

WEBINAR

# Meeting Your Moment: 3 Ways HR Can Lead Through Times of Change



**Dave Carhart**

VP, People Strategy Group  
Lattice



**Kerry Wheeler**

Product Marketing Manager  
Lattice

# Welcome!

- We'd love to answer your questions! Please submit your questions on the Q&A tab.
- If you would like to see a demo of Lattice press the "Get Demo" button on the top right of your screen.
- There are some great articles and ebooks in the "Docs" tab.
- This session is being recorded and you'll receive the recording via email after the event.
- You will receive your SHRM and HRCI credits via email after the event.



# Introductions

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**Dave Carhart**  
VP of Lattice's People  
Strategy Group



**Kerry Wheeler**  
Sr. Product  
Marketing Manager



Tell us in the chat...

**What is your biggest HR priority  
right now?**



# Today's Agenda

## The Current Chaos

- Balancing business and employee needs
- HR's value right now

## Coming out on top

- Building a healthy and adaptable team
- Strengthening manager effectiveness
- Keeping employee motivation and performance high

## Q&A



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Meeting Your Moment:

# The Current Chaos



# Spoiler alert: the world is chaotic right now—and everyone is feeling it

## 2023 layoff tracker: The latest on which companies have announced job cuts

By Jennifer Korn, CNN

Updated 5:55 AM EDT, Thu April 27, 2023



## Global Economic Uncertainty Remains Elevated, Weighing on Growth

From Brexit and US-China trade tensions to the pandemic and war, successive shocks have combined to keep uncertainty elevated

IMF BLOG

TechTarget

## SHRM CEO addresses AI 'nightmare' in HR

Society for Human Resource Management CEO Johnny Taylor is trying to be upbeat about the effect AI will have on HR. AI will augment HR jobs,...

HR The HR Digest

## What Is the Future of Jobs with Advent of AI: Are You Jobs at Risk?

There is an innate fear amongst employees with regards to jobs being at risks with the invention of AI's like ChatGPT.



