

Business and people priorities toolkits for the 'new normal'

Post pandemic (Covid-19)



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BUSINESS & PEOPLE PRIORITIES

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Business and people priorities



STRATEGIES FOR THE NEW NORMAL

PEOPLE STRATEGY

1. Well-being
2. Leadership resilience
3. Talent attraction
4. Talent development
5. Talent retention
6. Employee engagement

BUSINESS STRATEGY

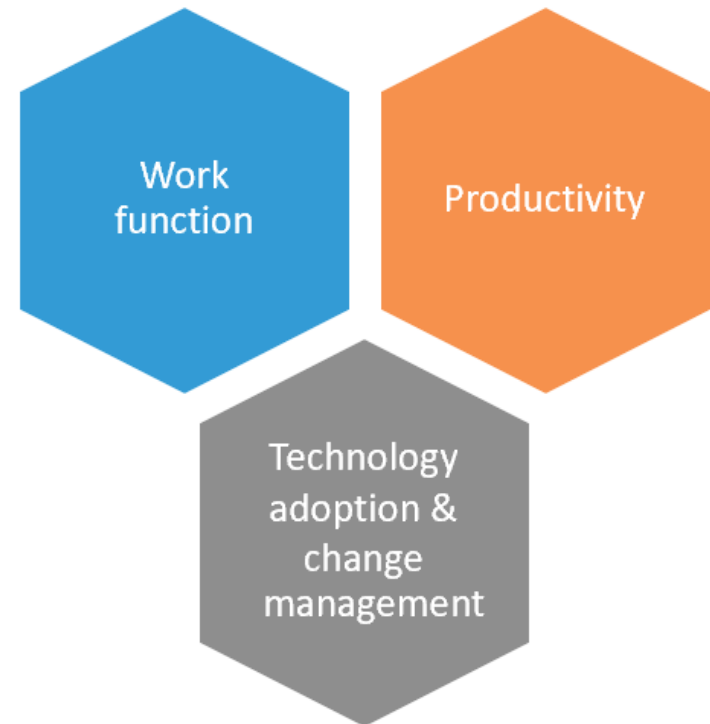
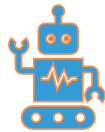
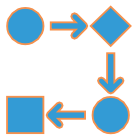
7. Company culture
8. Employer branding
9. Competitive advantage
(business transformation & innovation)
10. Business continuity
(diversity, localisation & new business opportunities)

BUSINESS PROCESSES

11. Work function
(changes to policies & processes)
12. Productivity
13. Technology adoption & change management



Business Processes Toolkit





Tips on toolkit



To start, you can navigate around the content page to get to the respective section that you wish to access.



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BUSINESS & PEOPLE PRI

[People strategy toolkit scope](#)

[Tips on toolkit](#)

To go back to the content page, click on the home icon on the top right corner of every page near IHRP icon.



Click on any italicized / underlined text to go to the reference page

01 Analyze

Review the learni



Technology Adoption & Change Management toolkit





“What new technology does is create new opportunities to do a job that customers want done”

- Tim O'Reilly



Technology Adoption and Change Management



In the world after Covid-19 as we emerge through the crisis

The drastic impact of COVID-19 has created a paradigm shift and will continue to transform the way businesses operate over the coming months. Although the crisis has introduced unprecedented challenges, it has also formed a silver lining as the catalyst for change for many organisations. Technology adoption and use of modern technology has been at the forefront of these changes. This toolkit has been designed to address technology and its impact on organisations and change management associated with it.

This toolkit includes the following material:



Purpose & Benefits of Technology Adoption & Change Management



Technology Adoption Framework and Change Management Models



Change Management Checklist



Purpose & Benefits



This toolkit is targeted at business leaders and HR leaders alike, as they prepare for the new normal post pandemic. We recognise that most businesses will be fighting hard focusing on immediate priorities as they battle through a pandemic and the resultant economic turbulence. As a result, they may not be able to pause, look ahead and plan for future.

