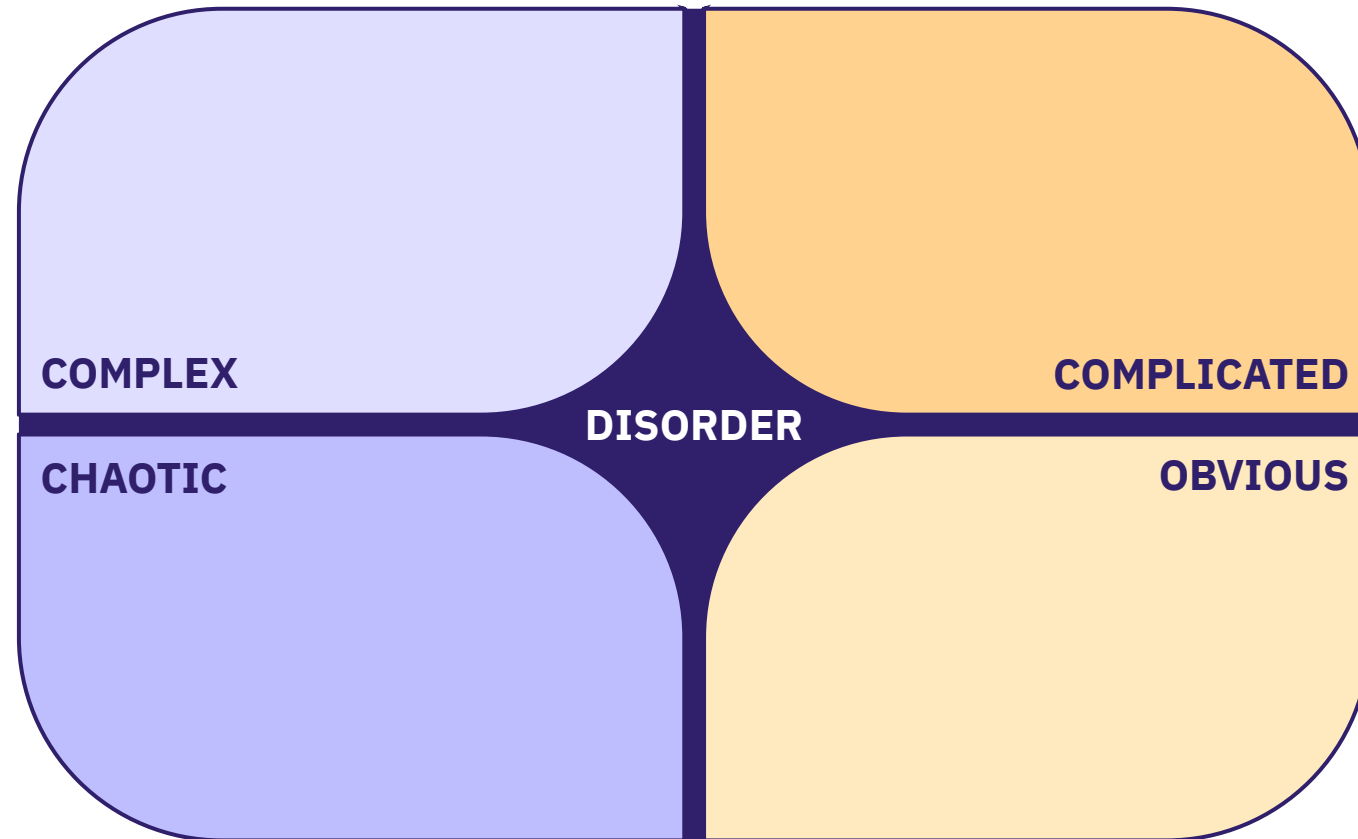
3 The role of HR

HR takes on many roles during change

Managing responses to change for the business when change is unpredictable

Managing the change process for the business when change is predictable

Pro-actively creating resilience within the organization to deal with change

AND doing all of these for HR itself
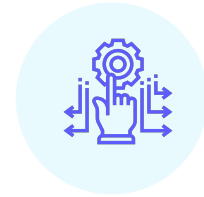
Reactive