Unemployment rate

3.7%

Updated May 2023

Total unemployed people

6.1M

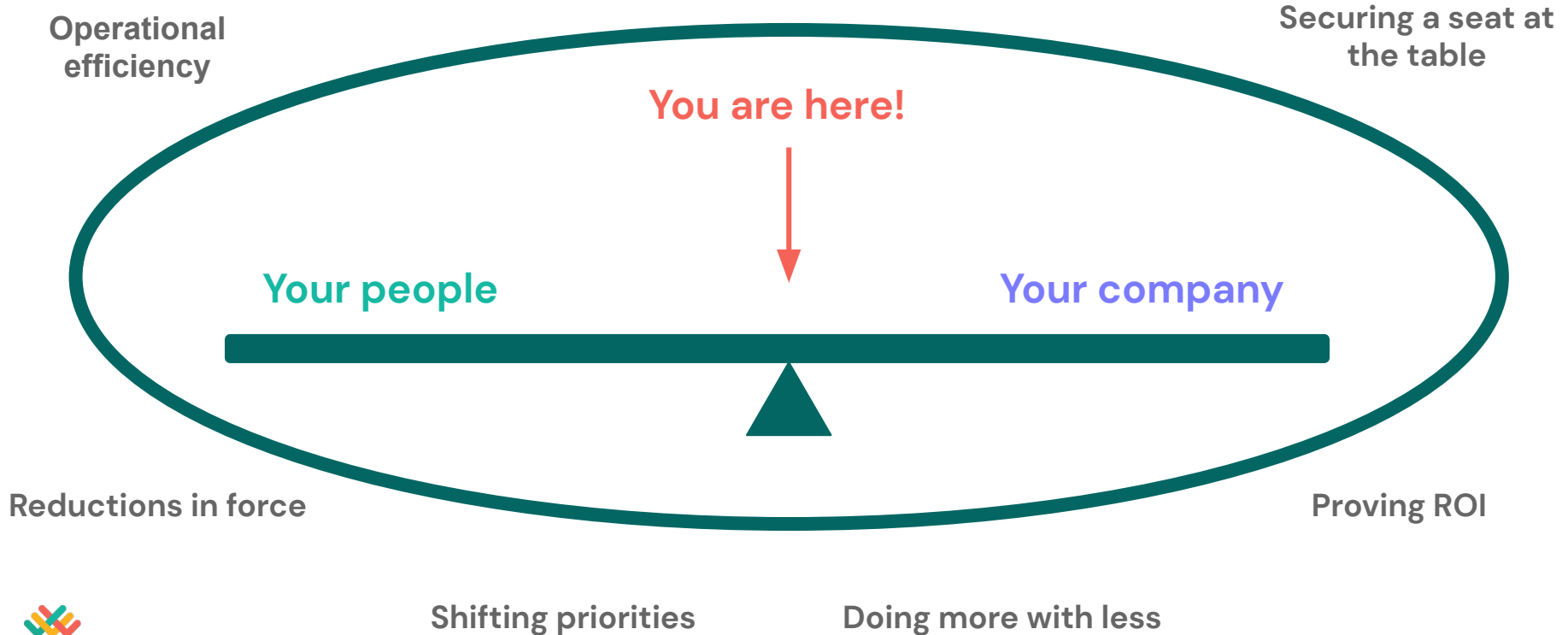
Updated May 2023

Unemployment insurance claims

1.8M

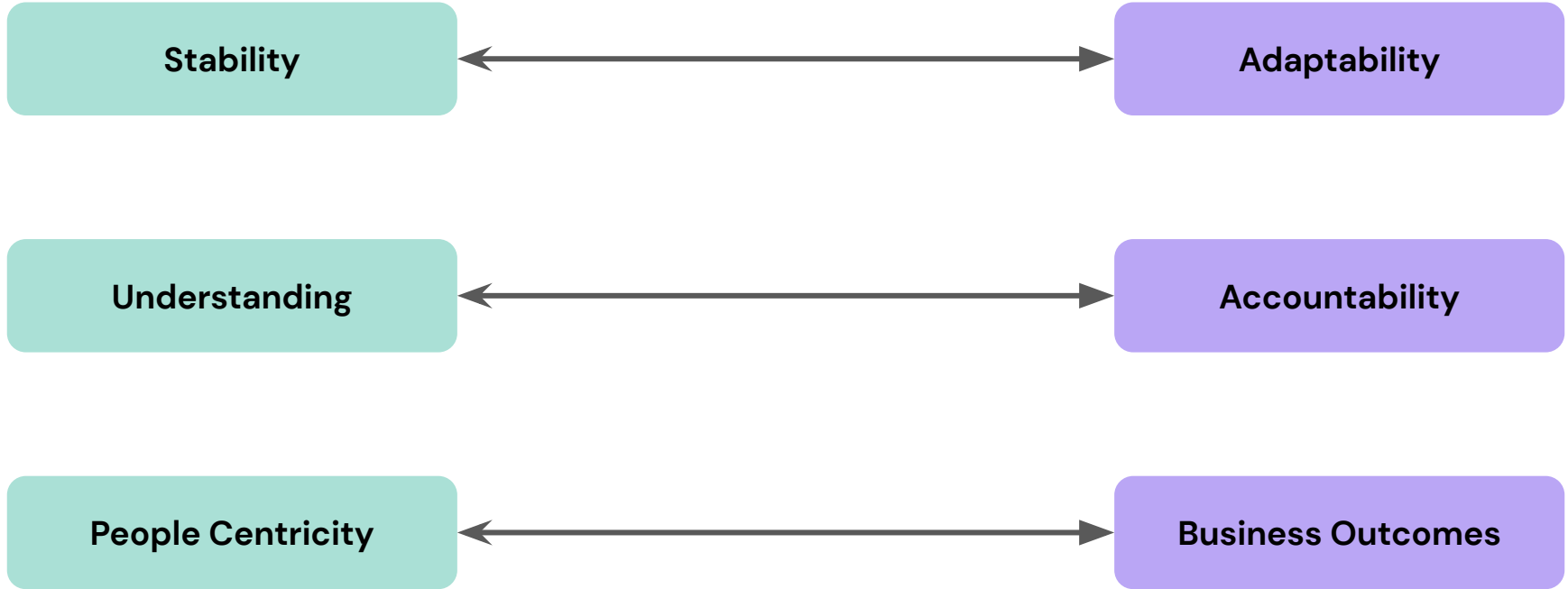
Updated May 27, 2023

If we cut through all the noise, we're left with a tough realization: It's an awkward time to be in HR.

