

The ultimate HR guide to positive

Change Management

A completely new change model that focuses on a clear roll-out process to make every change a success



Is your company ready for change?

When you ask people what went wrong in a change project they often say: “We needed to focus on the why more.” The next project they do, they go around printing posters, doing webinars and workshops, workshops, workshops. We jokingly sometimes say: “If you can’t fix it with workshops, you haven’t done enough of them.”

It’s a utopia to think that because you want to change, everyone in the organisation will want to as well. There are always people that are sceptical of change. Can you get these people on board? Yes actually, you can get them involved and even have them love the change. However, this will probably not happen from the start. Change per se is already quite the challenge, and if you focus on the naysayers, it will probably fail. That’s why we propose a new, easy to implement but advanced model. A model that helps you select the right people to start your change process with and ignore the naysayers at first.

What you need for change

When you want to initiate change, it’s very important to wait for the right moment. You can have a great idea, but if the company isn’t ready for it right now, you shouldn’t even try. According to the Beckhard-Harris Change Model, the conditions necessary for change are:

- Dissatisfaction (D) with the current process;
- Have a clear and shared vision (V) of a favoured future;
- There’s a clear first actions (F) roadmap to accomplish the vision;
- The product of $D \times V \times F$ is greater than the existing resistance (R) to change among those who have the impact to implement change.

“Whenever you want to implement change, there will be resistance.”

The key to changing successfully is to make sure that the product of $D \times V \times F$ is greater than the resistance.

Customer example

Let's illustrate with an anonymous customer example that wanted to implement a feedback culture.

Our customer is a global consulting company. The consultants in this firm are scattered around Europe, The Middle East & Africa (EMEA). For the HR-director and the managers, it was very difficult to have a conversation with them and help them grow in their career. In general, they were **dissatisfied with the current process (D)**, so they **decided to implement a feedback culture (V)** to open the communication and provide more support. They wanted the consultants, wherever they were, to **give and ask for feedback to each other and also to their manager in an online tool (F)**.

Instead of just turning on all the features, they decided to take it step by step and first form a motivated group of people (a mix of HR and business people) to **change their existing process**. During different workshops, they defined the framework together with a change expert and drafted a clear roadmap to achieve their vision. They came to the conclusion that they didn't want to overwhelm people, so they decided to first encourage the consultants to only ask for feedback. Why? Because by starting with something "easy", they were able to keep the resistance as low as possible.



