



THE DISRUPTIVE HR BUSINESS PARTNER PROGRAMME

EPIISODE 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



Hackathons



Sprint planning



MVP



Early adopters

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



Learning



Hybrid Team
Charters



Telstra

Segmenting
incentives

MAKE IT 'PSYCHOLOGICALLY SAFE' FOR THEM TO TRY




Sharing problems, not
just success

dermalogica[®]


Celebrating failure

'SHRINK' THE CHANGE TO MAKE IT LESS THREATENING



'Smallifying'

The EA logo, consisting of the letters 'EA' in a stylized, bold font, is enclosed within a thick black circle. This logo is centered in the upper half of a purple rounded rectangle. The lower half of the rectangle is a solid purple color with the text 'Smallifying' written in white.



Make it micro

The GoDaddy logo, featuring the word 'GoDaddy' in a green, sans-serif font, is centered in the upper half of a cyan rounded rectangle. The lower half of the rectangle is a solid cyan color with the text 'Make it micro' written in white.

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



Second look rule



Whisper

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 managed by you, what would you do differently?'

LET THEM LEARN FROM EACH OTHER

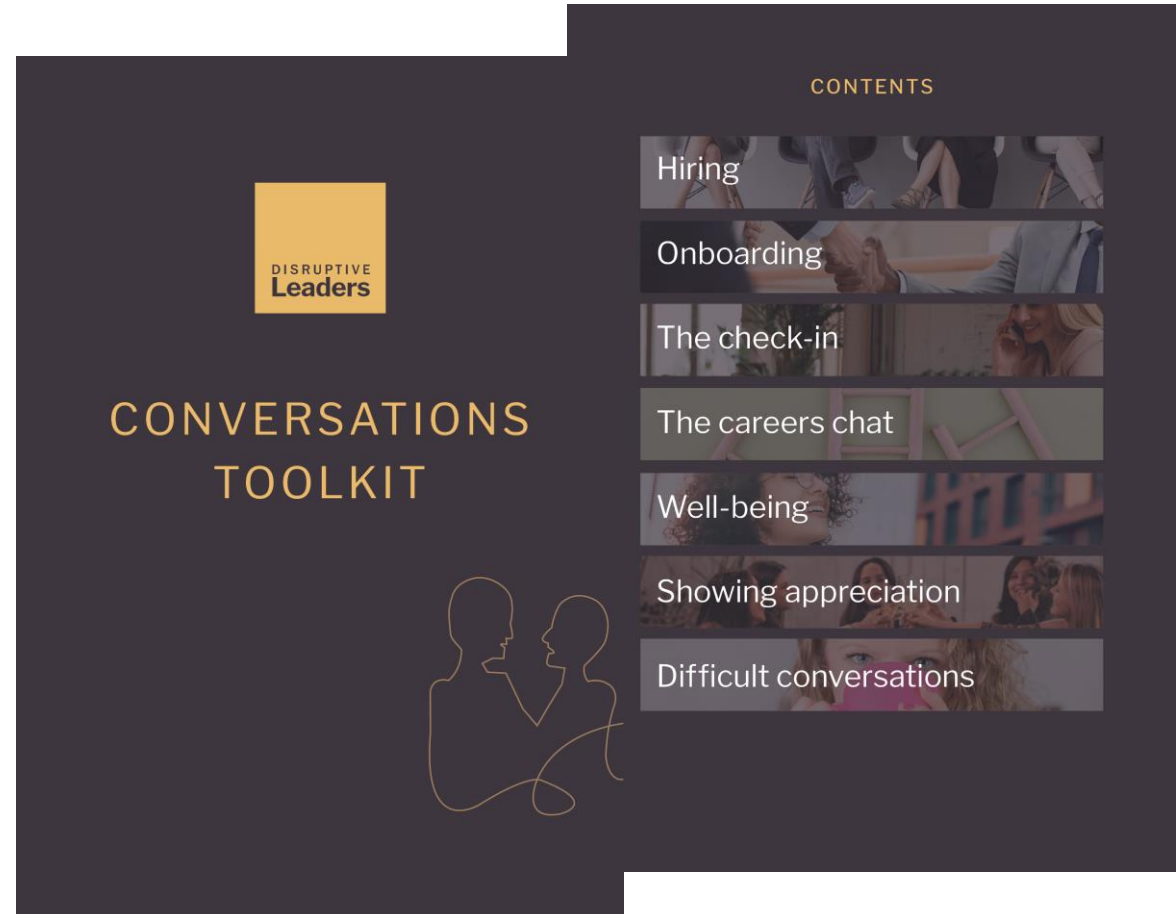


Leadership Lounge



Manager Club

SHORT AND SWEET LEARNING INTERVENTIONS



GROUP WORK

WHICH TECHNIQUES MIGHT YOU WANT TO TRY?