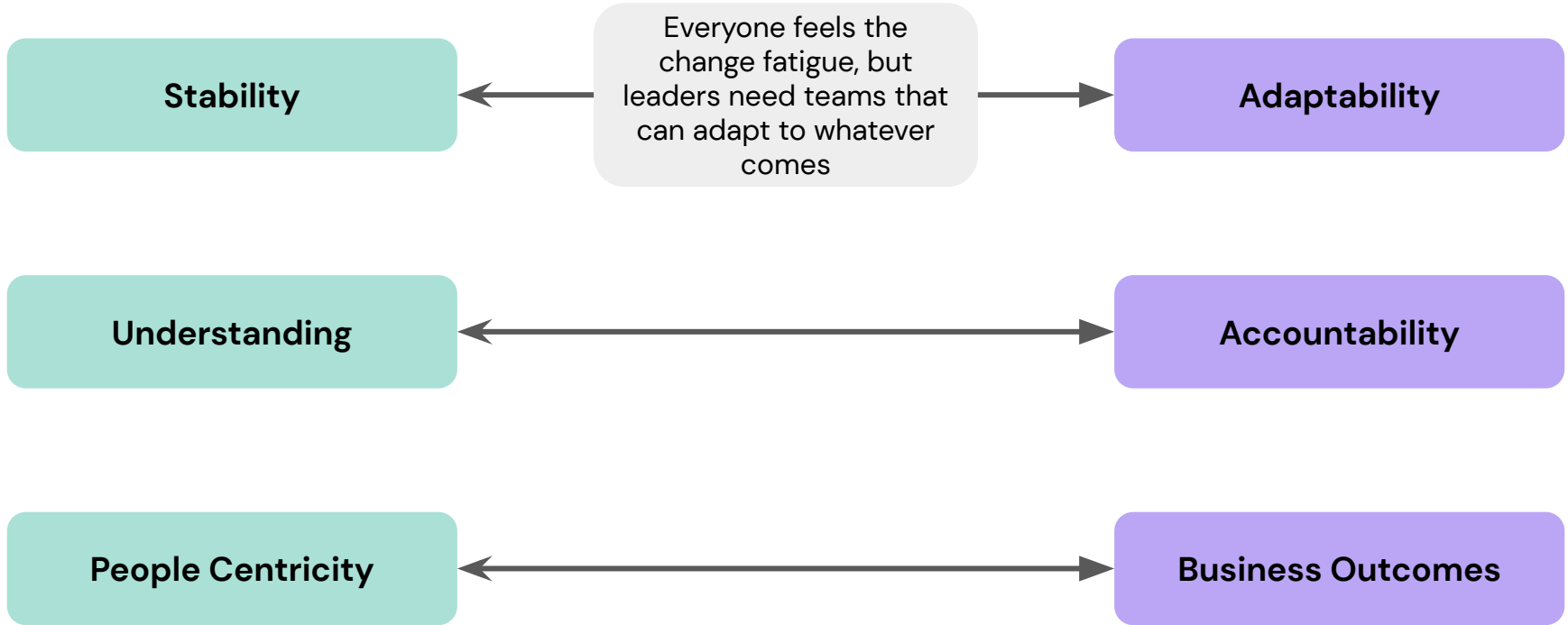




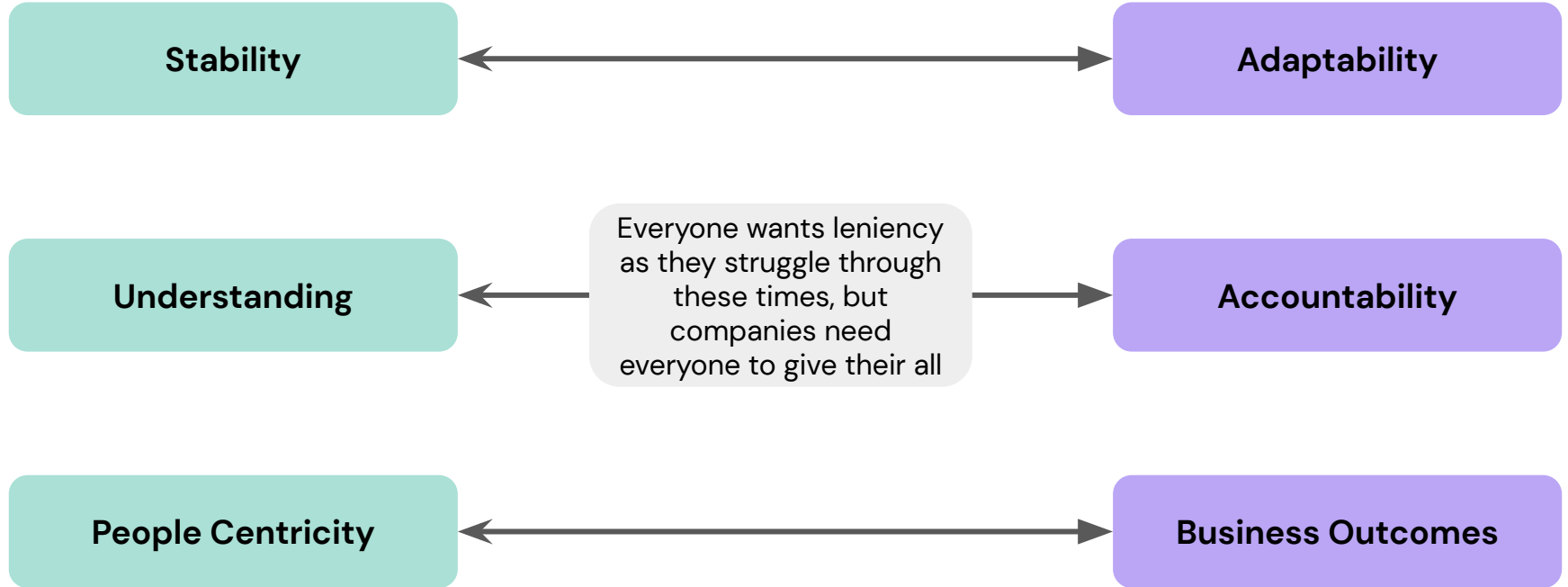
**HR leaders are left with the impossible task of reconciling tough truths. But this also