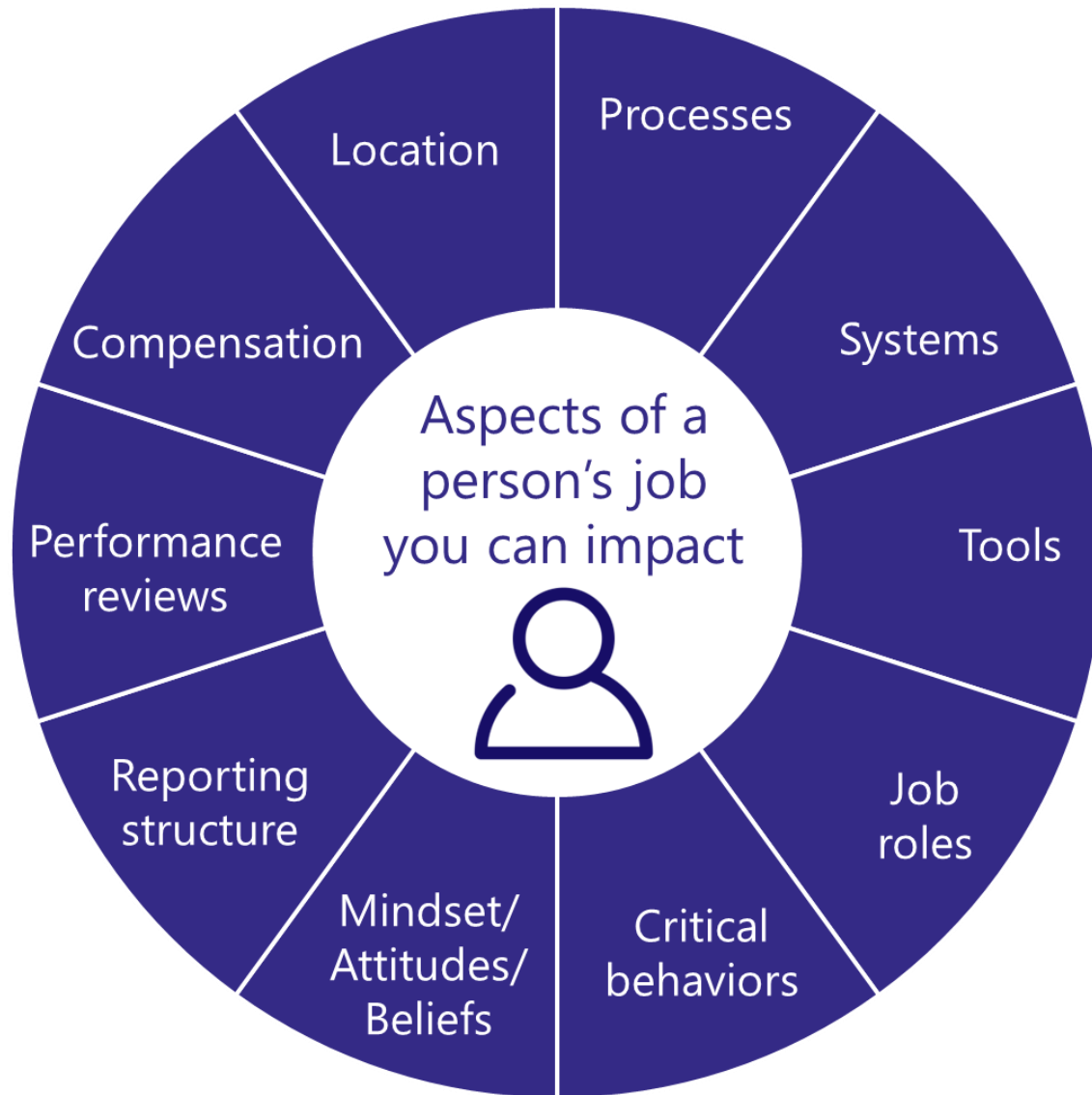# How to put HR in the driving seat when managing change
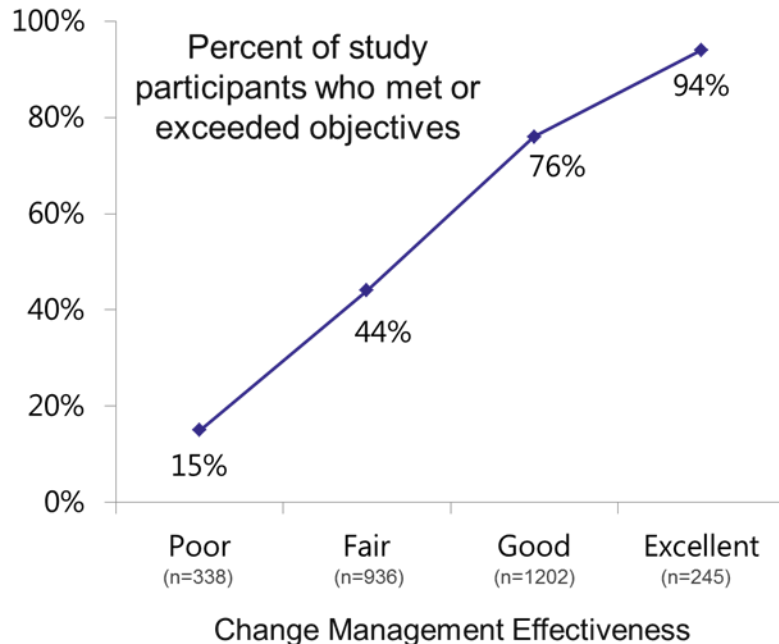
Who we are

