

# **Trends and Challenges in Human Resources in these Times of Change and Uncertainty**

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**Paul Evans**

Shell Chair Professor of Human Resources and Organisational Development  
at INSEAD, Singapore and Fontainebleau

**Get the ever changing basics right ...**

**... then focus on the change agenda ...**

**... and prepare yourself to manage tension and contradiction**



The only thing that is **certain** about the year 2010 is that it will be different from all our current scenarios

**The Quality  
of the analysis**

**Effectiveness**

$$Q \times A = E$$

**Acceptance  
of the decisions**

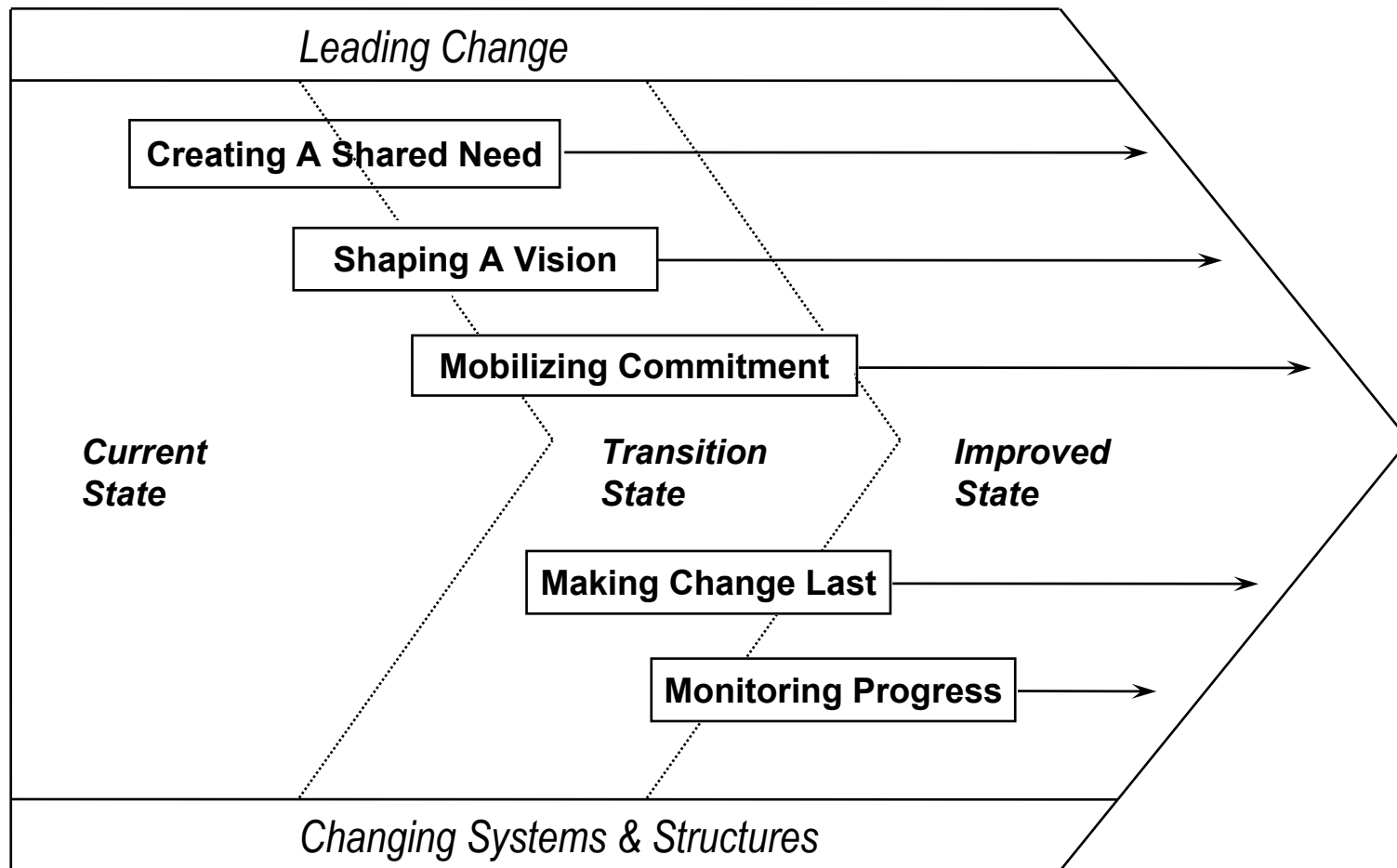
***“People aren’t afraid of change.  
They are afraid of being changed.”***

