

HR's Role in Change Management

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SESSION OBJECTIVES

- Assessing Change Readiness
- Building Communication & Engagement Strategies
- Upskilling & Supporting Leaders and Employees
- Sustaining Change Through Culture & Measurement

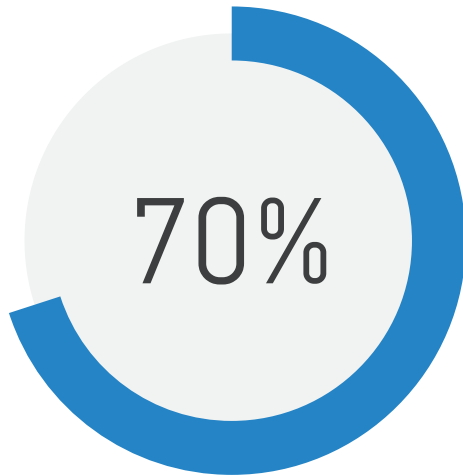
MAXIMISING TIME

- Make a list of 2-3 things that are currently on your mind which are competing for your time currently.
- Think of a past, current or upcoming change before we get started and let that be your case study.
- As information is shared that is either new or reinforces existing knowledge, don't capture the information. Instead capture the thought or idea that you had to apply it.





The reality about change...



70% of large-scale transformation programs fail to hit intended outcomes often due to resistance, scattered communication, and misaligned leadership.

Why it matters:

- Wasted Investment
- Strategic Risk
- Employee Disengagement
- Talent Impact
- Culture Erosion
- HR Credibility & Influence



HR's Role - Theoretical Perspective

Theory	Summary	HR's Role
ADKAR Model (Prosci)	Focuses on individual change through Awareness, Desire, Knowledge, Ability, and Reinforcement .	Facilitator of each stage, ensuring employees are supported through the process.
Kotter's 8-Step Model	Outlines an 8-step process from creating urgency to anchoring change in culture.	Driver of engagement, communication, and coalition-building across the workforce.
Lewin's Change Model	Simplifies change into Unfreeze → Change → Refreeze phases.	Guide helping people let go of old behaviors, adapt, and sustain new practices.
McKinsey 7-S Framework	Emphasizes alignment of Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff .	Aligner of people, skills, and culture with organizational strategy and systems.

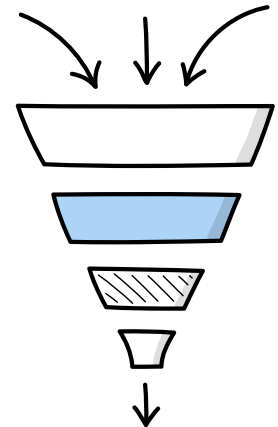


The Authentic HR Funnel

Make a note of the statement(s) that resonate with you.

- “We’re expected to humanize the strategy, but we often get brought in too late.”
- “Resistance isn’t that people are being difficult. It’s more so when people feel afraid or unheard.”
- “I’m expected to provide certainty in moments where I’m still searching for clarity myself.”
- “Leaders underestimate how much trust matters during transitions.”
- “We know change is necessary, but we also feel the weight of how deeply it disrupts people’s lives”
- “If we don’t align culture with the change, the initiative will collapse over time.”
- “We carry the weight of employee wellbeing while also pushing for business outcomes.”
- “Every change is a chance to strengthen HR’s role as a strategic partner, not just an administrative one.”
- “Everyone looks to me for answers I don’t yet have.”

