

**COME OUT**

HOW HR LEADERS NAVIGATE  
THEIR OWN TRANSFORMATION AND  
**STRONGER**

**WHEN HR IS IN THE MIDDLE  
OF THE STORM**



**MANY** COMPANIES

**MANY** CHALLENGES

**MANY** TRANSFORMATIONS

**ONE** IS ALWAYS DIFFERENT

# WHEN **HR** IS BEING TRANSFORMED

WHILE STILL HELPING TRANSFORM OTHERS



# WHY DO WE NEED A DIFFERENT APPROACH TO TRANSFORM **HR**?

- **HR has more change experience**  
*we've done it many times*
- **HR knows all the legal tricks**  
*we've been protecting the company from them*
- **HR knows all the potential scenarios**  
*we created them ourselves*
- **HR doesn't have their HR**  
*we need someone to look after us*
- **HR Leaders can be pretty lonely**  
*we are the knowledge and emotional support to everybody else, who is it for us?*



# WHY DO WE NEED A DIFFERENT APPROACH TO TRANSFORM **HR**?

If not **led** and **supported** appropriately, **HR** suffers from lower engagement levels and burnout more than other departments!



# HR LEADERSHIP IN TIMES OF CHANGE

**SHARED  
OWNERSHIP**  
to create  
**COMMITMENT**

**RADICAL  
RESPECT**  
to create  
**TRUST**

**ORGANIZATIONAL  
ENERGY**  
to create  
**LASTING  
PERFORMANCE**



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# RADICAL RESPECT

- Tell your team how the change makes **you feel**
- Tell them you **trust** them, and then **show** it with your actions
- Tell the truth, even when it is **uncomfortable**
- Speak openly about **risks, constraints, and uncertainty**
- **Explain** difficult decisions, don't hide behind corporate language and HR policies (sic!)
- **Share more** than you would usually allow for in other teams - your HR team knows the „backstage” anyway
- **Admit mistakes** and acknowledge when decisions change
- **Clearly articulate** your expectations
- Make sure that all the processes are fair and respectful, especially **offboarding**
- **Avoid oversimplifying** messages “to protect people”
- Help your team find the **meaning** in what they do

**TRUST IS YOUR PERFORMANCE MULTIPLIER.**



# SHARED OWNERSHIP

RADICAL  
RESPECT

ORGANIZATIONAL  
ENERGY

- Explain **why** a change is necessary before focusing on **what** needs to be done
- Explain what will **differ** and what will **stay the same**, comparing to business changes you've been leading as HR
- Openly communicate **business goals**, not just tasks
- **Inspire** and **empower** your employees to speak up
- **Actively involve your team** in co-creating solutions, **before** the decisions are finalized
- Always **close the feedback loop** by clearly communicating what was done with employee input

**IF YOU WANT BETTER DECISIONS,  
EMPOWERMENT YOUR TEAM.**



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# ORGANIZATIONAL ENERGY

- Treat your team's wellbeing as a **business strategy**
- **Normalize** conversations about fatigue, stress, and overload
- Pay attention to **actual workload**, not only results. Actively enable recovery
- Share what is and **what is not changing**, to bring elements of **stability**
- Invest in **upskilling** your team and prepare them for the new reality and bring confidence early on in the process
- Offer your team members someone to **talk to**, **get advice from** and **vent with** (other than yourself)
- **Celebrate** small wins during long and demanding change journeys
- Remember about continuous **recognition** – it should not stop during transformation
- Show your Team that **they are your priority**
- Make sure you are there **for each other**, as a Team



**BURNOUT IS AN OPERATIONAL RISK.**



# HR LEADERSHIP IN TIMES OF CHANGE

**SHARED  
OWNERSHIP**  
to create  
**COMMITMENT**  
is treating people as  
**PARTNERS**

**RADICAL  
RESPECT**  
to create  
**TRUST**  
is treating people as  
**ADULTS**

**ORGANIZATIONAL  
ENERGY**  
to create  
**LASTING  
PERFORMANCE**  
is treating people as  
**PEOPLE**

# DON'T FORGET ABOUT THE HR LEADERS



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# HR LEADERS

## LOOK AFTER YOURSELF!

- **Know your limits, and don't wait until you hit them**
- **Take time off before you actually need it**
- **Have a space where you don't have to be the HR leader**  
*Somewhere you can think, vent, challenge your assumptions and simply be yourself*
- **Be human with your team, but don't make them carry your emotions**
- **You can care deeply without carrying everything**  
*Not every problem, emotion or reaction is yours to fix*
- **Don't carry it alone - find a coach, mentor or trusted thinking partner**  
*If the support you need doesn't exist internally, ask for an external one. Get the budget - it's a business investment.*
- **Protect something outside of work**  
*Keep people, activities and spaces that give you energy and perspective*



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**DON'T FORGET THE PERSON BEHIND THE HR LEADER**



# TLDL

HR TRANSFORMATION REQUIRES A DIFFERENT APPROACH,  
BOTH FOR THE TEAM AND FOR THE HR LEADER

THE 3 LEADERSHIP LEVERS OF  
HR LEADERSHIP IN TIMES OF CHANGE ARE:

- SHARED OWNERSHIP
- RADICAL RESPECT
- ORGANIZATIONAL ENERGY

IT IS ABOUT CREATING:

- COMMITMENT
- TRUST
- LASTING PERFORMANCE

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**LOOKING AFTER YOURSELF  
HAS NEVER BEEN MORE IMPORTANT!**

# THANK YOU!

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