



Change Management:
The strategic role that
HR plays in **designing,**
promoting, managing
and **leading**
organisational change

Air Traffic Control



Old systems vs New Systems

Trust in Automation

Training in Automation

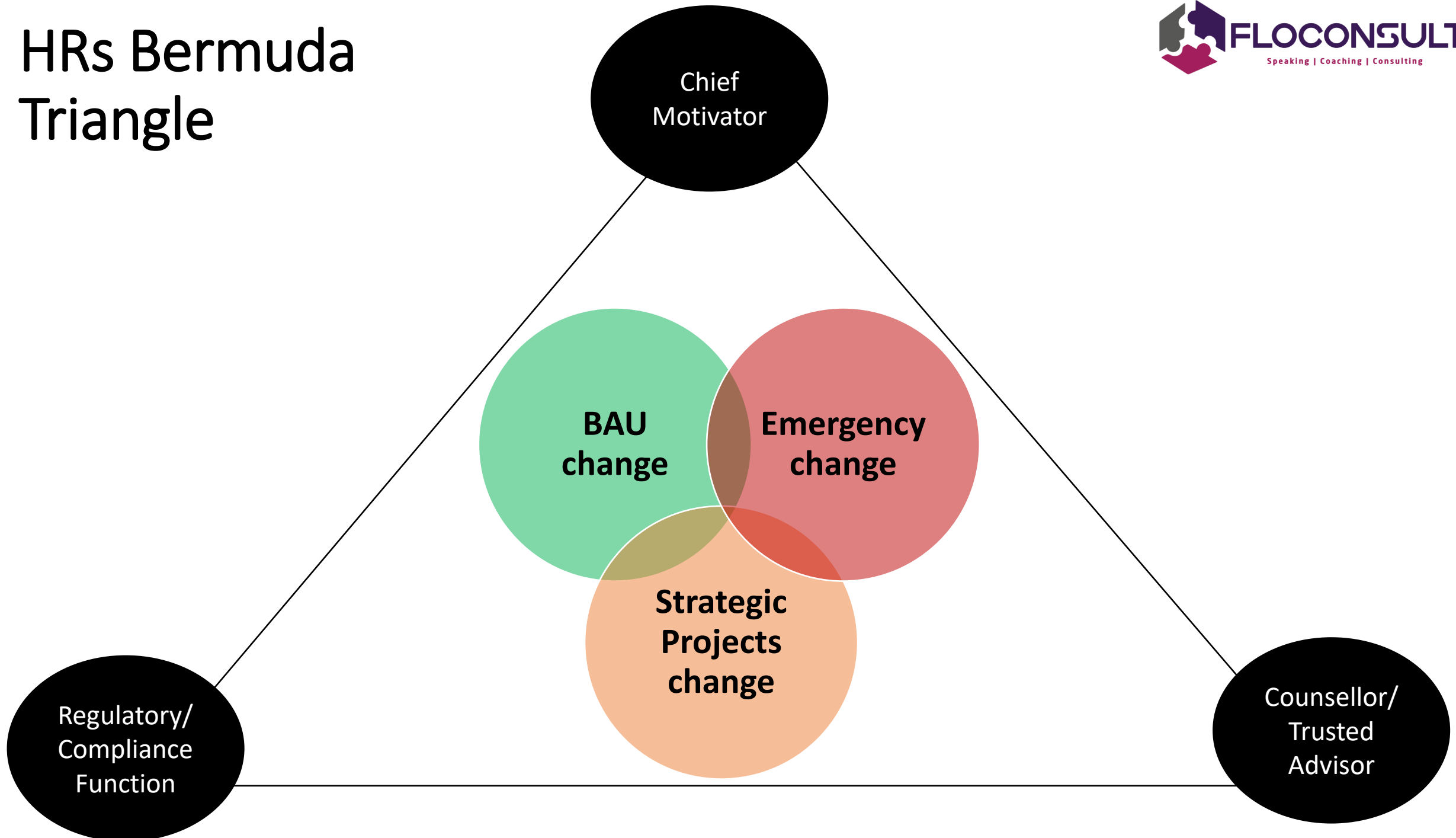
Resistance to change

Safety risks

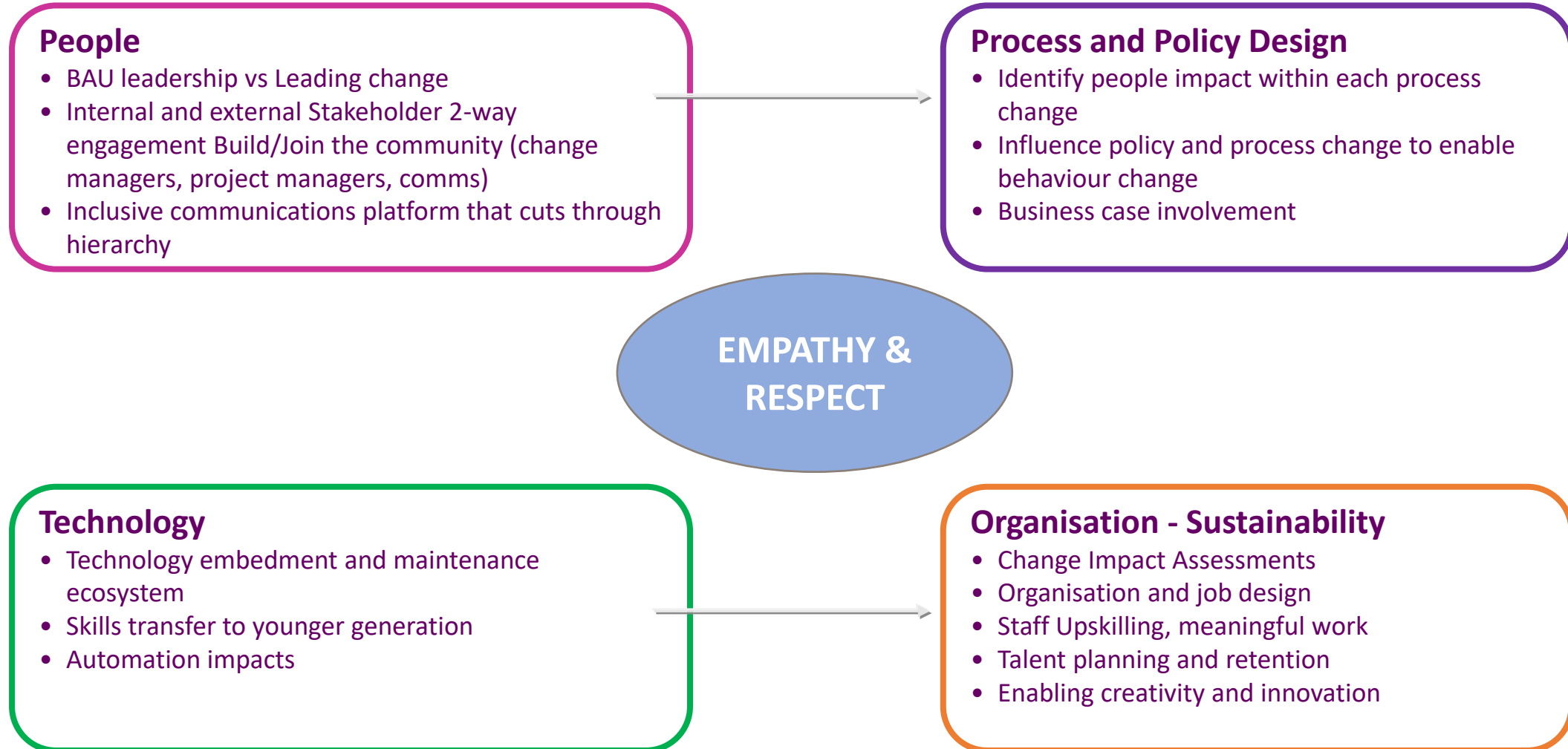
Emergency landings

- <https://theconversation.com/how-much-should-air-traffic-controllers-trust-new-flight-management-systems-68199>

HRs Bermuda Triangle



Key Change Management Levers HR needs to pull

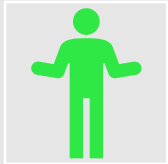


CS2 - Managing resistance



Resistance is normal and unavoidable when people realize they'll have to give something up

Not allowing people to express their feelings or calling into question their feelings only encourages more resistance
Surfacing and legitimizing feelings of resistance allows for analysis, processing of feelings, and action planning



When identifying resistance, focus on actions you see and words you hear - behaviours.



Resistance generally occurs when the targets of change fear loss of control:

end-users' fear of loss of competency
managers' fear of loss of control and power
salespeople's fear of negative customers reactions
project team members' fear of not delivering on time

CS2 - Steps to managing stakeholders

There are several steps in managing stakeholders that need to be repeated throughout the life of the project. Stakeholder management is only helpful if it is based on current information.