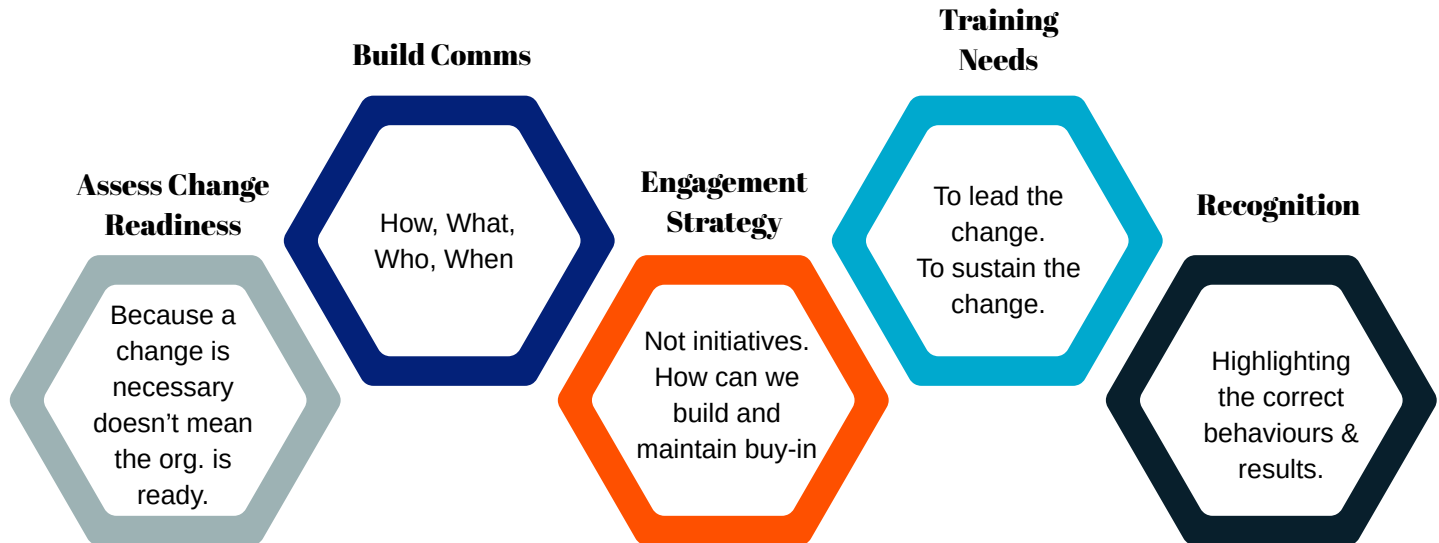
Your Funnel





HR's Role In Practice

The below are the practical steps HR professionals can take to strengthen their role in any change management exercise.

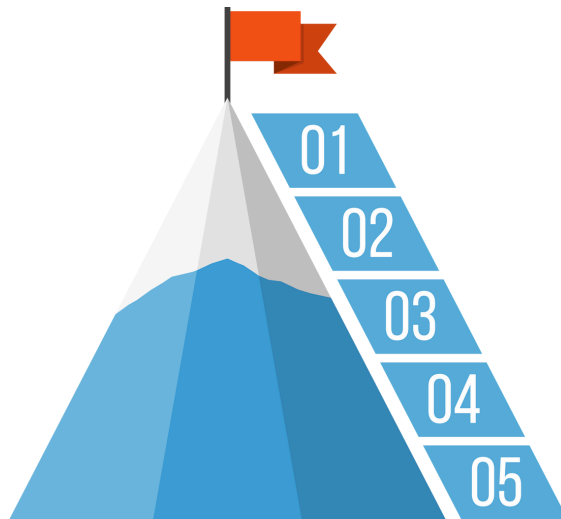




Assessing Change Readiness

Step-by-Step:

1. Conduct employee surveys and focus groups to gauge sentiment.
2. Analyze organizational culture and past change experiences.
3. Assess leadership alignment and sponsorship strength.
4. Identify capability and skill gaps that could hinder adoption.
5. Map risks and resistance points to address proactively.

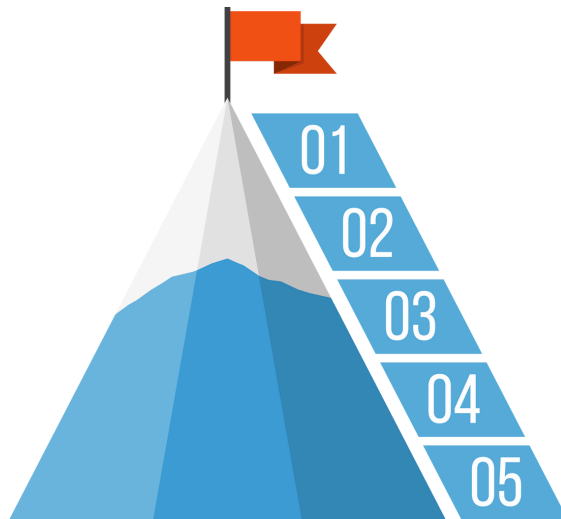




Building Communication Plans

Step-by-Step:

1. Define the key messages tied to the “why” behind the change.
2. Tailor communication for different audiences (leaders, staff, stakeholders).
3. Establish clear channels (town halls, intranet, team meetings).
4. Encourage two-way dialogue to capture feedback.
5. Monitor effectiveness and adjust messages as needed.

