

change overview



change

Many organisations will be going through significant changes over the next 18 months due to the Covid-19 pandemic. Unfortunately, change is harder than it looks with fewer than one third of organisations delivering the desired outcomes, and the long term impact of poorly implemented change being significant. Organisations that succeed don't just focus on the change itself. Instead, they follow up with initiatives to change the culture or processes, they focus on a positive vision and communications, they support the people (those who are retained and any who leave) and they take the time to create sustainable, embedded change.

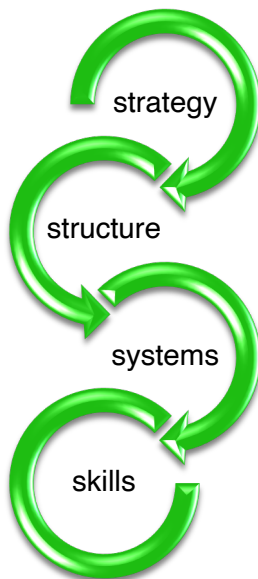
Fewer than a third of organisational changes produce the expected financial returns or desired outputs.

We can help you identify your **strategy** for rebuilding from level 3 for the next 18 months. The strategy would include identifying what needs to change by finding your strengths, aspirations, any opportunities available to improve and the results you would like to achieve. We assist in the creation of a practical strategy with quarterly milestones and KPIs to enable you to track and communicate progress.

We can help you design new organisational structures that will enable you to focus on the achievement of your aspirations and better results. A clear focus on your success factors will provide clarity and optimise your chances of succeeding. Identifying the downsides of possible new structures enables mitigating strategies to be put in place.

Implementing your new structure can be through evolution (using succession planning, retirements, turnover, promotions, secondments, and developing people into roles) or **revolution** (restructuring and selecting people into roles – page 3).

Looking after the people who are leaving will have a major impact on their lives and how people who remain in your business see you. We can help those affected exit the organisation in the best possible way and **support your people into their next role** (page 5).



After implementing a new structure, businesses are often in a hurry to get back to business as usual. Unfortunately, that can be why changes fail as embedding the structure requires aligning behaviour with new requirements, making sure people are not overwhelmed by perceived changes and are re-engaged with the business and the future. This is achieved by:

- equipping your leadership team through our proven leadership programme, - **leading change** (page 4) - so they can support and bring people along with the changes. Leadership is the difference between people seeing the change as stressful and overwhelming or an opportunity to develop and grow
- identifying the culture, behaviour and skills needed to achieve your strategic objectives and put systems and processes in to reinforce and support the new required ways of working (page 7 - **making change work**) and
- helping your people re-engage and reconnect with the organisation after any change process (page 7 - **making change work**).

The following pages outline the support we can provide in each of these areas for your organisation

revolution

Sometimes revolution is needed in your business rather than evolution – and for many the financial impact of Covid-19 is the impetus. We can assist you with processes and implementation through these difficult times. Your employees will remember how you dealt with them during this process for years to come, and they will tell others – how do you want to be remembered?

change management processes

We will work with you to deliver consultation and communication strategies to get understanding and buy-in to the changes from staff and employee representatives. We can assist you with planning and implementation of change processes, including:

- reviewing employment agreements to ensure all obligations are met
- preparation of communications
- liaising with Unions
- documentation (such as consultation proposals, new position descriptions, structure charts, and letters confirming decisions)
- sourcing support for staff members during the process
- coaching managers who are communicating with staff
- advising on redeployment
- supporting managers during change meetings
- implementing final decisions

We can also assist with formulating other strategies to reduce impact such as voluntary redundancy, reviewing training plans etc.

StrategicHR assisted the organisation through an in-depth organisational review, including a major restructure and culture change. They took care of all strategic and operational HR matters, including recruitment, change management, leadership coaching and performance management. I found their advice to be professional, timely and of high calibre. Their vast experience, wisdom, high levels of empathy, innovative approach, integrity, positive nature and sense of humour were invaluable throughout their involvement. I enjoyed working with them during this time and highly recommend their service to organisations with similar needs.

