What the Hell Have You Just Done to Me?
Inspiring Employee Engagement & Performance During a M&A Transformation
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In a World...
Our Perspective - Whole Person Approach

Inspire as a leader

Thrive as an employee

Experiences → Beliefs/Mindsets → Thoughts/Behaviors → Results

Accountability

Vision

Culture & Engagement/Energy

Agility

Execution
Our Perspective Sets Our Framework

Warner Media Strategy, Vision, Mission, Values

- Leadership
- Incentives & Reinforcement
- Policies & Procedures
- Culture
- Communications
- Engagement

Integrated Change Framework

Assessment & Feedback
Approach flows into a roadmap of actions
Leadership & aligned/active leaders are essential to successfully realizing the people intentions of the change.
Influence Mapping

Dual Roles for Executives

Leadership
- Determine strategy and scope
- Allocate appropriate resources
- Identify implementation timeline

Sponsorship
- Participate actively and visibly throughout Initiative
- Build coalitions with peers
- Communicate directly with employees

Corporate & Business Executives

Dedicated Change Team

- Executive Lead
- HR BPs
- Org Change Lead
- Communication Lead
- Business Leads
Mindset 2

Employees will move to new ways of working and change behavior when they SEE, FEEL, and EXPERIENCE possibilities and/or discomfort.
Tools/Tips

- Make You Matter Events
- Visual/Video Storytelling
- Pulse Checks/Listening Tours
- Discussion Groups

engage. empower. elevate.
An insight-driven approach to ATT integration related changes to identify and navigate potential issues and risks.

A pilot of Accenture Transformation GPS tool focused on a subset of 3 populations: senior leaders, directors, and Ad Sales employees. The pulse survey will allow us to actively navigate the changes by tapping into the power of the right data and advanced analytics. Our goals for the survey are to:

- unlock hidden insights based on pattern recognition
- recommend the highest-probability action sequence to increase performance and engagement
- mitigate hidden risks & resistance through sense-and-respond course corrections

**THE PLAN**

- **Oct 9 - Nov 12**
  - timeline for survey and analysis, from communications to data analysis
- 300 participants distributed across the 3 target groups
- 2 strategic analysis reports with multiple data slices & insights
- 2 action planning workshops based on results and prescriptive analytics*

*Prescriptive analytics plots a path of least resistance* to successfully support critical stakeholder groups by identifying the change driver strengths and performance risks.

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Mindset 3

Individuals and Organizations assimilate change and new ways of thinking at different rates
### Tools/Tips

Create awareness about the reorg and future op model:
- Focus on context
- Roadmap/scope
- Early senior engagement & sponsorship
- Timely meetings to different stakeholders

Employees and leaders focused on understanding the impact/benefits for them:
- Consistent messaging
- Delivered by senior leaders, trusted & credible communications
- Two-way engagement
- Pulse check to measure effectiveness

Employees and leaders accept the changes, willingness to continue:
- Build capability
- Provide opportunities to learn or build skills
- Provide opportunities for being involved

#### Considerations for phasing:
- Level
- Role
- Degree of Impact

People are committed to action and support the overall change:
- Ready to work and perform at their best in the future state
- Visible and active leadership
- Empowered employees
- Continued improvement and learning (people, process, systems)

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**Key themes from pulse checks and integration activities help move people from awareness to buy-in to commitment**

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**Awareness**

- Create awareness about the reorg and future op model:
  - Focus on context
  - Roadmap/scope
  - Early senior engagement & sponsorship
  - Timely meetings to different stakeholders

**Understanding**

- Employees and leaders focused on understanding the impact/benefits for them:
  - Consistent messaging
  - Delivered by senior leaders, trusted & credible communications
  - Two-way engagement
  - Pulse check to measure effectiveness

**Acceptance/Buy-In**

- Employees and leaders accept the changes, willingness to continue:
  - Build capability
  - Provide opportunities to learn or build skills
  - Provide opportunities for being involved

**Commitment**

- People are committed to action and support the overall change:
  - Ready to work and perform at their best in the future state
  - Visible and active leadership
  - Empowered employees
  - Continued improvement and learning (people, process, systems)
## Key Themes by Phase

<table>
<thead>
<tr>
<th>Reorg &amp; Integration Phases</th>
<th>Reorg Planning</th>
<th>Operationalizing &amp; Innovating</th>
<th>Optimizing &amp; Innovating</th>
<th>Continuously Improving &amp; Innovating</th>
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<td>Enrolment in the Change</td>
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**Key Messages (TBF)**

- Evolving viewer habits presents new opportunities to reach our fans
- Old operating model and structures restrained value and opportunities
- Access to ATT tech infrastructure & massive customer base offer an attractive opportunity to content creators
- Must act quickly, urgently but with diligence and deliberately

- Bringing great teams together allows us to benefit from each others best practices and systems
- Aligning our processes and systems to the new business model will create opportunities to collaborate
- You are the process and system experts, we need you to get this right
- Getting the right tools to the right people
- Our talent is the best at innovating
- Alignment with all groups

- DTC platform progress and success
- Expansions in content and creative relationships
- Commitment to cross team collaboration
- Find new opportunities to maximize scale or growth

- Expanding in the market
- Our success stories
- Process and system alignments are institutionalized
Mindset 4

Ultimately, people are accountable for their own choices. Employees and teams relate to leaders not as victims of circumstances but as owners of change.
Tools/ Tips

- Phases of Change and Reactions
- Manage Energy
- Build Resiliency
- Take a Class

Change - Learn More

Phases & Reactions to Change
For most people, change can be unsettling – even if it’s positive change. It can help to understand the different phases of change and what feelings are common during each phase. Being able to name what you’re going through and how you feel is the first step to creating your new reality.

Change is an event that is situational and personal. Something stops and something new begins. Sometimes the outcome or results-focused and has a specific example, having a baby, getting a new job or project.

A transition is our internal psychological reaction. It’s how we come to terms with the new reality of the new situation. Until we successfully transition to a new way, the overall change won’t go through transitions at our own pace.

Change - Readiness Assessment
Changes in our work environment require us to transform ourselves – to transform our mindsets, behaviors, fundamental assumptions, ways of relating to others, and how we cause or support the things happening in our organization. This is why we call it a journey. But, do you know where you are today in that journey?

The self-assessment below will help you determine where you are – in this moment – during the transitions you’re experiencing. Have you said goodbye to the old way of how things are done? Or, are you in the middle – caught between how things were done before and they need to be done in the future? Are you accepting the new beginnings you are experiencing now that changes are complete and you are in the “future state” of things?

To find out these answers, read and respond accordingly to these 14 statements. Your responses will guide the assessment to identify where along the path you are today. Click “submit” once you’ve responded to each statement.

Your information will not be captured – this assessment is for your personal growth.

Your results will help guide you through this site and point you to tools that correspond to where you are in your change journey.

We transition through change in three basic phases: the ending, the neutral zone, and new beginning.

During the ending, we let go of our old ways of doing things.

The neutral zone is the heart of the transition process. You aren’t doing what you used to do, but you may not be doing things in a new way, yet. For some, this is a time of confusion, while for others it’s a time of curiosity and receptiveness.

The new beginning is when we begin to feel “ourselves” again. We start to understand new reality and identify with the situation.

New Beginning
- Renewal
- Being “Unknown”
- New Chapter

Neutral Zone
- In Between Time
- Confusion
- Clean Slate

Ending
- Letting Go
- Grieving/Closure
- Saying Goodbye

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Managing individuals can be more requiring than managing organizational change
Enable HR business partners and team/people managers to have the skills to manage the process of dealing with change.
So...How did we do?
Thank You

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