Why we think HR should drive change?

Why we think HR should drive change?
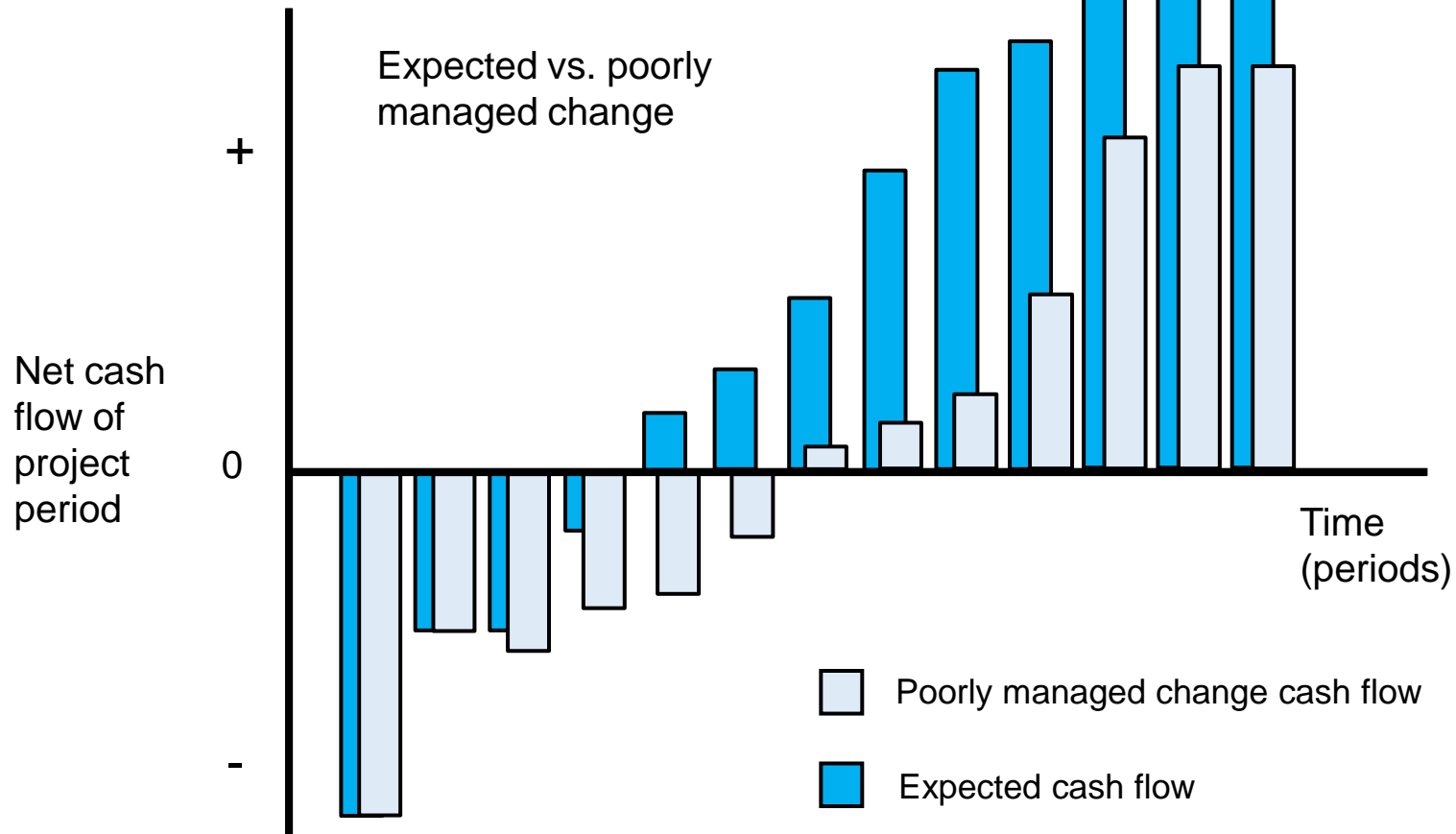

Percent of study participants who met or exceeded objectives

94%

76%

44%

15%

Poor (n=338)   Fair (n=936)   Good (n=1202)   Excellent (n=245)

