

# HOW TO IMPLEMENT AN HR CHANGE PROJECT

So your HR Consulting firm has completed a company review and prepared a lengthy Powerpoint presentation telling you the areas in which your company needs to adjust.

## HOW DO YOU BEGIN TO IMPLEMENT THE CHANGES?

### DETERMINE THE PROJECT SCOPE

THE FIRST STEP TOWARD AN HR CHANGE PROJECT IS TO DETERMINE WHETHER:

<p><b>LARGE SCOPE</b></p> <ul style="list-style-type: none"> <li>✎ A-Players are available</li> <li>✎ Dedicated resources are available</li> <li>✎ Time and money are no object</li> </ul>	<p><b>SMALL SCOPE</b></p> <ul style="list-style-type: none"> <li>✎ Everyone is already busy with other projects</li> <li>✎ This needs to be done FAST</li> <li>✎ The budget is limited</li> </ul>
--	---

### STRUCTURING THE GOVERNING BODY

Match your leadership team's skills and interest in the project with the project. If the HR Change project is comprehensive and touches all areas of the organization, senior leaders should be involved. If not, then choose a junior subcommittee to report to senior leaders.

IN A HR CHANGE PROJECT IT'S ESSENTIAL THAT ENGAGEMENT IS OFFICIAL AND WELL UNDERSTOOD BY ALL PARTICIPANTS:

- Decide who gets to provide input
- Record the vote in writing
- What has been voted can't be unraveled
- Decide who gets to vote
- Avoid consensus decision-making - just vote!

**BAD VOTING BEHAVIOR**

"I know I voted for that in that meeting, but I don't really understand - can we revisit that?"

**BAD VOTING BEHAVIOR**

"I didn't know my staff would complain about this... so can I change my vote?"

**GOOD VOTING BEHAVIOR**

"We considered this and made an informed decision, let's move on."

### GET OPERATIONS INVOLVED

Trying to run a major change project without the support of Operations is like carrying a horse uphill.

**THAT SURE LOOKS HEAVY.**

If possible, get a key operational leader to co-sponsor your project. Extra push from Operations confirms the initiative's value.

### FORMING THE PROJECT TEAM

**1 HERE'S THE PERSONNEL YOU'LL NEED TO HAVE INVOLVED:**

- Core HR team for the project
- HRIS/IT
- Communications
- Change Management
- Finance
- Other departments in HR touched by the project, such as HR business partners
- Project Management Office
- Others, depending on the project

**2 THE TEAM IS SET BUT THE DECISION-MAKING IS NOT FINISHED YET. BEFORE LAUNCHING HEAD-FIRST INTO THE PROJECT, MAKE SURE THAT OTHER MAJOR PROJECTS WON'T INTERFERE - IF THERE'S A CLASH:**

- Make a long-range plan
- Choose different people/manage expectations
- Conduct project in stages

**3 HOLD TEAM MEETINGS WITH A SET CADENCE**

### DEVELOP A PROJECT PLAN

**1. NAME YOUR PROJECT SOMETHING THAT RESONATES WITH THE TEAM AND CONJURES UP AN IMAGE SUCH AS:**

Renovating a fire-upper

A phoenix rising from the ashes

Tearing down a road

**HERE'S SOME TIPS:**

Using the word "compensation" in the title inadvertently suggests a raise will be offered.

Using the word "restructure" in the title makes employees worry about being laid off.

The word "alignment" is overused and people are tired of it.

- 2. DETERMINE THE STAKEHOLDERS AND THE IMPACT TO EACH. IS IT POSITIVE OR NEGATIVE?
- 3. CREATE COHESIVENESS WITHIN THE PROJECT TEAM.

### CONSIDERED COMMUNICATION

USE MILESTONES, BUT ONLY IF YOU ARE ABSOLUTELY SURE YOU CAN HIT THE DATES.

COMMUNICATE AT EVERY LEVEL AND CASCADE YOUR MESSAGES:

<p><b>MONDAY</b></p> <p>Communication to C-suite</p>	<p><b>TUESDAY</b></p> <p>Communication to VPs</p>	<p><b>WEDNESDAY</b></p> <p>Communication to all other people leaders</p>	<p><b>THURSDAY</b></p> <p>Communication to all employees</p>
--	---	--	--

- AND ALSO:**
- Communicate what you know and what you don't know.
  - Post everything on the intranet and track the hits.
  - Be transparent. Answer the hard questions employees will ask, not the easy ones you wish they would ask.

### EVERYTHING IS SET - LET'S GET STARTED!

With all the pieces in place, it's time for the Project Manager to schedule a kick-off meeting using the agreed-upon change management strategy.

Your HR Change Project is officially underway.