Proactive

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HR takes on many roles during change

Managing responses to change for the business when change is unpredictable

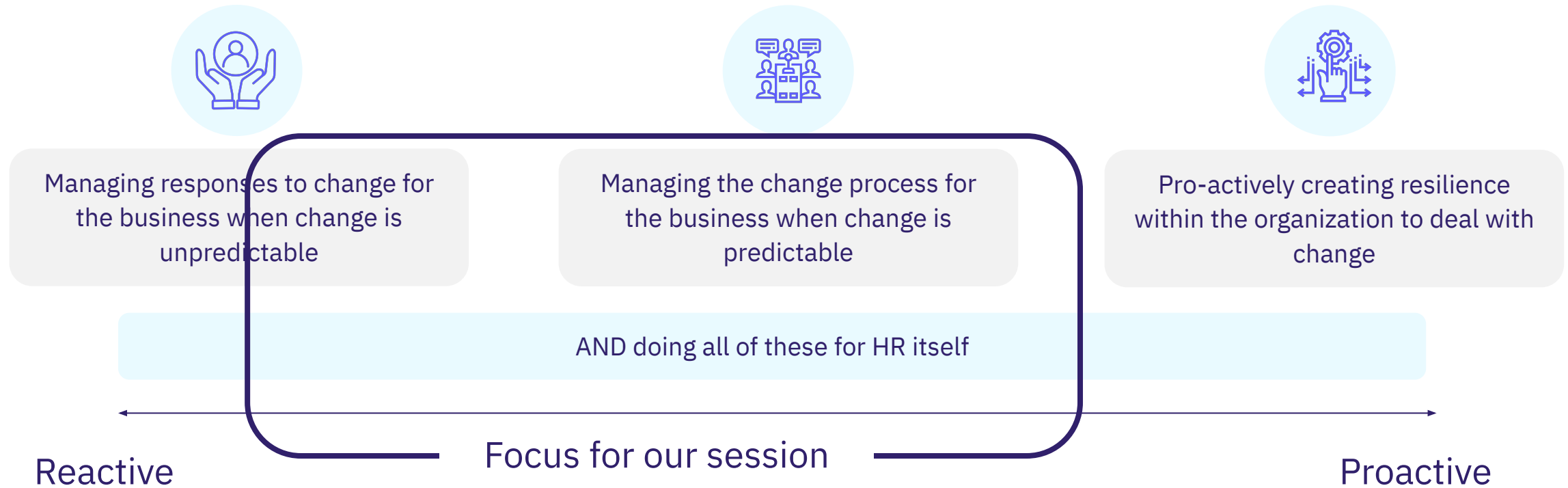Managing the change process for the business when change is predictable