Positive Change Management Model

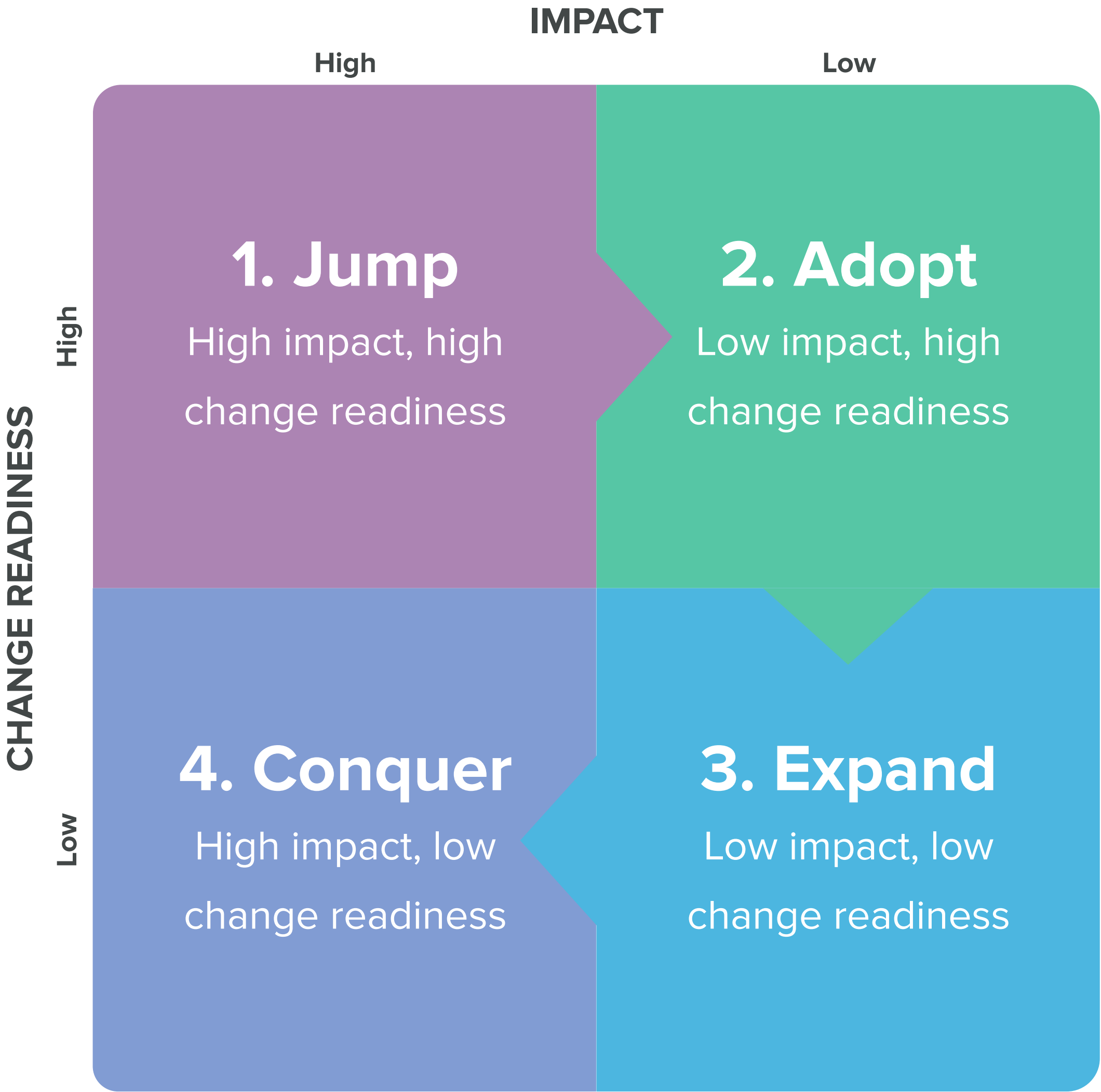
How should you, for example, as an HR-director try to keep the resistance as low as possible or decrease it if you want to implement change? In order to be ready for change, **you need to focus on your roll-out approach.** We specifically designed a model that can be implemented in every organisation, for any change process. **This model focuses on working with the willing people.** It's crucial that, at first, you ignore the sceptical people and try to build a very positive group of change-minded teams. The latter will grow over time and after a while, the negative people will feel compelled to join in with the status-quo.

“Select the right people to start with and the others will follow.”

Let's break this model down, step by step. The square on the next page represents everyone that works in your organisation. They're divided into four groups along the dimensions of **change-readiness and impact** they have on others in your organisation: **jump, adopt, expand and conquer.**



Unit4 TM's change model



The most important principle of this model is agility. **It's better to start small and improve as you go than to spend endless hours planning and failing to execute the change in the end.**

1. Jump

High impact, high change readiness

First you need to select a small team and jump right in! The most important thing here is to find a small group of influential people with an idea of what the future should look like and who have drive to help shape it. The amount of people with enough influence in a company to lead these change efforts is small.

The selection of the right people is of crucial importance for your change programme. That's why you have to start early. Start asking informally if they want to be part of the change project group, organise immersion days and ask for volunteers via intranet or a physical booth.

Make sure these people understand what the vision is, where you want to move towards and that they're doing it for the right non-political reasons. The volunteers cross, as it were, a line in the sand to the change side. That way they know that they have to do things differently from now on, and that it's "official". They've changed. We want everybody to cross the line, but this will happen step by step.

The people who are initially part of the change process need to create a minimum process that could click easily in their organisation and culture. This process and its outcome are unique to every organisation.