Suzette van Aswegen, Chief Executive
Mackenzie District Council

selecting staff into roles

Where selection of staff into fewer or new roles is required, we can assist with this.

- For situations where there are fewer roles than employees we can look at selection criteria, and (where needed) support interviews to determine who may be best suited. [We can also train your managers in interviewing skills.](#)
- Where new roles are created, our assessment centre process provides thorough assessment on potential, which candidates see as fair and reliable, and results in a selection decision and development plans to assist retained employees to meet the new requirements.

Once people are into their roles and those who are not required have moved on – now is the time to make sure the change is going to work. (page 5)

leading change programme

Change can either lead to teams being permanently disengaged or becoming passionate advocates of change – leadership is the difference. This programme equips leaders with tools so that change becomes their defining moment – not their death knell. The programme is made up of two components – ‘creating change’ and ‘leading change in your team’ and can either be run as four, two-hour modules or a one-day session.

creating change

‘Creating change’ looks at how the brain works and how, and why, positive psychology provides the tools and approaches to support change initiatives most effectively.

The session will look at Appreciative Inquiry as a tool in change management and problem solving. Appreciative Inquiry is a tool leaders can use to direct questioning to focus attention on what is working well (or, on what occasions or situations it is working well) and, by doing so, make changes to what isn’t working well. Change can often be leveraged off situations where the desired behaviour or outcome has already been achieved, working to make these practices more consistent and building on these strengths.

The session includes participants working in pairs to complete an Appreciative Inquiry from their own area. There is also post-session work to facilitate an Appreciative Inquiry with the participants teams before the next session.

leading change in your team

In the remaining sessions we review the research on the ratio of positive to negative communications in effective vs ineffective teams, how this impacts openness to change and team performance and what mechanisms there are to influence this. Tools include:

- maintaining one’s own personal positivity through change
- identifying and using team members’ strengths more effectively
- understanding trust and key actions to build it
- setting ground rules and using values more effectively to manage poor behaviour and create commitment
- reconnecting team members with the meaning of their work

The tipping point is explored as a model for leading specific changes in organisations. The model helps participants understand the dynamics of people in groups and how the group reacts to new ideas and change. The tools and techniques appropriate at each stage of the change process are reviewed to most effectively create the tipping point – where the change is accepted and embraced by the group.

The sessions include a number of practices in pairs including developing a personal action plan around positivity, using ‘tipping point’ to think about teams in their organisation and developing an action plan, and thinking about their own personal purpose. Participants are encouraged to work on their action plan with a peer after the programme.

Effective change initiatives have a positive to negative communication ratio of 4:1 - we need to focus much more on where we are going, the current strengths we have that will help us get there and less on what was wrong with the past.

*"I wanted to say **Thank You** for bringing StrategicHR in to support us all through the upcoming changes. From my perspective and observation, their ability to engage with us, their professionalism, and obvious extensive experience, has added much value and given a level of confidence in the change process that I haven't experienced before. I have really enjoyed working with them and have gained a lot personally."*

supporting your people to their next role

Having one's role declared surplus to requirements, and subsequently disestablished, is almost always a stressful and upsetting experience, no more so than in an economic downturn. There will be a time of grief and we can help people process their emotions and manage them, leaving with dignity. We also help those exiting to move on to constructive approaches as soon as possible; engaging in a job search with confidence. This confidence increases one's chances of securing a role, and the sooner people secure roles the sooner our economy will bounce back. We can source additional support where necessary for unique needs, such as financial advice or counselling.

Whether addressing an individual's need, or as part of a wider programme, our outplacement solutions are delivered through group workshops, one-to-one coaching and online resources and tools.

outplacement workshops

Our workshops are a cost-effective way to provide support to your staff during times of change and uncertainty. They are designed to support individuals to navigate change and move forward in a positive and productive way when thinking about the next step in their career. We can provide workshops for up to 10 individuals at a time.