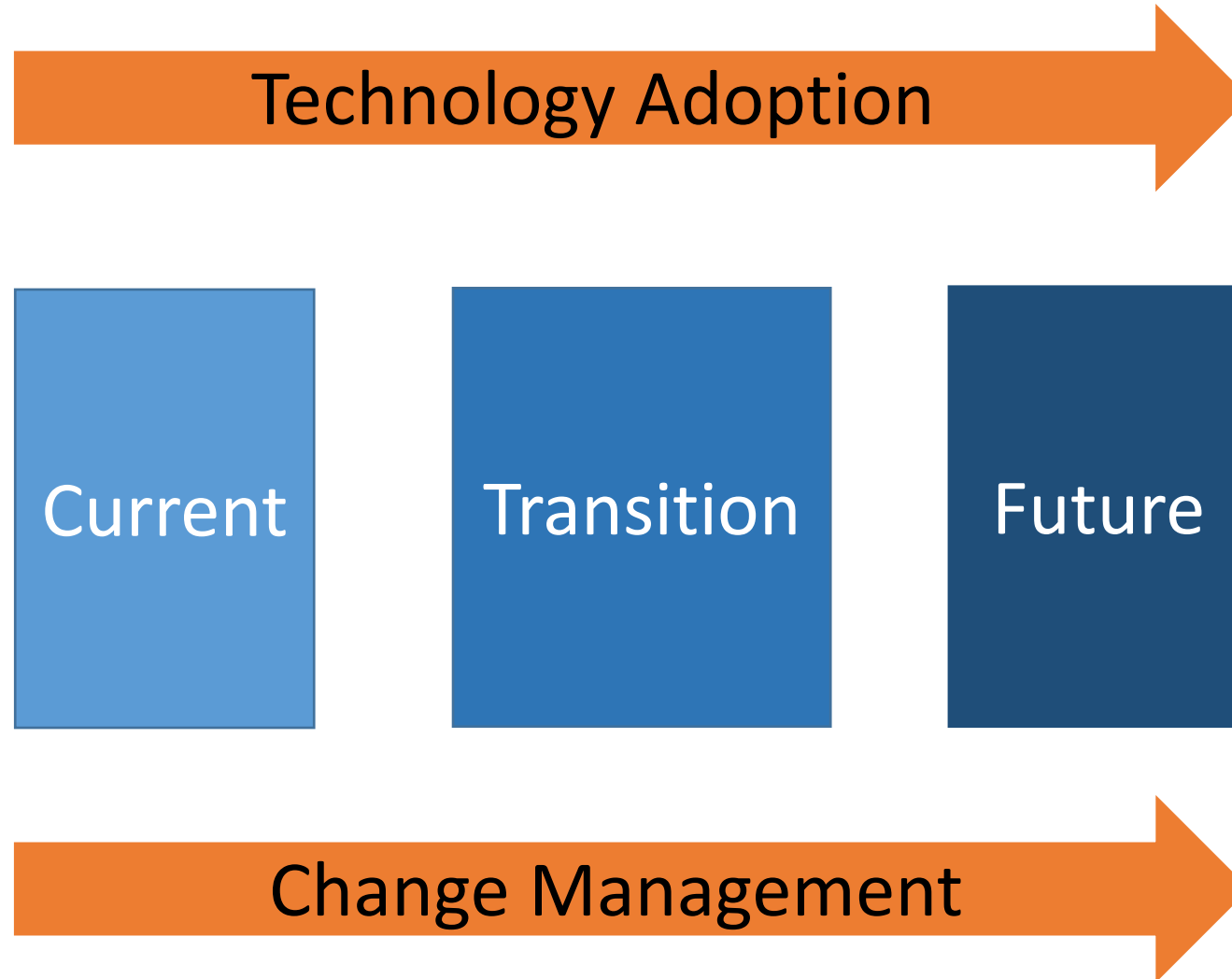
The pandemic has awakened the world on the importance of technology. Organisations around the world are accelerating their adoption of emerging technologies in their business models to recover from the impact caused by COVID-19 pandemic.

Technology adoption and change management processes aid organisations to prepare, plan, adopt new technology and new ways of working to ensure that change is sustained and reinforced. Hence, technology adoption and change management are critical factors and have positive impact on businesses in two areas:

- Enhance the operation efficiency and effectiveness
- Create a new strategic opportunity on how to compete their business and transform their products



