**Change Challenge Example***Feel free to reference this change challenge example as you build your own.*

**Challenge: “Learning a New Language: HR Goes Virtual.”**

* **The History & Context of the “Change Challenge”:** I have been working to convert a department of HR professionals into a department of call center professionals. Even though we were an HR group, we were launching a call center to provide assistance and information to employees in North America on HR topics and payroll.
* **The Key Players:** The HR Department. Instead of having local, and “live” HR departments in every building, we moved to a centralized HR organization encouraging employees to use online tools to self-locate answers to as many inquiries as possible. In the HR department, we had to shift focus from supporting "local" HR managers in every company building (in North America) to supporting employees, working with online tools (HRIS, candidate management, performance management systems, and ticketing).
* **The Timing:** The timing for this major transition was very fast—we had 90 days to implement. As a result, “last minute learning” needed to take place regarding call center technology.
* **The Desired Outcome:** The aim is to become an efficient and effective “virtual” resource for employees and managers in North America in response to HR inquiries over the phone and via ticketed inquiries.
* **The Chief Obstacles:** We need to learn to operate according to Call Center best practices, all of which are unfamiliar to us---everything from how to place someone on hold and pick them back up, to how do we find answers to the questions we are being asked. I think the best way to summarize the obstacles would be to say there was no fluency of language: I didn't speak HR and HR didn't speak Call Center.
* **The Thing That Keeps You Up at Night:** What keeps me up at night is the lack of fluency and understanding on both parts. But mostly on the part of the HR leadership who didn't "speak call center" and didn't understand the reports and performance data. How do I bridge this gap?