Bracing for Change
Preparing your business for a transformational shift

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The proposal

Why Torus? WIIFM?

Warrington
8500 Properties
420 Staff

St Helens
13000 Properties
550 Staff
Getting engaged

- People players are key – involve and link early
- Close relationship — total honesty
- Joint understanding of everything
- Get ahead — Document similarities and differences terms, conditions, benefits, policies, employee relations structures, learning offer, HR systems, recruitment practices
Getting engaged

- Focused communication and engagement
- ‘Talk of the Day’ announcements to all
- Two ‘all colleague’ events – it’s about people!
- Use of Yammer
- Colleague engagement groups from both businesses
- Joint learning and development events
- Early trade union liaison
Getting engaged & ‘Imagine if……’
Getting engaged

Chair and CEO roles pivotal

How appoint the senior team?

Use external HR consultancy
- Let them help shape structure and roles
- Ask your people about their aspired structure & culture
- Compromise or go for ideal structure?
- Be creative with dedicated transformation, integration project roles
- Be decisive and pursue voluntary options for movement
- Get as much in place before go live date
We’re now married

- Wedding day …… and nothing happened!
- Build trust
- Reinforce continuity
- Business as usual including high performance
- True measure of success
Honeymoon

New ‘leadership ask’ - Step up!

Leaders - key resource to deliver people agenda
HR cannot do it alone
- Engage leaders early, develop as change leaders
- Equip to lead restructure process
- Build leadership muscle, via learning events, coaching

New ‘HR ask’ - Stand back & devolve to leaders!
Build the engine room

- Develop the HR and OD strategy and plan
- How to pitch the trade union relationship
- How to facilitate change e.g. central teams
- How to pitch for a new HR system
- How to align culture
Is the dream over?

- 8th July 2015
  Chancellor’s summer budget
- Cataclysmic impact in the housing sector
- What next?

What will your unexpected bombshell be?
Keeping the dream alive

- Continue face to face engagement
- Yes, they got it!
- Ideas for saving money flowed in
- ‘Best in class’ … to ‘good enough’
- Capitalise on momentum and goodwill
- Accelerate the transformation programme
- Change the change plans!
Burning platform

- Open VR across the business
- *Let people get off the train if they don’t like the journey you’re on*
- April 15 – 960 colleagues – July 16 – 840 colleagues
- Support those leaving
- Progress alignment of terms as soon as you can
- Engage colleagues in project team & focus groups
- Keep communication channels open

Do all this with smaller HR team!
Emotional roller coaster

The Change Curve

- Shock
- Denial
- Frustration
- Depression
- Decisions
- Experimentation
- Integration

Communication | Emotional Support | Direction and Guidance
Legal watch

- Is it a collapsed merger or a group structure?
- Does TUPE apply?
- Appoint legal advisor - TUPE, draft Executive contracts, joint contracts to achieve mobility, trade union recognition
- Skill up HR team on key topics e.g. managing change, TUPE, changing terms conditions, resilience, assessment tools e.g. Wave & Belbin
- Embed strong protocols for managing change
5 things to do

1. Prioritise face to face communication and engagement
2. Do cultural due diligence — difficult to define and deep
3. Invest in important HR/OD relationship early
4. Appoint senior team, HR & integration roles
5. Anticipate emotions, impact of change & support needs
6. Signpost what you will / won’t change and when
Early married life

5 things to do

1. Invest in leaders
2. Develop people strategy, get HR team in place early
3. Invest in integration and transformation teams
4. Devolve leadership of change and transformation
5. Align terms and conditions soon
6. Continue engaging and ask for feedback
Business partnering – culture change catalyst

Find your cultural hooks………..

https://drive.google.com/open?id=0Bwsuam6mUCGCS0hoUHE1dnh4dEU

Designed and produced by Lee Rogers – Change Leader - Torus
Feedback & questions

What can you share from your experience with colleagues on your table?

What questions does this topic throw up for you?

10 mins
Thank you for participating

We are creative
We are collaborative
We do the right thing
We are brave
We are one

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