Change Management Effectiveness

Of the 245 research participants who reported having excellent change management effectiveness, 94% met or exceeded project objectives.
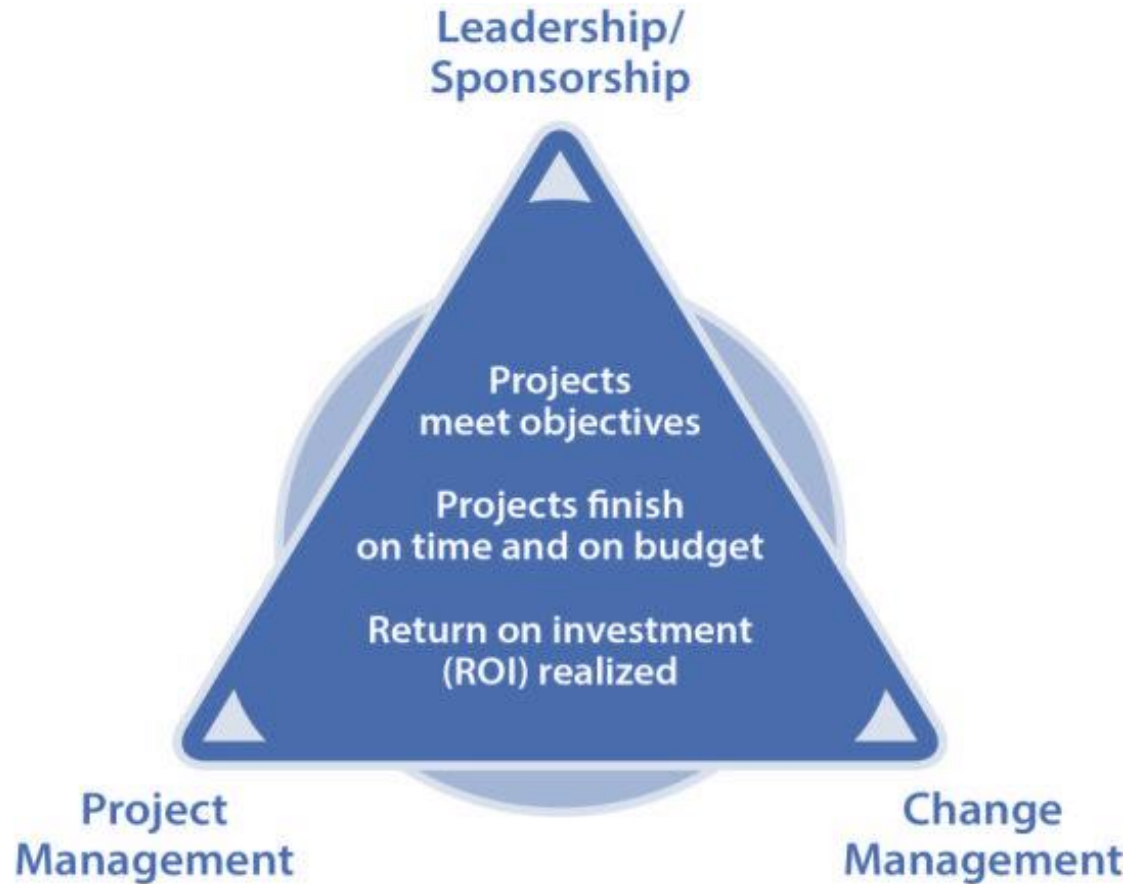
6X

CHANGE ENABLEMENT

Why we think HR should drive change?

