DISRUPTIVE HR

THE DISRUPTIVE HR BUSINESS PARTNER PROGRAMME

EPISODE 4: YOU AND YOUR LEADERS

WHAT WE'RE GOING TO COVER

1. Why new thinking around influencing leaders is needed
2. New approaches
   - Designing the change
   - Persuading them to be open to new things
   - Shifting behaviour
   - Marketing the changes

WHY WE FIND IT HARD TO CHANGE

Top-down change rarely succeeds.

Presenting change as something that takes time and effort is off-putting.

Change involves ‘loss’ – of status, of certainty, of habits.

Data and even a strong business rationale won’t change behaviour.

SOME NEW APPROACHES
TO MAKING CHANGE HAPPEN

DESIGNING

PERSUADING

SHIFTING BEHAVIOUR

MARKETING

DESIGNING

HR
PRODUCTS

LED BY DATA AND INSIGHT

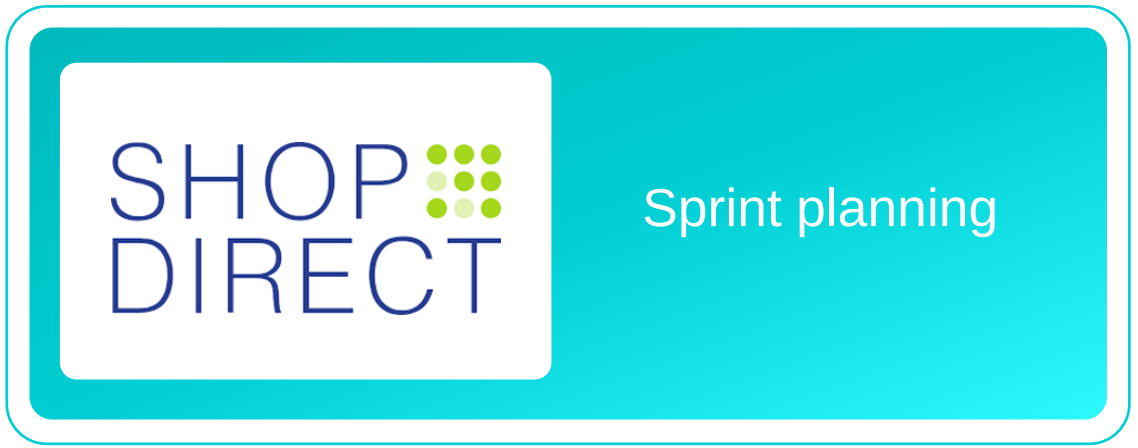
The Colleague Voice

Observation

Effective listening

IT DOESN'T HAVE TO BE PERFECT

TRY AGILE DESIGN METHODS



PERSUADING

WHICH RESISTANCE ARE YOU FACING?

‘PROVE TO ME IT WILL WORK’

THE INTELLECTUAL

‘I HAVEN’T GOT TIME’

THE BUSY OPERATOR

‘IT’S HR’S JOB’

THE RELUCTANT

‘IT WON’T WORK!’

THE DEFIANT

WHY WOULD THEY WANT TO CHANGE?

