



Ashley Kate
HR & Finance

HR Director Boardroom Slides

September 2020

EVERSHEDS
SUTHERLAND

Capita



INTRODUCTION

Ashley Kate HR & Finance along with Eversheds Sutherland (International) LLP have been coordinating HR Director Boardroom events for over 10 years now. Each year we invite influential HR Directors to talk openly around topics pertinent to the HR Community.

The idea behind this format is to bring HR Directors together in a boardroom to discuss and debate the topic presented; Partners of Eversheds Sutherland (International) LLP chair these meetings.

This year, for obvious reasons, we had to adapt our program of both Employment Law Updates and HR Director Boardroom events to an online video platform. The first of which took place at the beginning of June.

Emma Wedderburn, Group HR and Transformation Director at Capita Plc led the presentation welcoming questions and discussion around her key topic.

“Change Management, the new business as usual”

Following are the notes from our HRD Boardroom. If you are interested in joining in on one of these or events, or would like to be considered as a guest speaker, please do get in touch, email: solutions@ashleykatehr.com

DISCUSSION TOPIC

Is change the new BAU?

Presented by Emma Wedderburn, Group HR and
Transformation Director at Capita.



IS CHANGE THE NEW BAU?

What is BAU today?

Crisis or Change?

Factors for success.

Change in practice.

My prompts for the future.

(Situation dependent due to having different levels of readiness and preparedness)

CHANGE

Noun

An act or process through which something becomes different.

Verb

Make or become different.

USUAL

Noun

The thing which is typically done or present.

Verb

Habitually or typically occurring or done; customary.

<https://languages.oup.com/google-dictionary-en/>

CHANGE YESTERDAY WAS LIKE THE CALM WATER LIKENESS



Unfreezing



Change



Refreezing



CHANGE TODAY IS LIKE WHITE WATER RAFTING LIKENESS



CASE EXAMPLES

- The crisis you are trained to manage.
- The crisis/change you are experienced to handle.
- Change and transformation you can plan for.



THE CRISIS YOU ARE TRAINED TO MANAGE

- Emergency Crisis Management resulting from an unforeseen incident.
- Time tells us something similar will happen again.
- Training has been developed to support incident commanders and responders.
- Protocols have been defined to manage the incident.

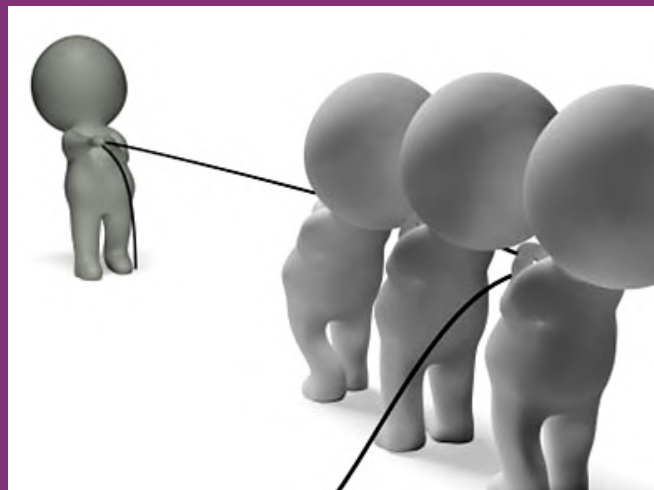
THE CRISIS/CHANGE YOU ARE EXPERIENCED TO HANDLE

- COVID 19 - Unprecedented, has many unknowns, unforeseen?
- Contingency vs Compliancy.
- The role - 1) Team Leader, 2) Business Leader and Decision Maker.
- First action - slow it down - identify what you know!

WORKING THE CHANGE

Organisational Resistance

- Structural inertia, overcoming stability
- Group inertia, group norms act as constraint
- Threat to expertise, technology advances
- Threat to power bases and relationships
- Threat to resource ownership & allocation



DIFFERENT VIEWS

- What analysis can be undertaken?
- What does the data show?
- Is there any conflicting data?
- What is the overall data picture?

- What are my beliefs?
- Have I seen this before?
- Have I seen something similar before?
- What do I think the causes and problems are?