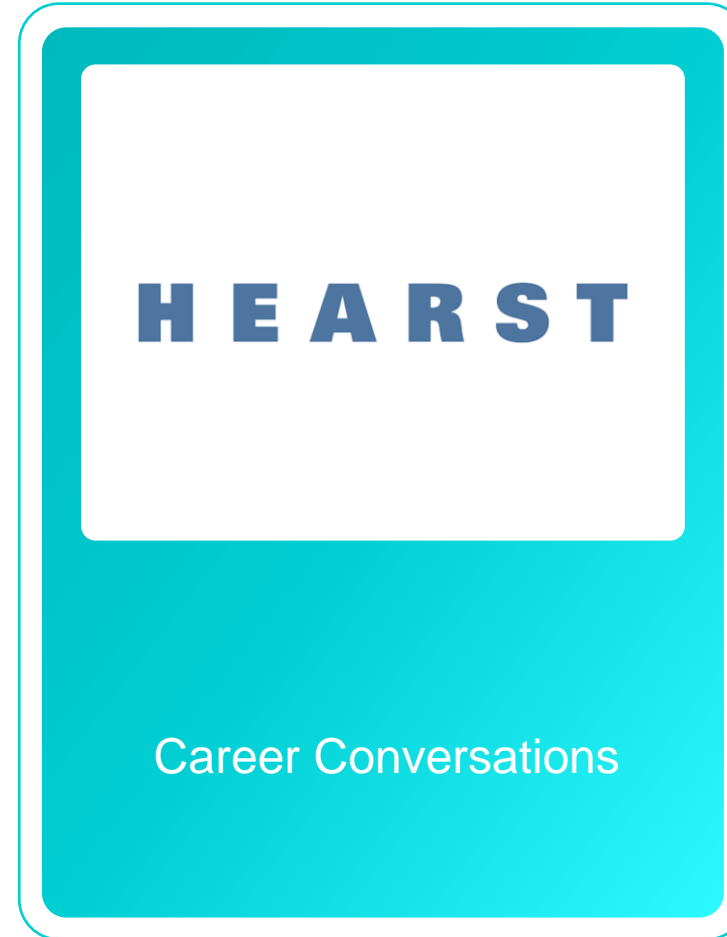
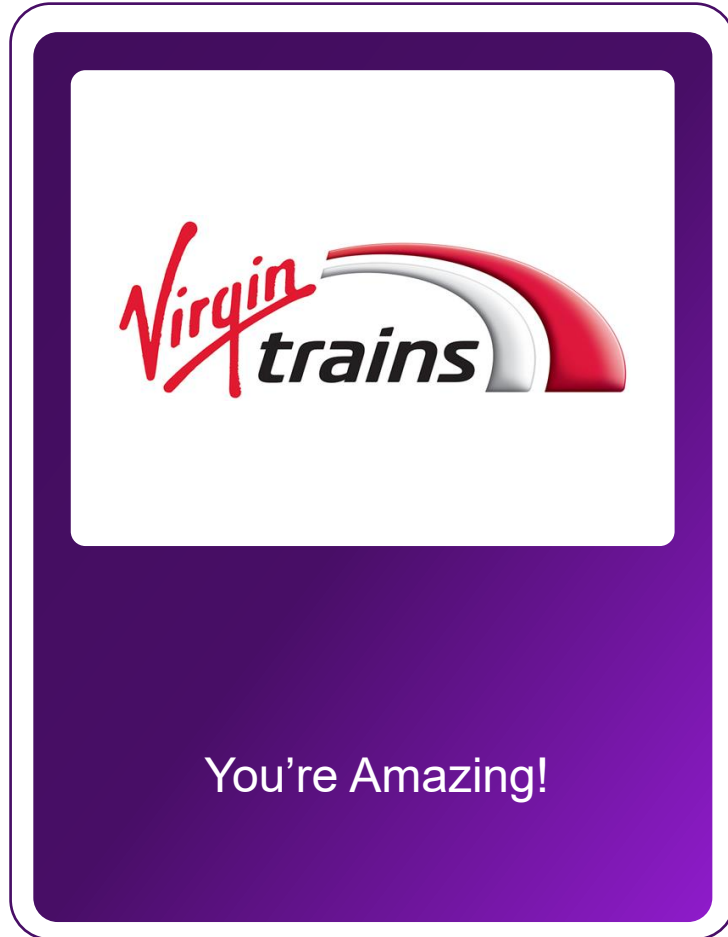
MARKETING