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**A senior SAS executive**

# McKinsey study on why change programs don't produce change

- **Unclear or wrong goals or vision** 25%
- **Insufficient communication and motivation** 35%
- **Inability to sustain change and implementation** 40%



**Decisions will never be  
fair to everyone ...**

**PAYING ATTENTION TO  
FAIR PROCESS**

... but there are two types of fairness

**« *Distributive Justice* »**

**Fairness of the  
*ends/outcomes*  
achieved**

*Employee satisfaction with  
the outcome*

**« *Procedural Justice* »**

**Fairness of the  
*approach/process used*  
to reach the outcome**

*Overall satisfaction with  
the employer; turnover intentions;  
commitment and loyalty*

Why do people fail to execute a strategy quickly and effectively? Why do change programs often NOT produce change? Why do people resist?

- An absence of **ENGAGEMENT** of people
- An absence of **EXPLORATION** of the options
- Failure to clearly **EXPLAIN** the decision
- Failure to establish clear **EXPECTATIONS**
- Failure to follow through with clear **EVALUATION**

***Attali 11/93***

**4,000 departures**

**2 year salary freeze**

**Result:**

***HUGE RIOTS!!***

***Blanc 4/94***

**5,000 departures**

**3 year salary freeze**

**30% productivity  
improvement**

***Blanc calls a referendum***

***84% of employees vote***

***81% VOTE YES!!***

- **ENGAGEMENT**
  - People want their views to be heard
  - There is a right to refute
  - Communication is sincere and genuine
- **EXPLORATION**
  - Different options are explored

**Sell the  
problem!!**

**Threat!**

**What happens  
if we don't  
change**

**Opportunity!**

**What happens  
if we do  
change**

- Use images and stories**
- Ensure that we agree on goals**
- Actively listen before you disagree**
- Focus on the issues, not the personalities**
- Data, data, data ... Measurement, measurement ...**
- Ensure balanced power structures**
- Resolve issues without forcing consensus**
- Inject humour into the process**

**Four Ways NOT to Persuade!**

1. The up-front hard sell
2. Resisting compromise
3. The only secret is great arguments
4. It's a one-shot effort

# What does fair process involve?

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- **EXPLORATION**
  - Different options are explored
- **EXPLANATION**
  - People are informed of the decision
  - Decisions are based on sound facts and reasoning

## More of.../Less of... Analysis

Vision	
<i>Desired Behaviours Changes</i>	
<b>More of</b>	<b>Less of</b>
•	•
•	•
•	•
•	•

**Clarifying what the team expects from the new state in behavioural terms**

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- **EXPLANATION**

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- Decisions are based on sound facts and reasoning

- **EXPECTATIONS**

- Decisions are translated into clear goals, action plans and behaviors
- The meaning of a commitment is clear
- There is appropriate coaching and support

