HRBP as a Change Partner
Help or Hindrance
Level Set

- Definitions
- Education
- What Do We Do in Change Management and Why?
Definitions

**Change Management** is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.

*Common definition of change management*

**Change management** is a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state.

*Leading Effective Change – a primer for the HR professional – SHRM Foundation*

**HR Management** is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives.

*Wikipedia*
HR Change Certification Possibilities

Management and Strategy Institute (HRCM)

HRD Future
*Human Resource Development*

ATD
*Association for Talent Development*

University of Wisconsin

Certified Change Management Professional
*From Association of Change Management Professionals*

Harvard Professional Development

SHRM

HR Jetpack

HCI
*Human Capital Institute*

Linkage
What percent of overall results and outcomes of this initiative depends on employees adopting the change and knowing what to do with it?
Why Change Management

**WITHOUT CHANGE MANAGEMENT**

Employees feel surprised and besieged by change

- Failed project results
- Extended project schedules
- Additional project costs
- Low adoption and usage

**WITH CHANGE MANAGEMENT**

Employees feel prepared, equipped and supported

- Likely to meet objective (6x MORE)
- Likely to stay on schedule (5x MORE)
- Likely to stay on budget (2x MORE)
- Capture people-dependent ROI
1. Who is our sponsor?
2. Where are we now – where do we want to go – what are the gaps?
3. What changes do we anticipate?
4. Who do we think will be impacted?
5. What is our “burning platform”?
6. How will we keep our leaders aligned and on board?
7. Who are our stakeholders and how are they being impacted?
8. Let’s be sure this is all reflected in a plan to move us forward.
9. What should we do to sustain the change?

Change Management Process

What do we have to do to be sure our stakeholders will move through this change successfully?
Changes that can affect people

- Mindset / Attitudes / Beliefs
- Critical Behaviors
- Job Roles
- Compensation
- Performance Criteria
- Location

People

Process

- Process
- Systems
- Org Structure

Technology

- Tools
- Platforms
Research

• My experience
• SHRM – Prosci - HCI
• HR and Change Colleagues
• Change Nerds
Change COE
Works with the sponsor and business leaders as they support and champion the change. Creates and executes upon the change plan.
Objective: Ensures business readiness.

HRBP Partners
Aligns change needs with business resources and support.
Objective: Keeps the enterprise aligned.

Communication Team
Builds and executes upon the project communication plan.
Objective: Keeps the enterprise messages aligned.

Training Team
Prepares the business to navigate the impacts the change will bring.
Objective: Prepares employees to adopt and use the change.

Stella Transformation Office
Manages and implements the technical pieces of large-scale change.
Objective: Implements the change on time, on budget, according to agreed upon criteria.
With disciplined thinking and flexible implementation, change leaders can clarify and focus complex organizational change.

A skillful HR team can increase perceptions of fairness, early employee engagement and trust—all of which will improve employees’ responses to change.

1. Understand how individuals respond to organization change.
2. Study prescriptive change models to develop personal change leadership principles.
3. Follow guidelines for practice or make a mindful choice to stray from guidelines.
4. Research techniques for implementing the guidelines.
Generates specific org interventions to support org objectives (e.g. culture change, change management, etc.)

Serves as a transformational leader for the org by leading change

**Mid-level** – Supports critical large-scale org changes
**Senior** – Serves as a change agent for the org
**Exec level** – Identifies the need for and facilitates strategic org change – oversees critical large-scale org changes with the support of business leaders, ensures appropriate accountability for the implementation of plans and change initiatives, sets tone for maintaining or changing org culture and gains buy-in for org change across senior leadership with agility

Sees the impact of changes to law on org human resource management functions

**Senior** – Creates and or dissects org issues, changes or opportunities

Mid-level - Implements change based on proven change management techniques

What’s HR’s Role in Change Management?
February 7, 2016 | Ben Baran, Ph.D. | HCI
Project support functions

- Internal Communication specialists
- Human Resources Business Partners
- Organization Development staff
- Training specialists
- Business analysts
- Subject matter experts

These complementary support functions enhance the execution of change management activities with interdisciplinary best practices and help maintain strategic alignment into the broader organizational context.

In some cases, staff from these project support functions might serve as the change management resource role.

What the project support must do:

1. **Incorporate their experience and expertise** – Project support functions bring experience on past changes that can be applied to the current change.

2. **Contribute knowledge** – Each of these groups have specialized knowledge that can help the project team and the change management resource or team.

3. **Offer tools** – Each of the areas brings specific tools that support change management activities. Support roles need to ensure their tools are applied in alignment with change management best practices.
To lead people through change, HCI research has identified three key roles that HR must play:

The Architect uses design thinking to construct and experiment with change, and makes sure resources and key players are secured.

The Broadcaster communicates the change with stories and data, opens dialogue between all parties, and emotionally connects people to the intention behind the work.

The Coach addresses personal resistance to change and holds people accountable for doing their part, while rewarding achievements along the way.
1. How have you seen HRBP’s work with the change team?
2. What have you experienced that worked well?
3. What have you experienced that did not work well?
4. What do you think is an ideal working relationship to meet business needs?
How have you seen HRBPs work with the change team?

