


BEING THE CHANGE FACTOR

FPHRA 2015 Academy Session

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Our Discussion


- What is the big deal about Change?
 - What is Change?
 - What is Uncertainty and Transition?
 - HR People Are Great Change Agents
 - How do you manage it?
 - Examples
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What is the Big Deal?

- Many ideas and secret formulas
- Part of your daily activity
- Natural human inertia or “stickiness”
- “Not broken...don’t fix it”



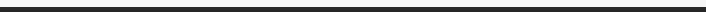
What is Change?

- *Define:*
 - *Reacting* to an internal or external occurrence
 - *Creating* an internal or external occurrence
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Human Nature

- The world fears a new experience more than it fears anything. Because a new experience displaces so many old experiences...."

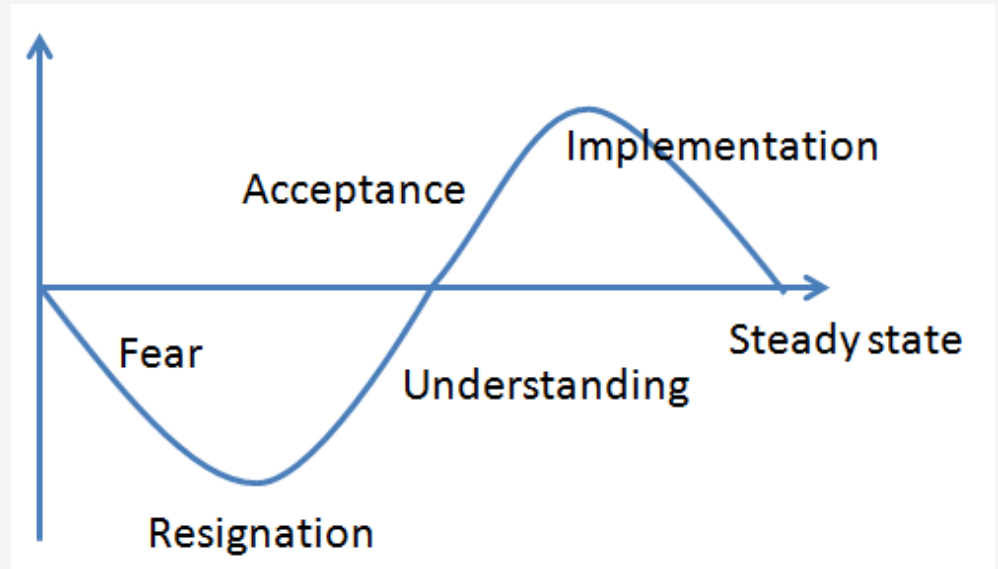
DH Lawrence, Author



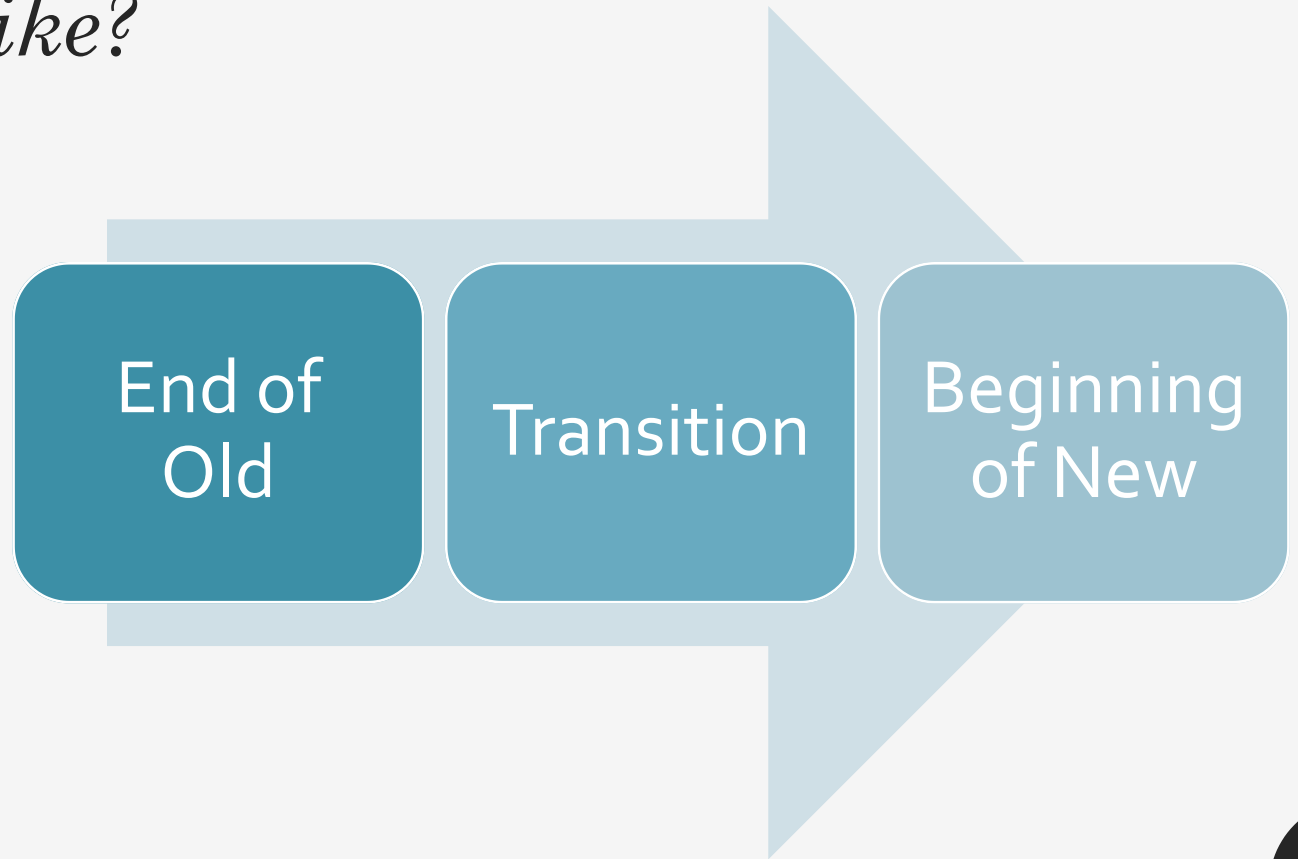
What is Uncertainty and Transition?