If we go back to our example, as said before, we selected a small group of people who have the impact to change - in this case the HR-director, a Talent Manager, a Communication Manager, a Sales Manager and the IT Manager - and who were ready for it. This project group discussed questions such as: Why do we want to change to an organisation with a feedback culture? How fast do we want to implement the new process in a new tool? During several workshops, we helped the company make the decisions that were necessary to implement the new culture. They took their time to create the minimum framework that would work in their organisation. If you don't determine this, it will be very difficult to convince more people to follow the new process.

The Naysayers

Don't forget about the potential naysayers! There are always people that don't want to change their habits.

There are **5 potential naysayers**:

- **The non-believer:** Does not link the issues to the change programme (or simply does not notice any issues).
- **The unskilled:** Was trained insufficiently or the change programme is too complex.
- **The protectionist:** Feels like the change programme could hurt their social status.
- **The uncertain:** Doesn't like uncertainty or leaving their comfort zone.
- **The follower:** Won't be the first one to do something differently.

Let your first project group know what kind of naysayers there are in the organisation. They should know what thresholds they will encounter.

2. Adopt

Low impact, high change readiness

After you jumped, it's time to include more people and more teams to the project. In this second phase, you add **people that are ready for change but have a low impact** on people in your organisation. These people will join the change process rather quickly and voluntarily since they are ready for the change. It's very important that this second group know what's expected from them since they will have to give the right example to the next group, the one that isn't ready for change.

Give the second group the time to discover the changes. Be ready to help them when they have questions. Show them that the project team is available to support when needed. Very important during this phase is to **communicate with everyone in your organisation what's going on.** They should all know that you're going through a change process, even if they aren't included, yet. The other teams can continue to use the old process, but they should be aware that change is coming their way.

Don't forget that you'll probably get a lot of setback from the naysayers after you've communicated this. Listen to them and try to prepare them for the change. However, it's not the time yet to include them completely.

