CAHRS RESEARCH SHOWCASE

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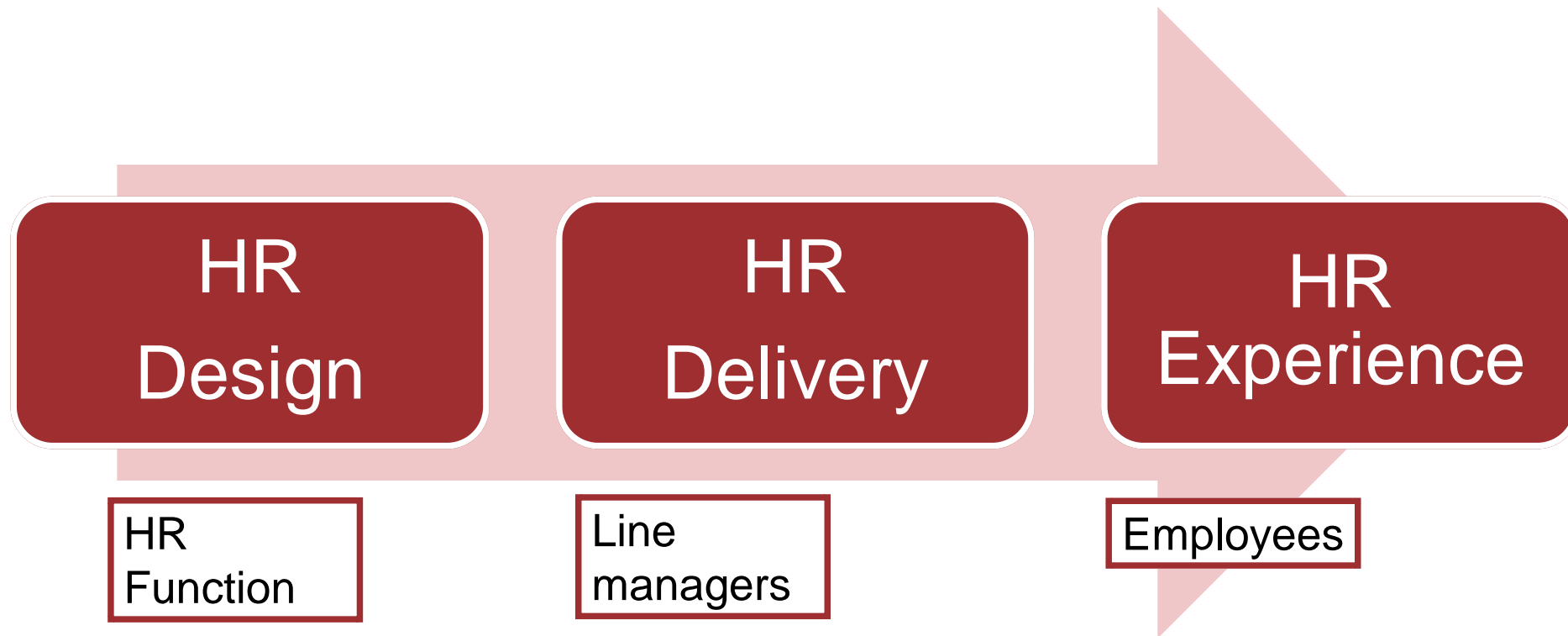
Brad Bell, Cornell CAHRS