GIVE LEADERS OPTIONS NOT ONE-SIZE-FITS-ALL

sky

Learning

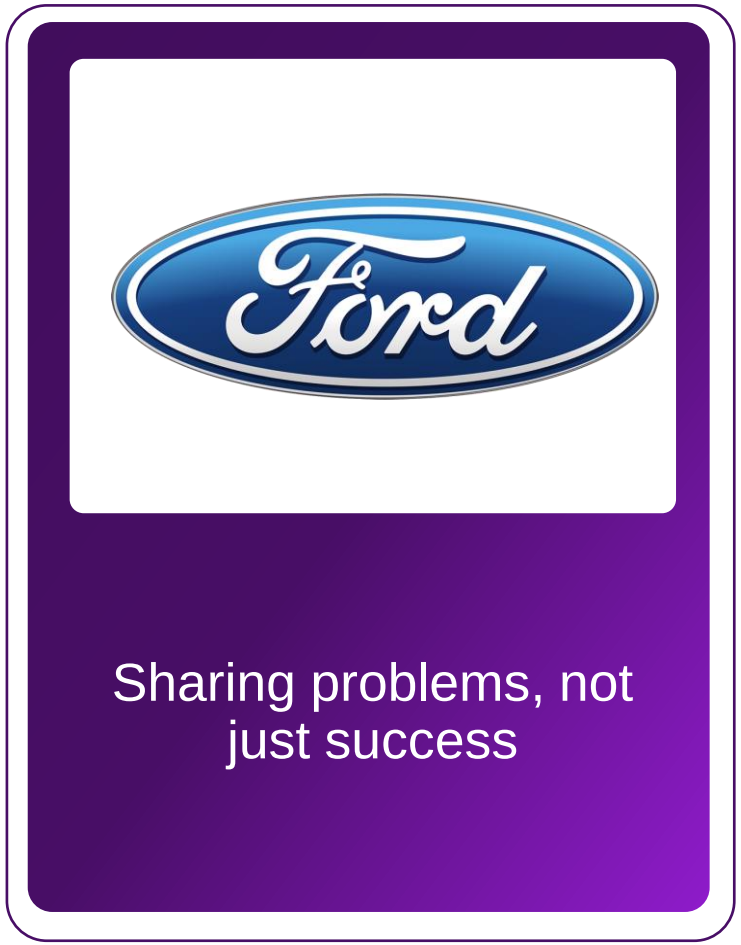
arqiva

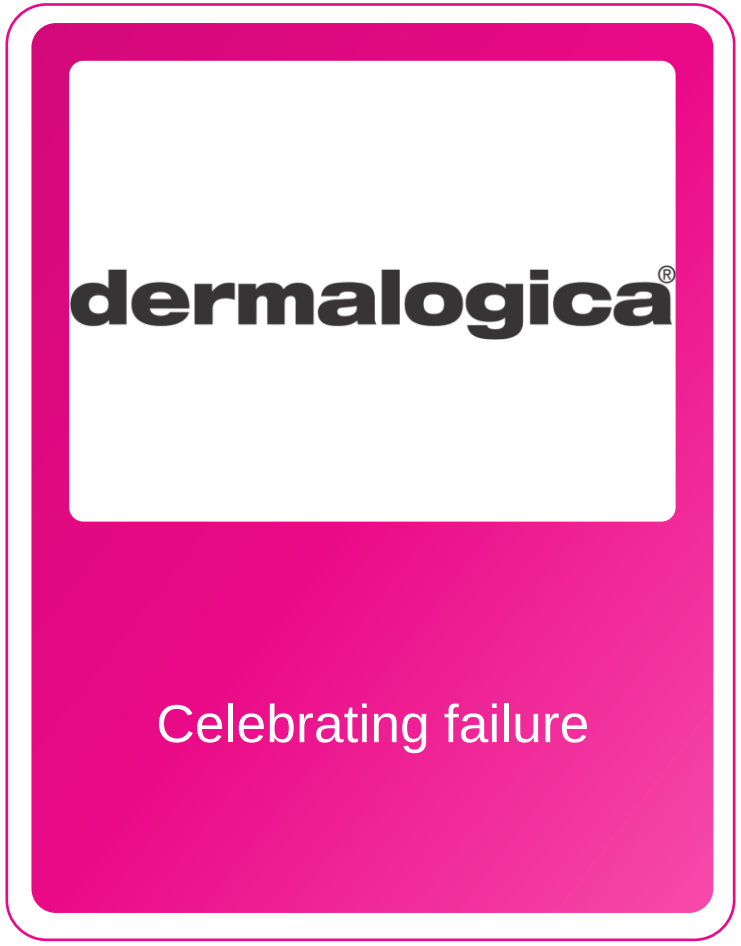
Hybrid Team Charters

Telstra

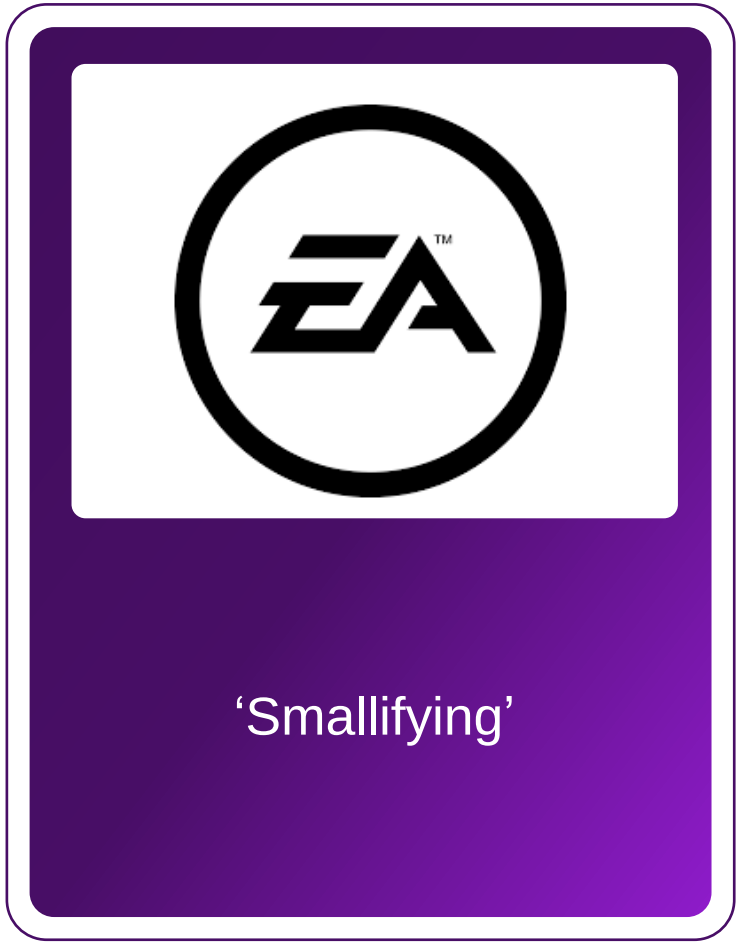
Segmenting incentives

MAKE IT ‘PSYCHOLOGICALLY SAFE’ FOR THEM TO TRY





‘SHRINK’ THE CHANGE TO MAKE IT LESS THREATENING



SHIFTING BEHAVIOUR

GIVING LEADERS INSIGHTS ABOUT THEIR TEAM