puts you at the center of very important conversations.**



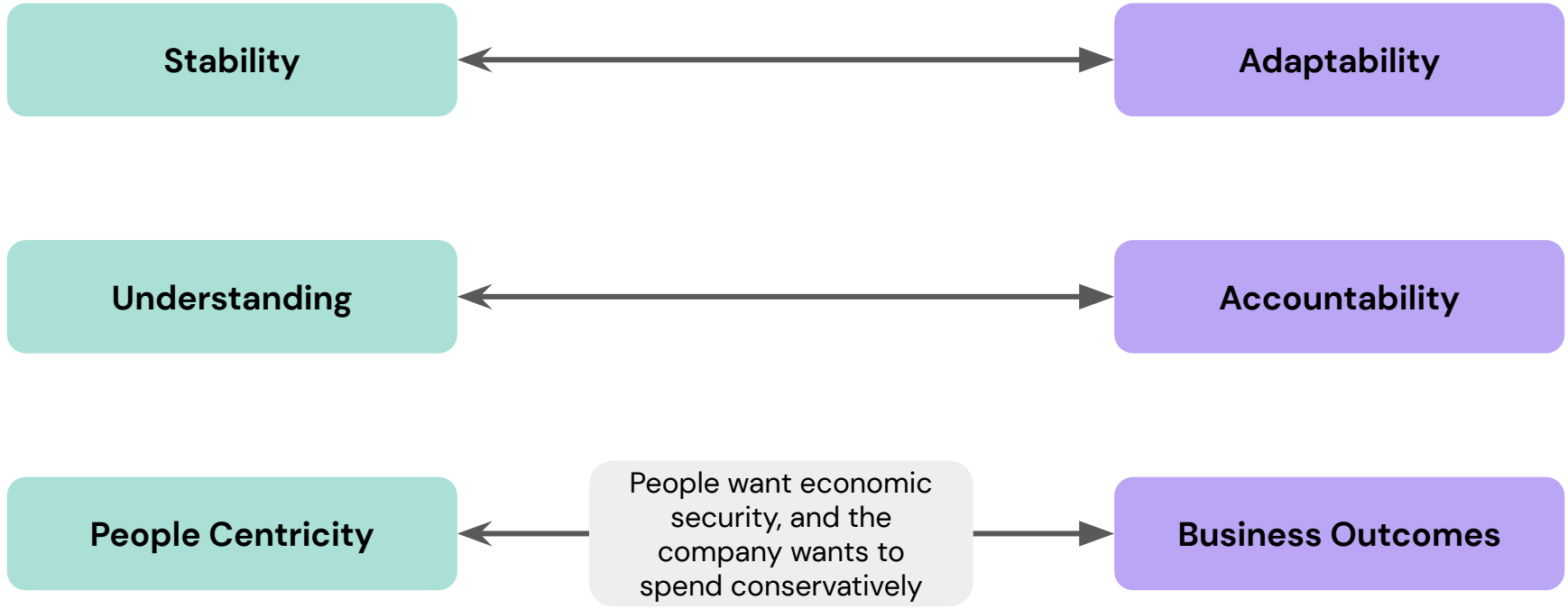
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Meeting Your Moment:

**So how do you find the balance  
and come out on top?**



Coming out on top:

# Building Trust in the Midst of Change

01

## Strategic alignment

Get aligned with your executive team on what the most pressing business needs are and what initiatives HR can lead to support those needs.

02

## Focus and execution

Cut out all of the noise, and get hyper-specific about what tactics your team is going to implement in order to have the most impact.

03

## Communicate changes and results

Ensure that your employees have clarity into why practices are being implemented and prove your success to executives.



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Coming out on top:

**Stability** 🤝 **Adaptability**



Stability 🧡 Adaptability

Employees are exhausted by change...

But your company needs everyone to quickly adapt to the new normal.





# The Balance: Firm Values, Agile Business



Consistent  
communication  
and full visibility



Employees are  
motivated to  
develop their skills



Frequent  
employee  
check-ins



# Improving Business Agility in Practice



OKR program with  
quarterly cycles &  
clarity on updates  
and changes



Equip employees to  
grow and serve the  
business in new  
ways with individual  
development plans



Weekly 1:1  
expectation from  
every manager  
and direct report



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Coming out on top:

# Understanding Accountability



Stability 🧡 Adaptability

**Employees want  
leniency and  
understanding...**

**But companies  
need everyone to  
give their all.**



# The Balance: Manager Effectiveness



Motivation made possible through trust and psychological safety



Clear direction and path for how to evolve as a leader



Strong manager coaching



# Improving Manager Effectiveness in Practice



Employee listening strategy that ensures feedback is being heard and acted on



Set clear expectations for what leadership looks like at every level of your company



Consistent review of expected behaviors measured by analytics



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Coming out on top:

# People Centricity 🤝

# Business Outcomes



Employees are motivated by pay raises and job promotions...

But your company has little budget to give.





# The Balance: Company–People Alignment



Consistent  
feedback related  
to role and  
development



Employees are  
enabled to  
develop in the  
direction(s) that  
are right for them



Clear  
compensation  
expectations



# Company–People Alignment in Practice



Peer and upward  
feedback collected  
continuously, not  
just at cycle



Performance  
program that  
aligns on past  
performance and  
direction



Clear and  
transparent total  
rewards practices



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Coming out on top:

# Tying it all together



Coming out on top:

# Building Trust in the Midst of Change

01

## Strategic alignment

Get aligned with your executive team on what the most pressing business needs are and what initiatives HR can lead to support those.

02

## Focus and execution

Cut out all of the noise, and get hyper-specific about what tactics your team is going to implement in order to have the most impact.

03

## Communicate changes and results

Ensure that your employees have faith that practices being implemented are fair and transparent.



# Questions?