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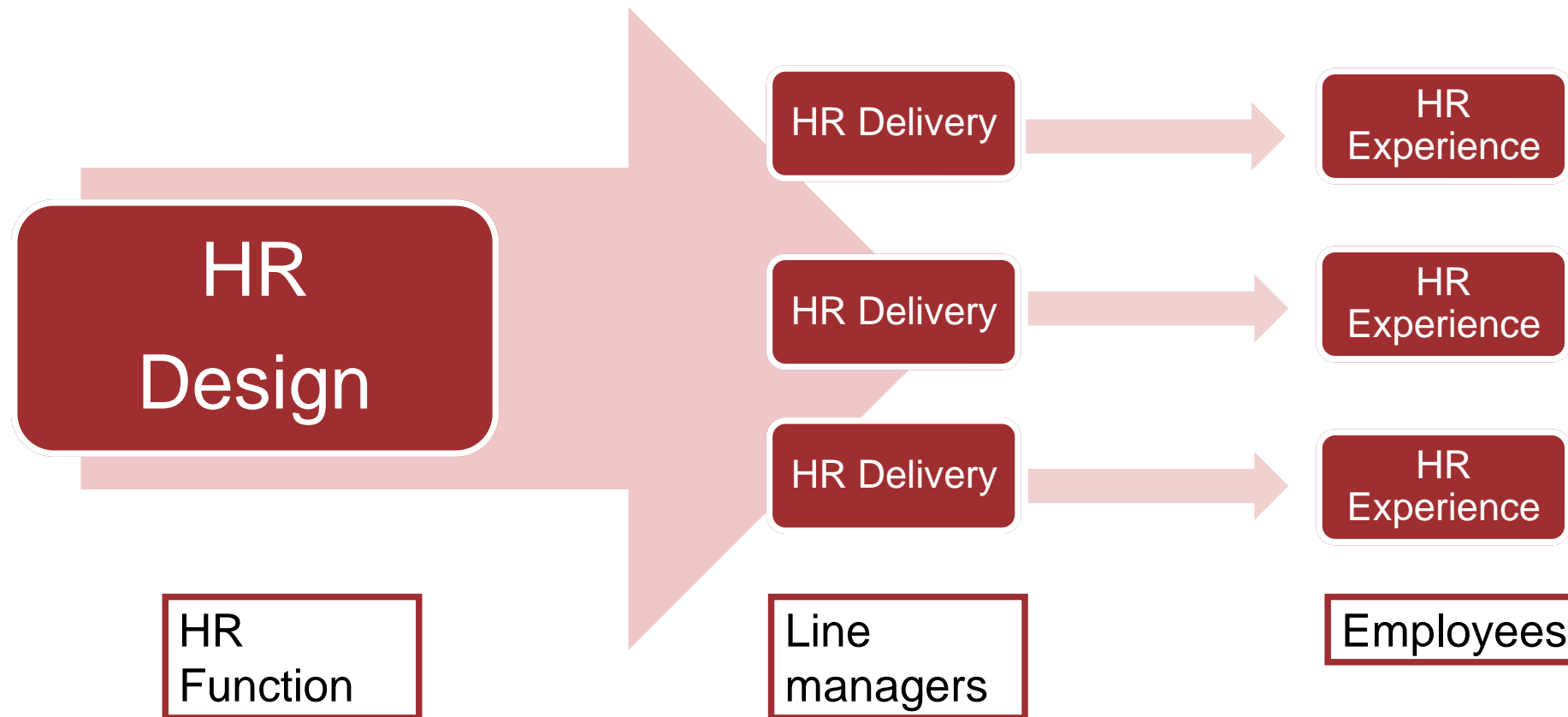
UNCOVERING GAPS IN HR DELIVERY

Thinking More Critically About Line Managers' Roles In HRM

Rebecca Kehoe, Cornell CAHRS

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Line Managers' Central Roles in HR Delivery

HR Design	HR Delivery	HR Experience
HR Function	Line managers	Employees

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Line Managers As A Source Of Variance In HR Delivery

HR Design

HR Delivery

HR Delivery

HR Delivery

HR Experience

HR Experience

HR Experience

HR Function

Line managers

Employees

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Why Do We See Variance In HR Delivery Across Line Managers?

- Line manager characteristics

- Structural and environmental factors

- Design of HR practices

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(When) is Variance in HR delivery Dysfunctional vs. Functional?

Dysfunctional

[Undesirable disconnects between HR design and HR delivery]

- Compromises organization's investments in HR system

- Undermines intended benefits of HR practices for key employee outcomes

Functional

[Modification of HR practices to meet local needs]

- Allows line managers to adapt to local variations in competitive pressures and talent needs

- Enables agility in responding to dynamic environments

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TAKING STOCK OF *YOUR* EXPERIENCES

(Please respond to our two polls!)