Your experience and judgement

Realistic review of context: be a bystander

External evidence analysis & evaluation

Problem statement

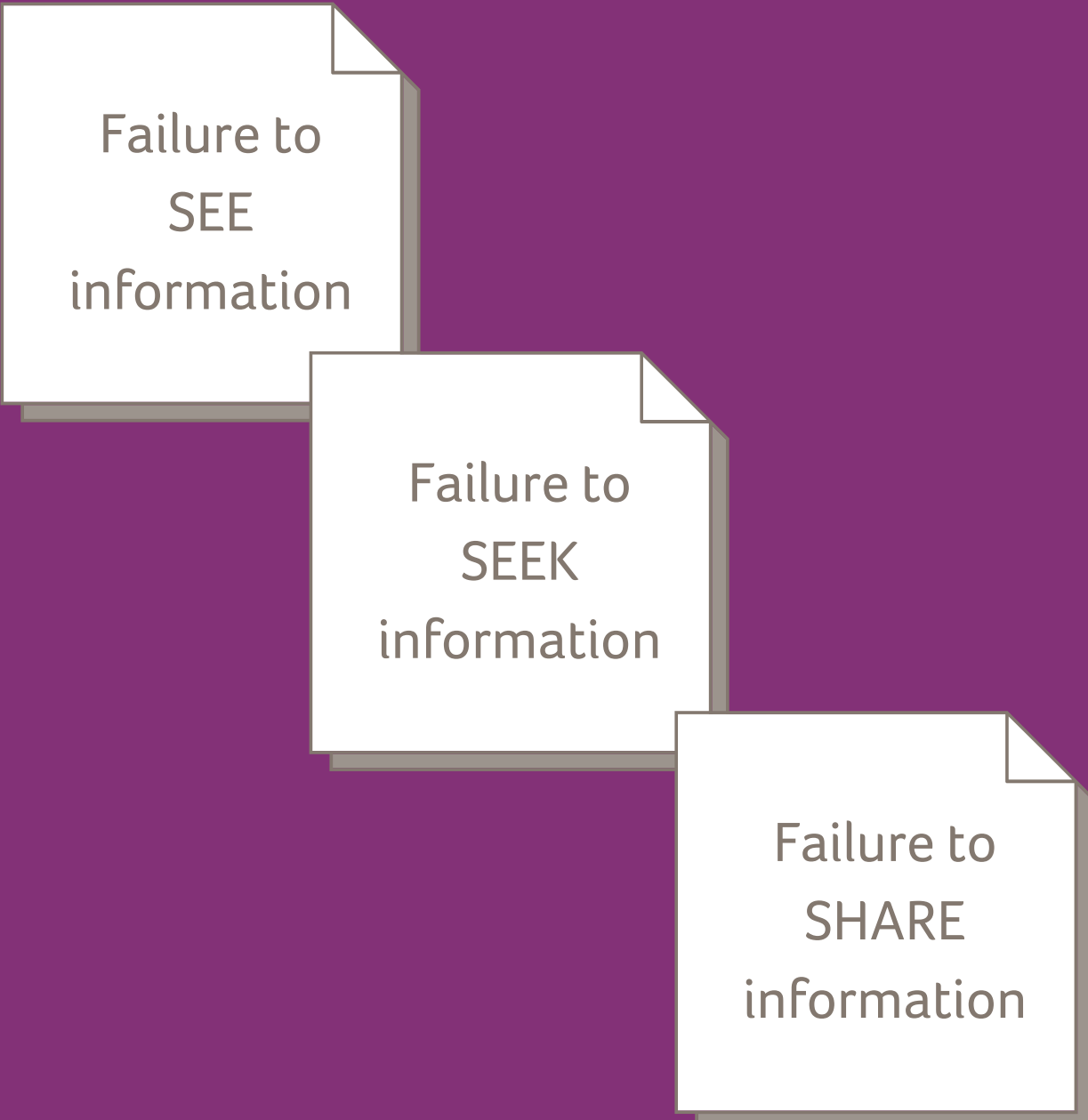
Perspectives of wider stakeholders

- What are the views of other stakeholders that will be impacted?
- What alternative explanations and proposed solutions do other have?

- What actually happened / is happening?
- What explanations are given?
- What is going to / could happen?

