GT | Human Resources

Leader Guide: Implement a Reconfiguration

> Employees must transition from the old way of working to the new way of working for your reconfiguration to begin to deliver the results expected. We recommend using this guide during the "planning" stage and revisiting throughout the reconfiguration to increase the rate of adoption of the change.

Research shows that the success of an organizational transformation increases as more transformation actions are taken. While each reconfiguration is unique and may require different tools, a comprehensive approach to organizational transformation supports lasting change[1].

Effective implementation plans include a creative and comprehensive set of tools designed to increase understanding, create buy-in, and build commitment to the organizational structure. It should be designed to be effective with various communication styles and learners. Partner with your unit/department HR partner to learn more and effectively incorporate these tools and steps into your implementation.

Implementation Toolbox

Tool	Owner (supporter)	Targets	Description
Required			
Employee Notification	Leader (HR Partner)	Impacted Employee[2]	1:1 meeting with leader and impacted employee to discuss changes. Depending on the type of impact, a notification letter may be provided to the employee.
Highly Recommended			
Town Hall / Team Meeting	Leader(s) (HR Partner)	All unit/ function employees	An "all-hands" meeting to discuss the strategic vision and mission of the organization, announce the changes, and provide an opportunity for employees to ask questions. Recommended when multiple teams/functions are impacted.
Email Announcement	Leader (HR Partner)	All unit/ function employees Critical Partners	An email summarizing the changes, reinforcing the purpose of the changes, and clarifying where employees can go with questions or to learn more. If a town hall is held, the email should be sent after to reinforce key messages. Units may include critical partners on email communication to ensure awareness and alignment.
Additional Tools to leverage as appropriate			
Team Meetings	Leader(s)	Team Members	Discussions incorporated into standing team meetings to discuss specific impacts to the team. Led by the senior leader of the team/function. Talking points may be used to ensure consistent messaging across teams. This activity is ongoing and iterative.
Development Plans	Employees Leader(s) (HR Partner)		Individual development and/or leadership plans that focus on developing competencies critical to the new organization. Plans should be co-created between the employee and direct manager; however, employees own their personal plans.
Fundamental Skill Development	Leader(s) (HR Partner) (HR SMEs)	Leader(s) Employees	Team workshop(s) and/or training session(s) to increase competency and confidence in skills that are critical to the success of the reconfiguration.

---

[1] McKinsey, "**Losing From Day One: Why Even Successful Transformations Fall Short**", December 2021

[2] Impacted employee refers to any employee directly impacted by changes as a direct result of the reconfiguration. Examples include reclassifications, job description changes, salary changes, etc.

Leader Guide: Implement a Reconfiguration

Additional Tools to leverage as appropriate (continued) Contact GTHR Org Design for with questions or additional support using the below tools			
Strategic Alignment Kick-Off	Varies	Leader(s) Employees	Team workshop to increase understanding and create alignment to the unit's strategic objectives. Develop understanding of how each position contributes to the overall mission of the organization.
Pulse Check-Ins	Varies (HR Partner) (HR SMEs)	Employees	Informal or formal check-ins with employees to see how they are responding and reacting to changes.
7 Keys to a Highly Effective Team	Leader(s) (HR Partner) (HR SMEs)	Leaders Employees	Workshops/meetings to establish the foundations for a highly effective team.
New Leader Integration (NLI)	Leader(s) (HR Partners)	Employees	Workshop to reduce ambiguity and accelerate team performance. Can be used when a team has a new leader or new members, and with experienced or new leaders.

"It's not enough to set ambitious aspirations... People need to understand what these goals mean for their day-to-day jobs and what they will be expected to do differently; if they don't know how they connect to the transformation, their behaviors and how work gets done won't change."[3]

Additional Resources

The following resources may be beneficial as you prepare to implement, measure, and adjust your reconfiguration.

- GTHR Organizational Design
- GTHR Change Management Resource
- Workplace Learning and Development (WLPD)
- WLPD People Leader Programs
- LinkedIn Learning
- Leadership Challenge Course
- Campus Learning Directory

Technical Implementation Resources

All implementation plans include some level of technical implementation. Technical implementation refers to processes and transactions that are required to comply with GT and USG policies and update OneUSG. Depending on planned changes, technical implementation may include:

- Background checks – view USG *Background Investigation* policy under "Employment"
- HRAP ASI – view the USG *Incentive, Compensation and Rewards* policy and the *Salary Increase Administration Process* under "Classification, Compensation, and Rewards."
- OneUSG attendant transactions

Questions? As your strategic partner, unit/department HR partners are your primary contact for reconfigurations. For additional support, contact Lindsey Micael Fenton, Organizational Design Consultant.

---

[3] McKinsey, "**Losing From Day One: Why Even Successful Transformations Fall Short**", December 2021