



DISRUPTIVE HR LIVE TRAINING

CHANGING PEOPLE PRACTICES FOR GOOD

MAKING CHANGE HAPPEN



WHAT WE'RE GOING TO COVER

1. Why is change so hard?
2. The 8 steps to managing change

WHY IS CHANGE SO HARD?

1. It tends to be top down – change happens ‘to you’
2. It’s presented as something big and long – Transformation Programmes
3. It often involves loss – of status, of certainty, of habits
4. It’s seen as logical – a clear business case – rather than emotional

And yet, we been able to change quickly during the pandemic.

WHICH RESISTANCE TO CHANGE ARE YOU FACING? POLL

'PROVE TO ME
IT WILL WORK'

THE INTELLECTUAL

'WE HAVEN'T
GOT TIME'

THE BUSY OPERATOR

'WELL, IF YOU
REALLY WANT TO...'

THE CYNIC

'THIS WON'T
WORK HERE!'

THE ANGRY DEFIANT

'IT'S NOT THE
RIGHT TIME'

THE TRADITIONALIST

MOST CHANGE MANAGEMENT DOES NOT SUCCEED!



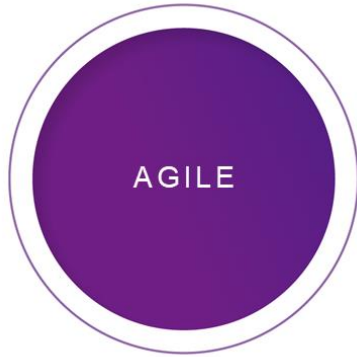
THE 8 STEPS TO CHANGING HR

1

BUILD THE CASE

- The WHY of change
- Change narrative
- One case or more?

1 BUILD THE CASE



Deloitte.



'Shock and Awe' data



Permission To Explore

1

BUILD
THE CASE

2

INFLUENCE
OTHERS

- Neuroscience of change
- Using Persona

② INFLUENCE OTHERS

Three key things to bear in mind when trying to influence others

1. We want to be like everybody else – herd mentality – use early adopters and pull not push strategies
2. We're lazy – and will follow the path of least resistance – make change easier and less intimidating
3. We're more frightened by loss – than excited by gain – important to know what people stand to lose or perceive they stand to lose

“Not another change programme?!”

“Work is a professional environment,
so I like to keep it that way”

What's my background?

- Head of Logistics
- Worked here for 20 years
- Leading large team/division
- Married, with 2 teenagers

Appreciate my

- Annual salary increments
- Car parking space
- Bonus
- Pension
- Stability/job security
- My expertise

Challenges at work

- Against flex working
- Too many systems
- Always in meetings
- Avoids difficult conversations
- Recruits 'people like me'



MICHAEL

DEMOGRAPHICS

- Male
- Age 43
- 80K+Bonus
- Home owner

How I like to learn and be communicated with...

- On the job
- Face to face
- Email
- Newspapers
- Classrooms (from real experts)

What are my goals?

- Short term - Stay where I am
- Long term - Stay where I am

How my peers might describe me:

Consistent

Loyal

Extrovert

Inflexible

Status Driven

Traditional

“I expect clear policy and rules
from HR to manage my team”

“I just want senior leaders to listen to us”

“I need to be able to fit in going to the gym”

What's my background?

- Joined work after GCSE
- 2nd job
- Customer Services Advisor
- Lives with partner

Appreciate my

- Market pay rate
- Flexible working
- A people focussed culture
- Career development
- Autonomy
- Job variety
- Better tech

Challenges at work

- Manager quite controlling
- lack of stretch opportunities
- Old systems
- Isn't asked for feedback or opinion



DEMOGRAPHICS

- Female
- Age 32
- 40k+
- Rents flat in city

How I like to learn and be communicated with...

- Online - short
- From peers
- Face to face
- Social media/Intranet

What are my goals?

- Short term - Progress quickly to next role with better manager
- Long term - A company with better culture

How my peers might describe me:

Disorganised

Adaptable

Extrovert

Empathetic

Fast paced

Maverick

“I hate process and rules”

“I don't want to come in the office unless for a good reason”

“My skills are in high demand so I could leave at any moment “

What's my background?

- Bachelors Degree Computer Science
- Worked in freelance world
- Developer
- Single

Appreciate my

- Above market pay rate
- The latest tech
- Purpose
- Remote working
- Challenging work
- CSR

Challenges at work

- Having to work 9-5
- Substandard tech
- Corporate bull shit



DEMOGRAPHICS

- Female
- Age 31
- 80K+
- First mortgage

“I'm passionate about environmental issues”

How I like to learn and be communicated with...

- Slack
- Podcasts
- From peers
- Team meetings

What are my goals?

- Short term - Stay where I am
- Long term - Move to Senior Developer

How my peers might describe me:

Critical

Independant

Creative

Introvert

Self starter

Relaxed

“Training needs to be quick and on my mobile phone”

What's my background?

