Evolving Fast:
Change Management for HR In High-Velocity Tech Teams

Introductions

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Why Are We Here?

Theories of Change Management

Changing our HR Mindset

Our Radical Approach

The Survivors' Guide to Change Management

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The Strategic Value of Change Management

- Transforms Change from Disruption to Capability

- Aligns People Strategy with Business Strategy

- Turns Data and Feedback into a Competitive Edge

- Builds Trust and Equity Across the Organization

Let's get real… The business outpaces the process

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Change Management ≠ Communication Plan

What It's Not
A communication plan
An HR checklist
About control
A solo HR effort
One and done

What It Is
A strategy that helps people understand why & and what it means for them
A leadership muscle that evaluates if the change sticks
About navigation – helping people stay oriented
Team sport – HR sets the rhythm, but managers carry the beat
Constant pulse checks & reinforcements

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Barriers to Effective Change Adoption
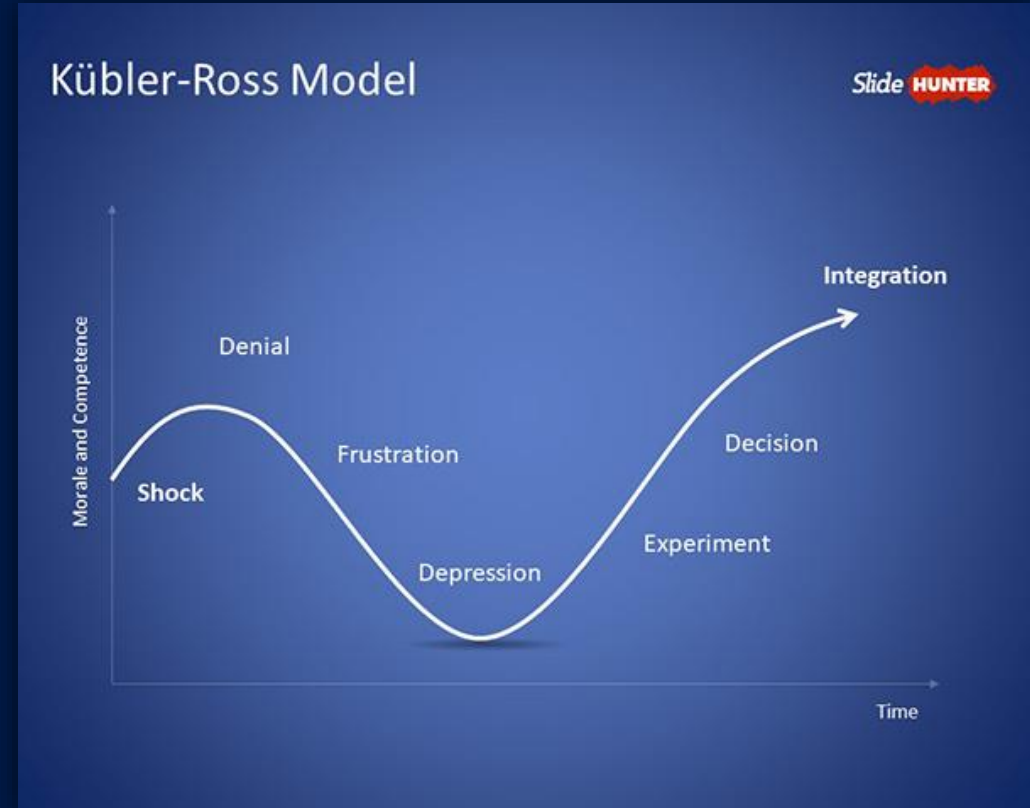
- **Assumptions**
  - Thinking people get it because we've lived it

- **Lack of Frontline Buy-In**
  - If frontline managers can't explain it, they quietly undermine it

- **Neglecting the Finish Line**
  - Leadership is onto phase 2 while the field is confused by phase 1

Kübler-Ross Model

Slide **HUNTER**

Morale and Competence — Time

Shock — Denial — Frustration — Depression — Experiment — Decision — Integration

People don't resist change, they resist the unknown

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Leading Change: Think Like a Project Manager

Skill	Framing How HR Thinks vs. How PM's Think	Put it in Practice
Prioritization	HR: "Everyone needs to be included." PM: "Focus on what moves adoption."	Focus on managers and influencers, not everyone at once
Risk Anticipation	HR: "We'll handle resistance when it happens." PM: "Let's identify it before it hits."	Map stakeholders and predict where pushback will come from
Dependencies Awareness	HR: "Comms first, training later." PM: "What breaks if that timing slips?"	Understand how systems, people, and timing connect
Execution Discipline	HR: "We sent the email." PM: "Who owns what, by when?"	Assign owners, deadlines, follow-ups. Treat it like deliverables
Feedback Loops	HR: "People seem okay." PM: "Let's verify that."	Use pulse checks, manager feedback, sentiment data, adoption metrics

HR doesn't own the change, we are facilitating it

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Planning Change in Real Time: 4 Step Framework