Stay conversations

Onboarding

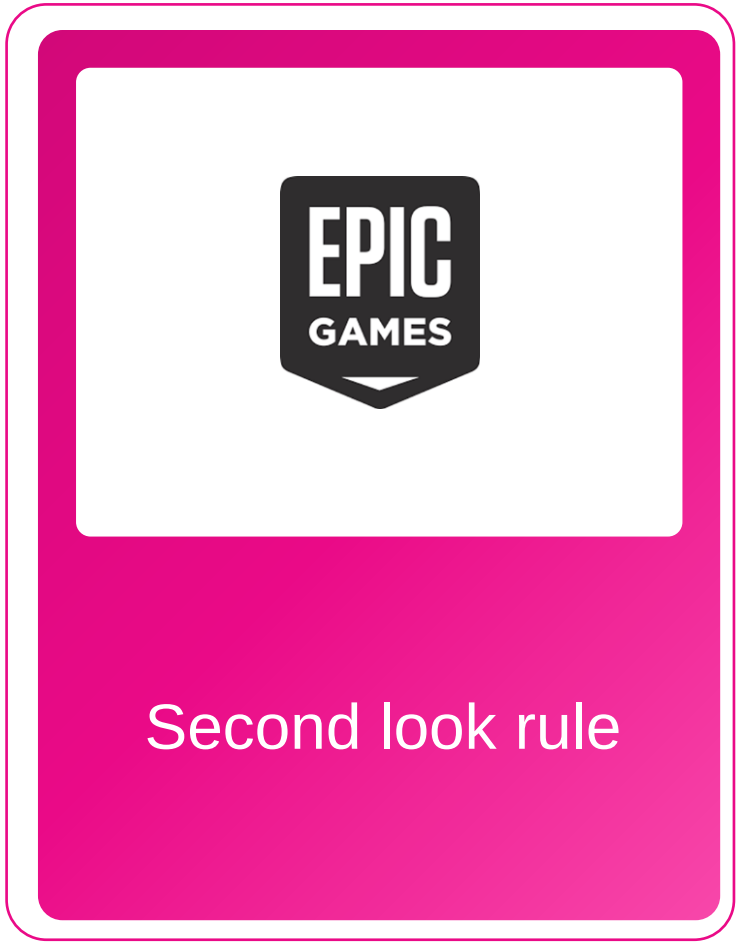
Personal User Manual

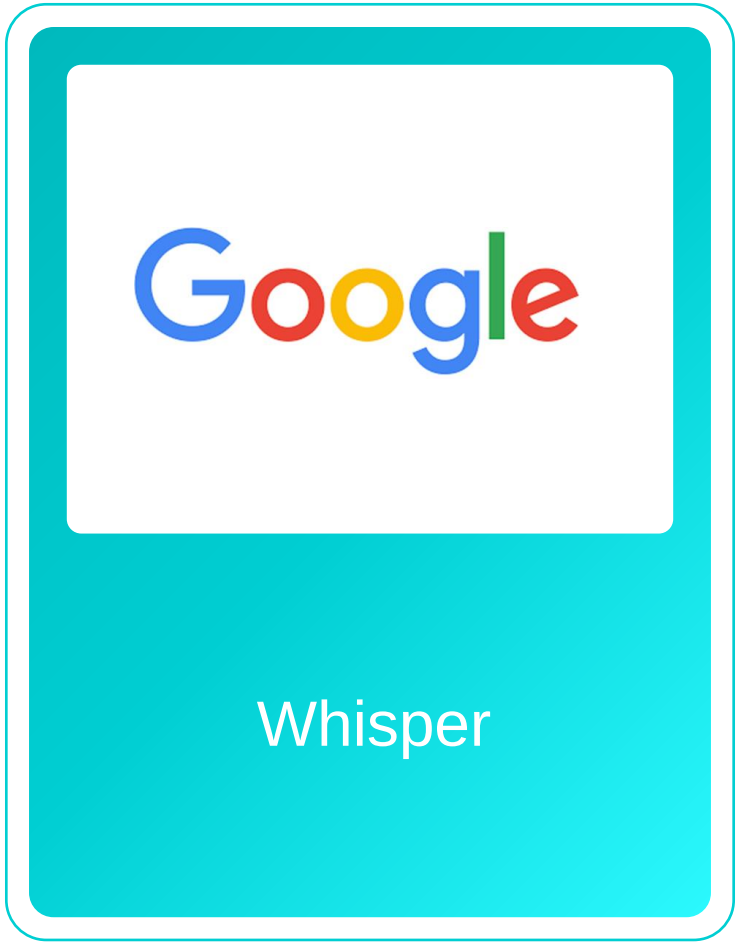
CLARIFY AND MEASURE WHAT YOU WANT THEM TO ACHIEVE

1. Coach your team
2. Show appreciation
3. Lead with trust

Pulse survey data shown to all

USE NUDGES TO HELP THEM CHANGE





HELPING LEADERS DO IT BETTER - TRY NUDGES

Ask your team to suggest a check-in when they need it rather than at set times

Instead of ‘Can I give you some feedback?’ try ‘Is there any feedback that you would find useful?’

Ask your team if they want a careers chat in their next check-in?

At your next team meeting kick off with telling someone about something great they did

Try out this question with your team– ‘If you were manged by you, what would you do differently?’

