BARKER HR CONSULTING

Talent Management in Changing Organizations

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About Barker HR Consulting

▶ Based in Washington, DC, Barker HR Consulting provides nonprofit organizations and small business owners nationwide access to a level of HR support they would not normally be able to afford.

▶ Our niche is small organizations that need big-time support delivered in a flexible, customized manner at an affordable price.
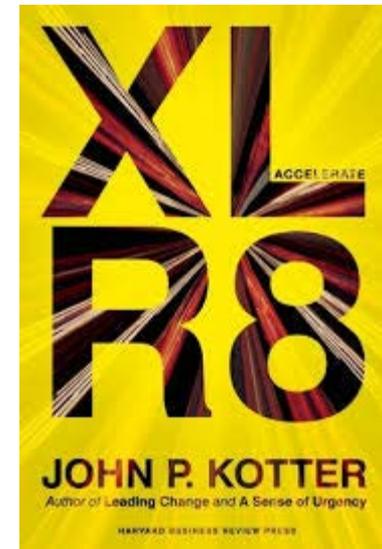
▶ Most of our clients are experiencing change.

Program Objective

▸ Ideas and structure to help you create a more agile and change-ready workplace culture.

How to Focus on Talent During Change

▸ ## Accelerate Change

   ▸ Today organizations must constantly seek competitive advantage without disrupting daily operation

   ▸ Multiple concurrent change initiatives rather than sequential as in the past.

How to Focus on Talent During Change

▸ 8 Change Accelerators

Institutionalize strategic changes in the culture.

Build and maintain a guiding coalition.

Never let up. Keep learning from experience. Don't declare victory too soon.

CREATE A SENSE OF URGENCY AROUND A SINGLE BIG OPPORTUNITY.

Formulate a strategic vision and develop change initiatives designed to capitalize on the big opportunity.

Celebrate visible, significant short-term wins.

Accelerate movement toward the vision and the opportunity by ensuring that the network removes barriers.

Communicate the vision and the strategy to create buy-in and attract a growing "volunteer army."

How to Focus on Talent During Change

▸ Create a sense of urgency

  ▸ Executive committee takes a first pass at articulating the goal line: its members are in a position to see the big picture.

  ▸ Urgency starts at the top of the hierarchy, and it is imperative that executives keep acknowledging and reinforcing it so that people will wake up every morning determined to find some action they can take in their day to move toward the change goal.

    ▸ If you don't ask they think you don't care.

▸ Build and maintain a guiding coalition (GC) reporting to a project lead.

  ▸ The guiding coalition, is made up of volunteers from throughout the organization.

  ▸ The GC is selected to represent each of the hierarchy's departments and levels, with a broad range of skills. It must be made up of people whom the leadership trusts, and must include at least a few outstanding leaders and managers.

  ▸ All members of the GC are equal; no internal hierarchy slows down the transfer of information.

      ▸ Applications

      ▸ Tapping

▸ **Form a strategic vision and initiatives**

  ▸ The vision will serve as a strategic true north.

  ▸ A well-formulated vision will focus on a big opportunity but is also **achievable** and **easy to communicate**. It is emotionally appealing as well as strategically smart. And it gives the GC a picture of success with enough information and direction to make consequential decisions on the fly, without having to seek permission at every turn.

  ▸ Next have the GC identify the **key strategic initiatives** that its members deem critical to achieving the vision. Inspired by the vision and guided by the initiatives that flowed logically from it, everyone within the GC buys off on the strategic change.

  ▸ The GC must show a draft of the vision and initiatives to the organization's executive committee for comments.

    ▸ Be careful not to crush initiative.

How to Focus on Talent During Change

‣ **Enlist the wider workforce (a volunteer army)**

  ‣ A vividly formulated vision and strategy, endorsed by a GC in ways that are both memorable and authentic, will prompt people to discuss them with less cynicism than often greets messages cascading down the hierarchy.

  ‣ Done right, with creativity, change communications can attract employees who buy in to the ambition of the message and begin to share a commitment to it.

  ‣ It does not take many believers to get a change initiative launched: 10% of the total employee population will do.

How to Focus on Talent During Change

▸ Enable action by removing barriers

  ▸ The GC is not a bunch of grunts carrying out orders from the brass. Its members are change leaders who bring energy, commitment, and enthusiasm.

  ▸ Problem-solving should be led by the GC with support, as needed, from the Executive team.