Pro-actively creating resilience within the organization to deal with change
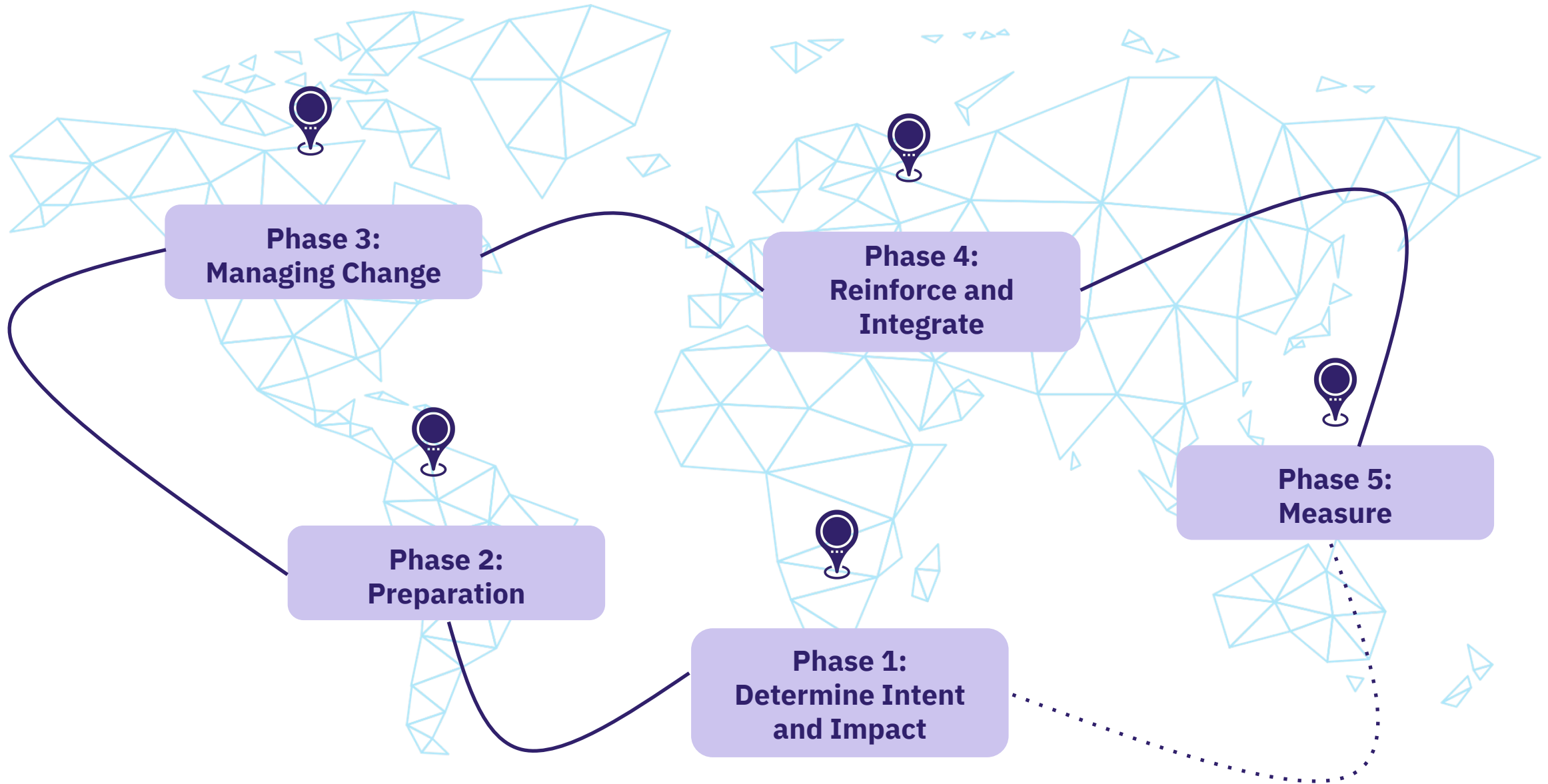
AND doing all of these for HR itself

Reactive

Focus for our session

Proactive

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4

Driving a change project for HR

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Phase 1: Determine Intent and Impact

What needs to happen:

- *Clarify the Change Intent*
- *Understand the impact of the change*

How do you do it:

- *Business Case*
- *Change Impact Assessment*

Business Case

The Business Case highlights the **rationale, reason**, **risks** and intended **benefits** of the change. The business case has to address the following:

1. **Business Reasons for the Change**
2. **Problem Statement to be solved for**
3. **Objectives and Goals**
4. **Options to be Considered**
5. **Focus, Scope and Priorities**
6. **Risks to be mitigated**
7. **Cost-Benefit Analysis**
8. **Definition of Success**
9. **Resource Requirements**

Tip:
Always ask what success looks like and what happens if we do nothing

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Phase 1:
Determine Intent and Impact

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- *Business Case*
- *Change Impact Assessment*

Change Impact Assessments

A Change Impact Assessment aims to understand the scope, size, and severity of the proposed changes to inform your change plan and give an appropriate view of the risk that will have to be managed and for which audiences.

Change Impact Assessment

Use these example questions to steer your stakeholder conversations about your change project. Discussing these questions creates an understanding of how the change affects your processes, technology, people, or any other implications.

1. PROCESSES

- Does the change fit with current processes?
- What processes will be affected?
- How will it affect them?
- To what extent will it disrupt existing processes?

2. TECHNOLOGY

- Is the change compatible with existing technology?
- Do any adaptations need to be made to technology?
- How disruptive is it?