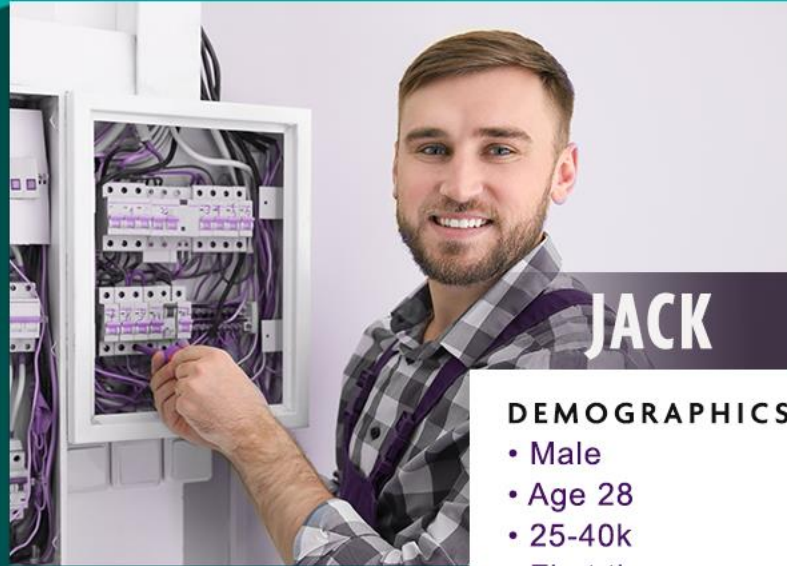
- 2nd job since apprenticeship
- Qualified Electrician
- Live with partner

Appreciate my

- Money/perks
- Flexibility
- Stability/job security
- Time off
- Better working conditions
- Paid training
- Social events

Challenges at work

- Too many systems/processes
- Manager quite controlling
- Too much work
- Working conditions



DEMOGRAPHICS

- Male
- Age 28
- 25-40k
- First time owner

“Some of the rules stop me making good decisions for our customers”

How I like to learn and be communicated with...

- On the job
- Face to face
- Mobile phone

What are my goals?

- Short term - Stay where I am
- Long term - Team leadership role

How my peers might describe me:

Fickle

Disorganised

Extrovert

Flexible

Problem solver

Honest

“I don't feel senior management ask or listen to our opinions”

WHY WOULD THEY WANT TO CHANGE?



CUSTOMISE BASED ON YOUR PERSONA

3M



1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

- story telling
- simple messaging
- asking not telling and
- symbols and rituals

③ DESIGN YOUR COMMS



1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

4

GO WITH THE
ENERGY

- Choose early adopters
- Don't force it – don't worry about the biggest resistors
- Find and work through influencers
- Reminding leaders of their impact – importance of role modelling

④ GO WITH THE ENERGY



1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

4

GO WITH THE
ENERGY

5

MAKE CHANGE
LESS SCARY

- Creating psychological safety
- Shrink the change to manageable chunks

⑤ MAKE CHANGE LESS SCARY



dermalogica[®]

GoDaddy

1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

4

GO WITH THE
ENERGY

6

NUDGE
TECHNIQUES

- Using subtle suggestions or encouragement to 'nudge' people towards different choices

5

MAKE CHANGE
LESS SCARY

⑥ NUDGE TECHNIQUES





BCG BOSTON
CONSULTING
GROUP


BCG Predictable Time Off Reminder

You are trying to send an email to BCG users outside normal office hours. Please choose one of the following options:

 Mark email as low priority

 Defer sending until next business day

 Send email as is

 Cancel (Back)

1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

4

GO WITH THE
ENERGY

7

AGILE DESIGN
METHODS

- Treat each change as a new product.
- Use agile design methods such as:
 - Minimum Viable Product
 - Pilots/Experiments
- And don't have too many on the go at any one time

5

MAKE CHANGE
LESS SCARY

6

NUDGE
TECHNIQUES

⑦ AGILE DESIGN METHODS



1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

4

GO WITH THE
ENERGY

8

BRAND, LAUNCH
AND MARKET
YOUR CHANGE

- Naming
- Permission marketing
- Content marketing
- Rolling launch
- Know your audience

5

MAKE CHANGE
LESS SCARY

6

NUDGE
TECHNIQUES

7

AGILE DESIGN
METHODS

⑧ BRAND, LAUNCH AND MARKET YOUR CHANGE



H E A R S T

⑧ MARKET YOUR CHANGE

1. Permission Marketing
2. Content Marketing
3. Rolling launch



KNOW YOUR AUDIENCE

1

BUILD
THE CASE

2

INFLUENCE
OTHERS

3

DESIGN YOUR
COMMS

4

GO WITH THE
ENERGY

5

MAKE CHANGE
LESS SCARY

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NUDGE
TECHNIQUES

7

AGILE DESIGN
METHODS

8

BRAND, LAUNCH
AND MARKET
YOUR CHANGE



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on today's webinar!

Dates for your diary!

Comms & Engagement 20 July

Performance Management 8 Sept

Diversity & Inclusion 7 Oct

The New Workplace 13 Oct

Leadership Development 20 Oct



ANY QUESTIONS?



THANK YOU AND GOOD LUCK!

www.disruptivehr.com