**HR has Minimal Role**
- Usually org design, job descriptions, team hierarchy, etc.
- Usually their workload is too heavy to be involved

**HR Acts in an Advisory Capacity**
- HR helps change team understand org dynamics and guardrails

**HR and Change are in Partnership**
- Change lead and HRBP work together
- Change lead understands change and HRBP leads development and execution of change plan
- Partner together on communication

**Change Group IS HR**
- HR change group provides solid change leadership and management philosophy for the organization

**HR Brings in Change as Resource**
- HRBP is primary source of contact for leaders
- HRBP brings in change as an internal consultant to help drive large initiatives and to help develop change mindset in leaders and the HR function
What have you experienced that worked well?

**Knowledge**
The more knowledgeable the HRBP – the better advice and guidance they can give.

**Embedded Resources**
- Have change resources embedded with programs and initiatives to provide focus.
- Train business leaders on change so they appreciate the need for change management.

**Skill up HRBPs & Clear Plates for Blue-Chip Work**
- Level the knowledge and experience of HRBPs through capability build.
- Pivot non blue-chip work off of the HRBPs.
- Work with the internal change experts to roll out common cultural framework.

**Change Tied to Business Strategy**
- HR involved in setting metrics.
- HR works with change on setting objectives and training supervisors on expected behavioral changes.

**HRBP Leads Change**
- HRBP tried to implement all aspects of methodology and struggled with capacity until lead change consultant was added to define, coordinate and align all HRBP efforts.

**Tone at the Top**
- Senior leadership indicates why this is important, communicating clearly what is needed and who is responsible, and ensuring people have time to help.
HRBP Leading Change
HRBP attempt to lead or manage change in place of a certified change professional or in competition with one. HRBP not experienced — results were poorly structured and mis-managed change deliverables. Little to no positive impact on the change experience for employees.

One Person – HR, Change and Project Management
No turf wars – but too much for one person to do — and who has knowledge of all three professions? It didn’t work

HRBP Change Knowledge
Less knowledgeable the HRBP is on change — the worst advice and guidance they gave

Role Clarity
Lack of role clarity for the HRBP and the leader of the initiative on their responsibility to drive change

Clarity on Resource Needs
Lack of definition of the scope of change management so roles are unclear
Not understanding the skillset needed to manage a particular change
Not planning for “how to keep the change alive” post op

Multiple Things
Lack of exec sponsorship, unclear goals and roles, and no capacity or capabilities to execute
What is the ideal working relationship between HRBP and Change

**Some ‘Ifs’**

IF HRBPs are in a strategic role with the business, if they have the right level of credibility and influence in the organization, if they have formal training in change management — then they can take a supporting or lead role in change

**Change Leadership vs. Management**

HRBPs should be a main coach for business leaders in their ability to lead change (communication, modeling, reinforcement).

THEN, the HRBP should partner with a change professional for change management (design, build and execute change deliverables)

**Partnership**

Strong partnership between the business leader of the change, HRBP, change and communications. This includes alignment of the change impacts, thoughtful stakeholder engagement and development and execution of an intentional change plan – AND willingness to adjust as needed

**HRBP Change Agility**

HRBP needs to have strong change ability and serve as the primary point of contact for change initiatives

Tap into the change team to help drive large enterprise initiatives and to help develop a change mindset in leaders and HR

**Equality**

Even and equal decision rights between HRBP and Change – with an eye on finance engagement

**Leadership Sets Expectation**

Leadership at the highest level is imperative to set the vision that HR and change need to work together – not against one another
What is the primary role of HR on large-scale change initiatives?

- Lead areas of change management: 15% (3 votes)
- Manage organization design / talent efforts: 55% (11 votes)
- Strategic leader over project efforts: 0% (0 votes)
- No real involvement: 30% (6 votes)
Key Take-Aways

**How have you seen HRBP’s work with the change team?**
Depends on capabilities, capacity and motivation.

**What is an “ideal” working relationship?**
Depends on other org design factors, capabilities, priorities, etc.
Activity
Scenario:
Your company is implementing a four-day, 40-hour work week. You have both exempt and non-exempt employees. You have customer service lines that must be covered 5 days a week. Your CEO has given HR the task to “make this happen”.
How will you partner with change resources?

INSTRUCTIONS: You have 20 minutes to complete this.

• The facilitator will divide the room into teams
• Choose a “name” for your team
• Grab pens and sticky notes
• ASSUMPTION: You either HAVE change resources or will hire change contractors

• Decide together what HR and change would do in each of the 7 steps on the wall.
  • For each step:
    • Put your team name at the top of a sticky note
    • List what HR will do – high level for that step - if anything
    • List what Change will do – high level for that step – if anything

• At the end of the 20 minutes – we will “walk the wall”
How have you seen HRBP’s work with the change team?

Depends on capabilities, capacity and motivation.

What is an “ideal” working relationship?

Depends on other org design factors, capabilities, priorities, etc.

Remember the key pieces of the methodology

Think about the resources that are available to you

Think about HR’s capacity and change management capability

Remember some of the best practices we heard today

Remember to leverage the strengths of everyone on the team
## Resources

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<tbody>
<tr>
<td>SHRM - Toolkit – members only</td>
<td>Managing Organizational Change</td>
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<tr>
<td>Prosci, Inc.</td>
<td><a href="http://www.Prosci.com">www.Prosci.com</a></td>
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<tr>
<td>HCl – Human Capital Institute – change management certification program</td>
<td><a href="http://www.hci.org/cmhr-course">http://www.hci.org/cmhr-course</a></td>
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<tr>
<td>Change Nerd Community</td>
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<td>What’s HR Role in Change Management - HCl</td>
<td><a href="http://www.hci.org/blog/what-s-hr-s-role-change-management">http://www.hci.org/blog/what-s-hr-s-role-change-management</a></td>
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