Technology Adoption and Change Management

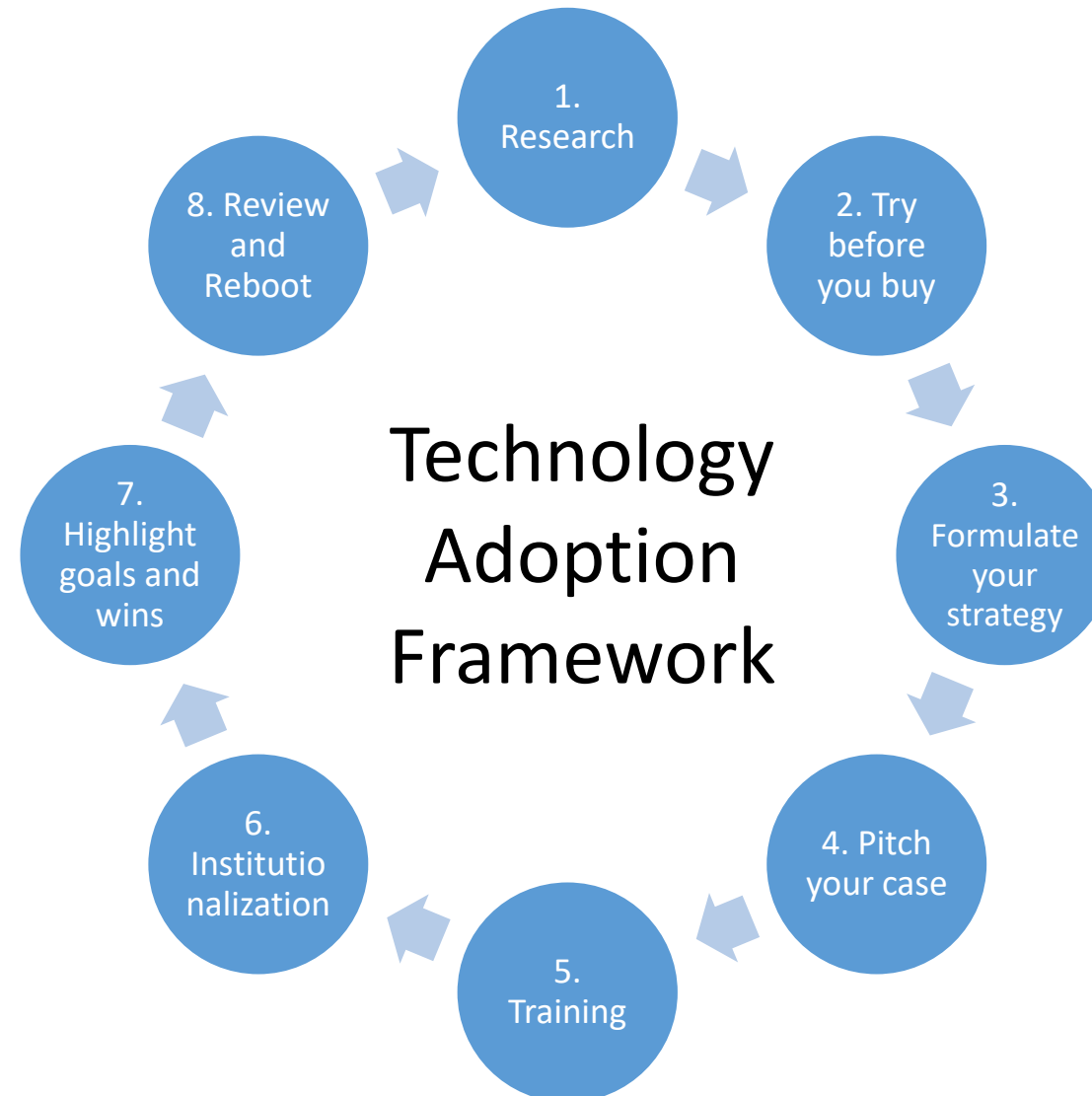


Successful technology adoption and effective change management need to work together to achieve great technology transformation within the organisation.



Technology Adoption Framework

An 8-step framework that focuses on technology adoption into work processes





Step 1: Research



Sourcing for the right technology adoption in your organization

What value does the tool provide?

- Adopt a tool that creates value to your organisation
- How does it impact the organisation's growth?
- Will it help to increase productivity?

What problem does it solve?

- List out reasons why employees should adopt this tool and how will it help them.
- Take reference of reviews from companies and market case studies.
- Focus on employee testimonials from other companies that use the tool and present it to your employees to help them understand how the tool will benefit them.

Is this problem your main priority?

- Assess if this is the main priority that you wish to achieve
- Does your organization's priorities align with your employees?
- Gather feedback from your employees on the challenges to overcome.

How competitive is the tool?

- Compare the tool with other solutions with similar features in the market.
- Which tool will solve your problem better?
- Which tool will help to solve additional problems that you did not foresee
- Which tool is more user friendly?
- Which tool offers more cost saving in long run?

What would be the implementation process?

- Communicate with the tool provider & discuss steps involved in implementing the product.
- What is the type of training required for your employees?
- Will you need additional support resources?
- Will there be any long term cost for the organisation such as annual maintenance fees?



Step 2: Try before you purchase



Once you have identified and selected the tool that has the greatest value for your business, it is essential to check if it comes with a free trial period for your team to try on. This is a critical step before embarking on the adoption journey.

Checklist:

- 1) Identify employees who are early adopters that have the proficiency in technology to evaluate using the free trial.
- 2) Ensure the tool provider renders support during the trial period for the early adopters.
- 3) Research and gather resources for the adopters to take as reference during the trial period.
- 4) Gather feedback from your early adopters on their experience on new technology platforms and understand if there are any problems during the trial period and how to overcome them before confirming on adoption.



Step 3: Formulate your strategy



Your deployment strategy will consist of who, what, when and how of your implementation process. Design a firm and extensive program that is also flexible. Continue to engage in dialogue with your employees to understand how the process impact them.