**CAPABLE?**

Yes

**????**

**Champions!**

No

**Outplacement**

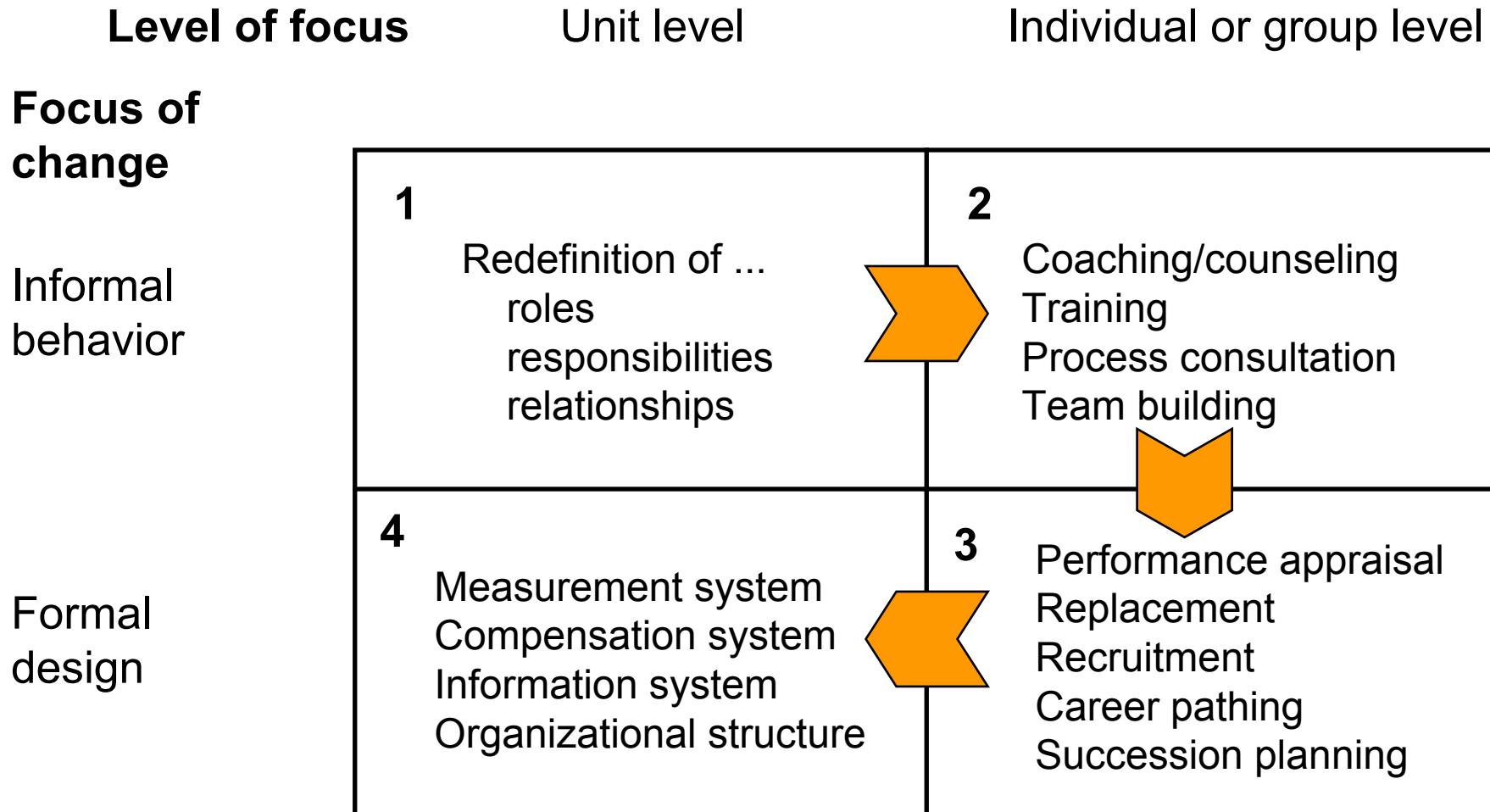
**Training &  
coaching**

Low