- *Humans do not handle change well due to uncertainty and transition.*
 - **Uncertainty** is not knowing what is going to happen between the end and beginning
 - **Transition** is the period between the end of something and the beginning of something else
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Emotional Cycle



*What Does
Transition
Look Like?*



Change Cycles

- Change involves multiple cycles that people and organizations experience.
 - Managing change relates to understanding, planning for, and managing these cycles.
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Change or Transition?



HR as a Change Agent

- HR is in the people business
- Change is not the root issue, it is loss (transition)
- HR is a nexus for change and transition in every organization




Human Nature

- Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof.

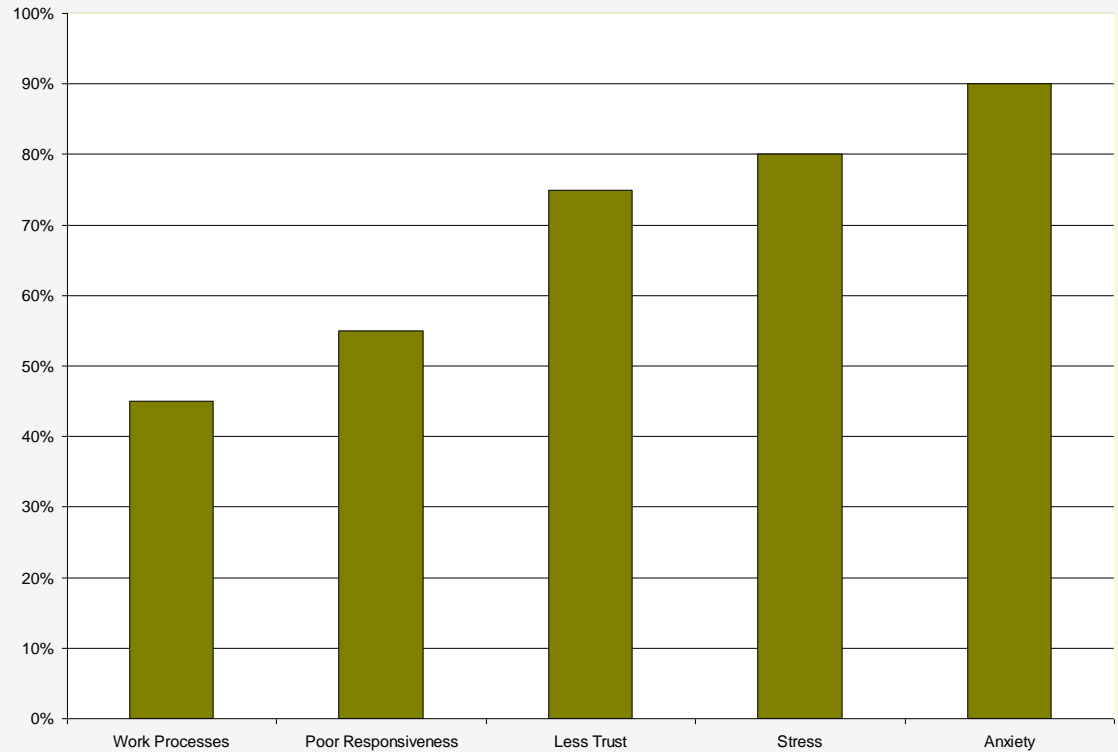
JK Galbraith, Economist



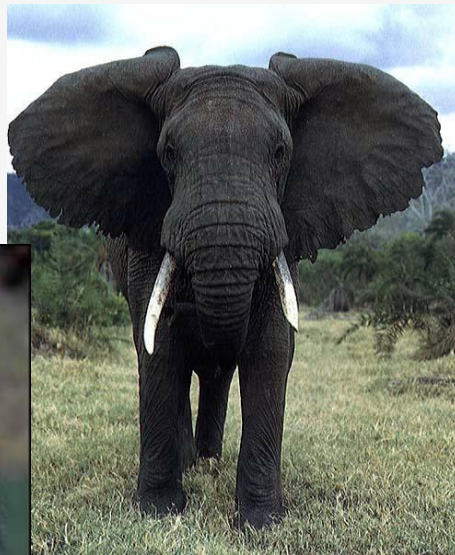
Impact of Transition

- Anxiety and performance
 - Heightens stress
 - Increases previous weaknesses
 - Loss of faith and trust (isolation)
 - Decreased responsiveness
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Degree of Impact



Types of Change Agents



The Lion



Strong
Majestic
Traditional
Confident



The Chimp



Open
Not Serious
Happy
Loud
“Come What May”



The Elephant



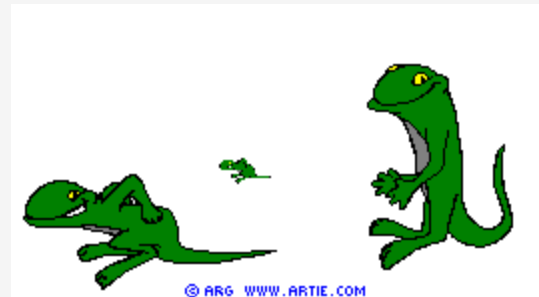
Large