Objectives & Timelines

- Is your technology ready for deployment?
- List out the project objectives and timelines
- When will the new tool replace the current tool that you are using?
- How long will it take to implement and what is the duration of the training?

Deployment tiers

- Using deployment tiers will help to lay a strong foundation in successful technology transformation.
- Determine how deployment will be phased – full scale or staggered roll out?
- Will it be top down or bottom up?

Training approach

- List out the types of trainings that will be required.
- Will certain groups of employees require more intensive training?
- Do the deployment tiers require different styles of training?
- Decide how to categorise different groups of people depending upon the type of training required.

Expectations and goals

- Set reward systems to recognise employees who make efforts to use the system.
- Set expectations and goals for your organisation based on the full adoption cycle of your workforce, as the rate of pick up by employees varies.
- Provide resources for those employees that require longer time to adopt the technology.



Step 4: Pitch your case



After you have formulated your deployment strategy, it is time to get your workforce excited on the new technology!

Checklist:

- 1) Be prepared to answer different types of questions from employees.
- 2) The key for employees to accept new technology, is to lay out a bright vision of what the technology is and how it will impact them.
- 3) Present the deployment strategy to employees and explain the importance of technology transformation.



Step 5: Training



Focus on the learning outcomes and design a great training experience for your employees so that they are eager and look forward to the technology transformation in their workplace.

Guide:

1) Visual Learners

- Understand new concepts through vision using pictures, relationships between objects to learn.
- Tailor workplace training by using diagrams and videos.

2) Auditory Learners

- Learn by identifying patterns through lecture style teaching.
- Tailor workplace training with speeches, open dialogue and audio recordings.

3) Reading/Writing Learners

- Best with examining text, case studies and reports.
- Tailor workplace training with manual, handouts, quizzes and presentations.

4) Kinaesthetic Learners

- Understand information by using their senses combined.
- Tailor workplace training with walk through, simulations.

5) Logical Learners

- Learn from studying patterns and high level concepts.
- Tailor workplace training with graphs, spreadsheets.

6) Interactive Learners

- Understand the feelings and motivations of others
- Tailor workplace training with team based activities, role play and group discussion.

7) Solitary Learners

- Make sense of things through introspection.
- Tailor workplace training with content to work their way solitarily and offer a balance of collaborative activities with other similar learners.



Step 6: Institutionalization



Once training is complete, employees should be aligned and ready to integrate the new tool into their workplace.

Checklist

- 1) Assign early adopters and influencers to provide assistance to other employees who require additional training and support.
- 2) Do you have a reward system for employees that are able to adopt the tool quickly?
- 3) Do you provide a platform to allow employees to feedback and discuss on the new technology on its benefits and shortcomings?
- 4) How do you manage employees who are resistant to learning the new tool or fail to see why the tool is useful to their operations?
- 5) How do you manage feedback to ensure problems are resolved quickly, ensure that they do not feel left out and lose their productivity?



Step 7: Highlight goals and wins



Technology transformation is possible with the assistance from employees. Therefore it is essential to highlight the goal and wins.

Checklist

- 1) Focus on the learning outcomes and compare with the objectives that you have set.
- 2) Highlight and celebrate the objectives that your team has achieved.
- 3) Focus on the positives that the new technology has provided to your organisation.
- 4) Focus on how individuals gain from the new technology.
- 5) Spread the word – get early adopters and influencers to spread technology adoption.
- 6) Communicate to employees on importance of the tool and how the tool is helping your company.



Step 8: Review and Reboot



Technology advances rapidly and it is essential to constantly focus and review on the technology adoption progress and outcome to ensure it helps to achieve the organisation objectives. Be prepared for a dynamic technology transformation journey where there will be constant change, new iterations and optimisation.

Checklist

- 1) Focus on the learning outcomes and compare with the objectives that you have set.
- 2) Is the progress aligned with your timeline? If not, how to realign, accept it and pivot.
- 3) Analyse when and why did you achieve your objectives.
- 4) Do you require additional training or should a new system be put in place due to technology advancement.
- 5) Continue to review and update the tool and change the way how your employees are using it.
- 6) Can this tool provide solutions to other issues that you are facing?
- 7) Are you able to improve potential solution that you are yet to think of?