High

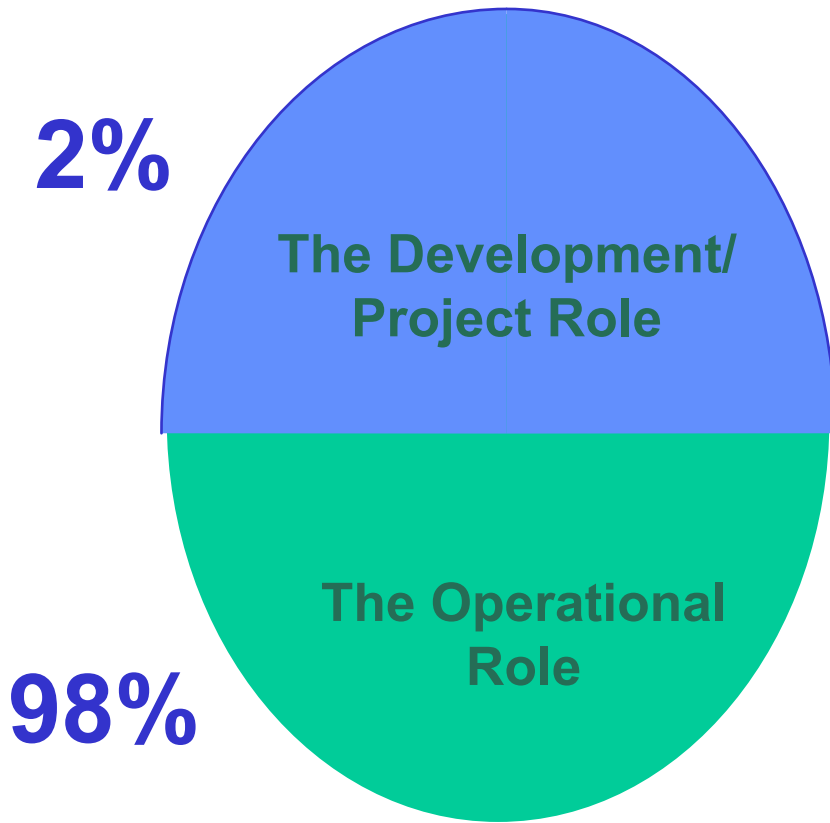
**WILLING?**

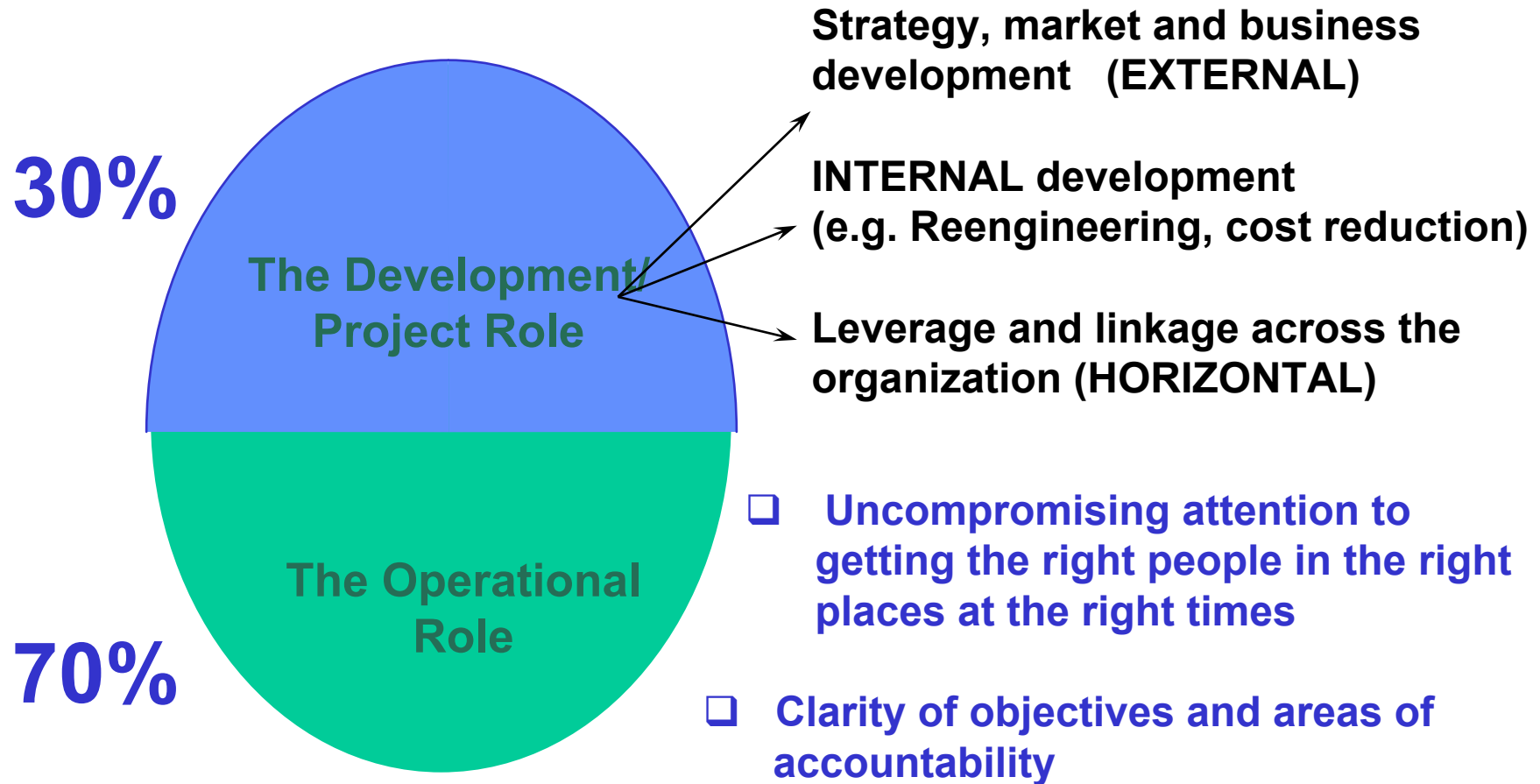
# Sequencing the steps in implementation

