
Name: Shivani Ashokkumar

Student Number: 2307
Programme: MBA

Managing People In O

Module Code: BMMB7

Lecturer: James Mod

https://uowtsd.sharepoint.com/:v:/r/teams/ManagingPeopleinOrganisationPresentation_GRP/Shared%20Documents/General/Recordings/HR%20Presentation-20240428_204917-Meeting%20Recording.mp4?csf=1&web=1&e=F11RuN&nav=eyJyZWZlcnJhbEluZm8iOnsicmVmZXJyYWxBcHAiOiJTdHJlYW1XZWJBcHAiLCJyZWZlcnJhbFZpZXciOiJTaGFnZURpYWxvZy1MaW5rliwicmVmZXJyYWxBcHBQbGF0Zm9yYSI6IldlYilsInJlZmVycmFsTW9kZSI6InZpZXcifX0%3D

https://uwot.sd.sharepoint.com/:v/r/teams/ManagingPeopleinOrganisationPresentation_GRP/Shared%20Documents/General/Recordings/HR%20Presentation-20240428_204917-Meeting%20Recording.mp4?csf=1&web=1&e=F11RuN&nav=eyJyZWZlcnJhbEluZm8iOnsicmVmZXJyYWxBcHAiOiJTdHJlYW1XZWJBcHAiLCJyZWZlcnJhbFZpZXCiOiJTaGFyZURpYWxvZy1MaW5rIiwicmVmZXJyYWxBcHBQbGF0Zm9ybSI6IldlYiIsInJlZmVycmFsTW9kZSI6InZpZXCifX0%3D

People Management Strategies: Adidas



Introduction:

Adidas AG is a German sportswear company founded in 1924 by Adolf Dassler and has 51,561 employees (AG MarketLine Company Profile, 2024).

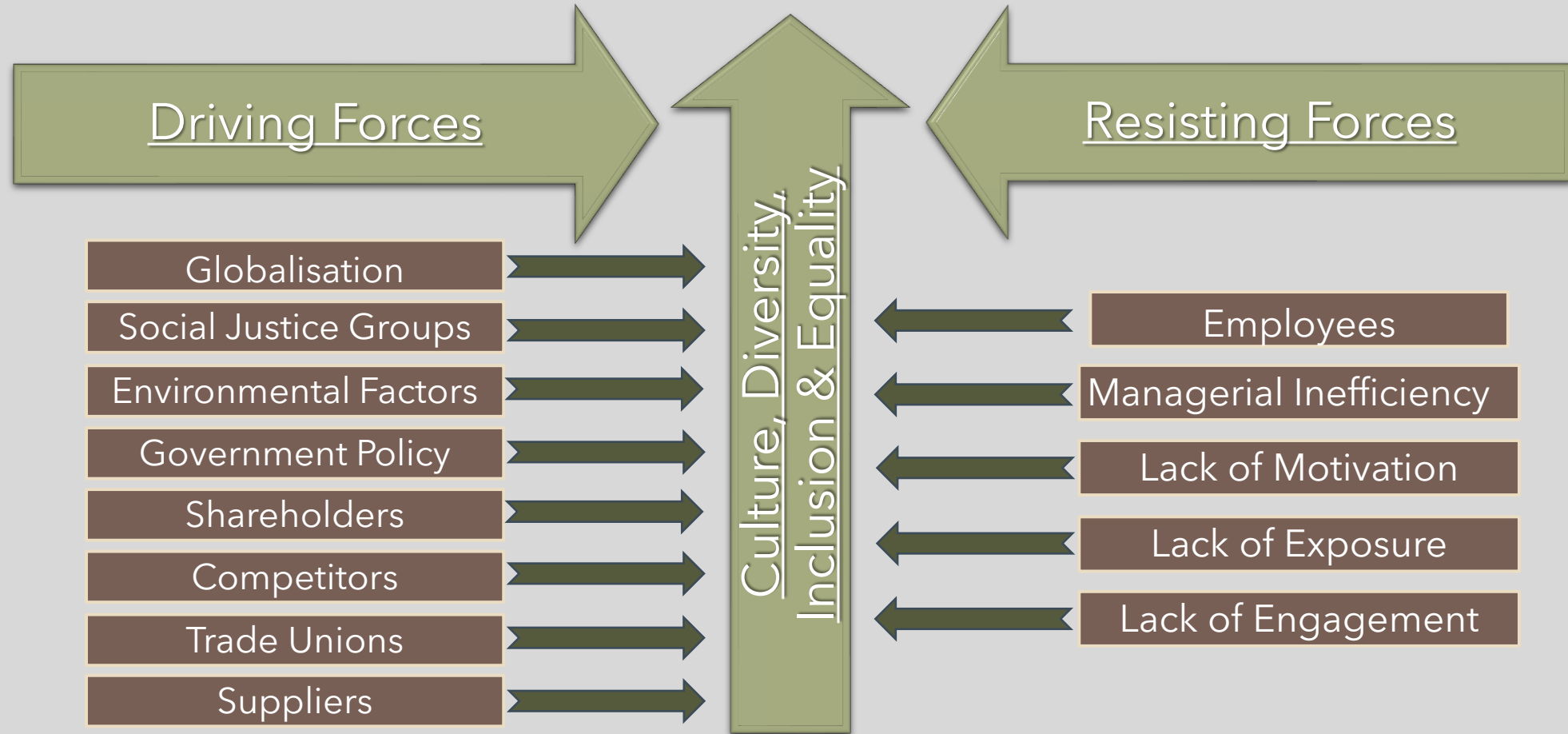
Identified Concern: Based on the real-life case studies done on Adidas, following people management issue has been identified: Culture, diversity, inclusion and equality as identified reports published in (Thornton, 2020), (Business World (India), 2020) and (Ciment, 2023).

