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RETIREMENT BENEFITS
Hewlett-Packard Phasing Out Pension Plan
February 23, 2007 2:20 PM PT
Hewlett-Packard Co. is phasing out its defined benefit pension plan, completing the process it started a year ago when it closed the plan to new and younger employees. **>>**

FMLA Review Goes From Hurry-Up to Wait Mode
February 22, 2007 8:00 AM PST

Creative Tricks for Defined-Contribution Enrollment
February 21, 2007 12:58 PM PT

JetBlue's Lean Business Model Comes Up Short During Winter Storm
February 20, 2007 2:15 PM PST

EMPLOYEE DEVELOPMENT
Pfizer Overhauls Talent Strategy
February 23, 2007 8:32 AM PT
Hiring, development will emphasize skills rather than job roles to create a more versatile workforce. **>>**

Survey: Slow-Starting Roth 401(k)s Could Pick Up
February 21, 2007 2:25 PM PST

Home Depot's New HR Leader Faces Tall Order
February 21, 2007 12:15 PM PT

IRS Backdating Offer Draws Little Fanfare
February 20, 2007 10:00 AM PST

Features

CONTINUITY AGENT?
Forget Dave Ulrich: HR Doesn't Drive Organizational Change
By Luc Galoppin
Let's face it: By their very nature, the fundamental HR processes are aimed at safeguarding stability. But when you ask HR managers about the core competencies of their departments, they will tell you that the management of organizational change is at the forefront. They are wrong.
- ➔ **Do You Think Like an Investor?**
- ➔ **Ford: The Right Way Forward?**
- ➔ *Dear Workforce:* **How Do We Beef Up Skill Levels While Revamping Our Organization?**

Luc Galoppin, managing director, Reply Management Consulting.

SPECIAL REPORT
Your Co-Worker, Your Teacher
By Ed Frauenheim
The first generation of e-learning, launched about a decade ago, is often regarded as a misguided experiment. Today, blended learning is coming to mean mixing formal programs with informal peer-to-peer learning.

BOTTLING THE CURE
How Pitney Bowes Is Turning Its Innovative Health Care Practices Into a New Business

STRATEGY & CREATIVITY
IDEO: The Innovation Factory
IDEO helps top executives rethink their approaches to problem-solving and developing creative environments. Senior managers turn to

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Feature: Forget Dave Ulrich: HR Doesn't Drive Organizational Change

Forget Dave Ulrich: HR Doesn't Drive Organizational Change

Let's face it: By their very nature, the fundamental HR processes are aimed at safeguarding stability. But when you ask HR managers about the core competencies of their departments, they will tell you that the management of organizational change is at the forefront. They are wrong.
By Luc Galoppin

Forget what Dave Ulrich says!

In his 1997 book, *Human Resource Champions: The Next Agenda for Adding Value & Delivering Results*, Ulrich challenges human resource professionals to define the value they create for the business. By doing so, he distills these roles for HR careers: strategic partner, administrative expert, employee champion and change agent.

When it comes to that last one, we have to forget what Dave Ulrich says.

Whenever the human side is involved, organizational change projects tend either to ignore it or to completely outsource it to the HR department. Hopes, dreams wishes, and expectations are never taken into account, and training, communication and coaching are restricted to the minimum. The attitude in most projects is exemplified by this statement: "We'll take care of the process re-engineering and the technical stuff; HR will do the soft stuff."

However, there are two fundamental reasons why you should not count on HR to drive a change:

1. HR is not a change agent

HR safeguards continuity in the organization. Let's face it: By their very nature, the fundamental HR processes are aimed at safeguarding stability. But when you ask HR managers about the core competencies of their departments, they will tell you that the management of organizational change is at the forefront. They are wrong. The basic processes of HR and their accompanying goals are the following:

- Recruiting and selection's goal: employment continuity.
- Training and development's goal: knowledge and skills continuity.
- Performance management and appraisal's goal: performance continuity.
- Compensation and benefits' goal: stability in personnel costs.
- Work organization and communication systems' goal: social

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How well do you understand the point of view of your company's investors? Try this quiz.

2. Ford: The Right Way Forward?
Beyond job cuts and plant closures, Ford Motor Co. has revealed few details about its ambitious workforce restructuring plan. What's known, however, is the automaker has a tough road ahead as it tries to overhaul its U.S. operations--and that half-measures won't do.

3. *Dear Workforce:* How Do We Beef Up Skill Levels While Revamping Our Organization?
This is a great opportunity to create the systems and processes you need for the future.

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stability.

Therefore, HR should be approached as you would any other function in the organization, and HR should be the first target of your change-management efforts. But there is more.

2. HR is an agent of continuity

As a support function, HR will be affected indirectly by a re-engineering effort and will most likely resist at firsthand. Does that disqualify HR from having any stake in the organizational change? Not at all.

Change always happens in three phases: unfreezing, changing and refreezing. As the key strength of HR is to stabilize the human side of an organization during and after a transition, it is its role to lead the refreezing stage. In order for the change to stick onto the organization, you are going to use the HR department's tools and methods.

Therefore, HR is one of the first targets to work with. The faster you can enlist HR into becoming a continuity agent, the better. Just don't expect them to be on the same page from Day One, as they—like everybody else—will resist the change in the beginning.

HR as a co-pilot in long-term planning

From my experience, the only HR actions that have a positive impact take place at the beginning and at the end of a change program life cycle. This leads me to conclude that continuity, not change, is HR's core business. Even when the organization is affected during the transition, HR should help you out in minimizing the disruption of continuity.

As an example, program staffing of key people is a task that needs to be conducted in close alignment with HR as it should involve career perspectives and long-term accountability. Gradually, as the program comes to a close, HR needs to become the owner of the deliverables regarding learning, performance, organization, and communication.

The role of HR in this case is one of sustaining the change and integrating it into its standards and procedures. In other words: safeguarding stability and continuity of the new organization.

Tell us what you think. Discuss this article in the _Workforce Management Community Center_ or e-mail your comments to e_ditors@workforce.com_.

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Luc Galoppin is managing director of Reply Management Consulting, a consultancy based in Belgium that specializes in organizational change. He picked up his organizational change skills on SAP programs with different scopes and user communities and interim management assignments. His customers are based in the chemical, gas and cosmetics industries. This article is adapted from his blog, "Luc's Thoughts on Organizational Change."

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