Prosci® ROI of Change Management Model

Change Enablement builds organisational change management capabilities in three key areas

Leadership/
Sponsorship

Projects
meet objectives

Projects finish
on time and on budget

Return on investment
(ROI) realized

Project
Management

Change
Management

Prosci® PCT™ Model

CHANGE ENABLEMENT

Change Enablement is Prosci's primary affiliate in Hong Kong

Prosci is the world leader in change management research

Since 1998, Prosci has conducted *nine* change management benchmarking studies to understand what makes a change successful.

To help individuals *and* organisations *build internal change management* capabilities *through the development and delivery of tools and methodologies that are:*

Research-based	Holistic	Easy-to-use

Prosci®

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Prosci by the numbers

18
YEARS
OF RESEARCH

9
LONGITUDINAL
STUDIES

4,500
RESEARCH
PARTICIPANTS

80%
FORTUNE 100
COMPANIES

30,000+
CERTIFIED
PRACTITIONERS

80,000+
COMMUNITY
MEMBERS

Prosci®

CHANGE ENABLEMENT

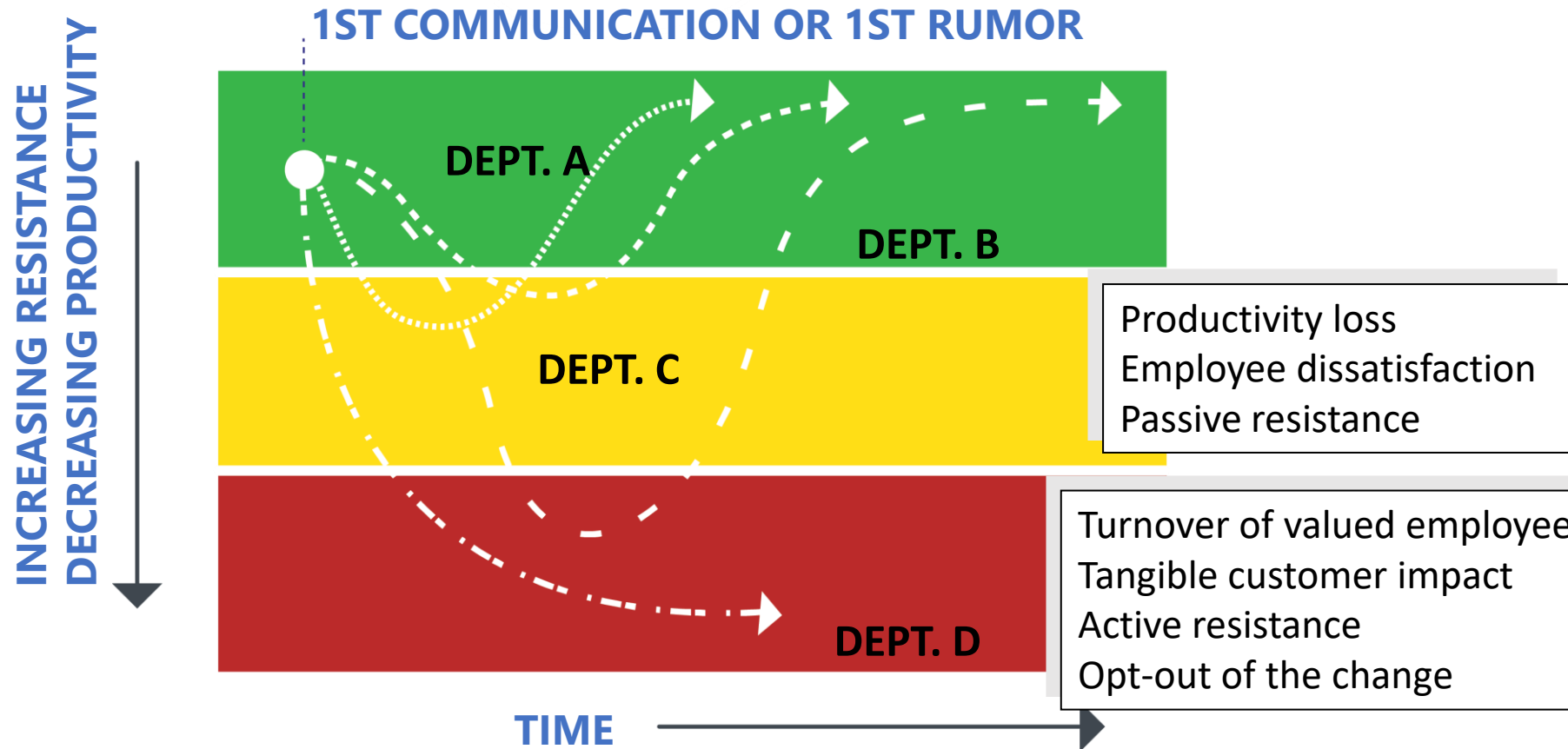# Enterprise Change Management
Core Competency, Agility, DNA