Resistance: It is important to deal with resistance as (Burnes, 2014) considers it a natural, undesired, unreasonable consequence, generated out of uncertainty, which is creates insecurity and malfunction on behalf of people in an organisation.

Reasons for Change Management Requirement: (Kohan, 2020) and (Communicate, 2022) reports how the brand reputation of Adidas is getting affected. (Robertson, 2024) reported Adidas fell behind from its previous position in terms of employee safety, reward and fair labour treatment, which shows continuation of employee related problems, further tarnishing the company's reputation. It is adversely affect its brand image due to diversity, culture, inclusivity and equality related issues among its employees. It is also affecting the company's performance.

Force – Field Analysis:

To Identify Change Resisting Factors



(Hayes, 2002)

Kurt Lewin's Three Step Change Model:

Strategies To Deal with HR Concerns



(Burnes, 2014):

Budget: \$20 million (Feitelberg, 2020)

Time Frame: (adidas-group, 2023) suggests goals of Adidas in relation to women employees, minority representation and diverse workforce. It points towards attaining lot of those goals by 2025. Considering this, one year time frame is suitable. This one year should further be split into Three Stages of four months each to implement Kurt Lewin's Three Step Change Model.

Kurt Lewin's Three Step Change Model:

Step 1 – Unfreeze:

- Objectives: Unfreeze begins by unlearning previous employee behaviours and slowly introducing them to people management changes, aiming to create inclusive work environment as described by (van Eck, Dobusch and van den Brink, 2023) which includes creating the feeling of safety, involvement in groups, valued / respected and recognizing diversity.
- Actions: Improve inter-departmental coordination, cross-departmental communication, communication training for employees, sharing common goals with employees (Deschamps, 2024). Team building activities like human knot, salt and pepper, blindfolded drawing, etc. (Culture Works HR, 2023).
- Time Frame: Four months
- Budget Allocation: \$7 million (35% of the total allocated budget)

Kurt Lewin's Three Step Change Model:

Step 2 – Moving:

- Objectives: Moving aims towards fully introducing the human resources related changes by creating habits and rules for employees that will make them feel that they have a say in decision making, recognize diversity, honour cultural differences, support diversity and feel authentic (van Eck, Dobusch and van den Brink, 2023).
- Actions: Implement conflict resolution strategies (Deschamps, 2024). Identify motivational factors for employees based on Maslow's hierarchy of needs (Maslow, 1943) and create motivational strategies for them. Create HR policies reflecting improved regulations about culture, diversity, inclusion and equality. Organize cultural, gender and minority groups awareness campaigns. Engage employees in debates and discussions about diversity related issues. Organize workshops for employees on using emotional intelligence. Introduce them to green HRM practices (Ren, Jiang and Tang, 2021).
- Time Frame: Four months
- Budget Allocation: \$7 million (35% of the total allocated budget)

Kurt Lewin's Three Step Change Model:

Step 3 – Refreeze:

- Objectives: Refreeze indicates firmly following the rules and practices put into place for dealing with changes. Continuing to recruit based on changed HR policies monitor, follow, rectify issues and taking feedback on the change management strategies.
- Actions: Take feedback from time to time about the changes implemented. Monitor to find out issues. Control or correct the issues by implementing modified strategies to deal with the changes. Recruit new employees based on technology aligned with the introduced changes to deal with culture, diversity, inclusion and equality as described in (Speer, 2021), in (Hickman et al., 2021) and in (Speer, 2021).
- Time Frame: Four months
- Budget Allocation: \$6 million (30% of the total allocated budget)

Thank You

References:

- adidas AG MarketLine Company Profile (2024). MarketLine, a Progressive Digital Media business, pp. 1–42. Available at: <https://search-ebscohost-com.ezproxy.uwtsd.ac.uk/login.aspx?direct=true&db=bth&AN=176321145&site=ehost-live>. [Accessed on: 13 Apr. 2024].
- Adidas HR Head Resigns as Company Addresses Diversity Issues. (2020). In Business world (India). Athena Information Solutions Pvt. Ltd. Available at: <https://www.proquest.com/magazines/adidas-hr-head-resigns-as-company-addresses/docview/2419097179/se-2>. [Accessed on: 10 Apr. 2024].
- adidas-group (2023). Diversity, Equity & Inclusion - adidas Group. [online] Adidas-group.com. Available at: <https://www.adidas-group.com/en/people-and-culture/diversity-equity-inclusion> [Accessed 22 Apr. 2024].
- Burnes, B. (2014). Managing change (6th ed.). Pearson.
- Ciment, S. (2023). Adidas HR Chief and Board Member to Step Down. WWD, 16–16. Available at: <https://www.proquest.com/trade-journals/adidas-hr-chief-board-member-step-down/docview/2835055407/se-2>. [Accessed on: 10 Apr. 2024].
- Communicate (2022). Why Adidas had to put reputation before profit. [online] Communicate magazine. Available at: <https://www.communicatemagazine.com/features/2022/why-adidas-had-to-put-reputation-before-profit/> [Accessed 23 Apr. 2024].
- Culture Works HR (2023). 5 TEAM-BUILDING EXERCISES THAT DON'T SUCK. [online] www.linkedin.com. Available at: <https://www.linkedin.com/pulse/5-team-building-exercises-dont-suck-culture-works-hr> [Accessed 18 Apr. 2024].
- Deschamps, G. (2024). 3 Effective Strategies for Conflict Resolution In A Hybrid Workplace. [online] 1 Apr. Available at: <https://engageforsuccess.org/culture-and-working-environment/3-effective-strategies-for-conflict-resolution-in-a-hybrid-workplace/>. [Accessed on: 16 Apr. 2024].
- Feitelberg, R. (2020). Adidas To Invest \$20M to Fight Racism. WWD, 3–3. Available at: <https://www.proquest.com/trade-journals/adidas-invest-20m-fight-racism/docview/2495033776/se-2>. [Accessed on: 11 Apr. 2024].
- Hayes, J. R., & Hayes, J. (2002). The Theory and Practice of Change Management. Palgrave Macmillan.
- Hickman, L., Saef, R., Ng, V., Woo, S.E., Tay, L. and Bosch, N. (2021). Developing and evaluating language-based machine learning algorithms for inferring applicant personality in video interviews. Human Resource Management Journal, 34(2). <https://doi.org/10.1111/1748-8583.12356>. [Accessed on: 27 Apr. 2024].
- Kohan, S.E. (2020). Adidas Lags Behind Nike And Puma In Terms Of Diversity And Inclusion. [online] Forbes. Available at: <https://www.forbes.com/sites/shelleykohan/2020/06/12/adidas-lags-behind-nike-and-puma-in-terms-of-diversity-and-inclusion/?sh=559d2dc379f6> [Accessed 24 Apr. 2024].
- Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370–396. <https://doi.org/10.1037/h0054346>. [Accessed on: 23 Apr. 2024].
- Michelotti, M., McColl, R., Puncheva-Michelotti, P., Clarke, R. and McNamara, T. (2021). The effects of medium and sequence on personality trait assessments in face-to-face and videoconference selection interviews: Implications for HR analytics. Human Resource Management Journal, 34(2). <https://doi.org/10.1111/1748-8583.12425>. [Accessed on: 27 Apr. 2024].
- Ren, S., Jiang, K. and Tang, G. (2021). Leveraging green HRM for firm performance: The joint effects of CEO environmental belief and external pollution severity and the mediating role of employee environmental commitment. Human Resource Management, 61(1). <https://doi.org/10.1002/hrm.22079>. [Accessed on: 17 Apr. 2024].
- Speer, A.B. (2021). Empirical attrition modelling and discrimination: Balancing validity and group differences. Human Resource Management Journal, 34(1). <https://doi.org/10.1111/1748-8583.12355>. [Accessed on: 27 Apr. 2024].
- Thornton, C. (2020). adidas Employees Request Human Resources Chief Be Investigated for Response to Racial Issues. Black Enterprise (Online); New York. [online] 18 Jun. Available at: <https://www.proquest.com/magazines/adidas-employees-request-human-resources-chief-be/docview/2755478621/se-2?accountid=130472>. [Accessed on: 14 Apr. 2024].
- van Eck, D., Dobusch, L., & van den Brink, M. (2024). Creating inclusivity through boundary work? Zooming in on low-wage service sector work. Human Relations, 77(2), 233-264. <https://doi.org/10.1177/00187267221145390>. [Accessed on: 10 Apr. 2024].