HR Service Delivery Initiative
Navigating Change for a Stronger Tomorrow
Are We Good?
2010 ESPN Top Sports Rivalries
HR Service Delivery Initiative
Navigating Change for a Stronger Tomorrow
Let’s Begin with a Question

What distinguishes a “team” from any other assemblage of people?
A team’s members are all for one another...
To do so, teams must...

Reduce Unnecessary entropy
Secondly, and as importantly, we must...

Convert Intellectual Capital into Organizational Intelligence
“The first person you must lead... is YOU!”

Becky Halstead
Change is easy... as long as it is YOUR idea
Dynamic Model for Organizational Health

Development / Intervention Sequence

Change / Transformation Sequence
- Dee Hock, Founder of VISA International
- **Dee Hock**, Founder of VISA International
- Dee Hock, Founder of VISA International

- 100 billion transactions
- Total volume of $6.8 trillion
- 11,300 employees
“Chaordic”

(Chaotic and Ordered)

- Dee Hock, Founder of VISA International
“The problem is never how to get new, innovative thoughts into your mind, but *how to get old ones out*. Every mind is a room packed with archaic furniture. You must get the old furniture of what you know, think, and believe *out* before anything new can get in. Make an empty space in any corner of your mind, and creativity will instantly fill it.”

- Dee Hock, Founder of VISA International
VISA’s Transformation

Product  Service
(Credit cards)  (EFT supporting the credit card industry)
Product
(Independent HR structure across colleges/units leading to inconsistent employee experiences)

Service
(Unified HR Service Delivery model with operational effectiveness and positive, consistent employee experience)
“People resist change until the perceived payoff is greater than the pain...”
Food for Thought…

If someone says, “Follow me!” what is the first question you should ask?
“Where are you going?”
Satir’s Model of Change
Satir’s Model of Change
“Resistance isn't an indication that something is *wrong* with what you are trying to change. It is an indication that something is *happening*.”
What Does “Resistance” Look Like?

- Confusion
- Immediate Criticism
- Denial
- Malicious Compliance
- Sabotage
- Easy Agreement
- Deflection (change the subject)
- Silence
- In-Your-Face Criticism

Maurer, Rick, *Beyond the Wall of Resistance*, 2
Responses to Resistance

• **Dismissal**: “You’re an idiot.”

• **Bulldozer**: “You just don’t understand and I will try again to convince you of the correctness of my approach.”

• **Let’s talk**: “What you say has merit. Let me understand your concerns and let’s review how an alternate proposal might address your concerns.”

• **Anticipate**: Don’t be placed in a position of selling a proposal; instead position yourself as responding to a felt need
Responses to Resistance

• NO. 1: Maintain clear focus
  – Keep both long and short view, persevere

• NO. 2: Embrace resistance

• NO. 3: Respect those who resist
  – Respect vs. trust
  – Listen with interest
  – Tell the truth

• NO. 4: Relax
  – Stay calm to stay engaged
  – Know their intentions

• NO. 5: Join with the Resistance
  – Begin together
  – Change the game
  – Find themes and possibilities
Your Change Response is Measurable
A Power Tool for Change

During your session today, keep your mind open to possibilities and opportunities.

**Motivation**
What is your REAL reason for this conversation?

**Vision**
How do you see the result of this conversation in your mind’s eye?

**Paradigm**
The lenses through which you perceive the situation and your colleague.
Espresso Point

Key Principle

Clearly establishing your motivation for today minimizes the risk of

“motive drift.”
Motive Drift...

Motivation

“Restore Harmony”

Apologize and give gifts

Behavior

“Oh, really!?”

Motivation

Defend my ego

Raise my voice and get stupid

Behavior
What is your *motivation* for today’s meeting?

- To Learn
- To Engage
- To Participate
- To Understand
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Vision
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Paradigm
The lenses through which you perceive the situation and your colleague.
Vision is a **Mental Act**, not a ““thing”” or a ““statement.””
Think of visioning as “remembering forward.”
You already do it!
Picture yourself going home from work.

Now, picture going to the store this weekend.
Helio-Tropism
People and their organizations are Vision-Tropic.

We tend to grow toward whatever Vision we dwell on.
The ability to communicate a “picture” that someone else can see and feel is the most important skill a leader possesses.
Your role as change leaders is to help the organization navigate the change process!
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Paradigm
A Lens we see the world through

Mental models that organize our perceptions
Remember...

When something happens to us, we immediately tell ourselves a story about what it means.
Product
(Independent HR structure across colleges/units leading to inconsistent employee experiences)

Service
(Unified HR Service Delivery model with operational effectiveness and positive, consistent employee experience)

HR Service Delivery Model

- HR Business Partners: Advance Unit Leader Priorities
- Centers of Expertise: Institute Solutions
- HR Leadership
- HR Consultants: Deliver Unit Services
- Services Team: Support Institutional HR Needs
- Service Support: Consistent Delivery, Data, and Reporting
We constantly filter our observations through Paradigms… even about people!
An example…
Paradigm

“Susan Basso is not the leader of the HR Service Delivery Model Transformation…”
Paradigm

YOU are!
Paradigm
Susan Basso is your Sponsor. **You** are the LEADERS
Paradigm

You have the most influence on how others will think and feel about this transformation.
Remember:

What **must** you have in order to be a leader?
Followers!
Next question…

Why would someone choose to follow you?
Bottom Line…

People **follow** because you help them do and get things they can’t without **you**!
Bottom Line…

Today’s session will equip you to be more helpful to your clients as this initiative unfolds!
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The Hertz Bus Driver
Remember…

Each one of you has an impact on others! See today as an opportunity to increase the leadership service you offer.
THANK YOU!

Enjoy your morning!