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OUR KEY RESEARCH QUESTIONS

1. What are the primary factors that lead to variance in HR delivery by line managers?

2. What are the conditions under which variance in HR delivery is dysfunctional? When is it functional?

3. What can organizations do to improve the effectiveness of HR delivery by line managers?

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# TEAM CHANGE MANAGEMENT: HOW TO TURN CRISIS INTO OPPORTUNITY

Eunhee (Annie) Kim

Brad Bell

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# TEAM CHANGE MANAGEMENT
NOT AN OPTION BUT A REQUIREMENT

■ Change is an inevitable reality of modern organizations and teams

- *Dynamic internal and external changes*
- *Unavoidable, frequent, impactful, necessary…*
- *Strong need for timely and effective responses*

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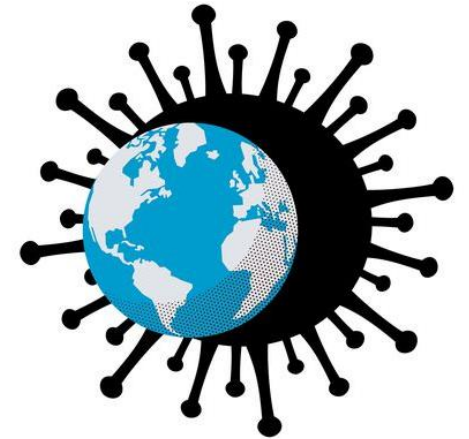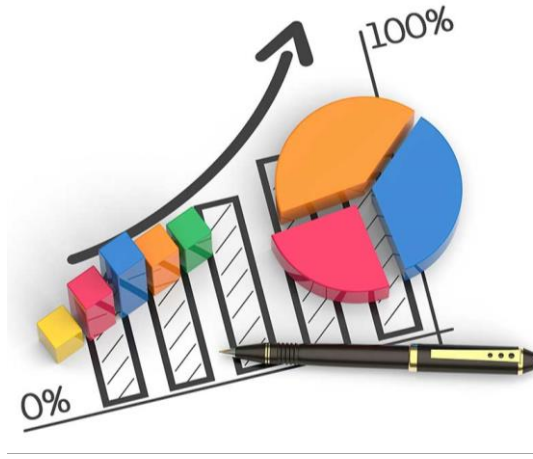
TEAM CHANGE MANAGEMENT
NOT AN OPTION BUT A REQUIREMENT

- Change has profound and far-reaching impacts on the whole spectrum of organizational and team functions.

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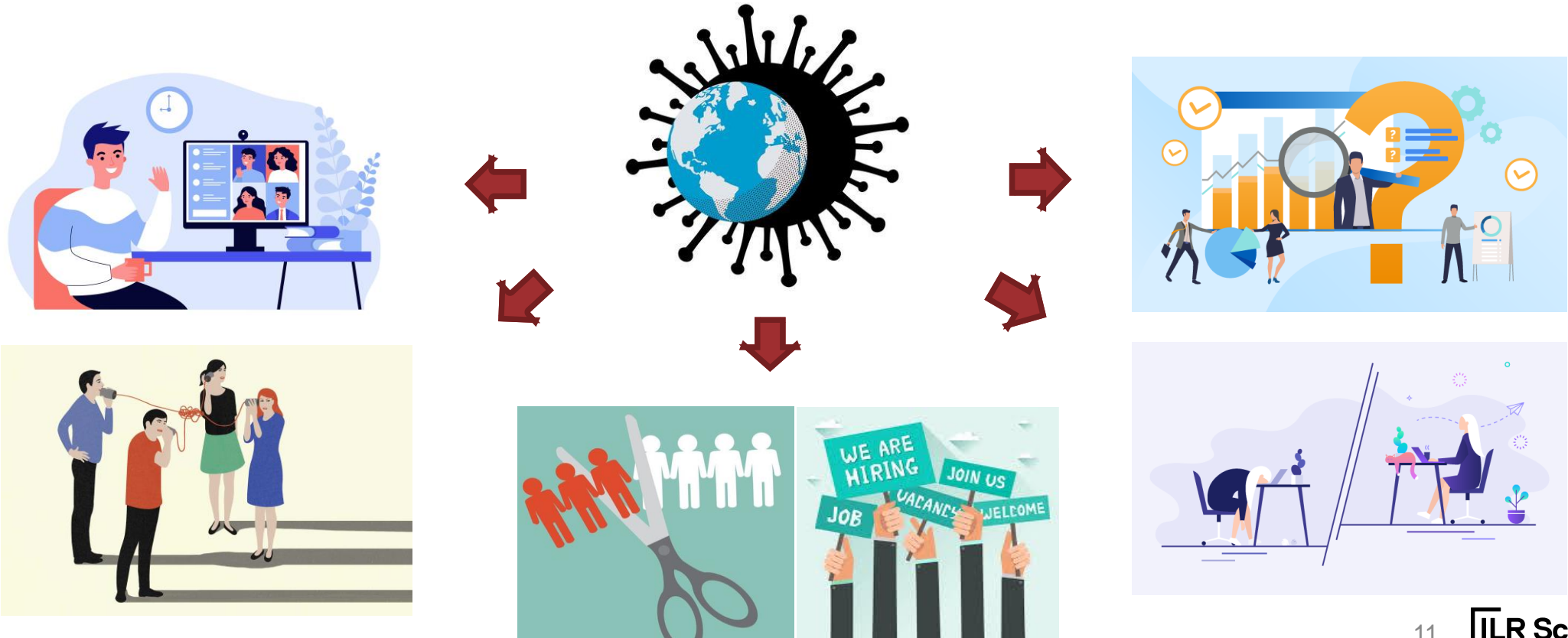
WHAT WE ALREADY KNOW
PRIOR RESEARCH AND KEY LESSONS

