Gartner for HR

Case Study: Develop Leaders to Guide Employees Through Change

Fulton Bank

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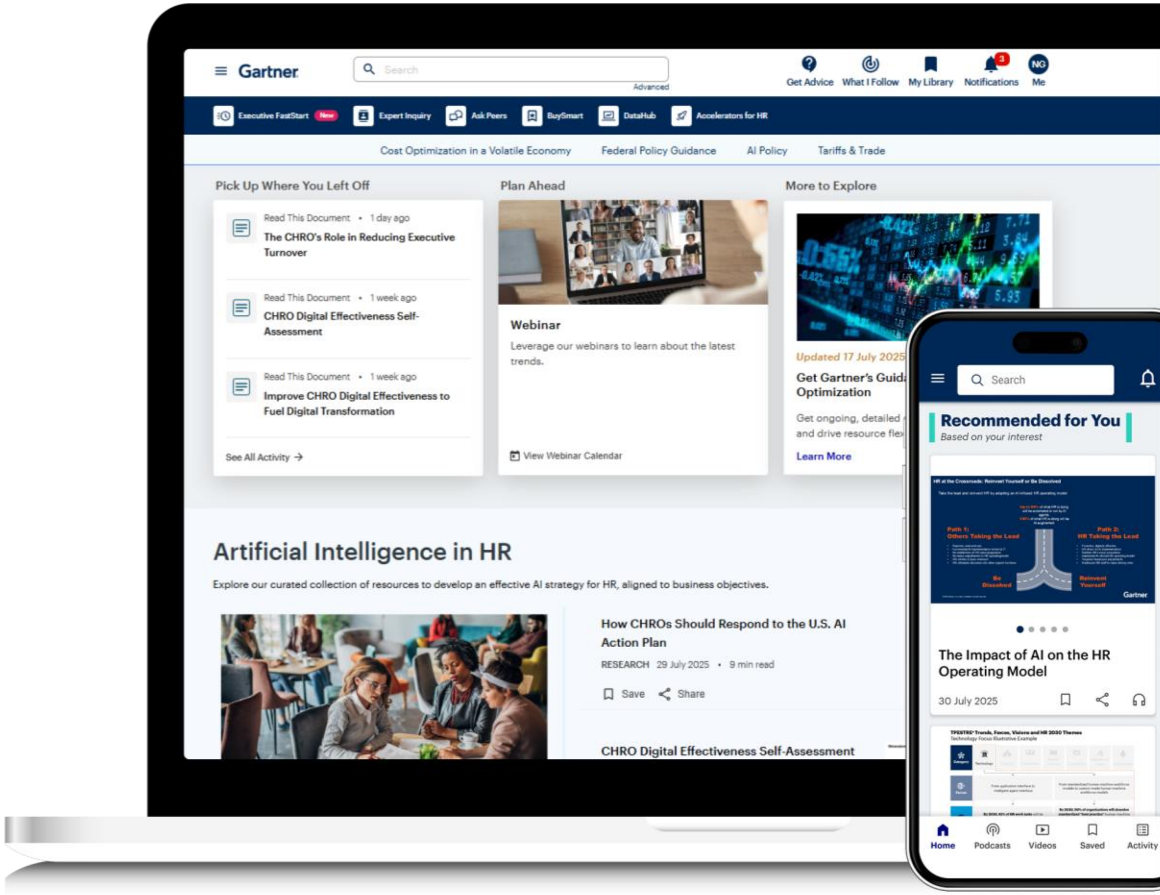

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Case overview

Summary

CHROs and their teams often struggle to develop leaders who can guide employees through times of intense change. Learn how Fulton Bank develops leaders to enable, influence and sustain change, leading to faster employee change adoption.

About the company

- Company Name: Fulton Bank
- Industry: Banking
- Headquarters Location: Lancaster, Pennsylvania
- Revenue: $1 billion to $10 billion
- Employees: 1,000 to 5,000

Case overview

Problem	Actions	Results
• CHROs and their teams aim to develop leaders to drive faster employee change adoption, but employees struggle to keep up with the accelerating pace of change. • To increase adoption speed, most leaders focus on influencing employees to adopt individual changes. However, this approach doesn’t address the impact of frequent change disruptions, which can increase employee change resistance and lower adoption rates.	• HR leaders at Fulton Bank guide the actions leaders should take and the roles they should play, (during times of both low and high-intensity change) to enable, influence and sustain change in employees. • HR leaders at Fulton Bank emphasize the importance of understanding individual employee motivators to help leaders effectively address resistance to change within their teams. • HR leaders at Fulton Bank encourage leaders to share information about changes occurring (or that are about to occur) across the business with employees who aren’t experiencing the changes themselves. This helps employees better prepare for periods of significant change of their own.	• Leaders at Fulton Bank have heightened understanding of and confidence in their ability to lead through change, resulting in an increase in change initiative success. • Leaders at Fulton Bank successfully guide their employees through times of change, resulting in higher employee engagement and trust.