How to Focus on Talent During Change

▶ Generate and celebrate short-term wins

> ▶ A GC's credibility won't last long without confirmation that its decisions and actions are actually benefiting the organization.

> ▶ Skeptics will erect obstacles unless they see proof.

> ▶ And people have only so much patience, so proof must come quickly.

> ▶ Celebrating even small or incremental wins will buoy the volunteer army and prompt more employees to buy in.

> > ▶ Success breeds success.
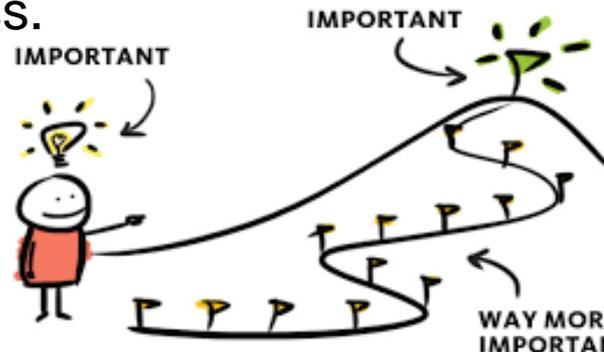
How to Focus on Talent During Change

- **Sustain acceleration**
  - Organizations must continue to carry through on strategic initiatives.
    - When an organization takes its foot off the gas through distraction or exhaustion, resistance arises.

  - Urgency is central to the strategy of change.
    - It keeps people going through the boring stuff.
    - Without urgency the volunteers will start focusing on their daily work and the change initiative will flag.

Reminder; Have a Sense of urgency!

How to Focus on Talent During Change

▸ Institutionalize Change

   ▸ No strategic initiative, big or small, is complete until it has been incorporated into day-to-day activities.

   ▸ A new direction or method must sink into the culture of the enterprise so the team sees visible results and sends your organization into a strategically better future.

Overcoming Common Obstacles

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▸ **Employee resistance**

  ▸ Successful change starts with individuals, and failure often occurs because of human nature and reluctance to change.

  ▸ Employees may also lack the specific behavior traits needed to adapt easily to difficult changing circumstances.

  ▸ How organizations treat workers during a change initiative determines how successful the change—and the organization—will be.

Overcoming Common Obstacles

▸ **Employee resistance**

   ▸ There are six states of change readiness:

      ▸ Indifference

      ▸ Rejection

      ▸ Doubt

      ▸ Neutrality

      ▸ Experimentation and

      ▸ Commitment

Overcoming Common Obstacles

▸ Leaders should have a solid strategy for dealing with employee change resistance. Some actions to build employee change readiness include:

  ▸ Developing and cascading strong senior sponsorship for people-focused work: leaders should build alliances, meet business needs and promote wins.

  ▸ Developing tools and information for front-line supervisors and managers. Organizations should involve them early—train them, prepare them and communicate regularly.

  ▸ Coaching employees to help them adapt and thrive during change.

  ▸ Rewarding desired behaviors and outcomes with both tangible and intangible rewards.

  ▸ Relying on insights from both those in the field and subject-matter experts.

Overcoming Common Obstacles

▸ Communication breakdowns

  ▸ Five change communication methodologies and their pros and cons:

  1. "**Spray and pray**." Managers shower employees with information, hoping they can sort significant from insignificant. The theory is that more information equates to better communication and decision-making.

  2. "**Tell and sell**." Managers communicate a more limited set of messages, starting with key issues, and then sell employees on the wisdom of their approach. Employees are passive receivers, and feedback is not necessary.

  3. "**Underscore and explore**." Managers develop a few core messages clearly linked to organizational success, and employees explore implications in a disciplined way. Managers listen for potential misunderstandings and obstacles. This strategy is generally the most effective.

  4. "**Identify and reply**." Executives identify and reply to key employee concerns. This strategy emphasizes listening to employees; they set the agenda, while executives respond to rumors and innuendoes.

  5. "**Withhold and uphold**." Executives withhold information until necessary; when confronted by rumors, they uphold the party line. Secrecy and control are implicit. The assumption is that employees are not sophisticated enough to grasp the big picture.