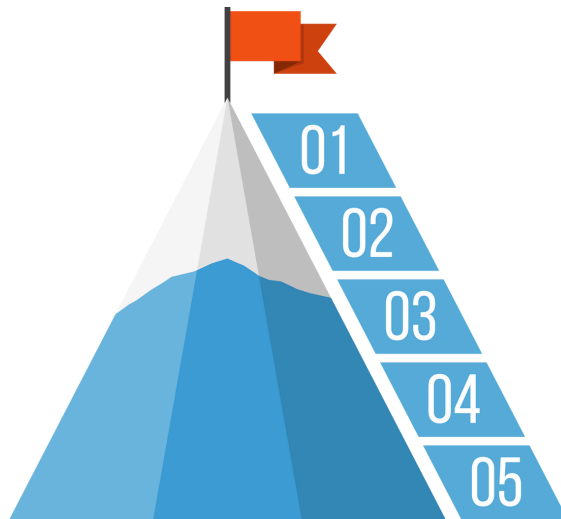




Engagement Strategies

Step-by-Step:

1. Involve employees early in the change design process.
2. Identify and empower change champions at all levels.
3. Recognize and celebrate small wins along the journey.
4. Provide platforms for collaboration and idea-sharing.
5. Continuously listen, respond, and adapt strategies to sustain buy-in.

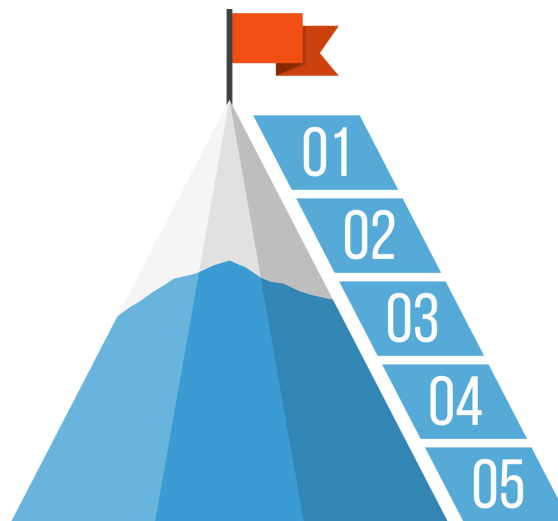




Upskilling the Team

Step-by-Step:

1. Assess skill gaps through training needs analysis.
2. Develop tailored learning programs for leaders and staff.
3. Provide coaching and mentoring for frontline managers.
4. Create toolkits and resources to support day-to-day application.
5. Reinforce skills with ongoing learning and peer support networks.

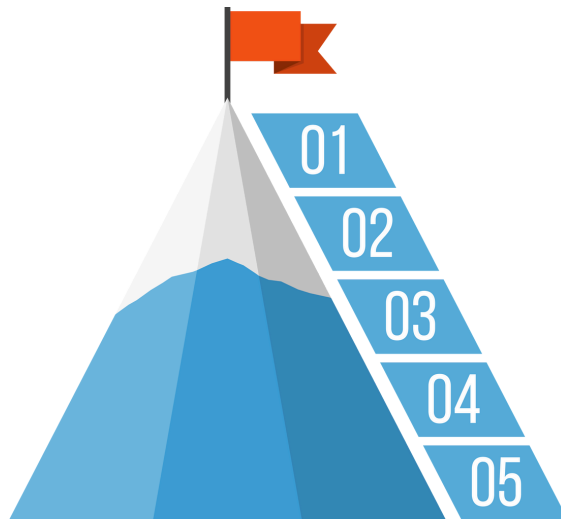




Sustaining the Change

Step-by-Step:

1. Embed new behaviors into performance management systems.
2. Align recognition and rewards with desired cultural shifts.
3. Measure adoption with KPIs and employee engagement data.
4. Share progress transparently to reinforce accountability.
5. Institutionalize changes through policies, practices, and leadership modeling.





Summary

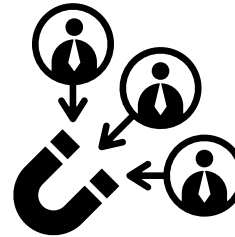
In summary, HR's role is to be a change partner for both the business and the employees.



Balance the
tension and the
desires



Keep all
stakeholders
focused on the
vision



Bring all stakeholders
together



Enablers of growth
for leaders and
employees through
the change



Reach out if you need any support!

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