■ Change is a double-edged sword.

<table>
<tr><td>**Change as Disruption**</td><td>**Change as Opportunity**</td></tr>
<tr><td>

• Disrupt team processes
• Lower task performance

</td><td>

• Break bad habits and develop better routines
• Higher task performance

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WHAT WE ALREADY KNOW
PRIOR RESEARCH AND KEY LESSONS

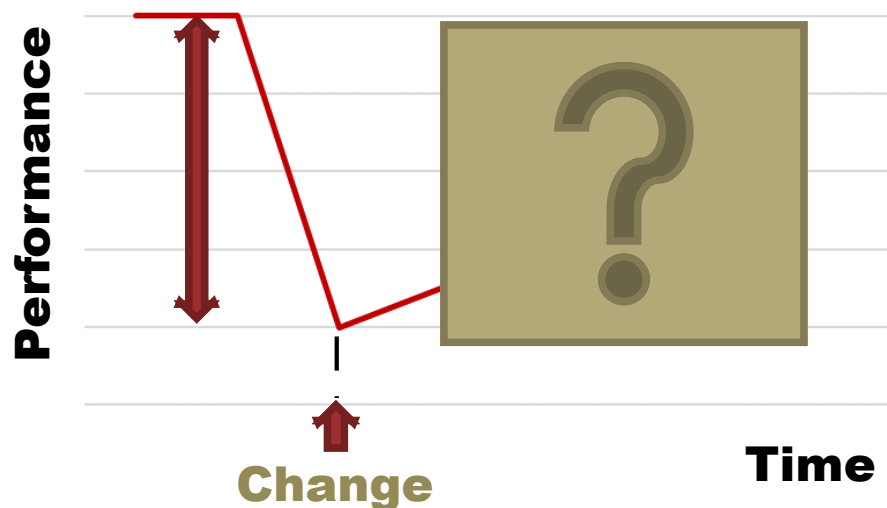- Key factors that contribute to a successful adaptation.

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UNRESOLVED QUESTION
WHAT WE MUST KNOW