3. PEOPLE

- To what extent does the change affect employees of the organization?
- To what extent does it affect various departments?

4. OTHER

- In what other ways does the change impact the organization?
- What is the scope of the change?
- What is the budget?
- What priority does this project have for the organization?
- Is the outcome of the initiative clear?

Downloadable template in Resource Library

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Change Impact Analysis Template

BU	
Representative	
Change Initiative	

Change Definition: What type of change is it?

Planned	
Unplanned	
Proactive	

Change Outcome: What does success look like?

Risks: What happens if we do nothing?

Current Change Levers: What factors support or inhibting the change?

Lever	Description	Rating
Leadership		
Strategy		
Structures		
Processes		
Environment		
Talent		
Communication		
Employee Engagement		
Customer Satisfaction		

Enabler	Strength that can be leveraged to drive change
Neutral	Levers that does not suppport or act as barrier to change
Inhibitor	Lever that is actively inhibiting the change to happen and poses a risk to its success

Impact Analysis

	People	Process	Technology
Description of impact			

Target Audience

# of people impacted	

Impacted Groups	Level of Impact

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Phase 2: Preparation

What needs to happen:

- *Define how we will manage the change*

How do you do it:

- *Change Plan*
- *Sponsorship Approach*
- *Project Structure*
- *Stakeholder and Comms Plan*

Change Plan

*A Change Plan is the overarching plan that will guide the project. The change plan highlights the **timeline of activities**, **key responsibilities** and **dependencies** between change activities and broader project phases.*

As sub-sections, the change plan should also include:

1. **Sponsorship approach – who will be the sponsor (s) for this initiative, and how will they contribute**
2. **Project structure – the roles and responsibilities associated with the project**
3. **Stakeholder and communications plan – highlighting the key audience and subsequent activities to be conducted with the stakeholders and comms**
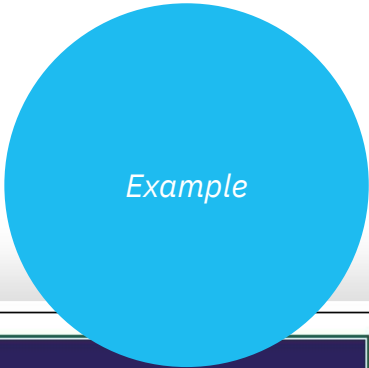
Change Sponsorship Analysis Tool

BU	
Representative	
Change Initiative	

	Name	Position	Rationale	Responsibilities	Engagement Method
Executive Sponsor					
BU Sponsor					
Functional Sponsor					

Leadership team that needs to sponsor

Name	Role	Relationship Owner

General Sponsorship Responsibilities

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Tip:
Contract with your sponsor on mutual expectations
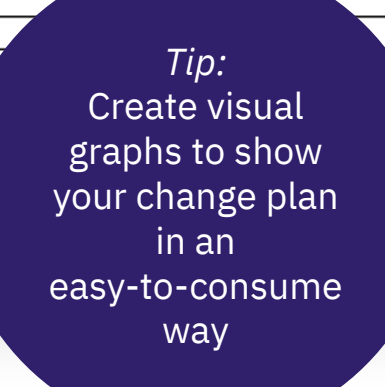
Change Action Plan

BU	
Representative	
Change Initiative	

			Target Stakeholder Audience							
Activity	**Task**	**Responsible**	**Stakeholder Group 1**	**Stakeholder Group 2**	**Stakeholder Group 3**	**Stakeholder Group 4**	**Start Date**	**End Date**	**Feedback**	**Status**

Tip:
Create visual graphs to show your change plan in an easy-to-consume way

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Example

Steps	Month 1	Month 2	Month 3	Milestones

1. Analyse
- Clarify Scope ⭐ (orange)
- Orientate Task Team
- Desktop Analysis of journey to date
- Interviews with Task Team and Key Stakeholders
- Consolidation Workshop ⭐ (green)

2. Validate
- Validate consolidated recommendations with stakeholders
- Update proposal on way forward

3. Recommend
- Socialise recommendations with HC Leadership
- Define implementation plan ⭐ (purple)

4. Change Transition
- Positioning Communication
- Progress Communication and Update
- Feedback Communication
- Define change transition plan for HC
- Define BU specific Change Transition Plan ⭐ (yellow)