Change Management
Benefit Realisation Enabler

What does successful change management look like?

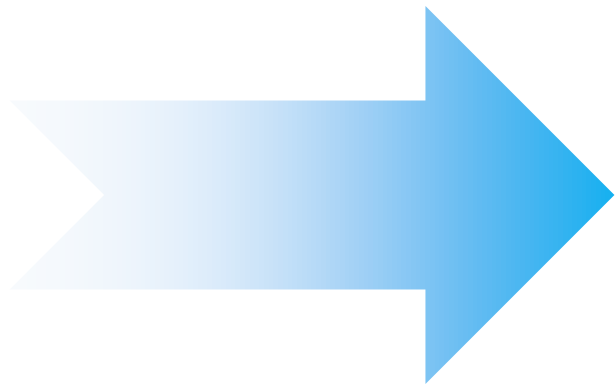- *Identifies* expected project benefits relating to employee adoption and usage (ROI) in every business case

- *Applies* the tools and framework that *enable employees* to make a change

- Increases the speed of *adoption, usage and proficiency*

- *Minimises the negative* impacts of change

- *Achieves* organisational *results and outcomes*

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HR has a big stake in making change management effective

1ST COMMUNICATION OR 1ST RUMOR

INCREASING RESISTANCE DECREASING PRODUCTIVITY

DEPT. A

DEPT. B

DEPT. C

DEPT. D

Productivity loss
Employee dissatisfaction
Passive resistance

Turnover of valued employee
Tangible customer impact
Active resistance
Opt-out of the change

TIME

Prosci® Flight Risk Model

CHANGE ENABLEMENT

HR's ability to deliver Results & Outcomes for your organisation...

is directly impacted by how effectively HR Manages Change

Change Management Maturity Model

Level 5	**Organisational Competency**	Change management competency is evident in all levels of the organisation and is part of the organisation's intellectual property and competitive edge	Continuous process improvement in place	Highest profitability and responsiveness
Level 4	**Organisational Standards**	Organisation-wide standards and methods broadly deployed for managing and leading change	Selection of common approach	
Level 3	**Multiple Projects**	Comprehensive approach for managing change is being applied in multiple projects	Examples of best practices evident	
Level 2	**Isolated projects**	Some elements of change management are being applied in isolated projects	Many different tactics used inconsistently	
Level 1	**Ad Hoc or Absent**	Little or no change management applied	People-dependent without any formal practices or plans	Highest rate of project failure, turnover and productivity loss

Prosci ®

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HR should target role-based change acceleration for holistic approach

Holistic Approach

Key Change Enabling Roles

Role-Based Training, Coaching & Support

Holistic Approach	Key Change Enabling Roles
Sponsor Program	Senior Leadership
Practitioner Program	Change Practitioners
Delivering Project Results	Project Teams
Manager Program	Middle Managers
Employee Program	Front Line Employees

CHANGE ENABLEMENT

HR as great sponsors of change

Leadership/
Sponsorship

Resources | Strategy and scope | Active and visible participation | Direct communication