Slow Moving
Resource Intensive
Strong



The Crocodiles



Hungry
Reptilian
Strong bite
Eat their young



Examples

- New Pay Plan
- New Union
- New City or County Manager
- Hurricane




What Works?


Assess behaviors and attitudes for success



Who are the winners and losers




Create understanding of the problem and solution



Communicate with everyone



*Assess
Behaviors and
Attitudes*


- What is the current morale?
 - What behaviors are you developing?
 - What attitudes prevail?
 - How do you assess this?
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Identify Winners and Losers

- Who wins? Loses?
- How do you protect the losers?
- Are you creating inequities?

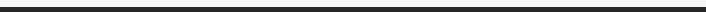


Gain Understanding

- Do you have policies and procedures?
 - What are the new roles, relationships, expectations, and path?
 - What did you promise?
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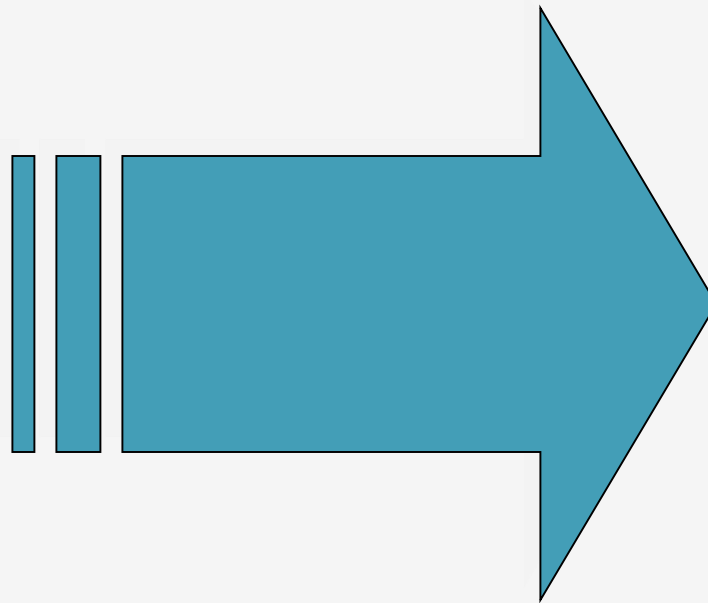
Communication

- How do you deal with isolation?
- What is the impact of the change?
- How do you overcome the information void?



Change Elements

- Listen
 - Understand
 - Plan
 - Communicate
 - Train
 - *Process Change*
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- Identify
- Predict
- Use Resources
- Gain Support
- Pain Control



Conclusion

- Transition is part of change
- HR skills are perfect for transition
- You are the key!