Milestones
- ⭐ Scope Definition
- ⭐ Summary Analysis Report
- ⭐ Implementation Plan
- ⭐ Transition Landed

Legend: Planned | In progress | Behind | Complete

Phase 3: Managing Change

What needs to happen:

- *Implement plan*
- *Manage stakeholders and risks*

How do you do it:

- *Managing Stakeholders*
- *Managing Risk*
- *Implementation*

Implementation

During this phase it is important to ensure the successful execution of the plan, while managing risk and resistance along the way.

Resistance is not a bad thing, but it does need to be addressed. Why do people resist?

Reasons why employees are resistant	*Reasons why leaders are resistant*
• Lack of awareness	• Fear of losing control and authority
• Fear of the unknown	• Lack of time
• Lack of job security	• Comfort with the current way of doing things
• Lack of sponsorship	• No involvement of the solution design

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Phase 3:
Managing Change

What
needs to happen:

- *Implement plan*
- *Manage stakeholders and risks*

How do
you do it:

- *Managing Stakeholders*
- *Managing Risk*
- *Implementation*

Managing stakeholder resistance

Listen and understand objections	Focus on the "what" and let go of the "how"	Convert the strongest dissenters
Showcase specific benefits	Make a personal appeal	Showcase consequence

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2. Stakeholder mapping

	Keep satisfied	Actively engage
High	*Which stakeholders do you need to keep informed with periodic updates and address their key interests?*	*Which stakeholders do you need to involve in decision-making to ensure their needs and concerns are addressed?*
	[Enter stakeholder]	Tina Hawkins
	[Enter stakeholder]	[Enter stakeholder]
	[Enter stakeholder]	[Enter stakeholder]
	[Enter stakeholder]	[Enter stakeholder]
	[Enter stakeholder]	[Enter stakeholder]

Power

	Monitor	Keep informed
	Which stakeholders' statuses and needs do you need to monitor with minimal communication to ensure they remain satisfied and informed?	*To which stakeholders do you need to provide regular, detailed commu... to keep them informed and involved without overloading them?*
	[Enter stakeholder]	[Enter stakeholder]
	[Enter stakeholder]	[Enter stakeholder]
	[Enter stakeholder]	[Enter stakeholder]
	[Enter stakeholder]	[Enter stakeholder]
Low	[Enter stakeholder]	[Enter stakeholder]