🎯 Define: Scope, Timeline & Risks

👥 Map & Engage Stakeholders

📅 Build Communications

📊 Adoption

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1. Define Scope

Focus Area	Why it Matters	Put it in Practice
Clarify the Why	If managers don't understand 'why', they can't explain it - and they'll quietly undermine it	Write the manager version of the story early so everyone is aligned
Shape the Timeline	HR rarely gets to set timelines, but you can influence them	Use the trade off question: "If you want it faster, what do we give up — adoption, accuracy, or trust?"
Map the Impact	Scope isn't about org charts; it's about where friction lives	Identify which teams will feel the change most and prep those managers first
Name the Risks	Candor builds credibility	Bring potential failure points to the surface before leaders ask for them
Set the Metrics	Metrics align expectations and make "measure and review" meaningful. Keeps change grounded in facts	Capture a baseline Anchor metrics to the goal Define the adoption behaviors

If you want to shape the outcome, this is your only real shot

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Survivor's Toolkit #1: Smart Questions for Defining Scope

CHANGE DEFINITION CANVAS

WHY

Why are we doing this now?

How will I make managers care about this?

SCOPE

What's really changing for people (not just the org chart)?

Who might resist or lose from this change?

TIMELINE

What's the realistic pace of adoption?

What's the trade-off if we move faster?

RISKS

What could break?

Who do I need to prepare early?

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2. Map & Engage Stakeholders

Focus Area	Why it Matters	Put it in Practice
Identify the Core Players	Not everyone is a stakeholder — over-including slows you down, under-including creates landmines	Map the *spokes* (Finance, Comp, Marketing, IT, Legal) and understand who's operationally impacted
Sequence the Rollout	The order of engagement determines success Early chaos comes from bad sequencing	Plan your cascade: who hears first, who follows, who waits. Build logical information flow, not noise
Clarify "Why Me?"	People care more when they understand why they're involved	Customize your message — connect their role to the success of the change
Spot Your Amplifiers	Change spreads through influence, not announcements	Identify your informal leaders and get them engaged early
Engage, Don't Announce	Telling people ≠ engaging people	Bring stakeholders into shaping the rollout, not just approving it

You told the right people – keep it in the right order

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Survivor Toolkit #2: Forget Your RACI, Build a Heatmap
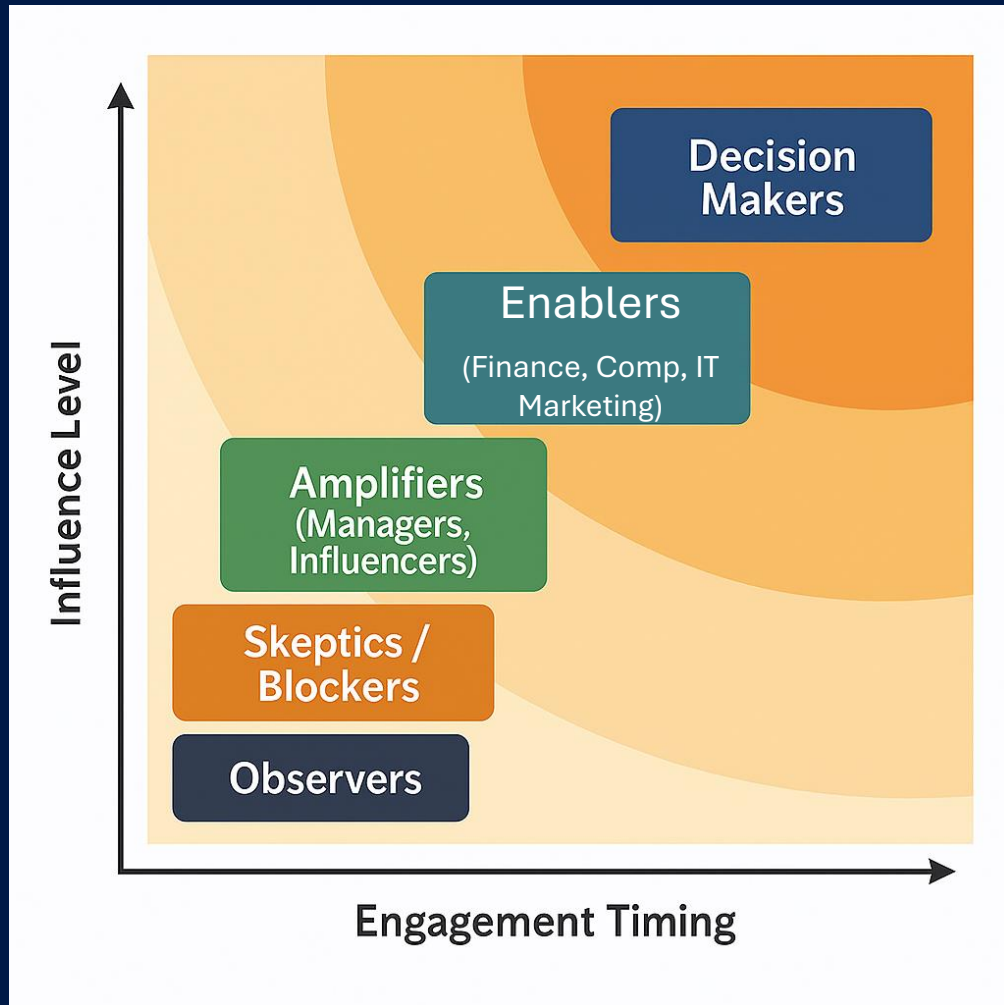
Using Your Heatmap