**Accept
stakeholders as
they are**



**Leadership
involvement is
key**



**Involve
stakeholders
early**



**Ensure
confidentiality
on sensitive
issues**



**Plan how to
deal with and
respond to
each
stakeholder**



**Help the
stakeholders
identify the
'What's in it for
Me'**



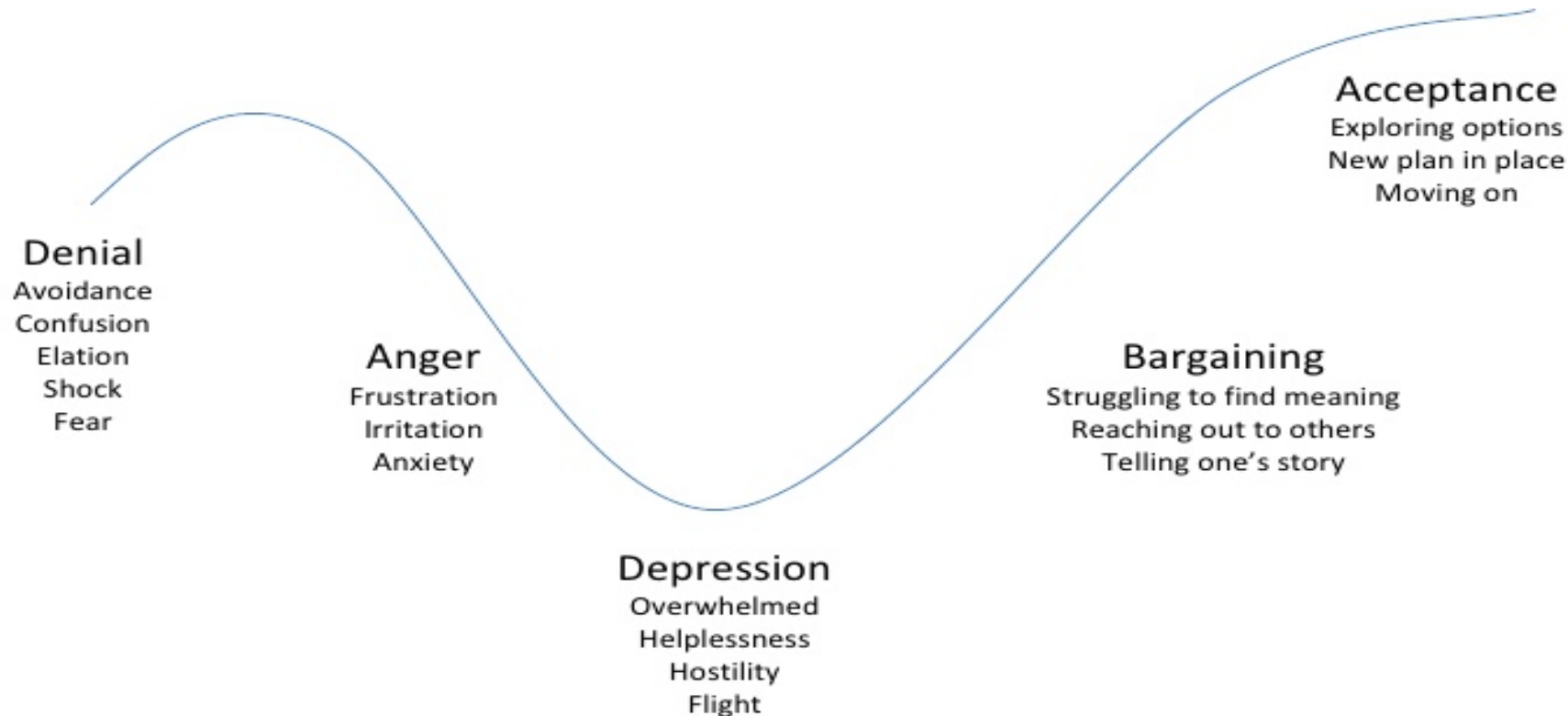
Persevere

CS2 - Stakeholder Matrix

AUDIENCE	BENEFITS (What's In It for Me)	BARRIERS to adoption (What may get in the way of success)	ISSUES AND CONCERNS (Possible Pain Points)	WHAT DOES SUCCESS LOOK LIKE?

Every change evokes a different emotional response in different people for different reasons

Kübler-Ross Grief Cycle



Information and
Communication

Emotional Support

Guidance and
Direction

florence@floconsult.co.za

www.floconsult.co.za

<https://www.linkedin.com/in/florencechikowore/>

+27 82 923 7509



**When a flower doesn't bloom
you fix the environment in
which it grows, not the flower.**

Alexander den Heijer