3. Expand

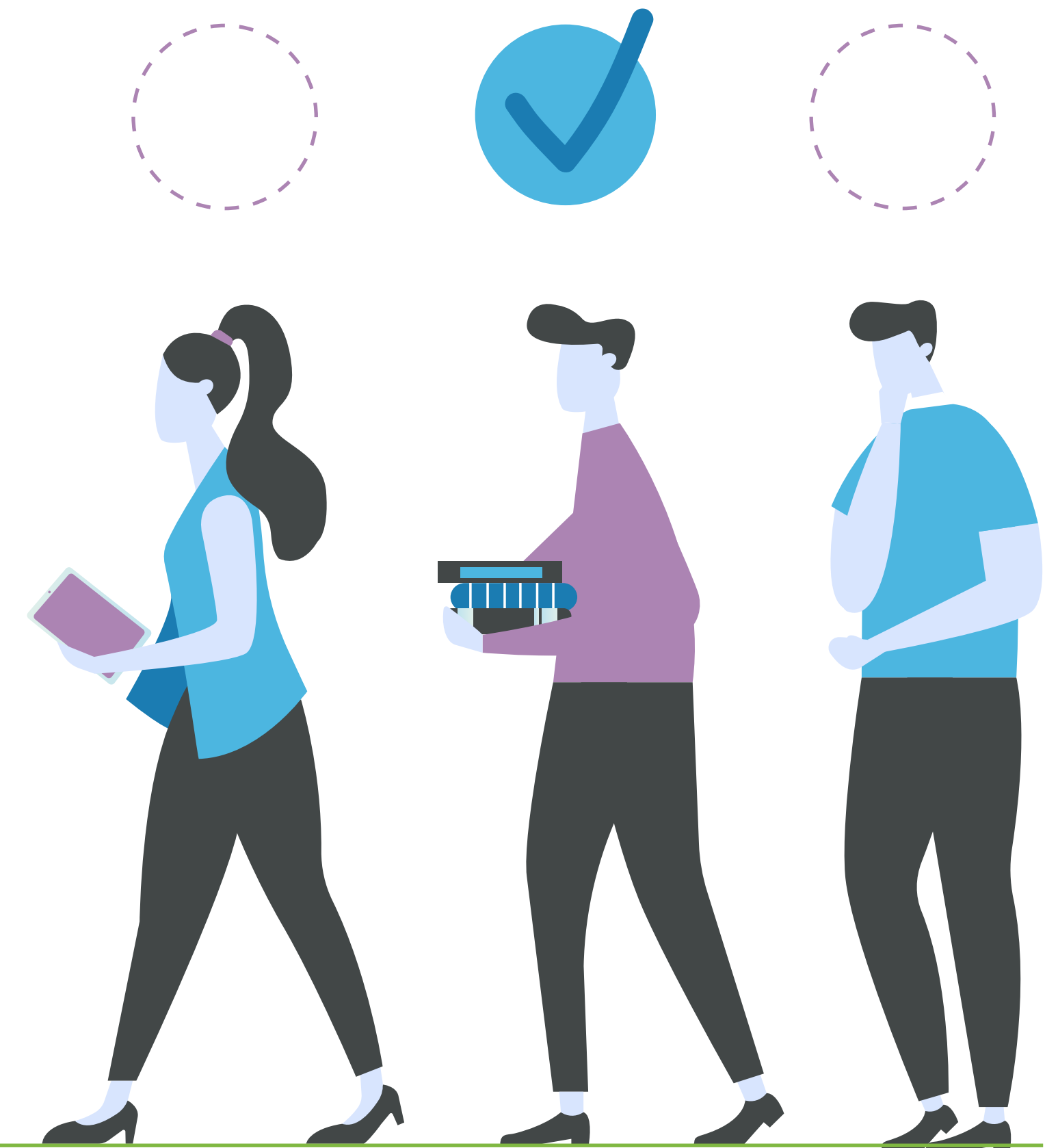
Low impact, low change readiness

In the third phase, you expand your project group even more with a large amount of people. They have a low impact on others in the company, but since this third group isn't ready for change you need to persuade them. So as **HR, you should kindly oblige the involuntary group to change but also show them the benefits.** They will probably need to see **evidence** that the new process is a success. That's what your step 1 and 2 were for. Share numbers and results change's impact on the first two groups. Again, communication is everything! The success of the project depends on the right communication. **If you don't proclaim your expectations and success stories, this group won't follow the new process.**

How can you communicate expectations and success stories with your colleagues?

- create a CEO video
- give training workshop/webinars
- share a SharePoint
- do an email campaign
- make a manual
- ...

The options are extensive. Just make it creative and clear!