Overcoming Common Obstacles
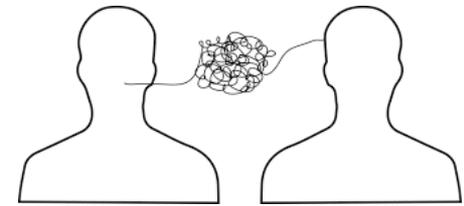
- ▶ Communication breakdowns
  - ▶ Leaders must be great communicators during change: roll out a clear, universal, consistent message to everyone in the organization at the same time, even across multiple sites and locations.
  - ▶ Some of the specific communication pitfalls and possible remedies for them are the following:

  - ▶ The wrong messengers are used.
    - ▶ Studies have found that employees tend to trust information from managers. Understanding the organization's culture will dictate who is the best messenger for change—the manager, the senior executive team or HR.
  - ▶ Communication is too sudden.
    - ▶ Leaders and managers need to prepare employees for change, allow time for the message to sink in and give them an opportunity to provide feedback before a change is initiated.
  - ▶ Communication is not aligned with business realities.
    - ▶ Messages should be honest and include the reasons behind the change and the projected outcomes.
  - ▶ Communication is too narrow.
    - ▶ If the communication focuses too much on detail and technicalities and does not link change to the organization's goals, it will not resonate with employees.

Overcoming Common Obstacles

▸ Other obstacles

▸ We have found that unsuccessful change initiatives are often characterized by the following:

  ▸ **Being too top-down**. Executives relate their vision of what the end result of the change initiative should be, but do not give direction or communication on how the managers should make the change happen.

  ▸ **Being too big-picture**. The organization's leaders have a vision of the change but no idea of how that change will affect the individuals who work there.

  ▸ **Being too linear**. Managers work the project plan from start to finish without making even necessary adjustments.

  ▸ **Being too insular**. Most organizations do not seek outside help with change initiatives, but businesses may need objective external input or assistance to accomplish major changes.

People are Our Greatest Asset

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- The current talent-driven employment market
  - Since 2010, employment in the private sector has increased by 14.5 million jobs, an average of 194,000 jobs per month.
  - The US unemployment rate 4.1% as of December 2017.
  - It's easy to see why we're now calling the job market candidate-driven. The balance of power has shifted and qualified job seekers have more opportunities now than they did seven or eight years ago.
  - As job market is shifts towards the applicant's favor, it's time for many organizations to review their talent acquisition strategies.
    - It's not enough to post job openings and wait for applications to roll in. Employers need to prioritize the way they source candidates, the experience those candidates have, and the offers they eventually make.

People are Our Greatest Asset

- **Align talent with business strategy** (instead of trying to adapt strategy to resources available):
- Talent Planning: Employees are the difference in any organization. They create and innovate ideas, build programs, service customers, and plan for the future.
  - Organizations have to consider the talent they have and will need in order to thrive and survive in the marketplace.
- Goals: Once employees are hired, they need to understand performance expectations and set and meet relevant goals. An employee's goals should be congruent with their department and the organization.
  - As an employee accomplishes their goals, the organization moves closer to achieving their strategy.
- Learning and Development (L&D): Business strategy must align with two core activities in L&D: employee onboarding and skills development.
  - L&D needs to show employees how their work connects with the organization.

People are Our Greatest Asset

- Role definition and cross functional teams vs. job descriptions
  - A role profile describes the competencies needed for success in a general role.
    - Think about an Administrator and the key competencies needed for success. Communication, Information Gathering and Processing, and Planning and Organizing are all critical.
  - The functional duties associated with "Administrator" are quite general. You can have Administrators in Finance, Administration, Procurement, etc.
    - While the functional skills vary, the key competencies of Communication, Information Gathering and Processing, and Planning and Organizing are all required.
  - By focusing on key competencies in hiring and evaluations, you create teams with cross-functional skills (and interests)

People are Our Greatest Asset

- The value of planning and performance management
  - An effective performance management process aims primarily at aligning your team, supporting employee development, and enhancing employee performance. It ensures that your organization, its departments, employees, teams, and processes are working towards optimizing organizational goals, all year round.
  - Less rating/More coaching.
  - Performance Management: Employees need regular, specific, timely feedback to perform well.
    - Organizations with a culture that supports performance coaching realize 13 percent stronger business results, according to Deloitte.

Scenarios & Q&A

▸ ## Scenarios

  ▸ Key strategic direction change in the business plan

  ▸ Key technology change

  ▸ New location or division

  ▸ Need to fill multiple jobs

  ▸ Change or additions in key partnerships

  ▸ Yours