THE RISKS

Failure Prone Decision Making

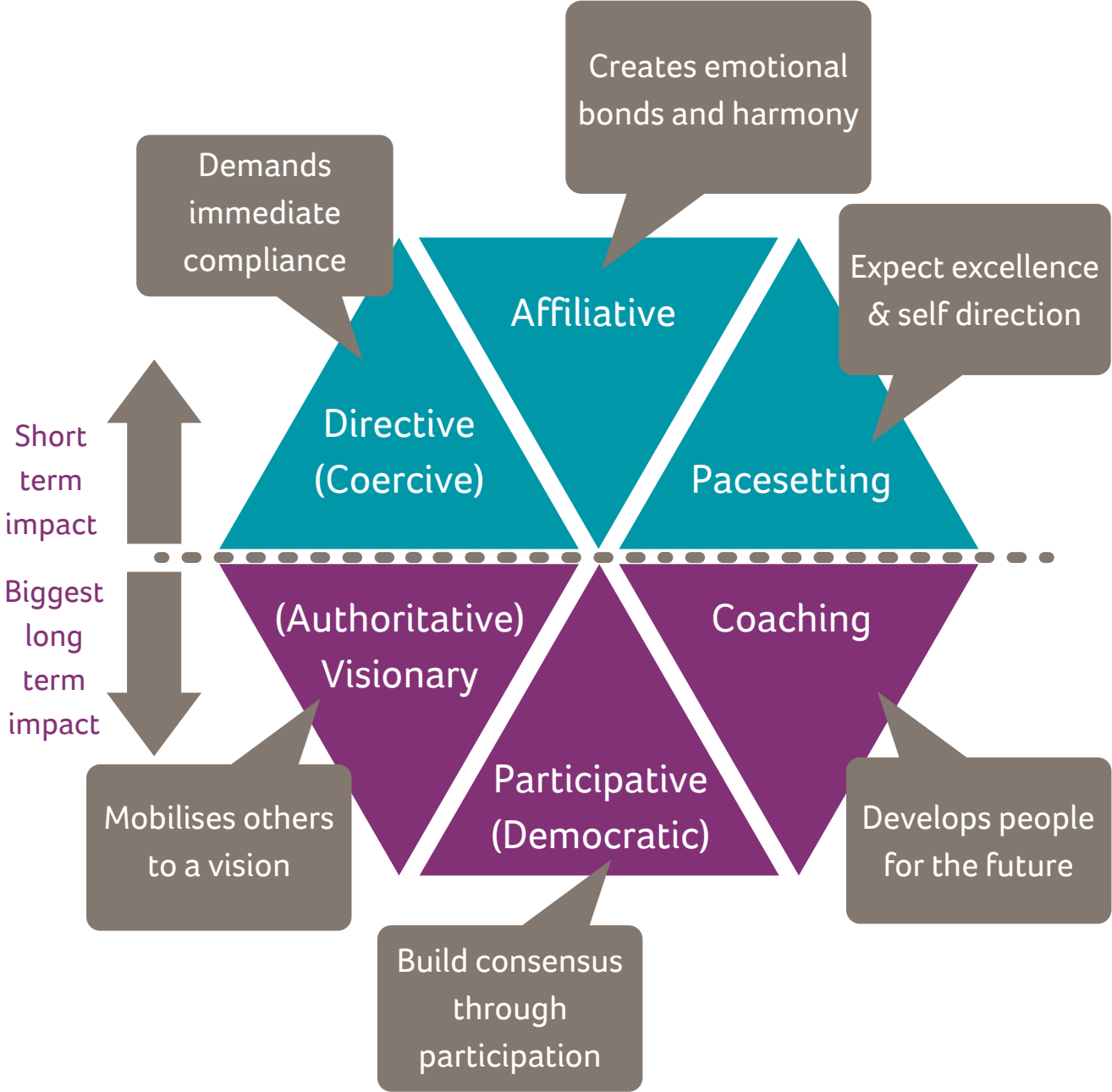


Failure to
SEE
information

Failure to
SEEK
information

Failure to
SHARE
information

LEADERSHIP STYLES



Adapted from Goleman

WHY SHOULD ANYONE BE LED BY YOU?

Individual Resistance

- Habit
- Need for security
- Economic factors
- Fear of the unknown and uncertainty
- Selective processing and perception



CREATING FOLLOWSHIP

CASE: "Why should anybody be led by you?"

Community: people look for a sense of community, literally and virtually.

Authenticity: being who you are, people want to be led by real people.

Significance: people look for a sense of meaning, purpose and recognition.

Excitement: people want to be inspired and engaged.

PSYCHOLOGICAL SAFETY

Individuals feeling comfortable to speak up.
Team members do not believe that the group will marginalise or penalise individuals for speaking up or challenging prevailing opinions.

Requires interpersonal skills and behaviours such as asking help, admitting an error, expressing a different point of view.

- Risk of looking incompetent.
- Risk of looking ignorance.
- Risk of being seen as intrusive.
- Risk of being seen as negative.

Silence is an EASY option!

CAPITA CHANGE AND TRANSFORMATION

3 YEAR TRANSFORMATION PLANNED

Restructure and define the operating model, turnaround problem contracts, reduce operating costs, build a positive culture, return to growth.

ADDITIONAL TRANSFORMATION

Depth of change required further focus, strengthen and simplify the offering.

TRANSFORMATION



LOADING...

TO HELP ENSURE SUCCESS

- 1** People
- 2** Process
- 3** Technology

- Allocate resources **1**
- Watch our for and adjust to scope creep **2**
- Engage stakeholders **3**
- Remember the goal **4**
- Prepare for continued change/improvement **5**

THE CASE FOR CHANGE

Bain & Company - Change isn't just constant, it's intensifying in frequency and importance. The ability to continuously change, at speed and at scale, is now essential to high performance.

- If we can't transition our function then we will be left behind.
- Focus is often on skills and tools tool need to achieve success.
- Underestimation on people challenges.

TAKE AWAY

- Ask yourself - what am I trying to solve? What do I know? What do I need to know?
- Seek support from those around you. Keep people updated.
- With the decisions I have made today, can I look myself in the mirror?
- Don't take it personally if you need to change the decision tomorrow.
- Sleep. Eat. Exercise.
- Have an off switch

Skills we as HR need to focus on:

- Communicate.
- Coach.
- Think strategically.
- Project manage.



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