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

TONY'S CHOCOLONELY EMPLOYMENT AGREEMENT

START
what's your name?

start date: 00-00-00 indefinite period till date: 00-00-00

your role:
(check one your impact profile for all the details)

work location:

probation period: 0 0 0 0 month(s)

We both can break up at any time, in writing and with the statutory notice period in mind. Our collaboration stops automatically on the day you reach the State Pension Age (AOW in Dutch.)

ON A SERIOUS NOTE, PART 1

You agree that you will handle all confidential Tony's information eh... confidentially. All work results that you develop or create, singly or jointly with others, during your employment will be owned by Tony's Chocolonely (unless Intellectual Property rights). When we agree you will return all documents related to our business and your work for us to us (like reports, manuals, drawings, correspondence and customer lists), obtained by you during your time with us, without keeping any copies.

OUCH!
...mind your step! you're off to those nerve-racking serious notes

gross salary: € 000.000.000,00 per month (on a fulltime basis) + 8% holiday allowance.

number of hours per week: 0 0 0 0 divided over 0 0 0 0 working days.
(but hey... results are more important than the number of hours you make)

Unlimited holidays, with a minimum of 28 days (based on a fulltime working week). You have to take these days off as a minimum to stay healthy and sane and to make sure you spend enough time with family, friends and to things you like to do.

ON A SERIOUS NOTE, PART 2

YOU ARE GOING TOO FAST!
...go to the serious stuff for a cool down!

- You can't accept a provision or compensation from our relations or clients.
- Only if it's above the moon.
- Want to combine your job at Tony's with another fancy side job? Make sure you discuss it upfront.
- The Service about People Guide, as it is or as it will be, is part of this agreement and read it well before you sign.
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- This Agreement falls under Dutch law.

Other Tony's benefits:

- Expense allowance of € net per month for work related purchases.
- Provisional dividend bonus
- Pension
- Participation in Tony's Chocolonely's Stock Purchase Plan ("Golden Wrapper"), when you meet the rules and conditions of the plan
- A monthly commuting allowance + Q park subscription + HR business card for work related travels + a bright shiny company car.

BACK TO START

HOORAY

PR: We will take a lovely snapshot of you and put it on a tsh... mug, among other things, like our website or social AdReport. You might also be photographed or other moments, because we occasionally give a peek of working life at Tony's online or in other publications. Whiskey?

yes no

Address:
Street, Residence

you sign here →

Tony's Chocolonely
Toerenstraat 1
1014 DB Amsterdam

sign here →

HONEST BY NATURE HANDBOOK

- 1 Be Human** - treat people with care and trust.
- 2 Be local** - support your community and make friends with your neighbours.
- 3 Act like an owner** - not a worker. You're part of this.
- 4 Be reliable** - no one wants to work short. Don't be that person.
- 5 Be safe, not sorry.** Health and Safety matters. We don't want to kill people.
- 6 Use your brain** - having a Tuaca is fun but being drunk or high at work is a no no (obvs).
- 7 Be you, but please shower.**
- 8 You're a warrior, not a keyboard warrior.** Online trolling is bang out of order.
- 9 Don't steal shit from anyone.**
- 10 Don't be a bully, a racist or a sexist, and keep your hands to yourself.** We don't accept any form of harassment or discrimination. Basically, don't be a "Donald".

HONEST

STORY BY LEE NATURE, PHOTO: TONY'S

USING DIFFERENT MARKETING TECHNIQUES

Content Marketing



Permission Marketing



The background is a light-colored wood-grain texture. On the left side, there are several colorful paper cutouts of human figures in yellow, cyan, and purple. At the bottom left, there is a large, stylized letter 'U' that is split vertically, with the left half in purple and the right half in cyan.

ATTRACTION
WORKS BETTER THAN
FORCE

EPIISODE 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 marketer! 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

- The need for change
- The new HR skills & mindset
- Moving away from ER & operations

Episode 2&3
New approaches to
HR

- Performance management and Reward
- Talent Management

Episode 4
You and your leaders

- Influencing leaders and delivering HR in different and more agile ways

SCAN ME



Would you mind leaving us a review?

Scan our QR code with your camera and write us a Google review!

Thank you so much!



THANK YOU