

Insperity Webinar Series

Leading Through the Whitewater of Change

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TODAY'S PRESENTERS



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Introduction

- Why change is difficult to assimilate
- Best practices at the heart of achieving change
- The role of corporate culture
- Q&A

The nature of “change” has changed



Over the last 50 years, the **average lifespan of S&P 500 companies** has shrunk from around **60 years** to closer to **18 years**.

Source: Harvard Business Review, *The Art of Corporate Endurance*, April 2014

POLL: What level of change is your company currently experiencing?

- ✓ No change
- ✓ Minor change
- ✓ Significant change
- ✓ Constant change

More than **70 percent** of all major change initiatives are **unsuccessful.**

Source: Kotter International, *The 8-Step Process for Leading Change*

Why is Change so Hard?

Two sides to every change

- **Rational**
Somewhat predictable, knowledge and skills
- **Emotional**
Under the surface, motivation

Three reasons change is resisted:

- They don't understand it (intellectual)
- They don't like it (emotional)
- They don't like you (personal)

We tried that before.

It's not our problem.

We can't take that chance.

What a waste of time and money!

Three Phases of Change



Three Phases of Change



EMOTION:

- Loss of control
- Disorientation (everything seems different)
- Detachment
- Shock, fear
- Depression
- Loss
- Resentment (more work)

CLOSING THE GAP:

- Repetitive communication
- Town hall meetings
- 1:1 meetings
- Transparent conversations
- Active listening
- Truthful reassurance
- Support with tools and resources
- Celebrating elements of the past worth remembering

Three Phases of Change



EMOTION:

- Anxiety
- Lethargy
- Overwhelm
- Concerned about competence
- Creativity
- Anticipation
- Experimentation

CLOSING THE GAP:

- Smaller, obtainable goals
- Create and celebrate small wins
- Build on momentum
- Tap into creativity
- Reward excellent failures

Three Phases of Change



EMOTION:

- Acceptance, confidence
- Satisfied, internally committed
- Compliant, amenable
- Competent
- Stable

CLOSING THE GAP:

- Highlight successes and transformation to encourage
- Creating confidence & acceptance for future change/challenges

POLL: What resistance factor does your organization experience most?

- ✓ People don't understand the change.
- ✓ People don't feel capable of making the change. (Lack skills or confidence)
- ✓ People lack motivation to change.
- ✓ There are too many changes.

Determining Readiness, Sequencing and Capacity

Readiness, Sequencing, Capacity

What else is happening in the organization right now?

- What other initiatives or priorities are diverting our attention from completing or continuing this change effort?
- How much change is going on right now?
- What are the benefits of implementing this change for employees and managers?
- How have past changes been managed?

Readiness, Sequencing, Capacity

Is this a priority?

- How urgent is the situation?
- What are the consequences of doing nothing?
- What are the overall risks associated with a failed implementation?

Pilot Test

- How did they feel about the change?
- What were perceived concerns?
- What were they excited about?
- What barriers might exist in terms of cascading out to the whole group?

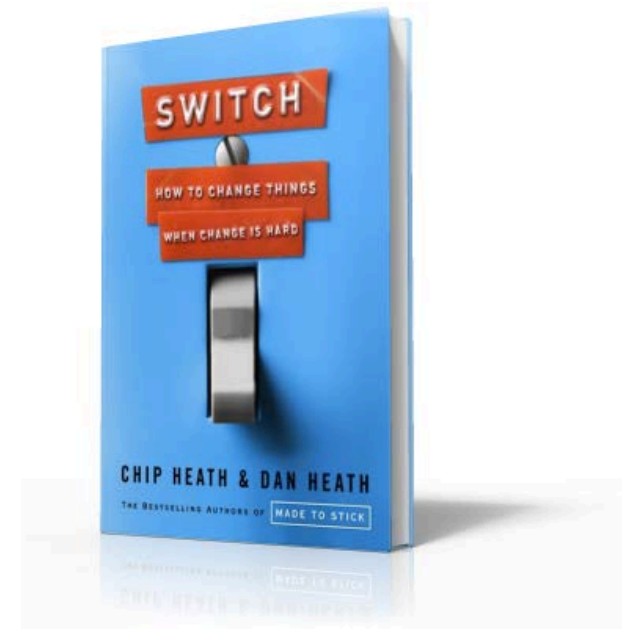
Building the Communication Plan

Change Management Communication Template

WHO is the Audience <i>Consider the various levels</i>	WHAT Needs to Be Communicated <i>Determine what needs to be communicated and why – the key reasons for communication. What does the audience need to know and/or do?</i>	Communicator & Developer <i>Who develops the communication piece and who delivers the actual message?</i>	HOW will the Information be Communicated <i>Determine the format of the message (email, phone, in person, etc.)</i>	WHEN will the Information be Communicated <i>At what point in the process (the sooner, the better) – consider the frequency of updates</i>

Inspire a Shared Vision

- Story so far
- Business case/rationale
- What won't change
- What will change
- Q&A



“Clarity helps to dissolve resistance.”

- Chip and Dan Heath, Authors of
Switch: How to Change Things
When Change is Hard

Making Change “Stick”

Engage Change Champions





Recruit Adaptive People

- Look for optimism as a personality trait
- Look for untraditional solutions
- Hire for character and execution



Foster a Change Ready Culture

- Encourage fast approvals
- Tolerate uncertainty
- Reward excellent failures
- Recognize/reward those who try new things

Track Your Results

- Modify performance systems to recognize change leaders
- Provide consequences to ineffective managers



Case Study:

Insperity client organization

- U.S. based gourmet food manufacturer with 350 employees faced with restructuring and layoffs
- Leadership meetings
- Town hall meetings
- Individual meetings
- Quick wins
- Quarterly measures

“The secret of change is to focus all of your energy, not on fighting the old, but on **building the new.**”

- Socrates

Questions?

Thank you for joining us

For more information, or to speak with an Insperity Business Performance Advisor about your business, visit

insperity.com/acg

or call us at **866-814-6817**.

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