- Who has real influence
- Who makes it operational
- Who amplifies it
- Who can quietly kill it
- Who am I missing

A RACI tells you who's responsible - A heatmap tells you who's useful

OK, So... Maybe Don't Forget the RACI (Toolkit 2b)

Activity	R	A	C	I	Order	Definition of Done
Define new org structure	HRBP + Biz Lead	Exec Sponsor	Finance, Legal	Comms	1	Signed org chart + role intents
Manager briefing pack (the "why")	Comms + HRBP	HR Director	Biz Leaders	All Managers	2	Slides + 5 talking points + FAQ v1
First-line manager enablement (live Q&A)	HRBP	HR Director	L&D	Employees	3	2 sessions completed; attendance >85%
Update HRIS + reporting	HR Ops + IT	HRIS Manager	Payroll, Finance	HR Leadership	4	Systems live; test users validated
Cost centers & job codes	Finance + Comp	CFO/VP Finance	HR Ops, IT	Controllers	4	New codes issued; cutover date set
Employee comms (staged)	Comms	HR Director	HRBP, Legal	All Employees	5	Emails + intranet post scheduled
External comms (if needed)	Marketing/PR	CMO	Legal, HR	ELT	6	Press/website updated
Post-launch pulse & adoption metrics	HR Analytics	Change Lead	Managers	ELT	7	Metrics dashboard live; actions logged

Ownership never hurts - but don't over complicate it

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3. Communicate – Keep it Clear, Keep it Human

ADKAR	Focus	Put it in Practice
Awareness	Have I clearly explained *why* this change is happening	Your slides or email should say "why now" in plain English
Desire	Have I helped them see *what's in it for them*	Show how it helps their team, not just the business
Knowledge	Have I shown them *what changes* and *how to do it*	Clear bullets, no jargon Tell them what's different - Job aids, FAQs, demos
Ability	Have I made it safe to try	Offer practice, Q&A, or quick wins. Don't assume confidence
Reinforcement	Have I shown that this is *sticking*	Follow up, share success, celebrate progress

In the absence of information, people fill in the blank – usually not in your favour

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Toolkit #3: Adapt It To Your Audience

ADKAR Stage	Execs & Sponsors	Managers	Employees
Awareness	The business case and risk	The operational impact	The "why it matters to me"
Desire	The competitive edge	How it helps their team succeed	Job security, pride, belonging
Knowledge	Timeline and milestones	Tools and talking points	What to do differently
Ability	Leadership modeling	Coaching their team	Trying it safely
Reinforcement	Metrics, dashboards	Team success stories	Recognition and stability

Tailor each message to your audience, they'll see you as one of their own

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Toolkit #3b: Before You Hit Send…

A pre-launch readiness checklist for fast-paced teams

Have we aligned on timing and sequencring?	Misaligned launches create confusion and rework.
Have we confirmed stakeholders are briefed and ready?	Surprises at go-live kill trust faster than silence.
Have we scheduled and prepped all key meetings?	If the audience isn't gathered, the message won't land.
Have we validated that messaging is consistenct across channels?	Mixed messages signal chaos, not change.
Have we equipped managers with talking points and FAQs?	They're the voice of credibility— if they stumble, so does adoption.
Have we aligned supporting functions (HR Ops, IT, Finance, Comms)?	The details make or break the launch.
Have we checked that ADKAR elements are covered in materials?	Change doesn't end at the announcement.

Don't really hit send.

That's just a metaphor

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Step 4: Make it Stick – Measurement ≠ Adoption

Department Reorganization		
Owner	**How to Ensure Adoption**	**How it can be Measured**
Executives / Sponsors	Model new decision paths and reporting lines; stop routing around the new structure	Consistent attendance in new forums, reduced backchannel workarounds
People Managers	Translate the new structure for their teams; explain who does what and why	Team clarity in 1:1s, fewer "Who owns this now?" questions
Functional Leaders (HR, IT, Finance, Ops)	Align systems, cost centers, and processes to reflect the new org	System updates complete, aligned headcount and budgets
Change / Project Leads	Keep communication flowing, reinforce accountability, and course-correct confusion	Pulse checks show understanding, smoother execution in transition milestones
Employees	Operate confidently within the new structure; know who to go to and when	

Change isn't complete when it launches, it's complete when it lands

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Let's Recap – The Bits of Wisdom from Survivors

1. **Define**

   If you want to shape the outcome this is your only real shot

2. **Engage**

   The RACI tells you who's responsible, the Heatmap tells you who's useful

3. **Communicate**

   In the absence of information, people fill in the blanks

4. **Adopt**

   It's not complete when it launches, it's complete when it lands

CHANGE DOESN'T GET EASIER. YOU JUST GET BETTER AT IT.

DEFINE · ENGAGE · COMMUNICATE · ADOPT

LEARN. ADJUST. REPEAT.

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