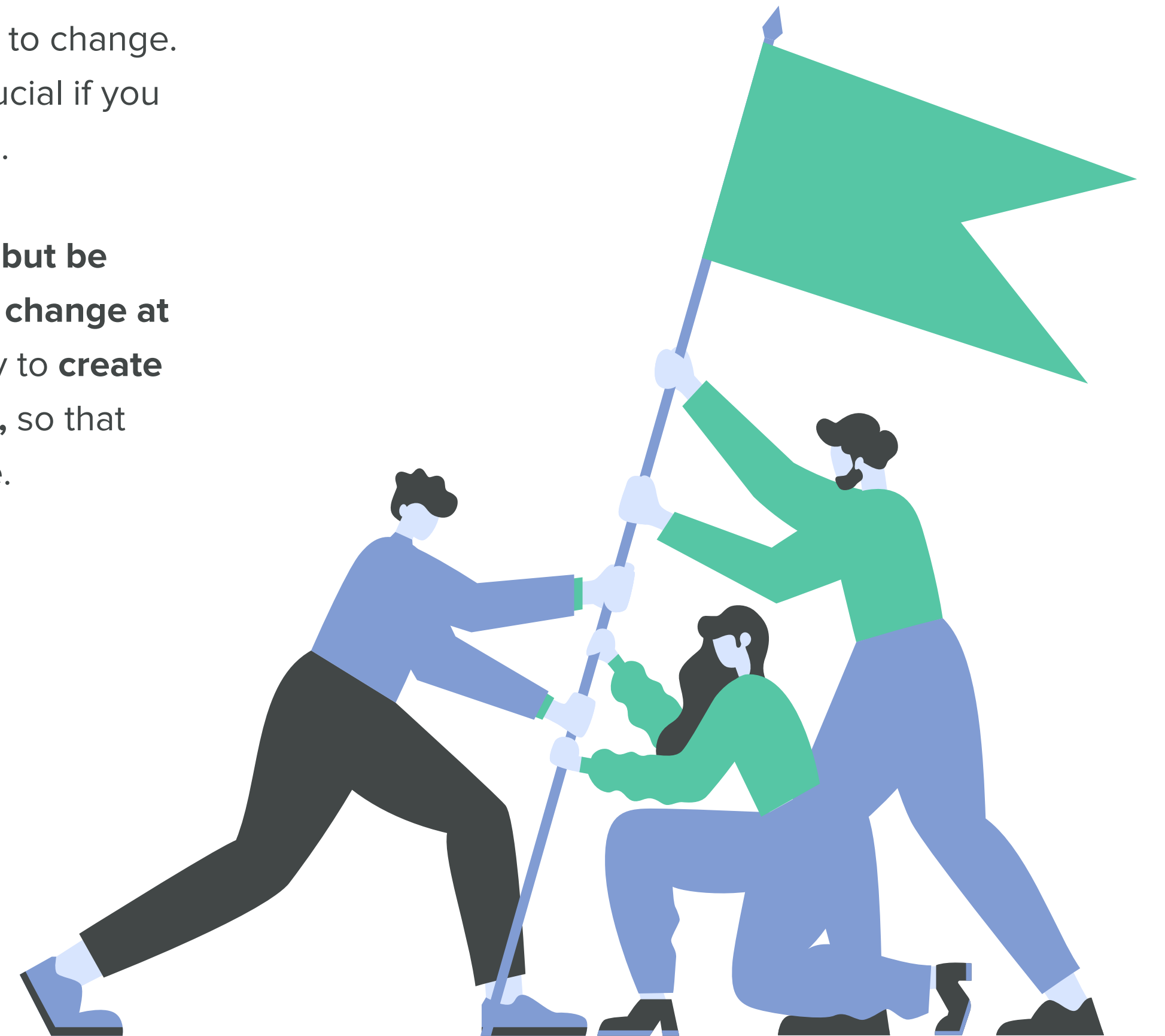
4. Conquer

High impact, low change readiness

The fourth group is the most difficult group. There is a high risk that they won't accept the change, that's why we include them as last. You might think that if you start with this group, if you can get them on board, the rest will be easy and immediately follow. This is not the best approach. These people aren't ready for change, **you will waste a lot of time trying to convince them. Time you could better use with the first three groups and leave this one for last.**

If you follow this model and add them at the end, your success rate will go way up. They have already seen the advantages from the three previous groups, which gives them enough evidence to go along with it. **Focus on leadership, why you want to change and how this will benefit your organisation.** Give this group feedback about their resistance to change. Showing strong leadership skills will be crucial if you don't want all your efforts to be deadwood.

Be aware, this last step can take a while, but be patient and help this group to accept the change at their own pace. Maybe it will be necessary to **create extra communication or extra workshops**, so that they experience the change's added value.