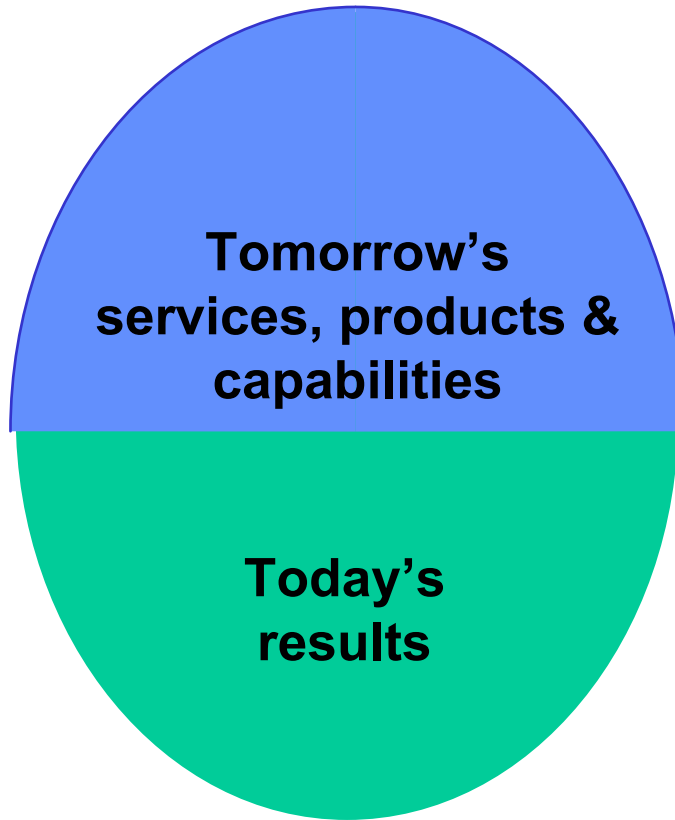


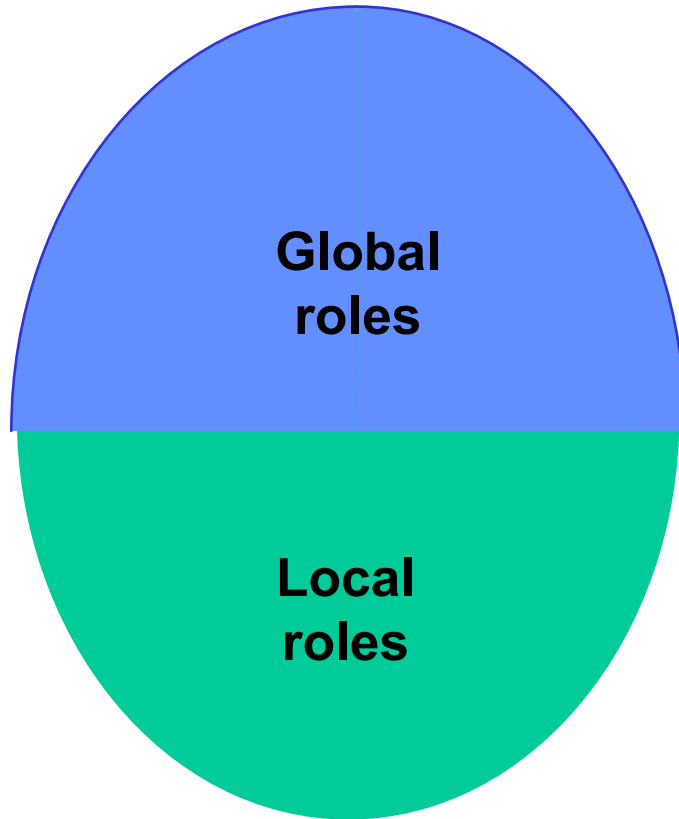
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- **EVALUATION**
  - Decisions are applied with consistency
  - Desired behaviors and results are rewarded