Our Outplacement workshops are designed to support people with:

- Managing and understanding the transition by building resilience, optimism and creating meaning
- Identifying their current and transferable skills, career drivers and values
- Understanding their strengths and coping style
- Setting goals and exploring options such as upskilling or retraining
- CV preparation and presentation, interviews and putting their best foot forward
- Job search strategies including dealing with recruitment agencies, marketing via social media (LinkedIn), phone interviews and psychometric testing

We can also offer support to individuals from all levels of your organisation with an approach tailored to meet individual requirements. We have 3 types of modules that can be selected, depending on the level of support required.

one on one support

Career Assessment programme:

- This programme is particularly helpful when considering new opportunities and career pathways as we work through a number of assessments to uncover personality preferences, strengths, skills and interests.
- The programme is run over 4 one hour coaching sessions with a formalised personality assessment and/or strengths assessment and coaching.
- We also focus on key career drivers and values with a workbook to record reflections, findings and create an action plan to take people forward.

CV Preparation module includes:

- Two one-hour sessions to gather information on career history and future opportunities

"How you treat the people leaving will have a lasting impact on the people who stay in your business. Treating people with compassion increases staff loyalty."

"... someone in the office came to see me this afternoon to thank me for having you on board with the change. They told me how great you are to deal with and just how much you have helped them. They really enjoy your positive approach and feel that you genuinely care about them and the organisation. Thought I'd pass it on and also want to confirm that I totally agree with them."

- Evaluate competencies required in targeted roles and align CV content & emphasis
- Identify career highlights & achievements
- Determine transferrable skills & construct supporting statements
- Design an achievement focused, competency-based CV within a professional format

Interview Preparation module provides valuable preparation for any interview and includes:

- Two one-hour sessions and provides a supporting workbook with interview techniques and frameworks for answering competency-based questions.
- Assistance and coaching with the preparation of responses to interview questions and provides constructive feedback to improve interview technique.
- Identifies career highlights and achievements relevant to advertised role.

making change work

Jim Collins described effective change as being like getting a giant flywheel going. It takes concerted effort for a start but once it gains momentum it is hard to stop. We're here to help add momentum to your change by aligning systems and efforts to new ways of working or areas of focus.

aligning systems

Strategic HR can assist you with aligning your systems to the new requirements of the organisation.

- We work with you to clearly define what needs to change in the way your staff work to support your new strategy or mode of operation – the behaviours and competencies that underpin working in the required way.
- Once the new behaviours and competencies are defined, other systems can be aligned with what is required in the future, e.g.
 - recognition and reward approaches and employment agreements
 - aligning the acquisition and retention of talent with the new requirements - recruitment and selection systems, induction succession planning and talent management
 - aligning leadership behaviours to support the new way of working
 - individual development and training
 - creating a strategic road map, linking KPIs for each business unit to the strategic direction and then to individual objectives through the performance management system
 - monthly coaching - setting performance objectives and reviewing these annually is unlikely to change behaviour - but monthly coaching will. Our 'Leaders Coach' programme and support for creating a coaching culture will not only support change but lead to a higher-performing organisation.

"Thank you for the wonderful job you did facilitating the workshop. You kept us on track and ensured all voices were heard. The outcomes of guiding principles which provide the much needed clarity and prioritised next steps, will ensure we start moving in the right direction."

rebuilding culture

Restructures can damage the psychological contract people have with the organisation – the unspoken mutual expectations about an ongoing relationship. Rebuilding the bond is key to retaining top talent in the months after a restructure and to benefitting from the discretionary effort they contribute.

We can assess the state of the culture and bond and advise on strategies to strengthen commitment, engagement and motivation including for those suffering from survivor guilt (retaining employment when others have not). Key support we can provide includes:

- defining and refocusing on your core purpose – why does your business exist and why does your employees work matter?
- refocusing on your values if you have them or defining them if you do not. Your values should support the way you need to work to achieve your vision and strategies. Making your values real in the way you work helps people, particularly in times of uncertainty
- turning your strategy into an easily digestible format for your people helps them see where you are heading and to feel less overwhelmed

- supporting your leaders in coaching their people (either through our [Leaders Coach](#) course or through coaching your leaders). Coaching by a person's line manager is the number one action research shows people want in times of uncertainty and that consistently makes a difference to people's ability to deal with change

Of particular interest may be our workshops and coaching programmes on the following:

- **covid catalyst**

What lessons have we learned from this pandemic? How can we benefit from these and make ourselves stronger and more resilient in the future? In this workshop we run management and staff sessions to identify lessons learned, incorporating the appreciative inquiry approach.

