



Why aren't our people embracing the system?

Exposing **change management**  
as the **missing ingredient!**



**Georgegina Poulos**

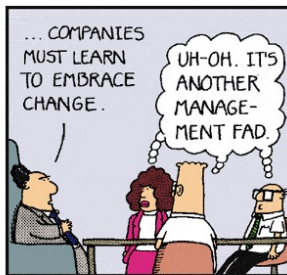
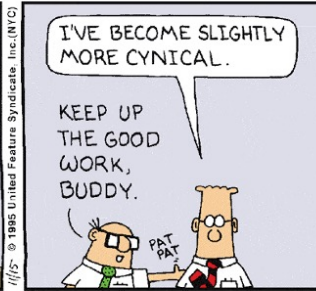
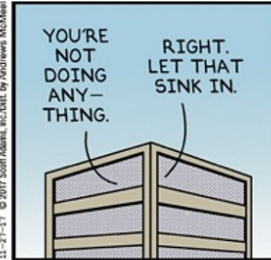
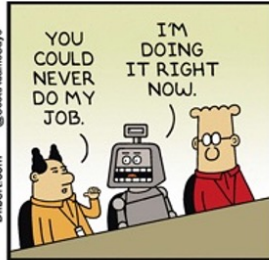
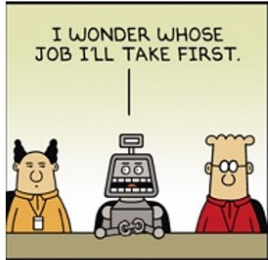
**Director  
gamma3 Consulting**

# Change

**(verb)** to make or become different

**(noun)** the process of replacing something with something new or different; a thing that is used to replace something.

# Sound familiar.....



# Let's start with the missing ingredient!



## Change Management Framework

# Case Study

## Implementing a new Human Capital System

# Step 1

## Shared Change Purpose



# Shared Change Purpose



## Start with **WHY?**

Current state not  
viable anymore...

WIIFM taps into  
the emotion

## **WHERE** are we going?

Confidence that a  
plan is in place.

Reduce fear and  
resistance

## **HOW** will we get there?

How taps into  
the LOGIC

This makes sense  
- drives action



# Shared Change Purpose



## Activity

Think of a project you are involved with or may be about to start, and answer these three questions

1. What is the imperative for this change?
2. What is the Future State vision for this change?
3. Describe the solution for change

# The business case



# The Business Case

● Strength | ● Okay | ● Not Available/Poor

|                                     | SAP Success Factors                          | Company A             | Company B             | Company C                     |
|-------------------------------------|--|-----------------------|-----------------------|-------------------------------|
| License Cost (Based on 2000 people) | \$<br>3-year contract                        | \$<br>5-year contract | \$<br>3-year contract | \$<br>Plus 5% PA over 3 years |
| Implementation Cost                 | \$ one-off phased over implementation period |                       |                       |                               |
| External Rating                     | Leader                                       | N/A - 3rd Tier        | Leader                | Niche                         |
| Phased Implementation               | ●  | ●                     | ●                     | ●                             |
| Features & Functionality            | ●  | ●                     | ●                     | ●                             |
| Directory/Org Charts                | ●  | ●                     | ●                     | ●                             |
| Recruitment                         | ●  | ●                     | ●                     | ●                             |
| Onboarding/Offboarding              | ●  | ●                     | ●                     | ●                             |
| Performance & Goals                 | ●  | ●                     | ●                     | ●                             |
| Talent & Succession                 | ●  | ●                     | ●                     | ●                             |
| Learning                            | ●  | ●                     | ●                     | ●                             |
| Reports                             | ●  | ●                     | ●                     | ●                             |
| Mobile App                          | ●  | ●<br>N/A              | ●                     | ●<br>Learning Only            |

# The Business Case



## Address a range of ongoing challenges and issues

An HRIS implementation brings streamlined P&C processes, accurate data, live org charts, targeted learning, compliance, and self-service. Boosting efficiency, reducing errors, and elevating team engagement, it frees up resources for strategic tasks, yielding long-term cost savings and productivity gains. We urge the board to weigh these benefits against short-term costs.

| Benefit of Implementing a HRIS                        | Potential Annual Saving |
|---|-------------------------|
| Improve time to full productivity of new hires        | \$115.1 K               |
| Reduce turnover                                       | \$170.4 K               |
| Reduce manual transaction & P&C admin effort          | \$275.0 K               |
| Reduce manager time on team admin                     | \$145.1 K               |
| Reduce employee manual transaction effort             | \$13.5 K                |
| Increase internal promotions                          | \$70.2 K                |
| Improve targeting of training                         | \$55.3 K                |
| Reduce direct recruiting spend                        | \$57.6 K                |
| <b>Potential Annual Value (based on 2k employees)</b> | <b>\$902.20K</b>        |

