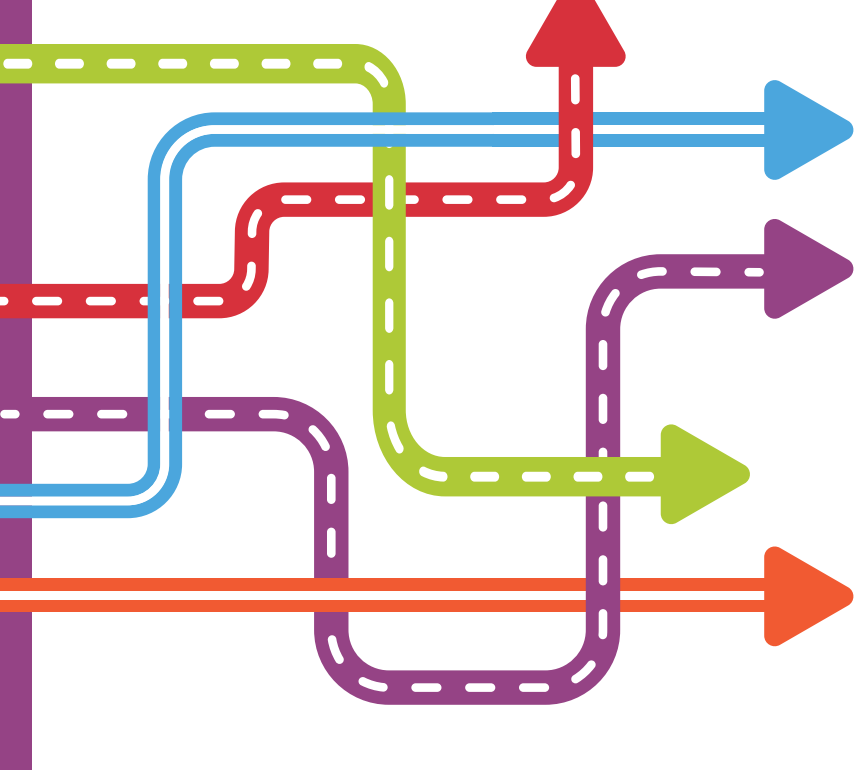




NAVIGATING CHANGE

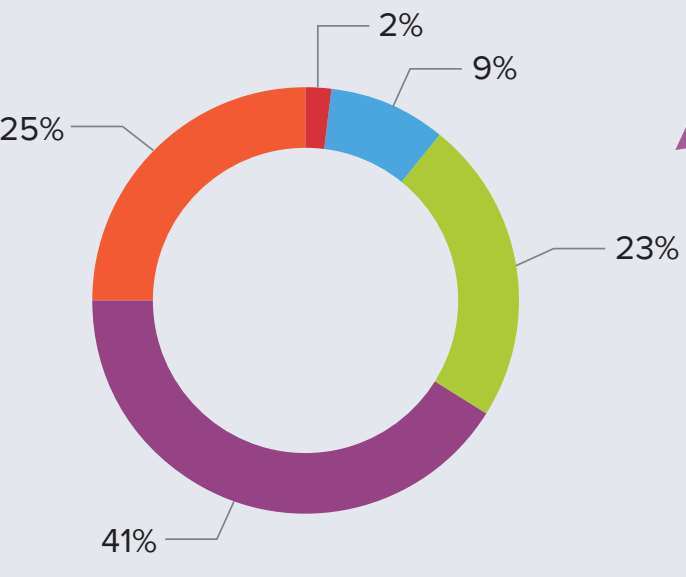


Change is constant.

