



Effective Approaches in Large-Scale HR Change Management

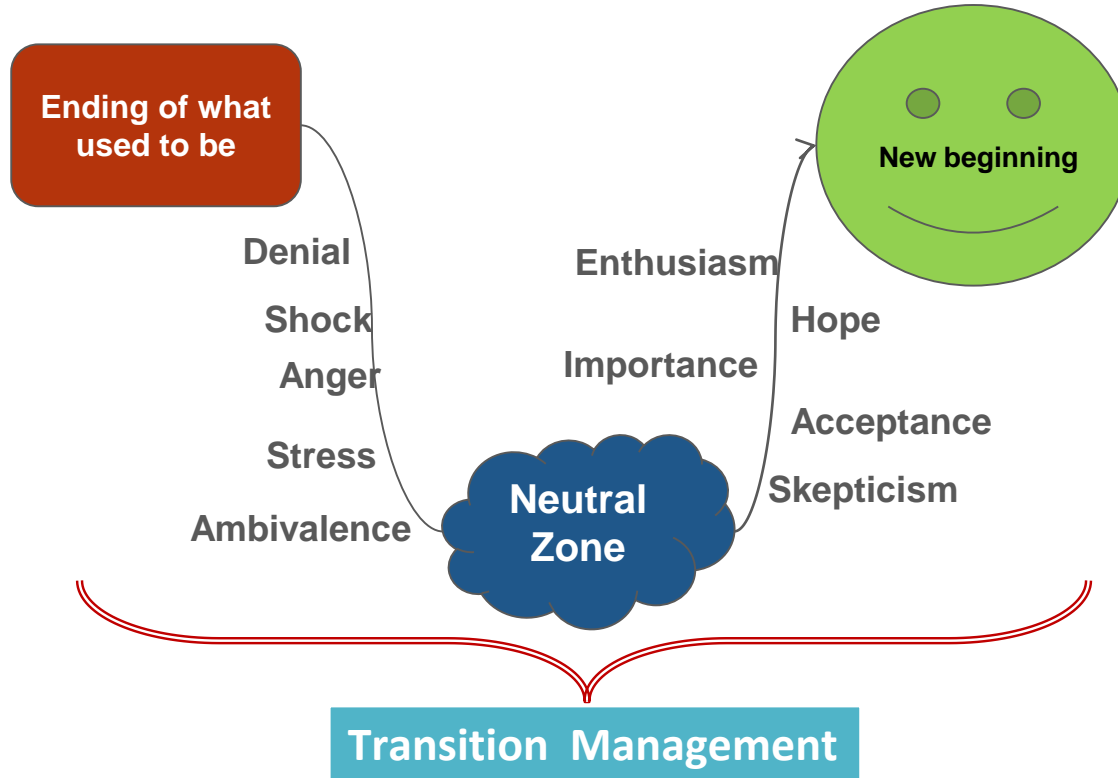
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The Transition Model

- Differentiates between **Change** and **Transition**
- **Change** is “situational” or a “state” reached regardless of whether people follow or not
- **Transition** is a psychological process describing how people feel and react before they buy-into and accept the change. This is a 3-phase process:
 - **Ending** of what used to be
 - **New Beginning** marking the buy-in & acceptance of a new situation, i.e. “change”.
 - **A Neutral Zone** marking disorientation, falling motivation

The Transition Model (2)



Ending

- Identify who is losing what
- Acknowledge the loss
- Mark the endings
- Share information about what is changing and why
- Respect the past

Neutral

- Listen, emphasize and support
- Review policies and procedures
- Set short term goals
- Don't overpromise outputs
- Provide training on team work and problem solving

New Beginning

- Be consistent
- Ensure quick successes
- Celebrate successes



**Individual
Resistance**


Habits

Economic variables

Job Security

Fear of the unknown

**Selective information
processing**



**Organizational
Resistance**

The diagram illustrates the concept of Organizational Resistance. On the left, a blue rounded rectangle contains a white rounded rectangle with the text "Organizational Resistance". To the right, a vertical chain of five white circles is connected by a blue line. Each circle is linked to a horizontal bar of a different color, which contains a text label. The colors of the bars transition from light green at the top to dark blue at the bottom. The labels are: "Threat to established power systems", "Threat to established resource allocation", "Structural inertia", "Group inertia", and "Limited focus on change".

Threat to established power systems

Threat to established resource allocation

Structural inertia

Group inertia

Limited focus on change

Engaging the Stakeholders

- To achieve cultural change in the Mongolian public service, four groups must be engaged:
 - The Mongolian political and administrative leadership,
 - The broad category of the civil servants,
 - The Human Resource specialists, and
 - The Mongolian citizens.

The Public Service

- When implementing HR change we always have two audiences:
- Those who implement the change, i.e., the HR personnel;
- The managers who will hire, promote and review new personnel.

Communication Matters

- Before the implementation of the change, there must be abundant communication and education about goals and approaches.
- During the implementation process the communication must be supported by plenty of training and case studies.
- After implementation the implementers must continue to communicate and train; they will also need to keep networks going to monitor what is happening in the organization.

Ensuring Compliance

- Once all of the changes are implemented, it will also be necessary to create mechanisms that will ensure that there will be consequences for those who do not comply, otherwise change will not take place. The most evident activities here are those of audit and investigation.

̄ User Satisfaction

Measuring user satisfaction:

- Meets the need for external public accountability
- Sets defined targets for service improvement by management
- Enshrines internal accountability for staff
- Strengthens the legitimacy of public sector agencies

Satisfaction/Importance Matrix

	Satisfaction (Performance)	
Importance	<i>Low</i>	<i>High</i>
<i>High</i>	Attributes that need attention – areas where priorities should be focused	Current organization strengths
<i>Low</i>	Low Priority	Unnecessary strengths – possible overkill



Thanks!

Any questions?