## Step 2

# Effective Change Leadership



# The role of senior leaders



# The role of senior leaders



LEADING  
*by*  
EXAMPLE



# Critical roles



**Project Sponsor**

**Project Manager**

**Change Agent**

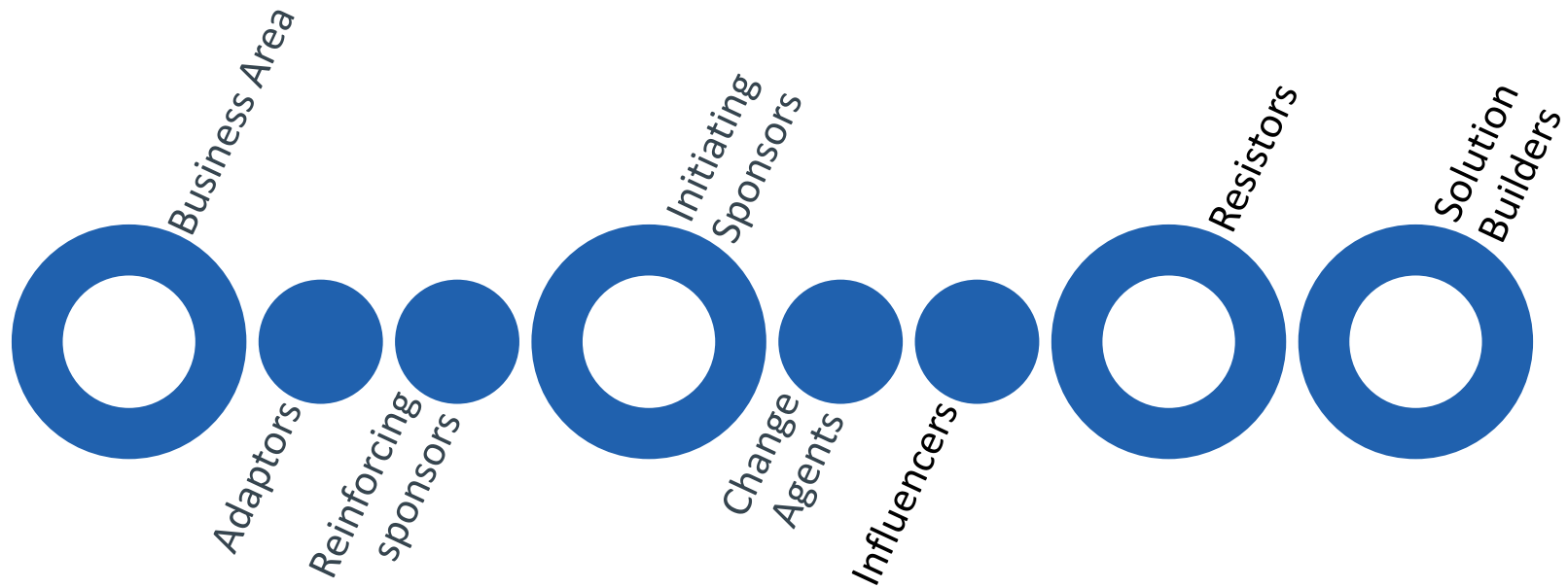
**Influencer**

**Adapter**

**Resistor**

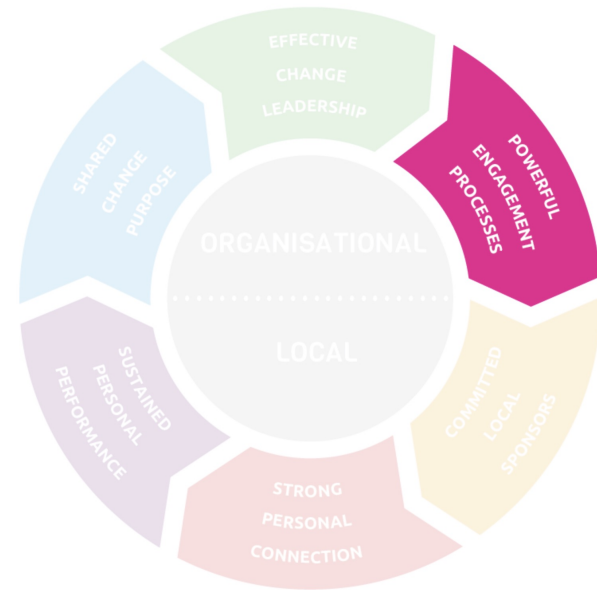


# Change Network Map



## Step 3

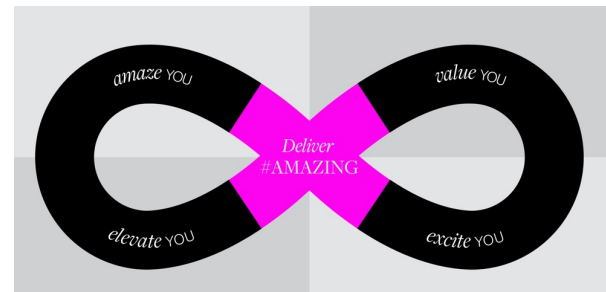
# Powerful Engagement Processes



# The communication plan



# What is in a name?



# The Communication Plan



| Key Audience        | Objectives   | Key Messages  | Methods              | Who      | When                   | Feedback  |
|---------------------|--|---|----------------------|----------|------------------------|---|