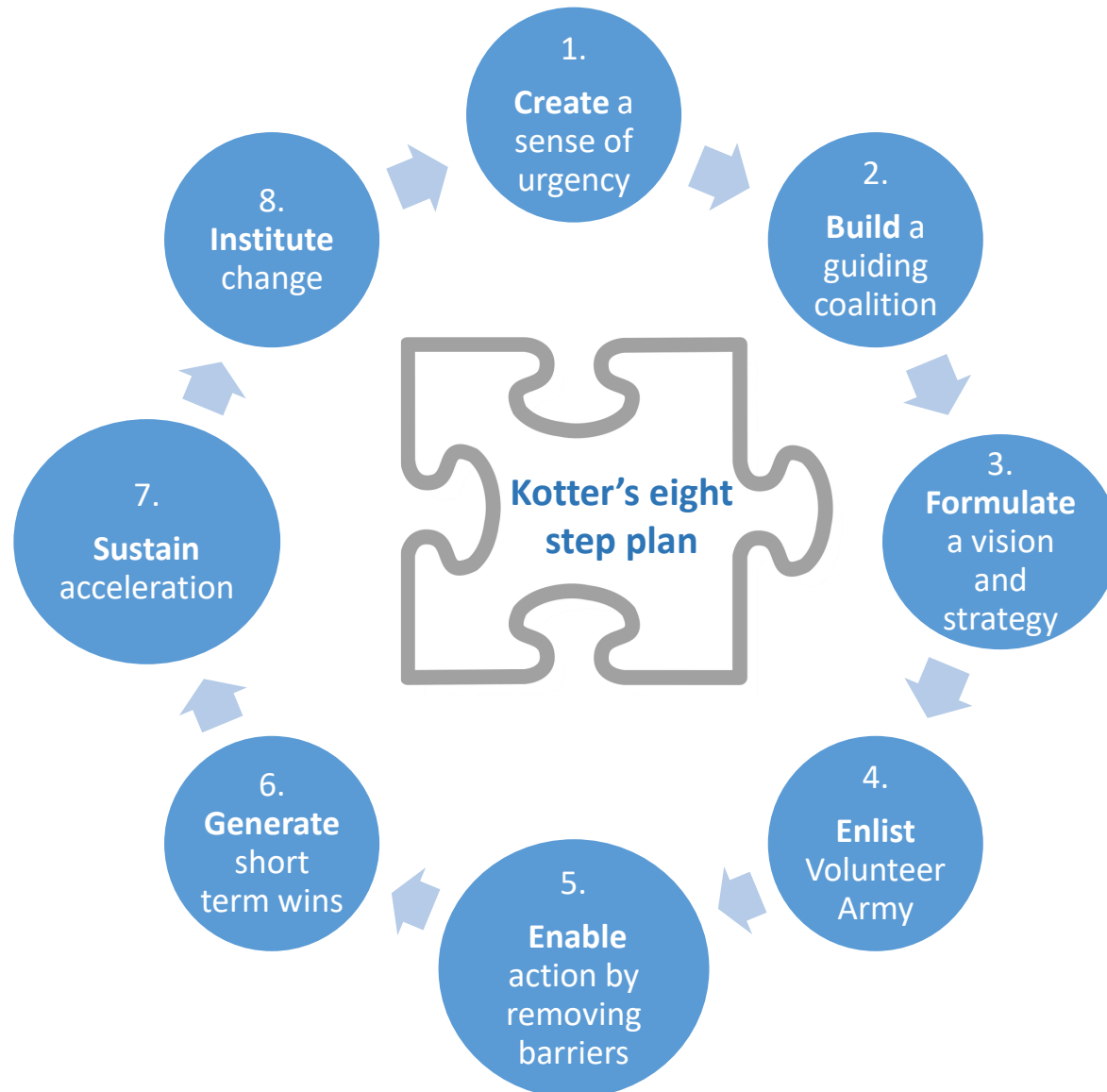
Which Change Management model is the best?



To overcome the challenge of change, leaders are required to comprehend the different change management models and adopt the best that suit their organisation's needs.