Executive decisions

Executive actions

Projects meet objectives

Projects finish on time and on budget

Return on investment (ROI) realized

Timing and dates

Coalition building

Project Management

Change Management
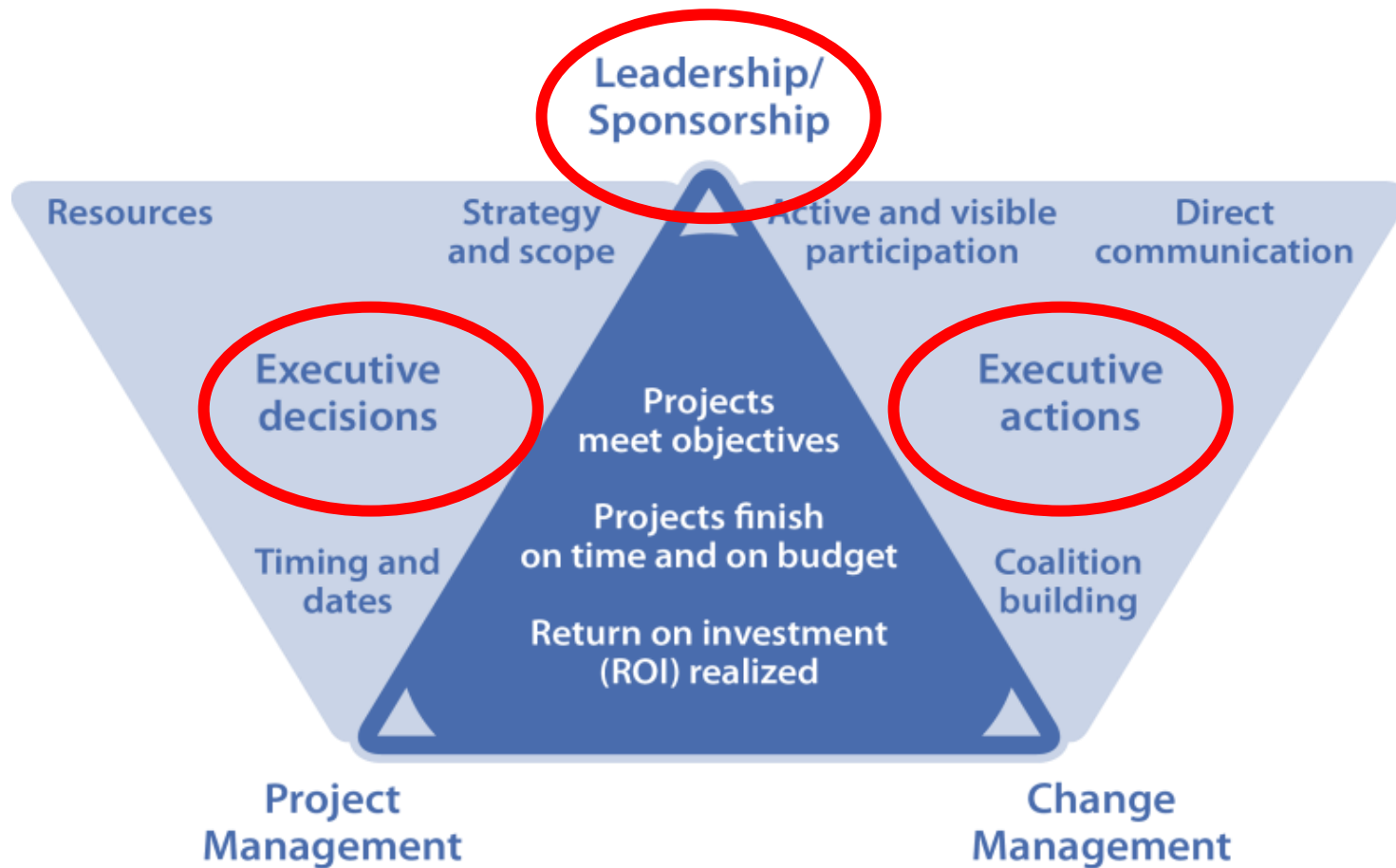
If we do not **support** and **equip** individual transitions,