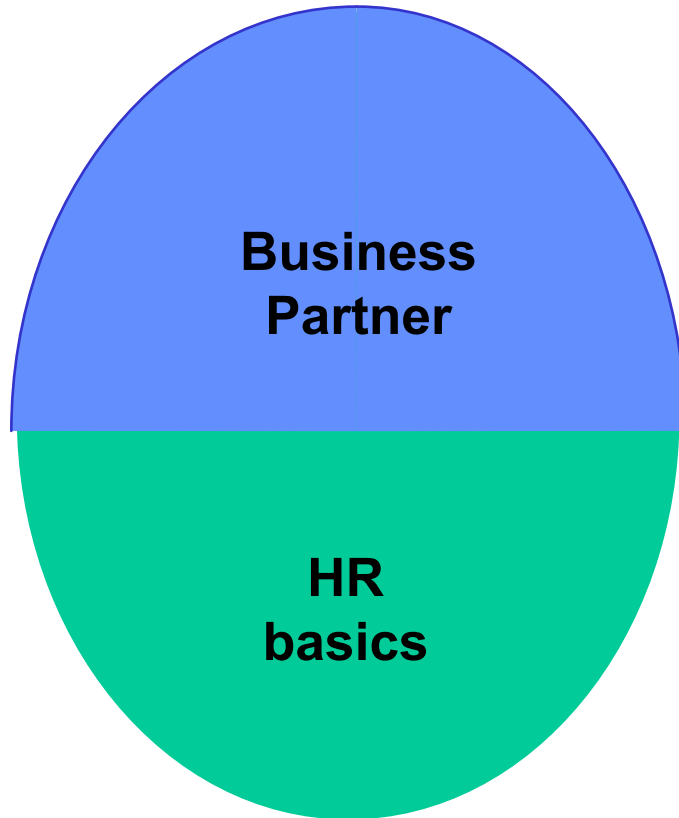
**Building Change into the job**



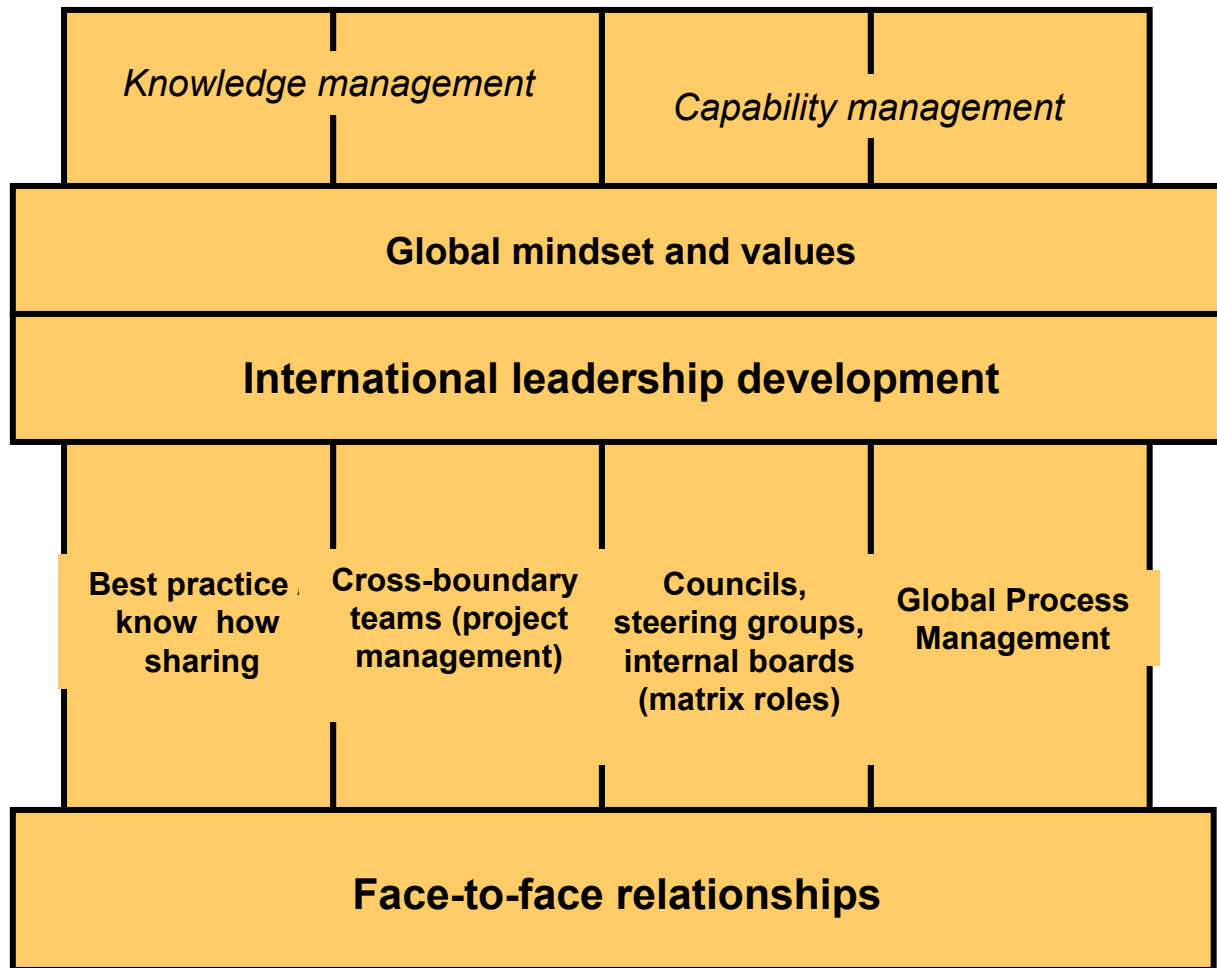








# HRM as « GLUE TECHNOLOGY »



**There's too much change ...**

**There is too much change ...  
and not enough continuity  
in change**

## The pathologies of

*job rotation*

The text 'job rotation' is rendered in a bold, italicized, sans-serif font. The letters are a vibrant yellow color. The text is presented in a 3D perspective, appearing to rise from a white surface and cast a dark brown shadow onto it. The shadow is a slightly darker, more muted version of the yellow, creating a sense of depth and movement.

**... which leads to a concluding  
point about developing leaders  
for these changing and uncertain times**

1. Seeks opportunities to learn
2. Acts with integrity
3. Adapts to cultural differences
4. Is committed to make a difference
5. Seeks broad business knowledge
6. Brings out the best in people
7. Is insightful: sees things from new angles
8. Has the courage to take risks
9. Seeks and uses feedback
10. Learns from mistakes
11. Is open to criticism

---

Ratings by bosses of 838 managers in six international corporations on three continents. These 11 characteristics distinguished high potentials from solid performers. Based on factor analysis of questions in the questionnaire.

*Source* : M. McCall, High Flyers, Harvard Business School Press, 1998

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**Seek out  
challenge**

**X**

**Able to learn  
fast and well**