Low   High

Interest
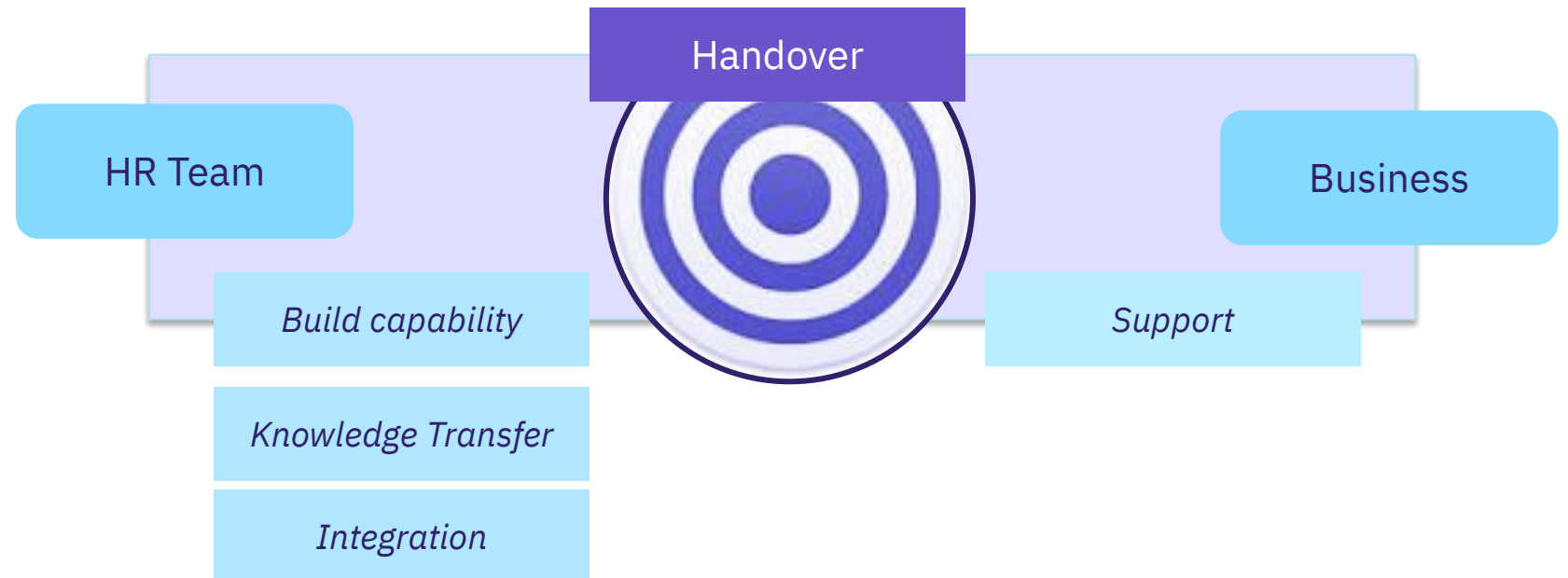
Phase 4: Reinforcement

What needs to happen:

- *Handover project into business as usual*

How do you do it:

- *Handovers*
- *Support*

Handovers and support

During this phase you need to move the project to business as usual, ensuring that the change becomes the way we do things now.

Handover

HR Team

Business

Build capability

Support

Knowledge Transfer

Integration

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Phase 5:
Measure

What needs to happen:

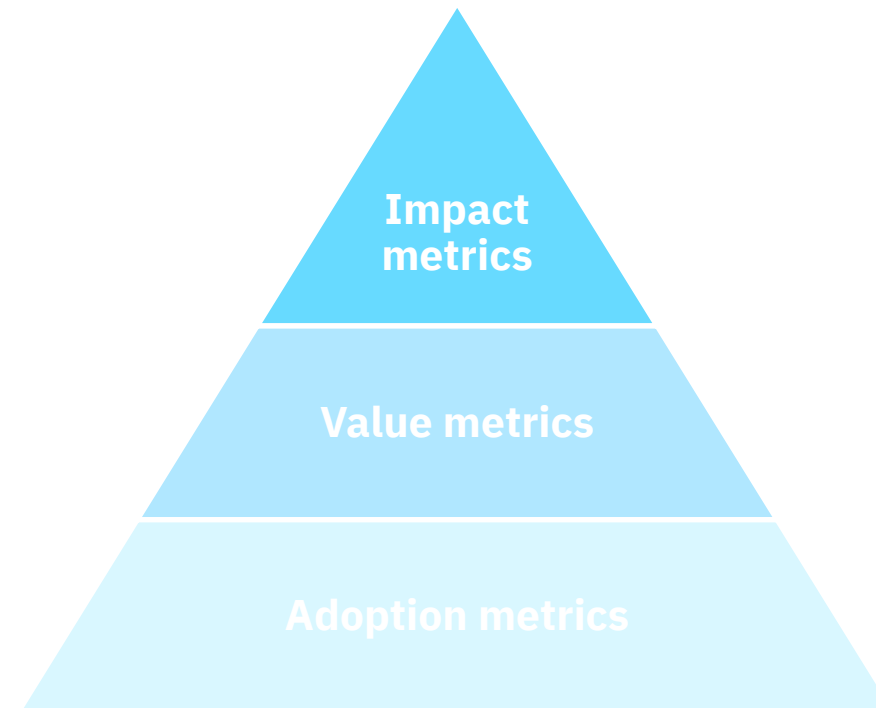- *Measure whether project delivered on the business case*

How do you do it:

