

## **Managing change is a personal thing**

Change is the new normal in today's business world, and HR&D is now widely recognised as the function responsible for developing organisational capability to enable companies to deal effectively with perpetual change.

HR&D must respond to the changing external environment, as well as shifting strategic direction driven from the top of the organisation. Fundamentally, its role is to make sure that the business is primed to deal effectively with change and that everybody is aware of, and supportive of, changes that are taking place.

This can involve expertly delivered internal communications, as well as the creation of competencies, initiatives and attitudes aimed at getting the buy-in of the business as a whole. Failure to achieve success in this critical area can result in a business losing its competitive edge.

As a provider of talent solutions, we are often very close to organisations while they are going through change. They could be expanding rapidly, establishing new business units, becoming more commercial, managing costs, acquiring a new business or launching a new product or service.

Usually, these activities go hand-in-hand with a period of organisational 'soul-searching', where the leadership team, together with HR&D, attempts to redefine the business's values and working environment. This is often where change is met with the most resistance from employees, and it is why engagement on a very personal level is crucial.

During periods of change, employees will naturally worry about job security, remuneration and benefits, career development and working conditions and so on.

The best HR&D departments, therefore, are able to demonstrate unique and innovative ways to engage with workforces in such a way as to make it clear why change is necessary, but also get their people to recognise what the benefits will be for them and empowering them to feel that they're part of something new and exciting.

The CIPD Change Management Project of the Year Award recognises the HR&D led projects that deliver change in a personal and positive way. Over the coming months, we urge businesses who have successfully managed change during the last year, to enter this year's award.