



Participating CAHRS Companies:

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So much is changing in the world of work – where people work, the context in which work is happening, the impact technology is having on what jobs entail and what skills and capabilities are needed, the employer-employee relationship and the role of work in people's lives, along with a variety of business challenges – all coming at us with unprecedented speed. These factors are causing companies to transform many aspects of their organizations. **In this working group session, CAHRS members explored how organizations are managing these new dynamics and increased pace of change in their organizations.**

Key Takeaways:

1) There are unprecedented levels of change

- 7 in 10 United States workers report disruptive changes in the last year
 - 20% say these are extensive changes
- Over 80% of HR leaders report that their function is undergoing change
- Hot areas of transformation are:
 - The HR operating model
 - Skills and competencies
 - Digital and technology systems
- Change is constant and fast paced
 - Even small changes are impactful

2) Organizations are becoming more adaptable and agile in their approach to change

- Mindset shift
 - “Not problem solving. Problem finding.”
- Creating adaptability at scale
 - Use bite-size training as practice
 - Create learning communities
 - Role model at all levels
 - Create enabling mechanisms to build enduring capabilities

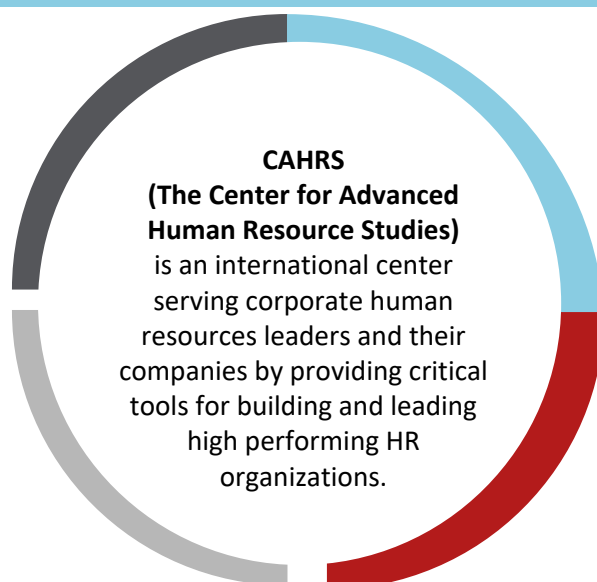
3) Companies are trying new things to engage stakeholders

- Being communicative and transparent (when appropriate)
 - Often cultural at the company level
- Helping to understand why change is important
 - Relying on HRBPs to be “Change Champions”
- Building a consistent approach to change builds momentum
 - (1) Creating a common language for speaking about change
 - (2) Designating a dedicated space for change
 - (3) Voluntary task forces alleviate the pressure of facilitating change from falling on one person
- Develop trust outside of major changes

4) The constant change causes burnout

- Helping employees feel supported through change– both professional and personal
- Focusing on the “moments that matter”

- Adapting to remote work
 - Providing therapy, life coach offerings and benefits
 - Improving understanding of neurodiversity
 - Hosting workshops and fireside chats
 - Looking at workflow building strategies
 - “How can I make something I have to do, better?”
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