then our future state looks **nothing** like the future state we expected
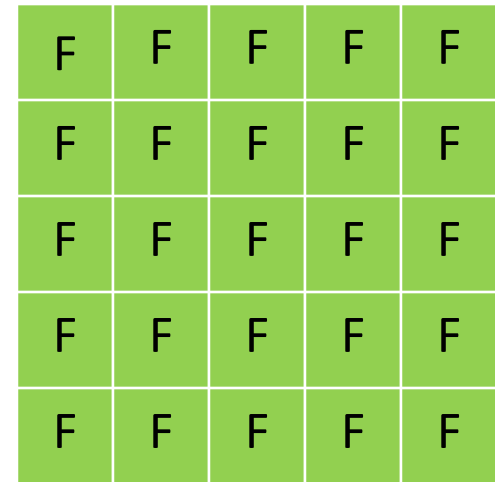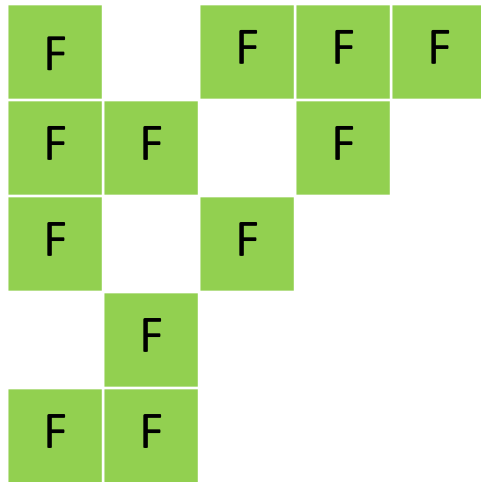
instead of

= lower ROI
= less benefit realisation
= unachieved improvement
= not what we expected/hoped for

Change has always happened, and will always happen

One person at a time

HR can equip yourselves, managers and supervisors to lead change

The Five Building Blocks for Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Prosci®

