Culture, Conflict and Communication: Using Workforce Analytics to Navigate Change
Agenda

• The Four Pillars of Change Management
• How behavioral data can help us avoid the most common challenges
• Q&A
Why Change?

“Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up.”

– James Belasco and Ralph Stayer, Flight of the Buffalo
The Challenge

84% of global leaders believe culture is critical to business success¹, and companies with adaptive cultures aligned to business goals outperform competitors by as much as 200%².

But... 70% of all major change efforts in organizations fail.³

POINTS OF FAILURE:

- Inadequate culture-shift planning
- Lack of employee involvement
- Flawed communication strategies
- Lack of demonstrated commitment from leadership
- Skepticism due to past failed change efforts

SOURCES:
Why do 70% of change initiatives fail?

• Miscommunication of expectations
• Organizational misalignment
• Inexperienced managers regarding leading change
• Lack of internal commitment
• Lack of executive sponsorship
• Lack of reinforcement regarding new behaviors and systems
• What do all these have in common? People.
Why People Resist Change

“From the frying pan into the fire.”

“You can’t teach an old dog new tricks.”

“Let sleeping dogs lie.”
Fears of Change

- Fear of Reorganization
- Fear of Implications
- Fear of Loss of Control
- Fear of Losing Face
- Fear of Loss
- Fear of Uselessness
- Fear of Direct Change
Four Pillars of Successful Change Initiatives

- Communication and Retention
- Culture Shift
- Strategic Workforce Planning
- Conflict Resolution

For each:
- Best Practices
- Role of Workforce Analytics
Workforce Analytics... WHAT ARE WE TALKING ABOUT?

- **DOMINANCE:** The need for influence and control over people and things.
- **EXTROVERSION:** The need for social interaction and social acceptance.
- **PATIENCE:** The need for consistency and stability in one's environment.
- **FORMALITY:** The need for clarity and understanding of rules.
Behavioral Data Informs:

• Group dynamics
• Individual communication
• Job fit
• Engagement
• Coaching
• Development
Let’s go Back… Four Pillars of Successful Change Initiatives

- Communication and Retention
- Culture Shift
- Strategic Workforce Planning
- Conflict Resolution

For each:
- Best Practices
- ✔ Role of Workforce Analytics
#1: Communication and Retention

- Start with a compelling story
  - What motivates leadership may not motivate most employees!
- Make sure you know your people and what they need most
- Address existing needs before moving forward
- Match communication style to individual and team needs

✓ Behavioral data and analytics inform the communication roadmap and reduce risk of turnover
#2: Culture Shift

Culture eats strategy for breakfast

– Peter Drucker
#2: Culture Shift

- Change = strategic intent
- Culture = collective behavior
- Change Management = building a bridge
- Determine whether different groups are aligned (or not),
  - Functional teams, leadership teams, and teams in different locations
- Evaluate behavior and skills gaps that present a barrier to the new reality
Behavioral Data : Cultural Change

• Job analytic tools describe each role’s new behavioral requirements and manifest the intent of the change

• Influencing skills are essential for frontline leaders
#3: Strategic Workforce Planning

- Identify fits/gaps based on existing workforce and future needs
- Consider available sourcing options
  - Internal = talent development needs
  - External = ability to attract and secure
- Changes you want to make commingle with external changes in the marketplace
Behavioral Data: Strategic Workforce Planning

- Know what you need
- Know what you have
- Plan to get there
#4: Conflict Resolution

• Motivating needs are key drivers of behavior
  – Conflicts can arise from misalignment and misunderstanding
• Diffuse situations by understanding what motivates individuals and teams and adapting as possible
• Leverage coaching for sustained change
  – Increases awareness and responsibility
#4: Conflict Resolution – Behavioral Data

- Data-driven managers and leaders are better able to manage themselves and others
- Coaching Guides offer behavioral “conversation starters”
Four Pillars of Successful Change Initiatives

1. Communication and Retention
2. Culture Shift
3. Strategic Workforce Planning
4. Conflict Resolution
Effective Communication

• Communicate
  – With Clarity the Direction of the Organization
  – Clear Expectations (Behavior/Performance)
  – Clear Roles & Responsibilities
  – Clear/Measureable Key Performance Indicators
  – Expectations of Follow-up Processes
  – With Awareness of Personalities
  – With an Understanding of Who the Audience is, What Their Needs Are
Workforce Analytics

*Today Behavioral Assessments are used with:*

- Communication Issues
- Conflict Resolution
- Job Descriptions
- Profiling the position
- Recruiting
- Performance Reviews
- Talent Reviews
- In-tact Team Building
- Cross Functional Team Building
- Performance Issues
- Presentation Preparation
- Training Initiatives
Key Takeaways

6 STEPS TO ACHIEVING EFFECTIVE AND SUSTAINABLE CHANGE

- Communicate the need for change to different audiences in targeted ways.
- Hone in on critical behaviors and skills that accelerate performance.
- Assess strengths, weaknesses, motivating needs and drives to optimize each team’s talents.
- Nurture an atmosphere of open collaboration.
- Get executive sponsors to establish a vision and set clear direction.
- Evaluate the process and adjust the strategy as needed.
Who can help?

AGENTS OF CULTURAL CHANGE

SR. MANAGEMENT/CXOs

◆ Offer visible sponsorship and ongoing reinforcement of the cultural values.
◆ Establish vision and clear direction for change initiative.
◆ Build a strong and committed team to help manage change.

HUMAN RESOURCES

◆ Drive alignment around desired culture through organization-wide programs.
◆ Coach managers to effectively implement and drive change on their teams.
◆ Nuture a learning environment for employees.

LINE MANAGERS

◆ Coach direct reports through changes that impact their day-to-day.
◆ Keep employees engaged and motivated.
◆ Integrate cultural values into employee performance management practices.
Closing Thoughts

• Change is a journey and a process
• Use Workforce Analytics to address individual and group needs
  – Behavioral data and insights can help complete the full picture and inform tactical action items as well as overall strategic planning
• Focus on the Four Pillars of Change Management
  – Communication and retention
  – Culture shift
  – Strategic Workforce Planning
  – Conflict resolution
The Opportunity

“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

Jack Welch
For more information

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