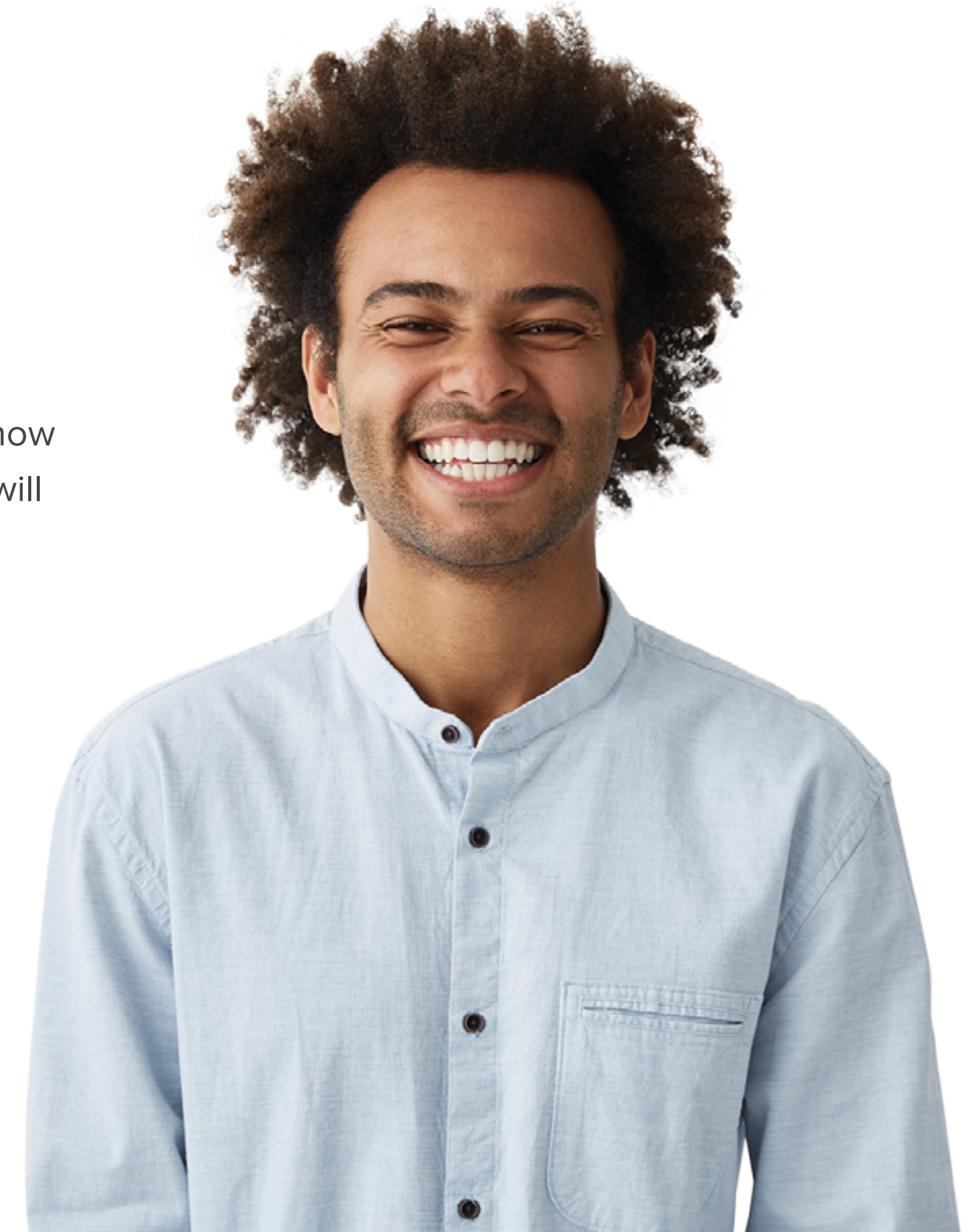
In our example, this group consisted of managers that had already been in the organisation for a long time and had worked the same way since forever. They didn't see the added value of feedback, so we had to show them that in the previous groups, feedback had a positive influence on the employees' development. We needed to show concrete success examples that could help them "like" the new process.

We soon realised they wanted to know how they should give valuable feedback rather than motivate them to give more regular feedback. Managers then received guidance to give workshops on how to encourage employees to give excellent feedback. They also made feedback templates to help people to give or request feedback. We also had to make clear that giving feedback in a tool wasn't to evaluate or control people but for personal development. Slowly, the "naysayers" were convinced of the added value. It took a lot of effort to convince this last group, but in the end everyone, but one person, was in favour and even excited about the change.

A Human Centric Model

It might seem like a very long road you have to walk before your company is ready for change but it's efforts such as first including the willing people that will make it a success. You will always run into resistance, but your success depends on how you handle it.

To help you with changes in your organisation, we made a change management action grid. Use this document as a roadmap so that you have a clear overview of what change you're moving towards, how you will communicate this and what setbacks you will be facing.



Change management action grid

Who is this for?	Jumpers	Adopters	Expanders	Conquerors
How will you confirm or create urgency?				
What do you expect from them?				
How will you communicate & reinforce the change?				
What habits need to change?				
How will people be trained & involved				
Bad guys?				

Find out more about Unit4's roll-out strategy to successfully implement change.