Change Management

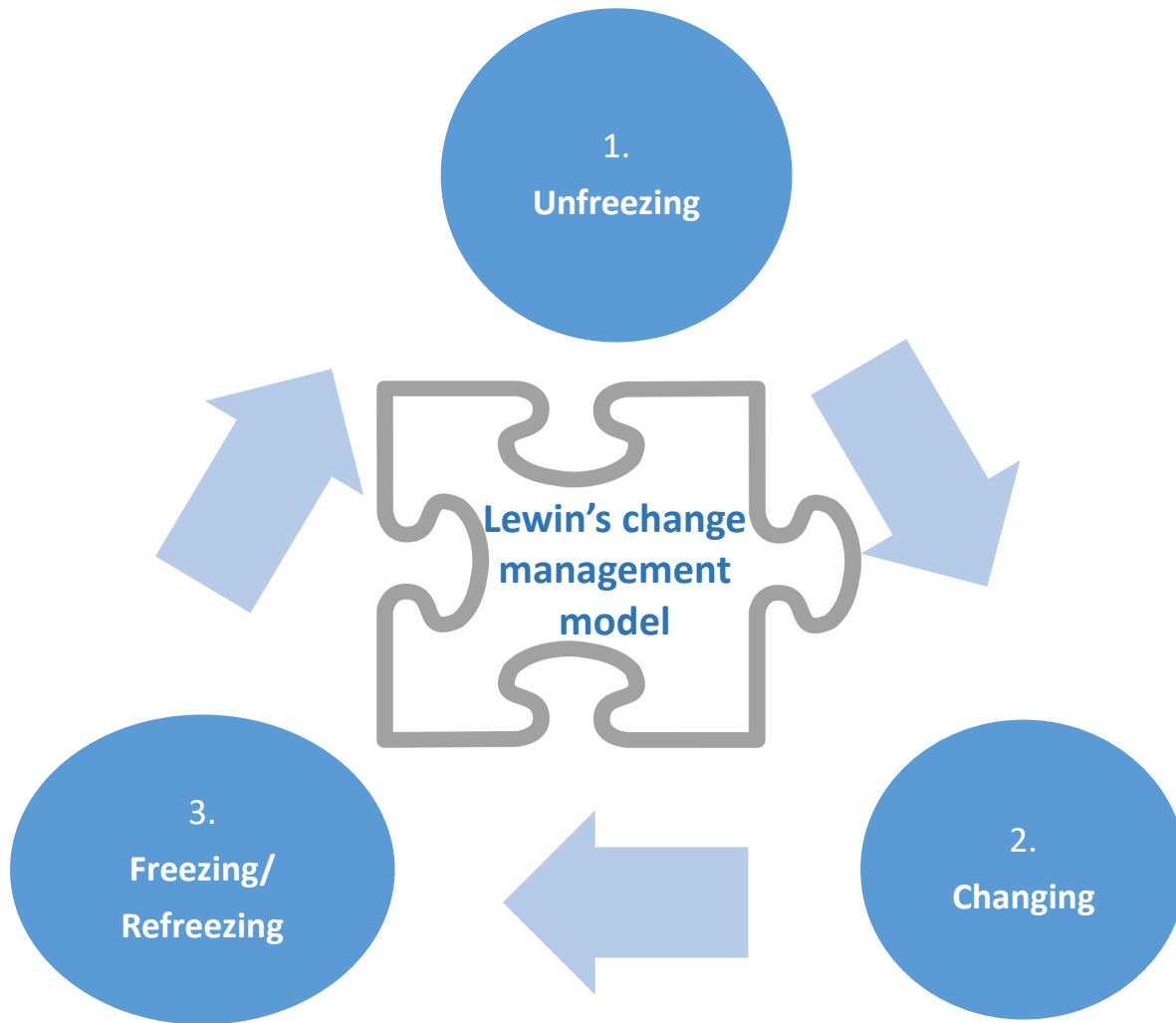


Overview

- This is a model that provides detailed steps. It can be time consuming as long-lasting change needs preparation and time.
- It is a top-down approach model and hence, it is essential to gather feedback from the employees.
- It requires great efforts and commitment from the top management as they need to engage and convince their frontline workers on the need for change.
- It is suitable for large organisations or for major changes that need to be implemented.
- For more details, please visit <https://safestart.com/news/which-change-management-model-is-the-best-for-your-organization/>



