



# Driving Engagement Through Change

Talent Development's Role in  
Thriving Through Change

January 16<sup>th</sup>, 2024



# Introductions

Working with you side-by-side, every day



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# Agenda

January 16<sup>th</sup>, 2024

- 01** Employee engagement and change management fundamentals
- 02** Key drivers impacting employee engagement to drive change adoption
  - Relationship with manager
  - Trust and individuality
  - Change agility
- 03** Tactical actions to build employee engagement both during and in advance of change

01

# Engagement Through Change



# Organizational Benefits of Employee Engagement

## Engaged employees:



Are more productive



Display organizational citizenship behaviors



Are less likely to leave the company

# The X Model of Employee Engagement

Organizational Performance and Employee Satisfaction



# Preparing for Change

Despite applying many tactics, most change efforts still fail due to lack of overall employee engagement.



**Skill  
Development**



**Communication**



**Education**



**Leader  
Development**



**Stakeholder  
Alignment**



**Organizational  
Readiness**



# Returning to “Normal”

- Organizations are shifting from “survival mode” to a new way of working.



Increased number of days  
back in office



Hybrid  
workforce



Virtual  
learning



New onboarding  
practices

- Even returning to the “old” ways of working would be a significant change.
- Change is still at the forefront of the talent development landscape.

Employees are looking for meaningful work that works for them, and they’re looking to their employers to provide it.



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# Key Drivers



# Poll Question

**How does your organization prepare leaders to lead their teams through change?**

- A. Change management is built into our leader development program.
- B. Leaders are provided separate training to support a specific change initiative.
- C. Leaders are provided talking points and FAQs to support a specific change initiative.
- D. Leaders do not typically receive specialized training on reinforcing change with their teams.



# Key Drivers of Engagement Through Change

Relationship with Manager

Trust and Individuality

Change Agility

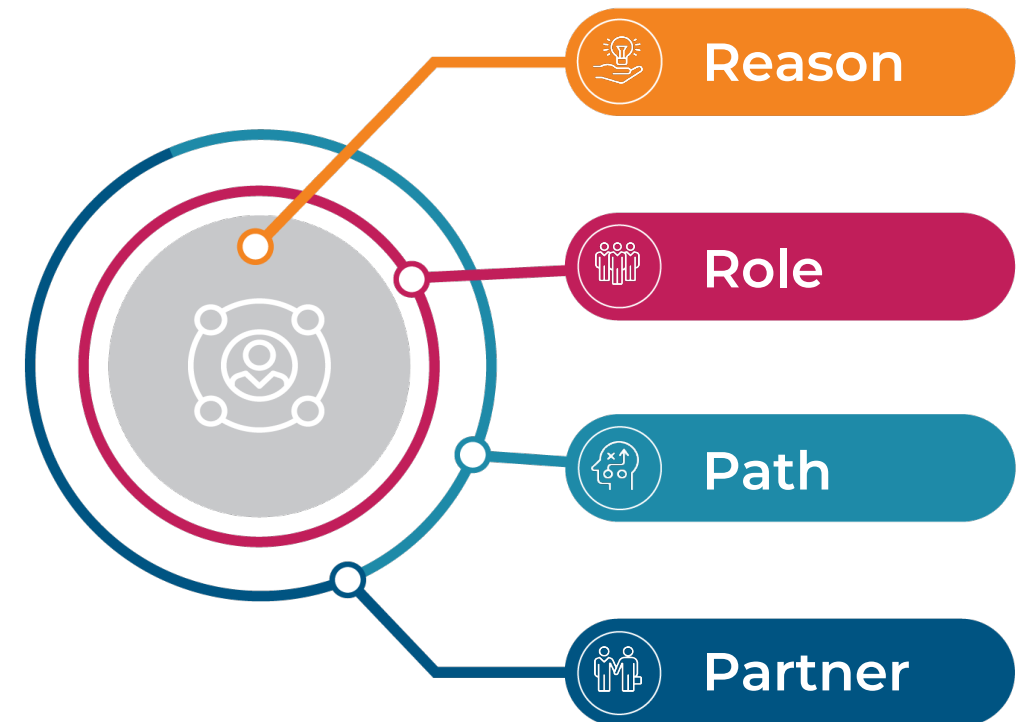
# Relationship with Manager

**Managers are directly responsible for developing the manager-employee relationship by connecting regularly and meaningfully with employees.**

- Connection with managers helps bond employees to the organization.
- Managers must make a conscious effort to stay connected to employees, regardless of the environment.
- Connection is a leadership skill that must be developed.

**During change initiatives, managers play a key role in supporting the individuality of change and communicating with employees about:**

- The reason for change
- Their role in the change
- The path to success
- Their partners in the change



# Trust and Individuality

Managers need to pay extra attention to their relationships with employees during times of significant change. They can do this by making meaningful connections and focusing on the unique talents of each team member.

During significant times of change, the manager / employee relationship is key. Engagement during this time was correlated with agreement to the following items:



**I trust my manager.**



**I trust the senior leaders or executive team.**



**I have a great working relationship with my manager.**



**My manager treats me as an individual with unique interests and needs.**

# Change Agility

Change Readiness and Resiliency



Overall organizational  
readiness for change



Change resiliency or  
ability to bounce back



Can be developed  
before change and  
through change

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What now?

Tactile  
Recommendations





# Preparing Organizations and Leaders to Effectively Support Change Initiatives

## Relationship with Manager

- Effective leader training
- Communication
- Self-awareness
- Feedback and recognition
- Follow through on commitments

## Trust and Individuality

- DEI training
- Emotional intelligence (EQ) training
- Empathy training
- Communication
- Provide tools and resources to assist managers to connect and thrive

## Change Agility

- Develop:
  - Sponsor and stakeholder engagement
  - A network of skilled change champions
  - A culture of adaptability and flexibility
  - An organization-wide learning culture



Change is rarely  
easy, but it  
doesn't have to be  
so hard.





## Contact us

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# Thank you

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