



Gartner for HR

Preparing Your Workforce for Change

Your Action Plan: Prepare Your Workforce For Change

 **Key insight:** Unlock a change-ready workforce that can sustain performance through disruption by identifying and empowering change influencers.

- 1. Prioritize change initiatives based on impact and readiness.**
 - ☐ Compile a diagnostic set of questions to assess the impact of a potential change, organizational readiness and value of a potential change.
 - ☐ Circulate the diagnostic questions among leadership to help prioritize change initiatives and gain buy-in.
 - ☐ Define a change implementation strategy leveraging leadership feedback to prepare for prioritized change initiatives.
- 2. Encourage managers to build their team's change resilience instead of championing change initiatives.**
 - ☐ Train managers on effective dialogue for discussing the details of change initiatives with employees — ensuring employees understand changes and resolve any concerns.
 - ☐ Provide managers with a do's and don'ts template to collaborate with their teams on how a change might look in their day-to-day work.
 - ☐ Promote a culture of psychological safety within the organization so employees feel comfortable speaking to their managers when struggling with a change.
- 3. Identify and amplify the true change influencers at your organization to boost change adoption.**
 - ☐ Sponsor a network analysis to identify employees who have a broad network of relationships across the organization — these employees are ideal change influencers.
 - ☐ Diffuse information about upcoming change initiatives through identified change influencers and their networks, in addition to leadership.
 - ☐ Leverage change influencer networks to gather employee feedback in the early stages of change to mitigate risks and surface opportunities for boosting engagement.

Get Started: Prepare Your Workforce For Change



Begin thinking about change and how it impacts your workforce and answer the questions below.

- 1 What are some changes that are coming or that you predict will come over the next 12-18 months that may impact your organization?

Ex. Organizational redesign, leadership succession, new HCM suite, etc.

- 2 Think about how you might prepare for these change initiatives, reflecting on the questions below:

Begin thinking about...

Change impact

- What is the level of process change?
- Resulting role and behavior changes?
- Technology changes?

Change readiness

- Risk of insufficient stakeholder alignment?
- Current level of change fatigue?
- Risk of insufficient senior leadership engagement?

Change value

- Grounded in enterprise strategy?
- Impact on associate experience?
- Financial impact?

Next Steps: Choose one of your change initiatives and answer the questions on the next page.

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Select a change initiative on the previous page and answer the following questions.

3 Change impact: How will this change initiative impact your organization?

Ex. Large process change, new technological capabilities, new roles or skills needed

4 Change readiness: How ready is your organization to accept this change?

Ex. Is our workforce fatigued with change? Will leadership stakeholders push back on the change initiative? Do we have the right processes in place?

5 Change value: What is the potential value this change can bring to the organization?

Ex. Is the change aligned with our business strategy? How will the change impact financial performance? What is the potential improvement to the associate experience?

Next Steps: Socialize these change initiatives and diagnostic questions with your leadership bench. When leaders have a structured framework to evaluate changes, they are more likely to be active sponsors for prioritized changes.

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