- We have a partial understanding about what team change adaptation means.
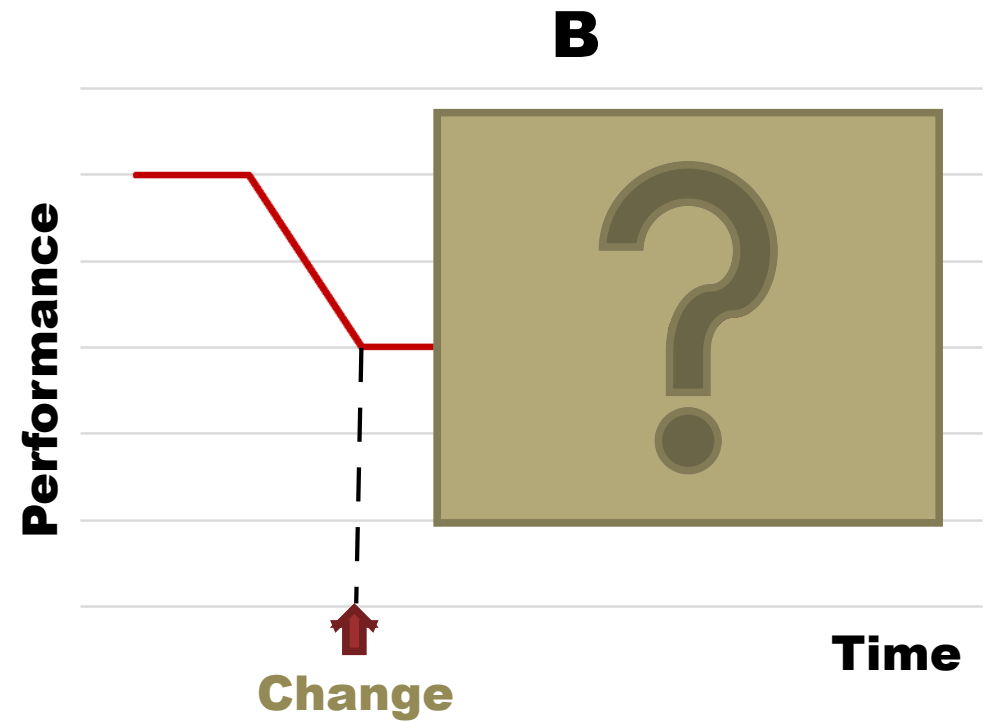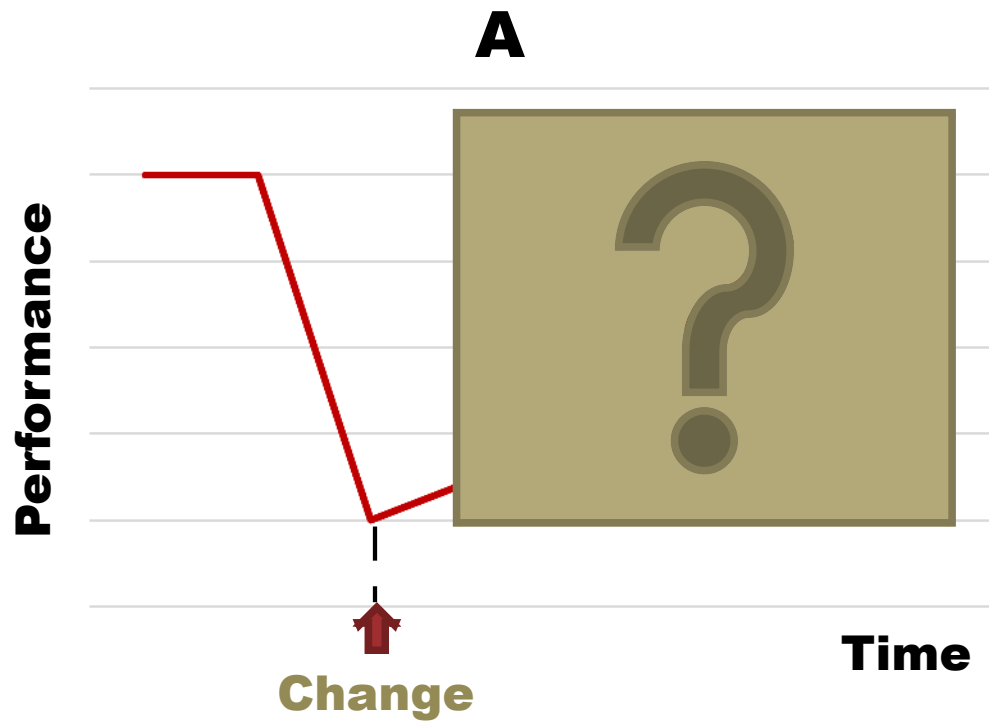   - *How to reduce the disruption from a change event*