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Recommendations

To prepare employees for intense change and drive faster change adoption, CHROs should direct their teams to:

- **“Phases of Change” framework:** Identify the actions leaders should take to enable, influence and sustain change. As part of your change plan, identify clear actions leaders should take to prepare employees for future changes during times of both high and low organizational change.
- **Personal change motivators profile:** Assess leaders’ and employees’ personal change motivators. Within existing change management trainings, instruct leaders and their teams to complete a motivation-focused assessment, and conclude by sharing recommended action steps with leaders based on employees’ results.
- **Change ecosystem stories**: Encourage leaders to share change information during times of low change for their employees. Ensure leaders have access to change communications from across the business and are able to readily share them with their employees.

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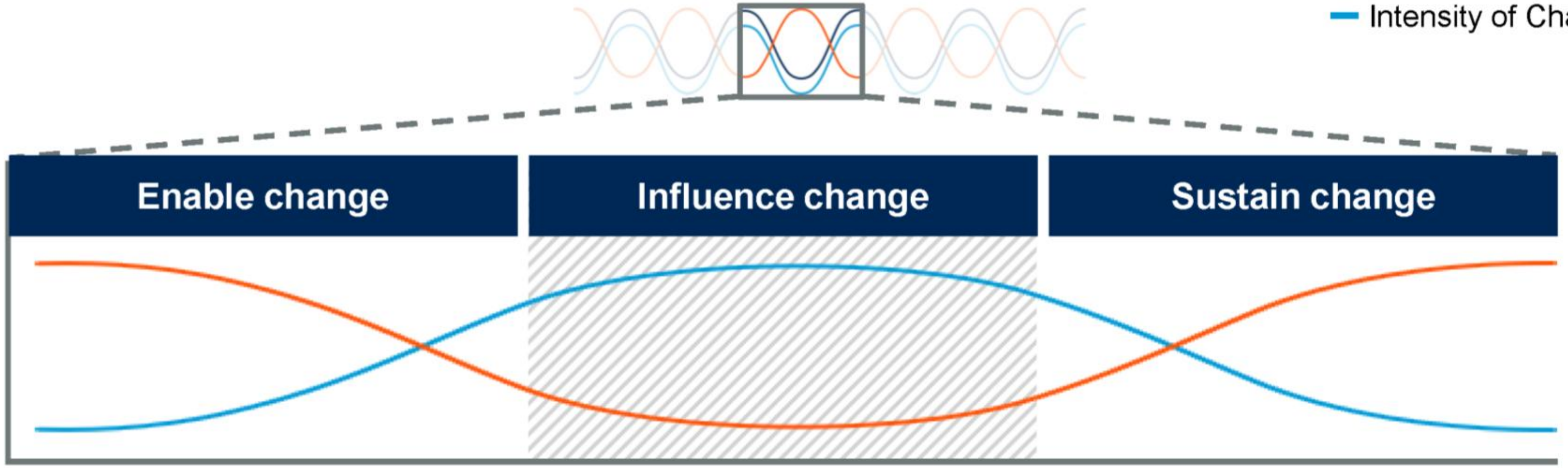
A “Phases of Change” view enables proactivity

Fulton Bank’s “Phases of Change” framework

Illustrative



Seeing actions to take during different phases of change prompts leaders to **internalize the roles they should play** during the fluid process of change.

HR recommendations: Leader roles and actions during phases of change

Prepare essential groundwork for change by sharing change stories, creating change urgency, and removing change barriers.

Support individuals by engaging in change conversations and tailoring support to employees’ personal motivators.

Nurture ongoing commitment by holding employees accountable for change acceptance, managing resistors and recognizing adopters.

Most leaders focus heavily on influencing change, but Fulton Bank **enhances** this approach by **balancing intensity** and distributing leadership responsibilities across the change journey.

Motivator Profiles Develop Foresight

Steps Toward Leveraging Fulton Bank's Personal Change Motivators Profile

Illustrative

HR facilitates identification of change motivators	Leaders reflect on employee motivators	Leaders leverage motivators across the change journey
HR's assessment generates a ranked list of motivators for employees and leaders.	HR emphasizes understanding personal motivators to address resistance.	Leaders hold dialogues with their teams during key moments using HR guidance.