LET THEM LEARN FROM EACH OTHER

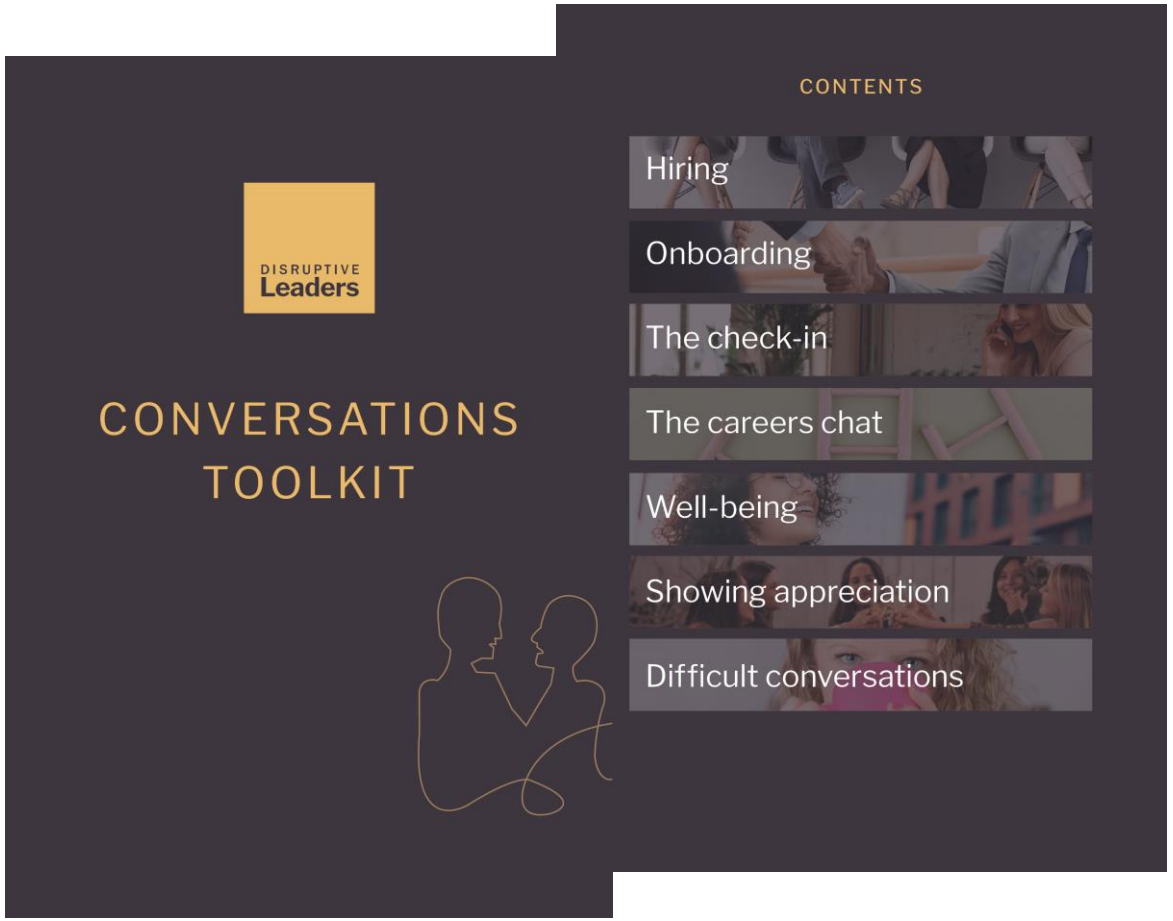
zoominfo

Leadership Lounge

novo nordisk®

Manager Club

SHORT AND SWEET LEARNING INTERVENTIONS



GROUP WORK

WHICH TECHNIQUES MIGHT YOU WANT TO TRY?