| Internal Operations | <p>Prepare employees for any changes to work processes in new system</p> <p>Address any impacts to data as part of migration</p> <p>Gain commitment, identify issues and actions</p> | <p>Check commitment to readiness for migration</p> <p>Changes to how new system will be used</p> <p>Process for preparing reports</p> | Weekly team meetings | Rob/Lucy | 1 month before go live | Charli to monitor and direct feedback via project meeting |



# Celebrate Progress



Sense of  
Achievement

Inspires  
Others

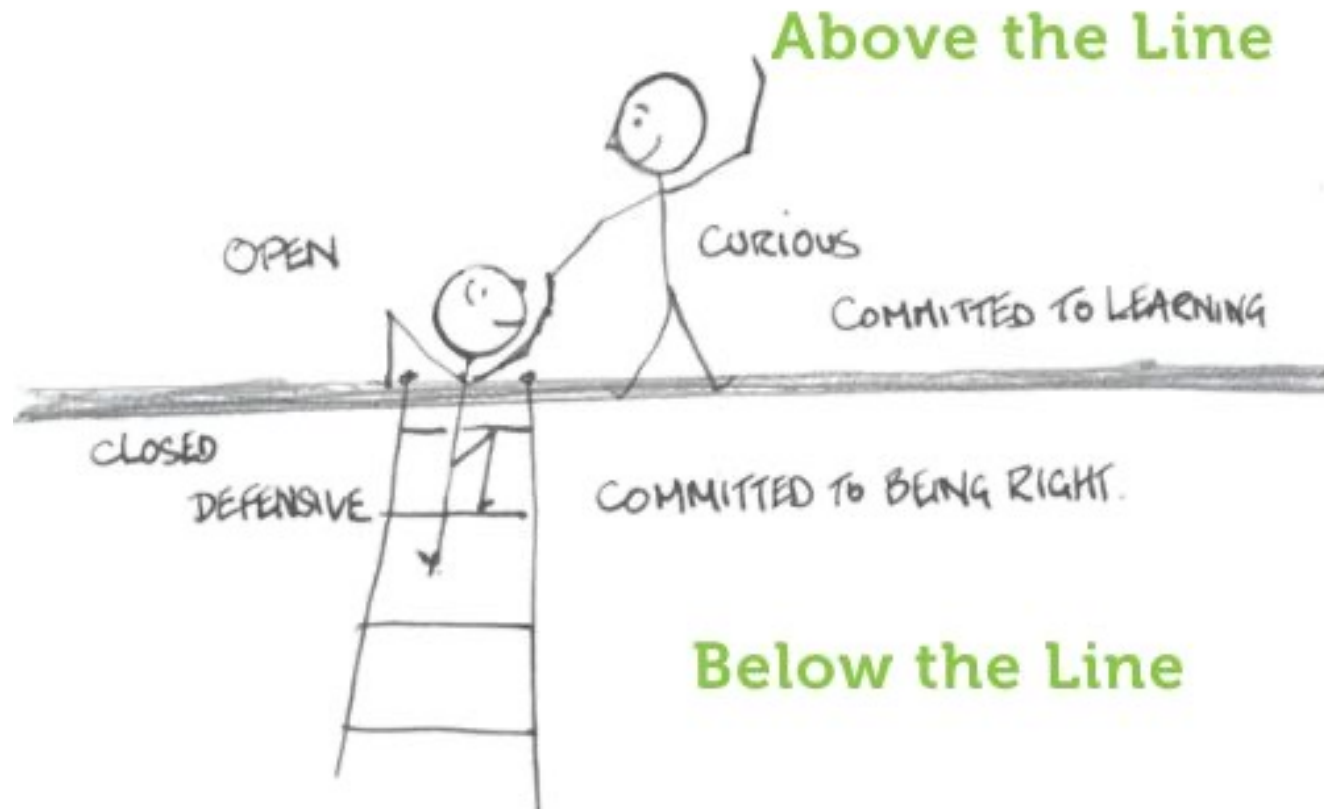


Boosts  
Motivation

Keeps you  
Accountable

Encourages  
further  
progress

# Go Live





# Learnings



Framework creates  
**stability**



Common language  
creates **safety**



Change agents  
creates **trust**



Training creates  
**inclusivity**



Capability creates  
**confidence**



Integration creates  
**empowerment**



# Thank you

Georgegina Poulos  
[gamma3consulting@gmail.com](mailto:gamma3consulting@gmail.com)