ADKAR defines success:
For one person or organisation-wide changes

Change with one person

Or five people…

Or twenty people…
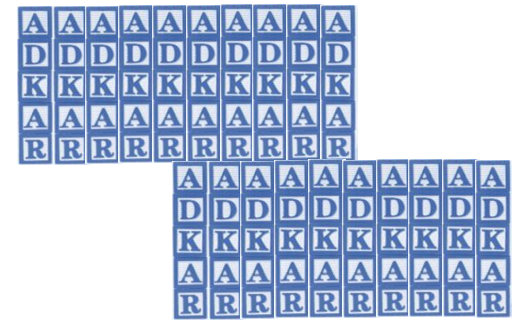
Or 1000 people…
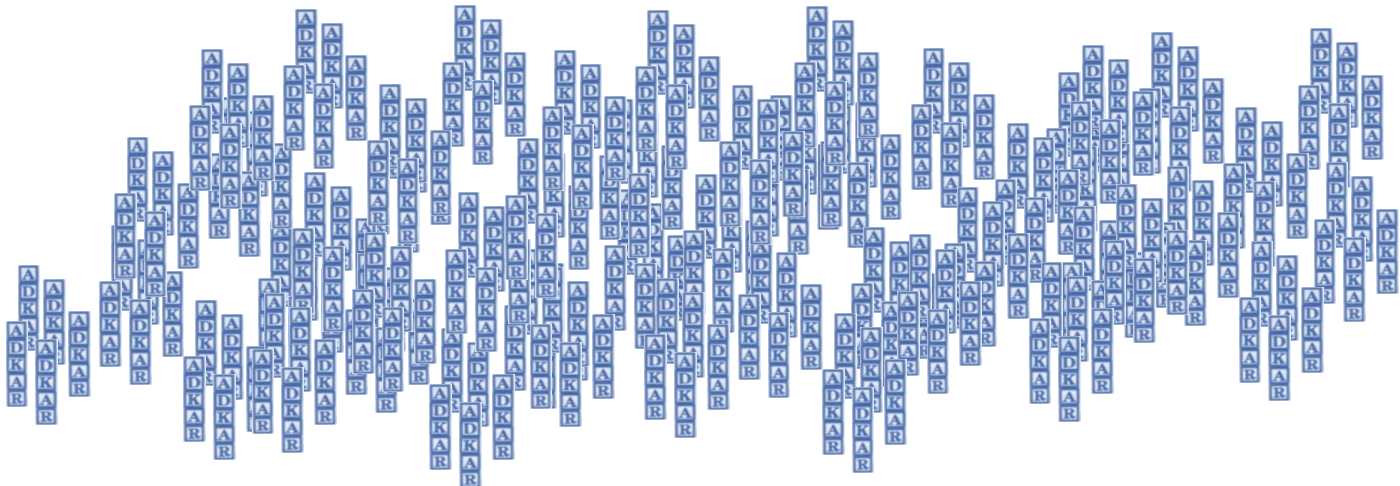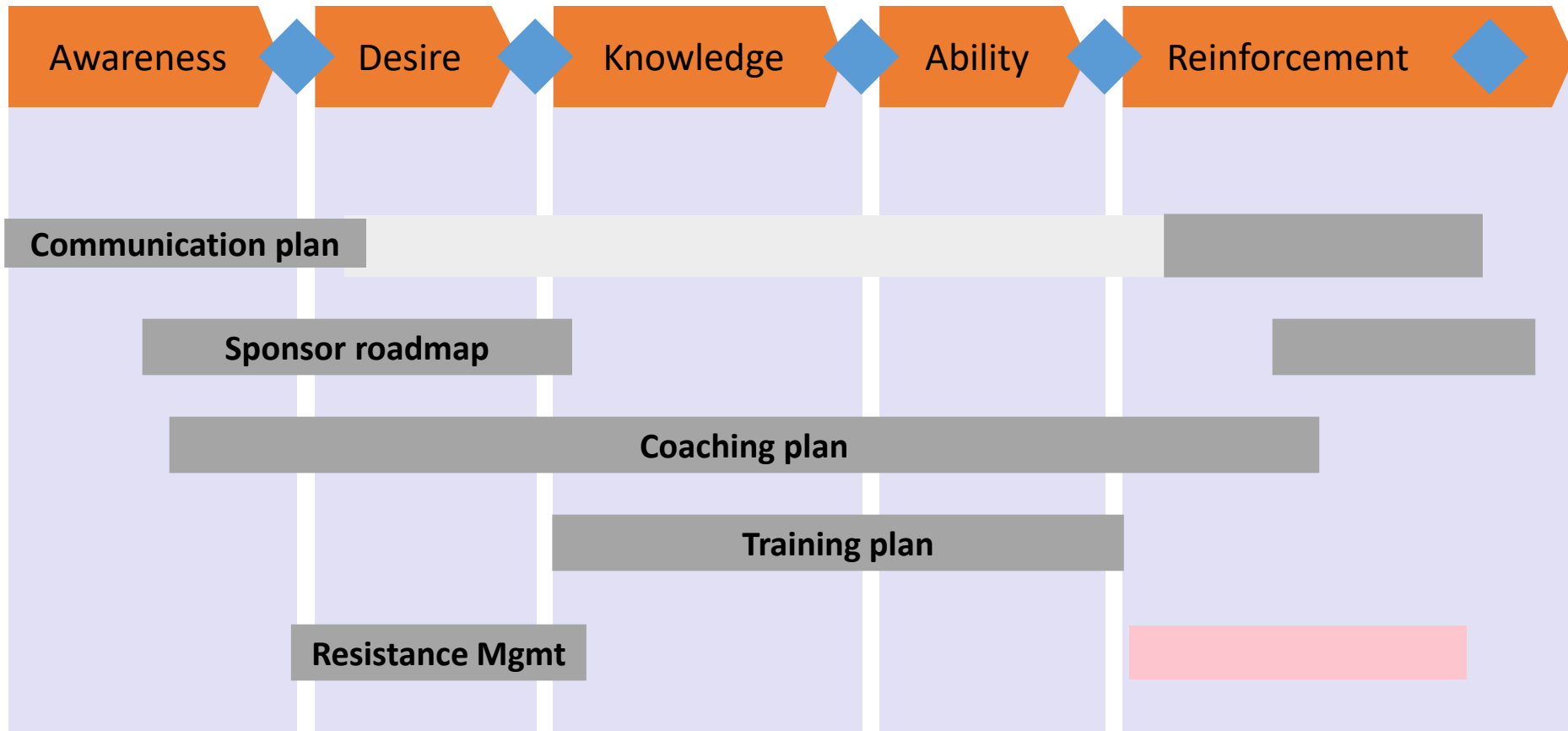
HR Building Organisational Capability starts with HR

Sponsorship

Preparing yourself for change

| Understanding changes underway and your role | Adapting to change that is happening to you | Developing competencies for managing change |

Leading employees through change

| Introducing change to your employees | Managing employees through transition | Reinforcing and celebrating successes |

Communications

CHANGE ENABLEMENT

Change Enablement partnering with HR
to deliver successful change

Thank you.

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