

Gartner Insights

The Stop, Start, Continue Tool for HR Leaders

The Stop, Start, Continue Tool for HR Leaders

Many leaders have assumptions on how employees will experience change, and it's your job to challenge those assumptions. After creating a new HR solution, or any solution or change for that matter, use the Stop, Start, Continue Tool with your leaders to help them anticipate the change's effect on different employee groups.



How to Use the Stop, Start, Continue Tool:

1. Start by identifying the components of the change. Break down the change into smaller changes that can be itemized and qualified.
2. Determine the degree of impact to the change by stakeholders (i.e., will this component of the change have high impact, medium impact or low impact on the stakeholders?).
3. Specify the stakeholders impacted (audience impacted by component of the change).
4. Identify the behaviors the audience should no longer do to be successful (STOP).
5. Identify the behaviors the audience should begin to do to be successful (START).
6. Lastly, identify the behaviors to continue doing to be successful (CONTINUE).
7. Determine the approximate timing for the behavior changes to occur within the audience.
8. Detail the actions/strategies needed to allow for and support these behavioral changes.

Illustrative Example: Stop, Start, Continue Tool

Component of Change	Testing new technology platform
Degree of Impact (L/M/H)	Medium
Audience (who will be impacted)	Project leadership team
Behaviors to Stop	Avoid only focusing on negative impact of new platform.
Behaviors to Start	Learn new technology platform and uncover areas for improvement.
Behaviors to Continue	Surfacing issues or potential risks employees may have
Timing of Impact	End of the prepare phase
Actions to Support Change	Spend time individually and as a group to uncover issues and bring forth to the vendor.



Stop, Start, Continue Tool

Component of Change	
Degree of Impact (L/M/H)	
Audience (who will be impacted)	
Behaviors to Stop	
Behaviors to Start	
Behaviors to Continue	
Timing of Impact	
Actions to Support Change	

Gartner for Chief Human Resources Officers

Gartner for Chief Human Resources Officers provides expert guidance, essential insights and powerful tools to help CHROs strengthen their influence with key business partners and the board, elevate the impact of the HR function, and promote effective collaboration throughout the organization.

Expert guidance

Get unlimited access to experts to support your strategic initiatives.



Actionable insights

Gain insights on CHRO effectiveness, organizational design, talent management, HR ops and more.



Engaging events

Connect and learn from experts and peers at in-person and virtual events.



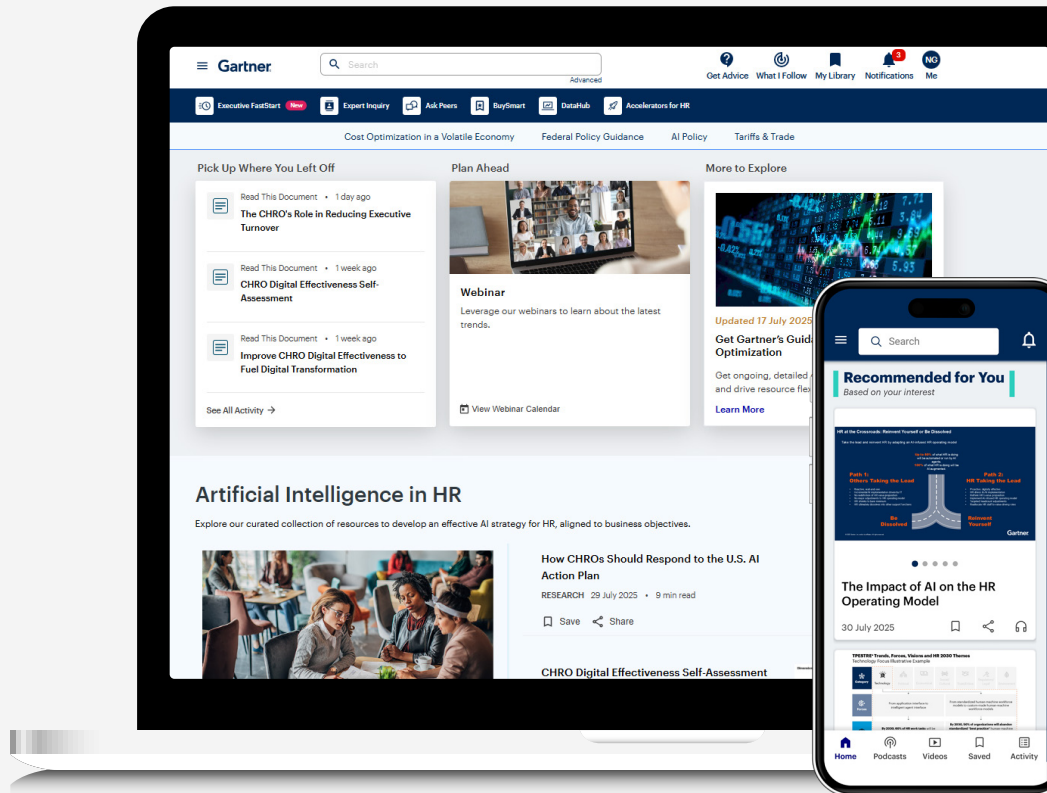
Presentations

Invite a Gartner analyst to present on the latest business and technology insights to you and your entire organization.



Decisioning tool

Transition from benchmarks and frameworks to diagnostics and templates.



 **Learn More**

Connect with us

Get actionable, objective business and technology insights that drive smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

U.S.: 1 855 322 5484

International: +44 (0) 3300 296 946

[Become a Client](#)

Learn more about Gartner for CHROs:

gartner.com/en/gartner-for-chro

Stay connected to the latest insights



Attend a Gartner conference

[View Conference](#)