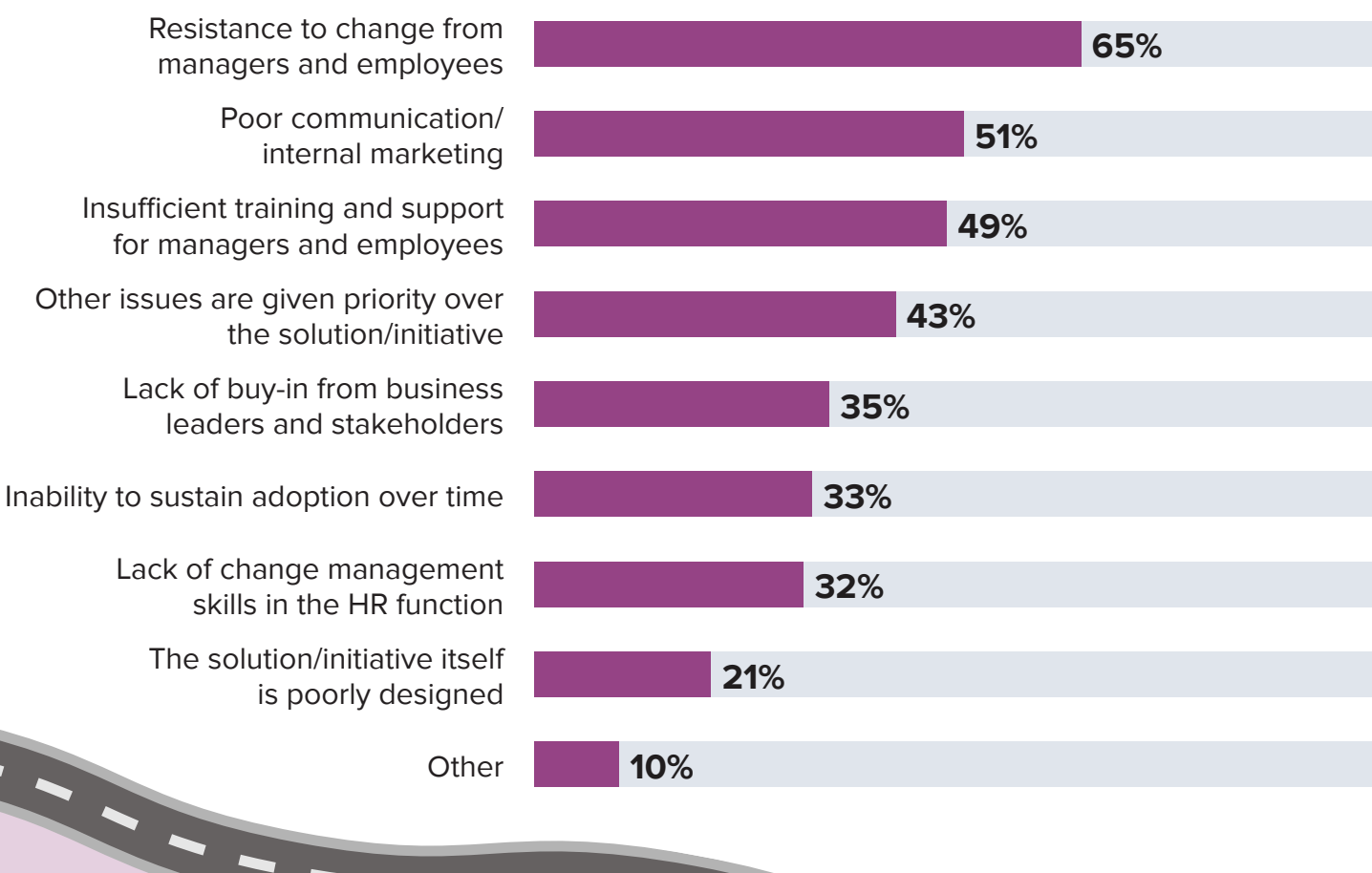
77%

of HR survey respondents agreed that their organizations are in a constant state of change with priorities and strategies continually shifting.
—2021, HCI Talent Pulse 8.1

How important is change management in your organization's success right now?



Change Challenges



Successful Change Focuses on People Over Processes

So what should you do?

Partner with the Business
Partner with the business to successfully manage change.

Explore the Role of HR During Change
Distinguish among the three different roles that HR can play, and consider how to use each one.

Create an Action Plan
Develop an action plan for your next change initiative that includes human-centered design, communication, and coaching.

HR being involved

Groups and individuals **changing the way they work**

Displaying new behaviors

KEYS TO SUCCESS

Using new tools

Adhering to new processes

Adopting new values

Follow the ABCs of Change Management

The ABC's of Change Management—The Three Roles

Architect
Design Change
Design change initiatives using a human-centered design approach
.....
Partner with the business to ensure the right people are involved
.....
Plan for success by assessing readiness, removing obstacles, and considering sustainability

Broadcaster
Communicate Change
Identify the right information to communicate and the most effective way to frame it
.....
Build or execute on a strategic plan for communication

Coach
Encourage Change
Identify and address individual reactions to change
.....
Maximize employees' capabilities to change
.....
Keep employees engaged throughout the change

Ready to Make Change?

Rate Your Readiness

Rate your level of agreement with the following organizational abilities. Then calculate your average score for each of the three roles for change management. Organizations with average ratings of four or greater have high readiness for change management.



	Strongly disagree (1)	Somewhat disagree (2)	Neither (3)	Somewhat agree (4)	Strongly agree (5)
THE ARCHITECT					
Get senior-level buy-in for the initiative					
Experiment locally with a change initiative rather than starting with a large-scale roll out					
Use technologies to sense and respond to emerging needs					
Give decision-making authority to the right levels or person(s)					
THE BROADCASTER					
Have honest discussions about the barriers to change					
Use data to communicate progress					
Be transparent with details at all states of the initiative					
Use collaboration tools during the change					
THE COACH					
Offer training, coaching, or resources to those affected					
Encourage employees to tackle organizational problems outside of their role					
Hold ceremonies to reward milestones along the change process					
Foster a growth mindset to those affected (less fear of failure, more continuous learning)					

Be ready to guide your people through change and accelerate business success.

Change Management for HR

CERTIFICATION PROGRAM

hci.org/CMHR