- *ROI Measurement*

Determining ROI

ROI answers the basic question of whether the project delivered on its original intent. It is crucial to go back to the original business case and what was promised to understand what has taken place.
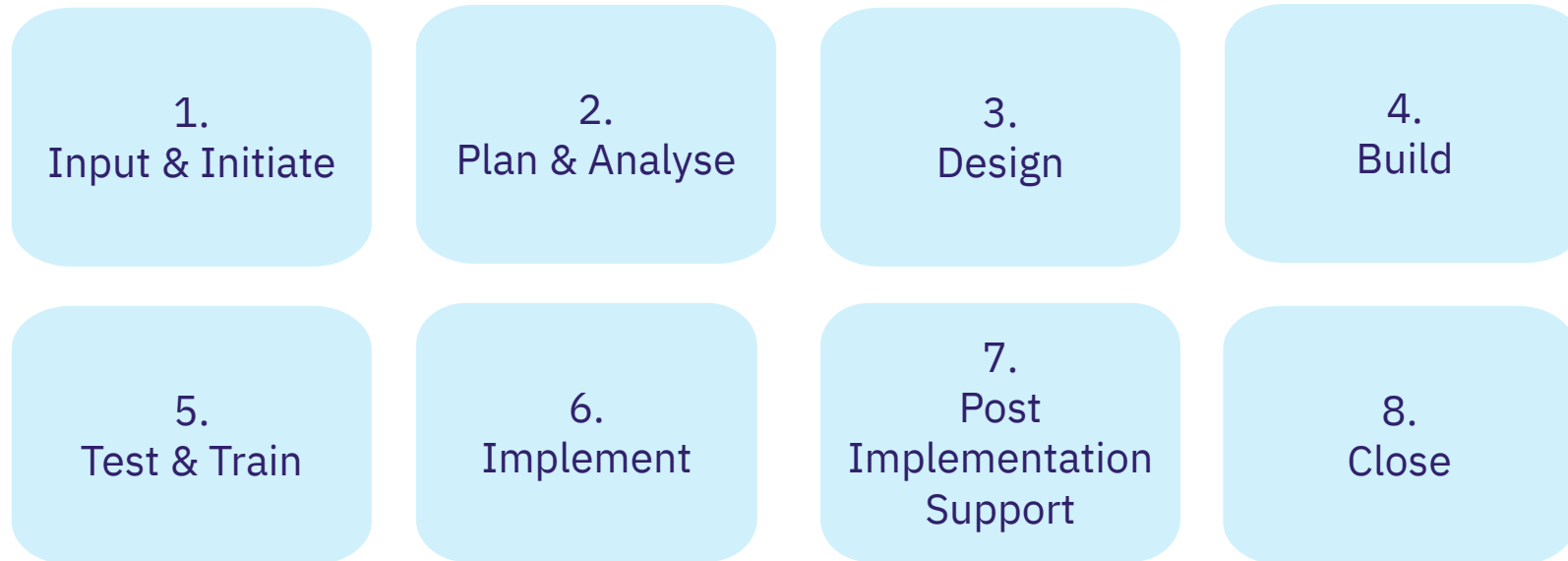
ROI can be measured in various ways, but in general it requires three levels:

Impact metrics

Value metrics

Adoption metrics

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Aligning change with projects

A typical HR project consists of the following phases:

1. Input & Initiate	2. Plan & Analyse	3. Design	4. Build
5. Test & Train	6. Implement	7. Post Implementation Support	8. Close

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4. Build

5. Test and Train

6. Implement

7. Post Implementation Support

**Phase 3:
Managing Change**

**Phase 4:
Reinforce and
Integrate**

**Phase 5:
Measure**

**Phase 2:
Preparation**

7. Post Implementation Support

8. Close

2. Plan & Analyse

**Phase 1:
Determine Intent
and Impact**

3. Design

1. Input and initiate

2. Plan & Analyse
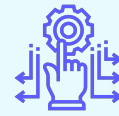
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6 **Tips and tricks**

Tips and Tricks

Spend time on the Change Impact Assessment

Don't be afraid to highlight risks and where adoption is lagging

Create clear roles and responsibilities between you and the PM

Build proactive relationships with SMEs and Sponsors

Expect resistance – be more worried if there is none

Any questions?
Ask away!

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