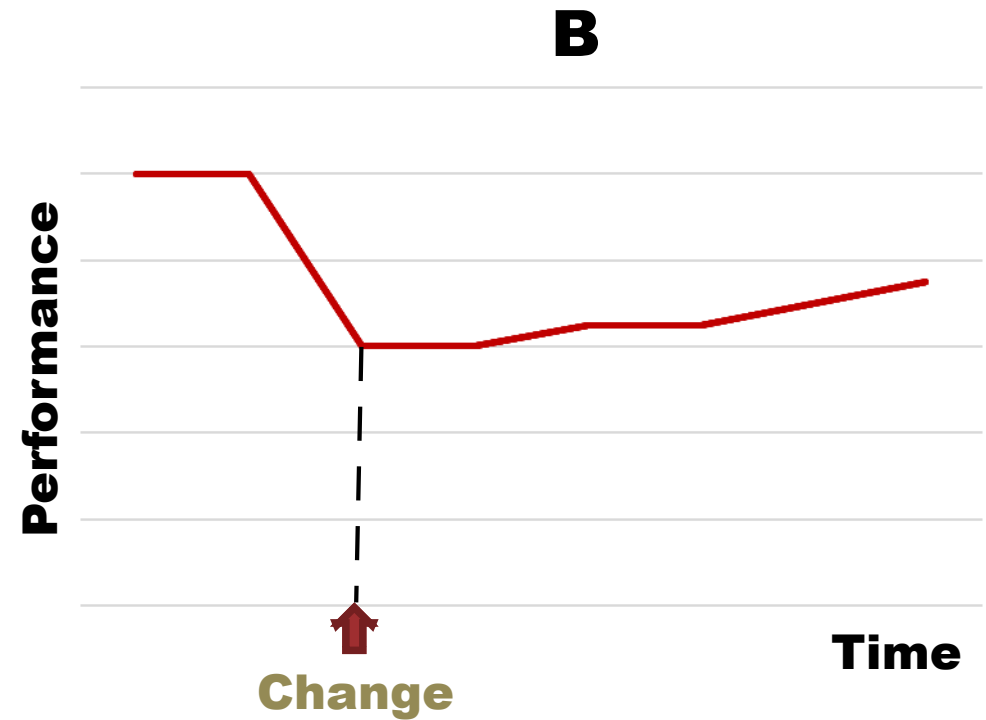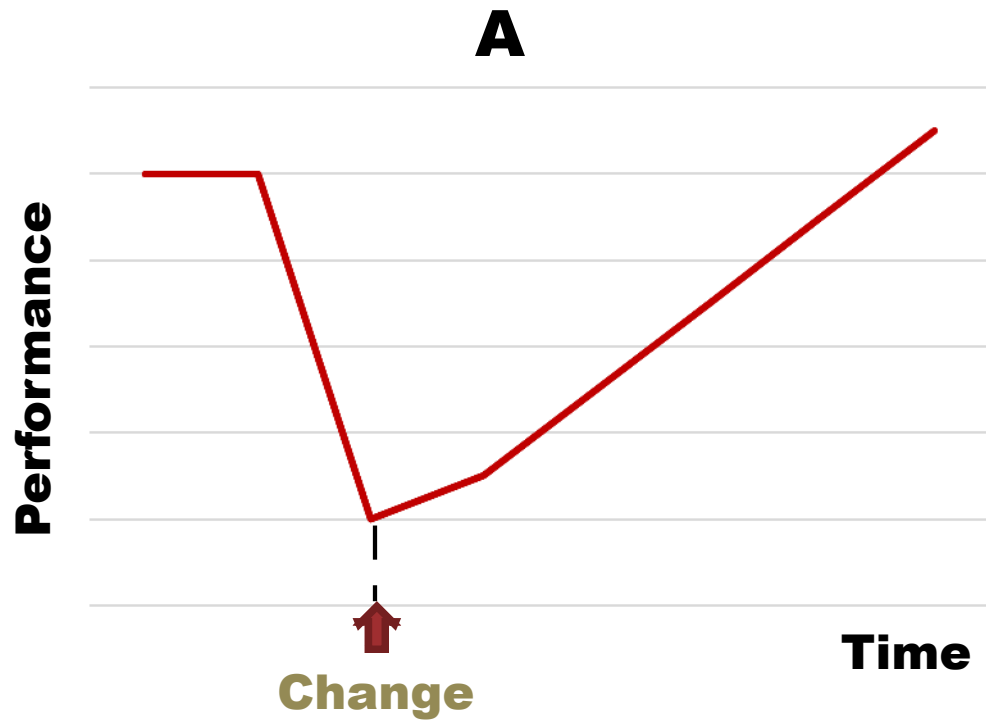**Why is this problematic?**

UNRESOLVED QUESTION
WHAT WE MUST KNOW

Which team is better?

A

B

Performance

Performance

Time

Time

Change

Change

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UNRESOLVED QUESTION
WHAT WE MUST KNOW

Which team is better?