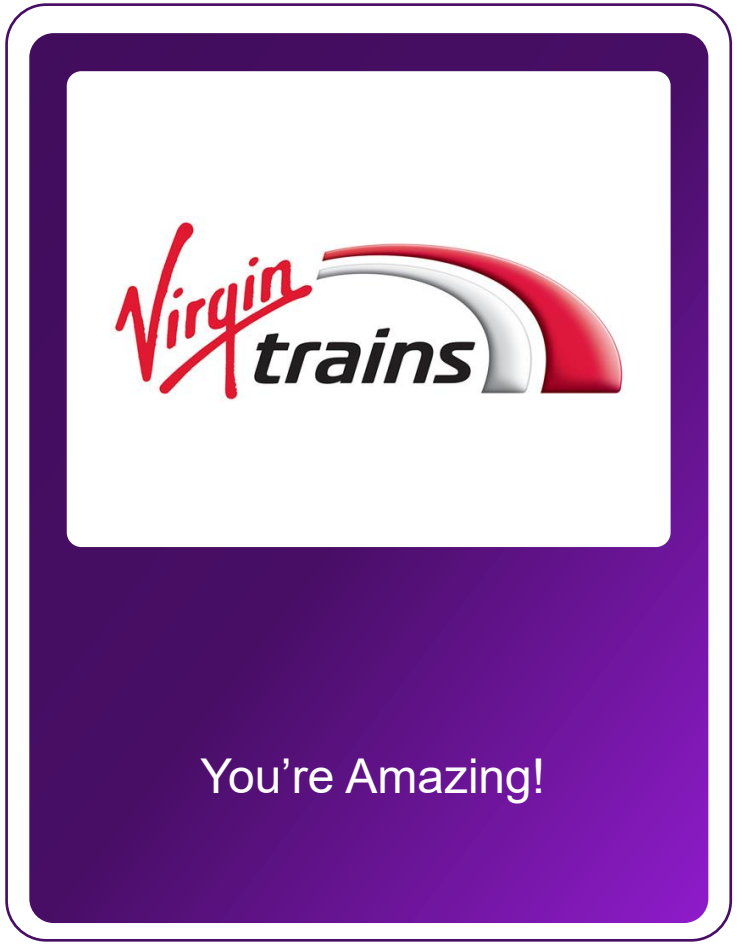
MARKETING

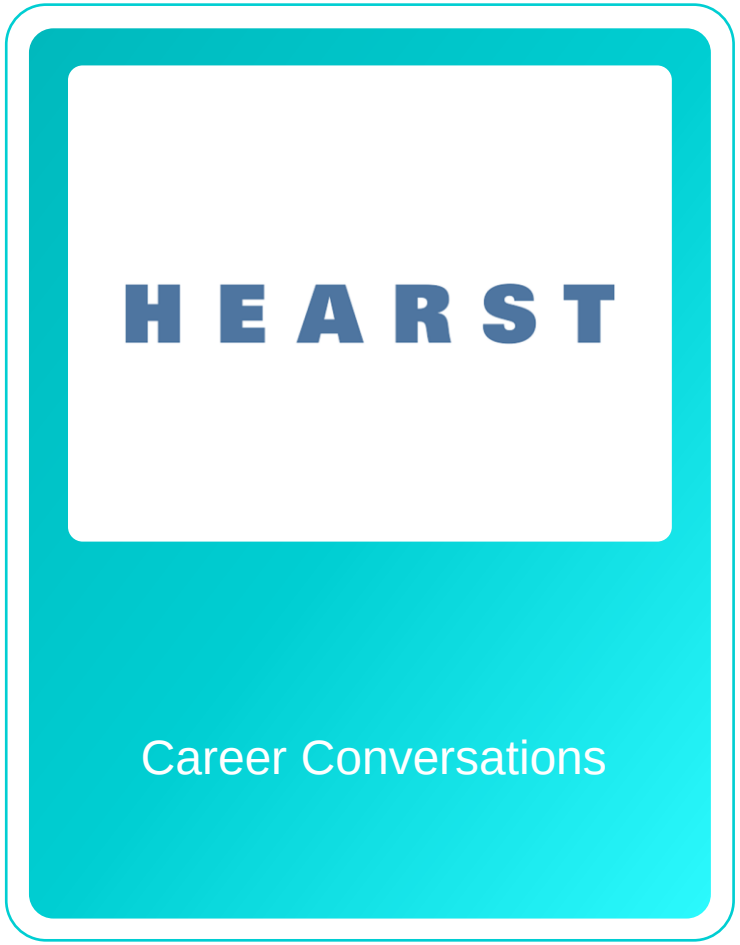
CHANGING THE LANGUAGE OF HR

How about these for starters?

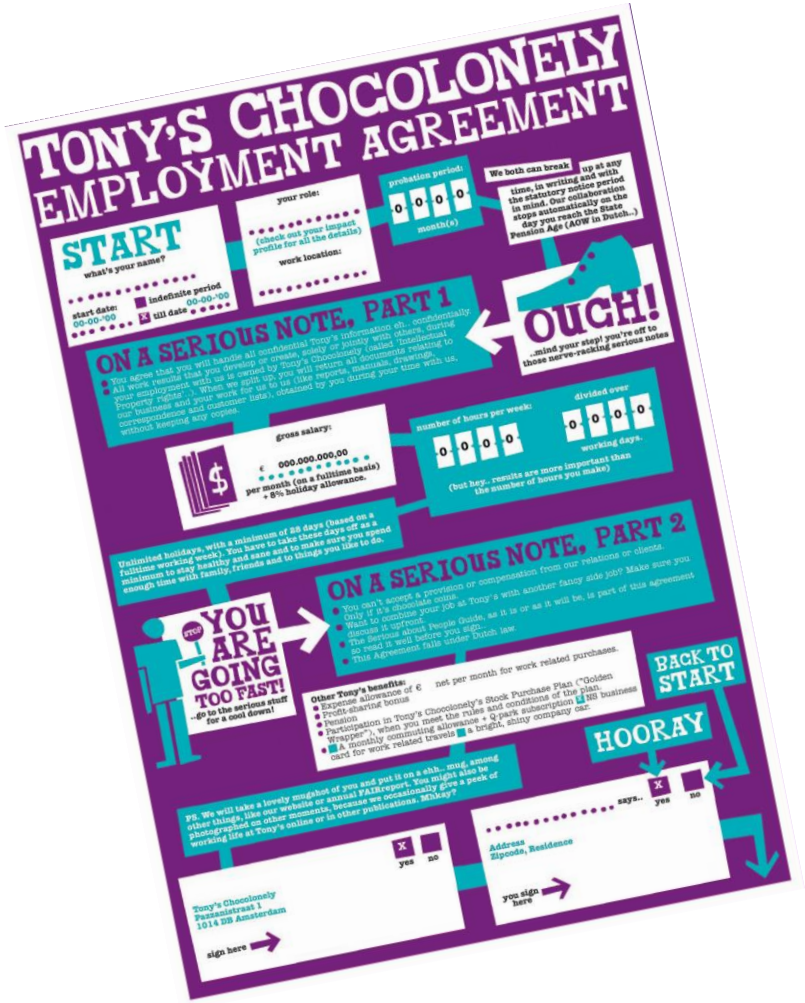
Performance review	This is as unpleasant as it sounds
Probation	For criminals - not employees
Career paths	They don't exist anymore. They're just careers
Onboarding	Sounds like 'waterboarding'
Talent management	Isn't this just what HR does?
Compensation and benefits	Too 1970's, and sounds like our people are claiming for something
Competencies	Too 1980's