Change Management

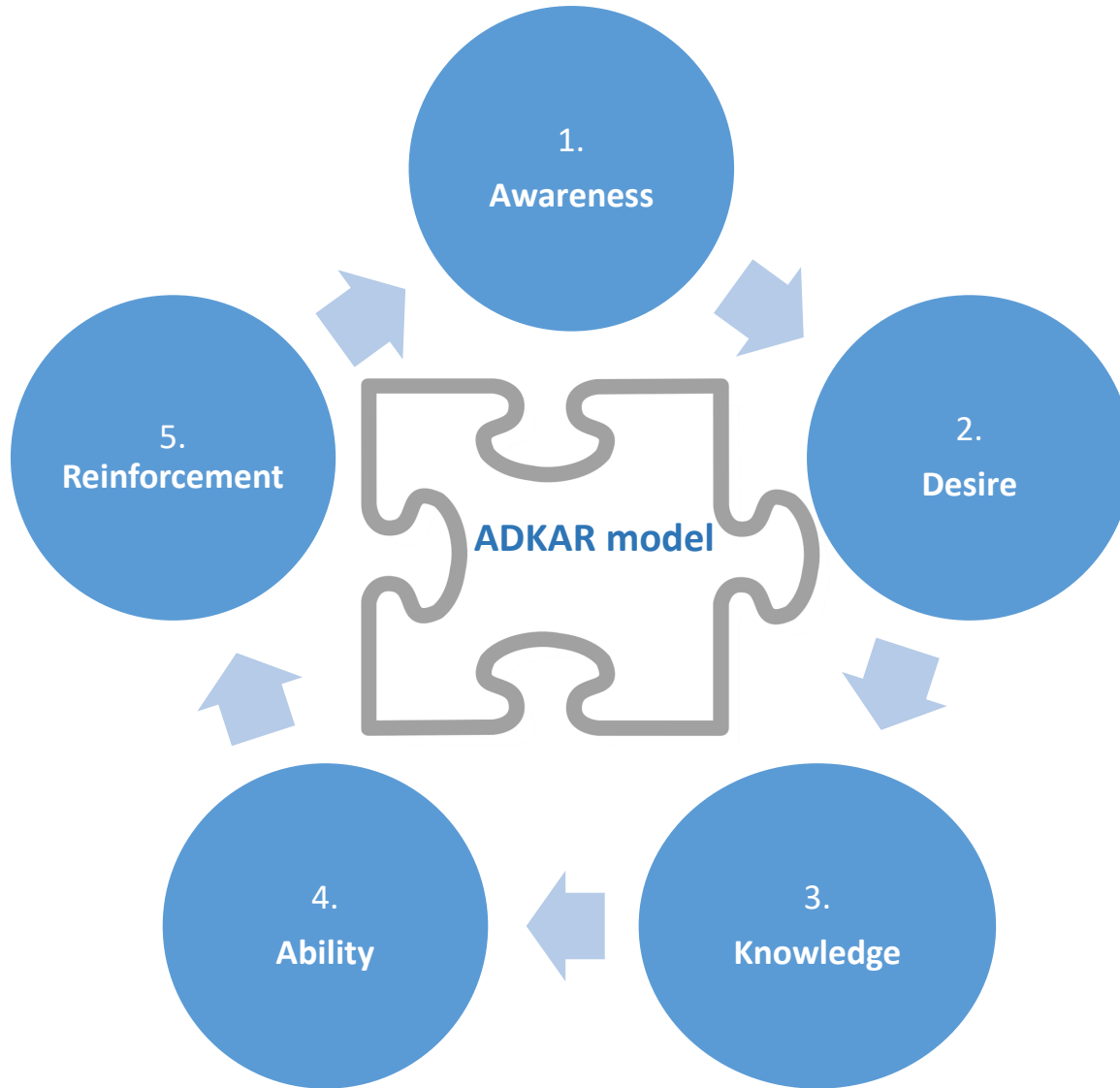


Overview

- This is a simple three steps model that provides a visual overview of what the change should look like and is easy to comprehend.
- It does not explain “how” the change takes place, especially on managing people that are against the change.
- This process focuses on helping organisations to understand what successful change and transitions look like, while allowing them to figure out how to achieve them.
- For more details, please visit <https://safestart.com/news/which-change-management-model-is-the-best-for-your-organization/>



Change Management



Overview

- This model is not suitable for organisations that are not certain with the scope of transition that they need to face.
- It focuses on the outcome rather than the path towards the outcome and hence, it can be an adaptable tool that suits many types of organisations.
- Larger organisations may not consider this change model for their implementation.
- This model outlines the goals instead of the detailed steps that leaders should take when implementing the change.
- For more details, please visit <https://safestart.com/news/which-change-management-model-is-the-best-for-your-organization/>



Appendices



Sample Plan



Checklist





Communication Sample Plan



A sample plan on how communication should be executed to ensure information is passed on accurately

Audience	Responsibility
<i>Executive leadership team (ELT)</i>	CIO and COO
Audience Background and Potential Reactions	Communication Objectives
CIO and COO already told the rest of the ELT about the new HCM software. CEO is on board and will be the sponsor, but there may be some mixed perspectives on how new processes will affect employees and HR.	<ul style="list-style-type: none"> » Accept and champion the decision. » Understand details specific to their position (e.g., processes and timing). » Plan communications for their teams.
Communication Channels	Timing or Frequency
<ul style="list-style-type: none"> » Monthly meetings » Memos » Individual emails from CEO 	As soon as decision is final, weekly communication will commence.
Audience	Responsibility
<i>Senior leadership (senior vice presidents and vice presidents)</i>	ELT
Audience Background and Potential Reactions	Communication Objectives
Ideally, the SVPs and VPs will know the new HCM is being considered, so they won't be completely surprised.	<ul style="list-style-type: none"> » Understand the reasoning and support the decision. » Communicate plans to supervisors and managers.
Communication Channels	Timing or Frequency
<ul style="list-style-type: none"> » In-person meetings with direct report on ELT » Memos » Individual emails from CEO 	As soon as decision is made, weekly communication will commence.