A

Performance

Time

Change

B

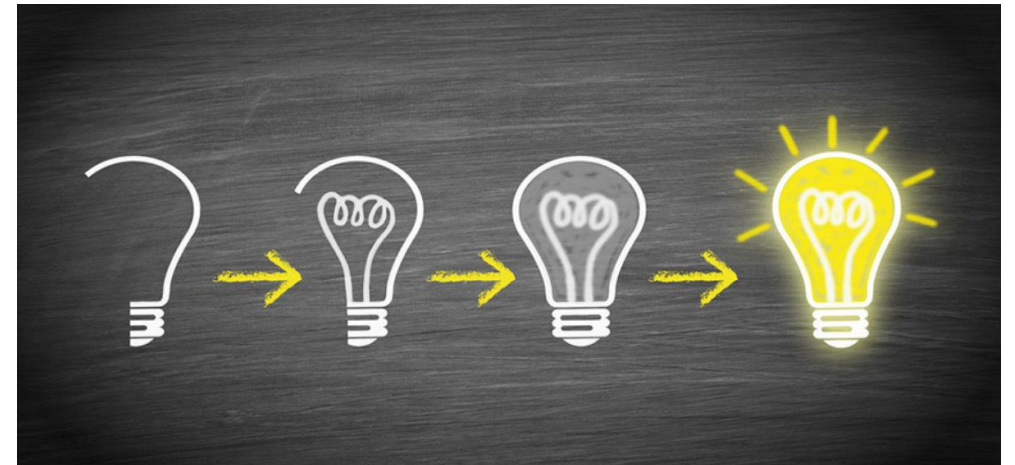Performance

Time

Change

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OUR STUDY
WHAT WE WILL ADDRESS

- Important factors that predict the two outcomes of team change

  - *Disruption after change (short-term)*

  - *The increase rate of team performance after disruption (long-term)*

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OUR STUDY
WHAT WE WILL ADDRESS

■ It will open new possibilities to solve important questions

- *How are the factors related to team adaptation?*

- *Can we achieve diverse goals of change adaptation simultaneously?*

- *In what circumstances can we optimize team change adaptation?*

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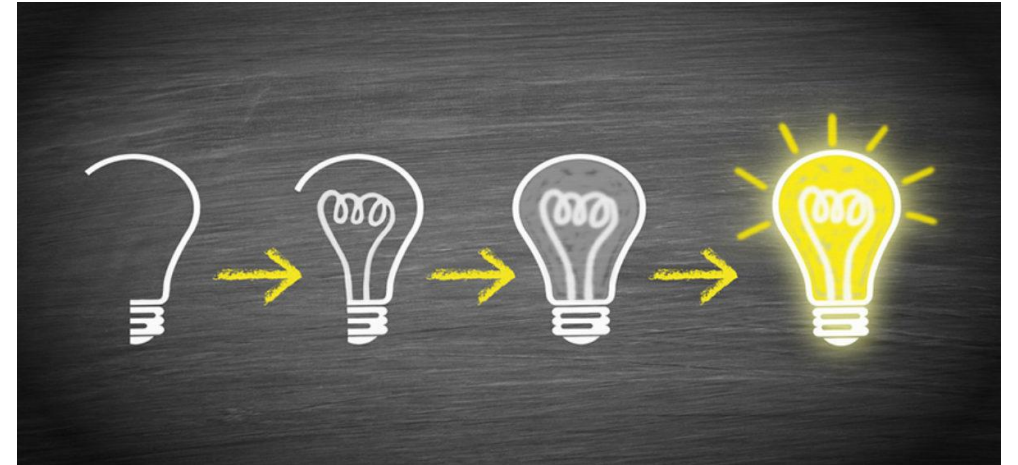
YOUR BENEFITS
WHAT YOU WILL GET FROM THE STUDY

- Your current status of team change adaptability
  - *The extent to which a change event disrupted team performance*
  - *How much and quickly the performance was restored*

- Practical suggestions to improve change adaptability
  - *The key differences between those who could successfully manage the change and those who could not*

- Valuable insights for managing teams through dynamic change
  - *How to motivate team members to engage in change process*
  - *Which types of team resources are critical for managing change*
  - *Criteria that can be used to evaluate team performance following change*

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YOUR RESPONSIBILITY
WHAT WE NEED

- Criteria for participating teams
  - *Past or ongoing experience of change that affected the team and its members*
  - *Interdependent teams with shared goals*

- Participating companies' commitment
  - *Designate an internal point-person*
  - *Interviews*
    - Qualitative information (overall change experiences, own needs pertaining to the change adaptation)
  - *Surveys*
    - Team leaders and members
    - Longitudinal – the more we measure, the more valuable and accurate insights we can provide

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Q&A

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THANK YOU

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QUESTIONS?

THANK YOU

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