Improve your employee experience and create a solid **performance management** process



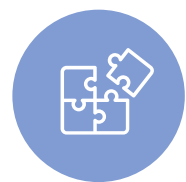
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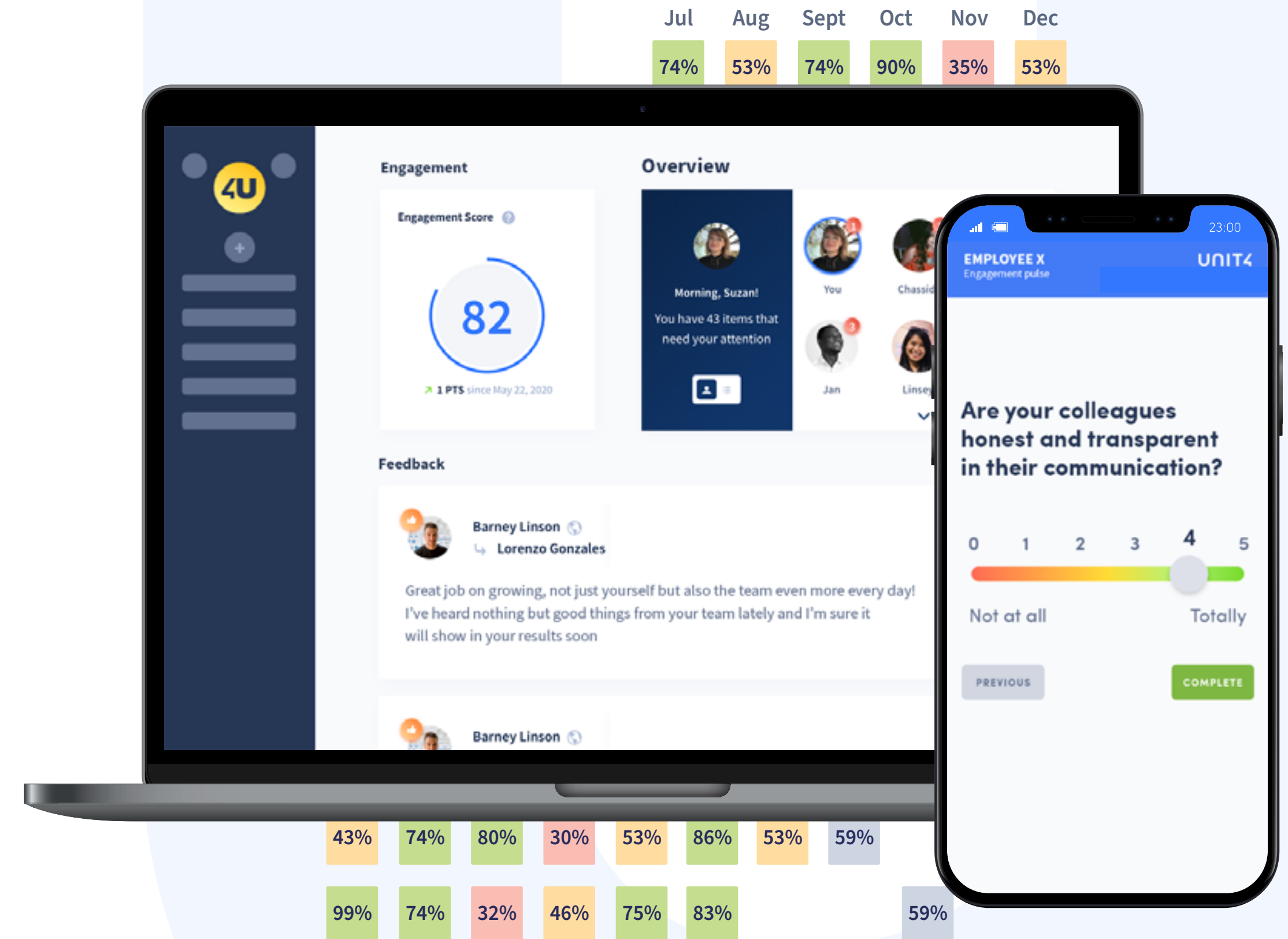
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