We also look at the future world of work from the perspective of multiple influences not just the pandemic; environment, technology, society, and global influences, for example. We then combine these learnings and influences and consider what we should stop, start and continue in order to flourish. For example, we might want to rethink policy and practice regarding staff travel, meetings, remote working, flexible work. It might cause us to consider how to achieve better work-life balance. It may give us cause to think about what we are doing to support our environment. Perhaps it will drive a complete re-think of what the organisation is about.

This module is also a cathartic way of purging; of putting the past in the past and moving on constructively.

- **leadership in times of crisis and rebuild**

The leadership skills required in times of crisis and rebuild are frequently different to those in a business-as-usual mode. This workshop cultivates new skills and approaches and identifies existing leadership styles that need to be increased or decreased. In particular, we cover:

- leadership self-assessment
- needs during crisis, change and rebuild
- key leadership approaches and skills required
- clarification of needed behavioural changes
- how to support one's own confidence and wellbeing to support the development of new approaches
- creation of an action plan to support the implementation of new leadership approaches

StrategicHR used a lot of research to back up all of their material which was great and contributed to credibility. They also presented concepts in a way that were easy to grasp which I found useful, particularly around appreciative inquiry (I had heard of but hadn't understood applicability). Thank you for a very insightful and interesting course.

This workshop is supported with one-on-one coaching to cement the behaviours on the job.

Who are we?

John Eatwell (Post Grad Dip, Chartered Organisational Psychologist, Member IOD, Fellow NZ Psychological Society).

John has worked with a number of companies to create real change in staff behaviour to align activity and customer experiences with organisational direction. John specialises in leadership development and organisational development and his success is largely as a result of his ability to listen, observe, quantify and resolve any issues with a professional expertise gained from many years' experience. Examples of strategic changes implemented by John in organisations ranging from Government Departments through manufacturers, SOE's, and from large infrastructure firms to domestically-focused businesses, include changes in approach from regulatory to advisory, facilitating product quality improvement, introduction of cost-reducing structures, structural re-organisation to deal with diminishing demand and department mergers. All projects involved defining staff behaviours needed and identifying leader requirements to support these. The success factors then became the basis for consultation and communication around the changes, selection into new roles via assessment centres and development plans for the individuals who were successful. John has worked in consulting, governance and corporate management.



Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, Member of Human Resources Institute and NZ Psychological Society).

Andrea is a seasoned organisational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, change management, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing, education, health, primary industry and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organisational challenges.

Tara Longley (Post Grad Dip, Chartered Organisational Psychologist; Member NZ Psychological Society and Human Resources Institute).

Tara is a seasoned Organisational Psychologist and Human Resources Practitioner with experience in the public and private sectors. With more than 15 years' experience Tara has particular interest and expertise in the areas of assessment & development, selection & graduate recruitment, culture & engagement, and change management. Tara has extensive knowledge of psychometric testing and assessment centres for the purposes of selection and development. Tara has worked as a HR Project Manager and People Capability Manager for Airways New Zealand, a Principal HR and Recruitment Consultant for Hudson Human Resource Capital and also as the HR Manager for DHL in the Middle East.





simply | **better**

The work we do has its roots in positive psychology. The tools and techniques that have been developed from this research are simple to come to grips with and resonate strongly with managers and staff. Despite being simple, they are well-researched and have substantial empirical backing showing impact on engagement, innovation, collaboration, happiness, resilience and individual wellbeing.

Put simply, our focus is on making things better. Whether it be with individuals or with organisations. Our approach to working with individuals and organisations has demonstrable and positive impacts on the way things work - making people more effective in their leadership, and organisations more innovative, customer focused, safer and productive. We relish the opportunity to see people and organisations develop to their full potential.

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