Communication Sample Plan



Audience	Responsibility
<i>HR</i>	ELT and senior leadership
Audience Background and Potential Reactions	Communication Objectives
HR director helped with decision-making. Some members of the team are concerned their jobs will be eliminated. Others understand they will be able to transition the department to be a strategic business partner.	<ul style="list-style-type: none"> » Accept the decision. » Understand how the software will transform HR to a more strategic role. » Help promote the software through newsletters and meetings.
Communication Channels	Timing or Frequency
<ul style="list-style-type: none"> » In-person meetings with direct report on ELT and senior leadership » Memos » Individual emails from CEO and direct report on senior leadership team 	<ul style="list-style-type: none"> » Announce decision at meeting » Twice-weekly memos » Weekly emails
Audience	Responsibility
<i>Supervisors and managers</i>	ELT, senior leadership and HR
Audience Background and Potential Reactions	Communication Objectives
Supervisors and managers are not aware of the new HCM software purchase and may worry the self-service tool will have a negative impact on workers and productivity.	<ul style="list-style-type: none"> » Understand how employees and the business will benefit. » Lead by example through usage.
Communication Channels	Timing or Frequency
<ul style="list-style-type: none"> » In-person meetings with direct report and HR rep » Individual emails from CEO and direct report on senior leadership team » Newsletter 	<ul style="list-style-type: none"> » Announce decision at meeting » Weekly emails and newsletter



Communication Sample Plan



Audience	Responsibility
<i>Corporate employees</i>	Supervisors and managers
Audience Background and Potential Reactions	Communication Objectives
Employees are tech-savvy and accustomed to having control over their information.	<ul style="list-style-type: none"> » Understand why the software will add transparency and give them control over their information. » Start using the software to update info, manage schedules and take training.
Communication Channels	Timing or Frequency
<ul style="list-style-type: none"> <li style="margin-right: 10px;">» Department meetings <li style="margin-right: 10px;">» Individual emails from CEO and manager/supervisor » Newsletter 	<ul style="list-style-type: none"> » Announce decision at meeting » Weekly emails and newsletter

Audience	Responsibility
<i>Field workers</i>	Supervisors and managers
Audience Background and Potential Reactions	Communication Objectives
Field workers have complained about a lack of connectivity, an inability to access information remotely and the cumbersome timekeeping process. Most should be excited to have new software.	<ul style="list-style-type: none"> » Understand why the software will add transparency and give them control over their information. » Use the system to clock in, clock out and submit expenses.
Communication Channels	Timing or Frequency
<ul style="list-style-type: none"> <li style="margin-right: 10px;">» Personal emails from supervisors/managers <li style="margin-right: 10px;">» Individual emails from CEO and manager/supervisor » Newsletter 	<ul style="list-style-type: none"> » Announce decision at meeting » Weekly emails and newsletter



Change Management Planning Checklist



Get started

Before launching a change management program, organizations should:

- Create a sense of urgency by identifying and communicating potential obstacles and undesirable future states
- Curate a guiding coalition of volunteers to spearhead and champion the change
- Develop the change vision so an overarching project strategy, which encompasses the change management plan, can be created
- Identify the desired results and outcomes of the people side of the project
- Select the method(s) for managing the people side of change, based on the nature of the project
- Ensure the change management plan complements the overall project plan



Change Management Planning Checklist



Get going

When it's time to implement the change management program, organizations should:

- Develop a holistic set of tools to support the change
 - » **Communication plan**
 - Identify audiences
 - Identify the ideal sender of each communication
 - Select the most effective channels, timing and frequency
 - Establish two-way communication methods
 - Send the messages according to schedule
 - » **Sponsorship road map**
 - Ensure the primary sponsor understands the position's roles and responsibilities
 - Provide any necessary training to bring the sponsor up to speed with the change



Change Management Planning Checklist



- Deliver key messages for senior leadership
- List activities required during each phase of the project, including what to do with each layer in the hierarchy
- » ***Coaching plan***
 - Alert managers and supervisors they will be coaching their direct reports
 - Outline how the organization will prepare them for this role
 - Develop tactics coaches will use to engage employees
 - Detail the coaching schedule
- » ***Training plan***
 - Assess current skill levels to identify skills gaps
 - Create training programs to address specific lapses
 - Schedule training as needed
- » ***Resistance management plan***
 - Proactively identify where resistance could occur
 - Develop measures to mitigate or prevent resistance
 - Create an action plan to deal with resistance
 - Use the tools to communicate the change vision to elicit buy-in and remove barriers to adoption
 - Celebrate short-term wins through multiple communication methods and channels



Change Management Planning Checklist



Get results

To reinforce that the change taking place is the new norm and ingrain it in the culture, organizations should:

- Create a system to track adoption and usage rates
- Gather feedback from those impacted
- Diagnose usage gaps and continued resistance
- Set goals to continue building momentum
- Keep the team motivated and ideas fresh with ongoing learning, such as speakers or webinars
- Share success stories of the change



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