BRANDING AND LANGUAGE





THINK MARKETING NOT COMPLIANCE



DISRUPTIVE HR

USING DIFFERENT MARKETING TECHNIQUES

Content Marketing

Permission Marketing

ATTRACTION WORKS BETTER THAN FORCE

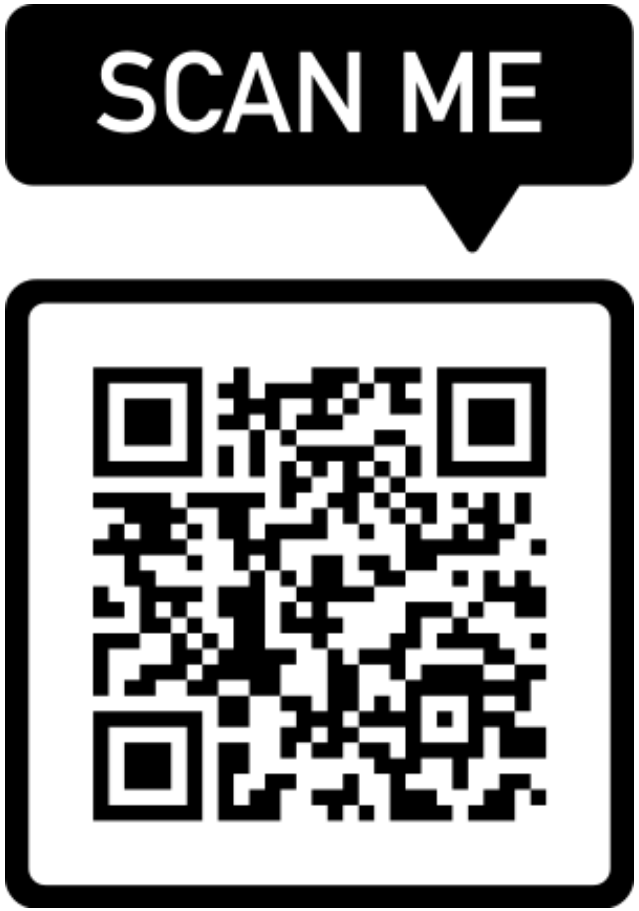
EPISODE 4: KEY TAKEAWAYS

1. We need to be clear on why our leaders would *want* to change. Use persona to help you understand what makes them tick.
2. Give your leaders useful *insights* to help them manage their people better.
3. Try out some agile design techniques – such as ‘early adopters’ or ‘sprint planning’ to deliver HR in different ways.
4. Make it psychologically safe for leaders to try new things.
5. Use ‘nudge techniques’ to help change behaviours.
6. Think like a marketeer! We have to sell to our leaders if we want to engage them.
7. Don’t waste your time and talents on the biggest resistors.

CONGRATULATIONS!

WHAT YOU'VE COVERED

Episode 1 You and your skills	Episode 2&3 New approaches to HR	Episode 4 You and your leaders
• The need for change • The new HR skills & mindset • Moving away from ER & operations	• Performance management and Reward • Talent Management	• Influencing leaders and delivering HR in different and more agile ways



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Thank you so much!

THANK YOU