

DRIVING CHANGE THROUGH HR

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INTRODUCTION

- IKEA operates in 60+ countries.
- Undergoing digital, cultural, and sustainability transformation.
- HR plays a critical role in aligning global strategy with local practices.



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- Shift to online retail and digital planning tools
- Increased focus on sustainability (EU directives)
- Need to reskill workforce for automation & logistics tech

DIAGNOSING THE NEED FOR CHANGE



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THEORETICAL FRAMEWORK

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- Lewin's Change Model: Unfreeze – Change – Refreeze
- Raffaelli's 4-Step Model: Diagnose – Design – Deliver – Evaluate
- SCARF Model (David Rock)
- Cultural Dimensions

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DESIGNING THE CHANGE

- Combination of incremental (training) and radical (tech adoption) changes.
- Top-down digital transformation.
- Bottom-up sustainability initiatives.



- Localized training programs (e.g. digital upskilling)

- Communication strategies using local languages and cultural norms

- HR-led leadership role modeling



EVALUATING THE CHANGE

- Metrics: employee retention, engagement scores, digital adoption rates

KPIs and Analytics

- Feedback loops via surveys, pulse checks, exit interviews
- Workshops

Feedback and Engagement

- Adjustments based on local resistance or needs

Culture and Value alignments

CHALLENGES & RECOMMENDATIONS

- **Challenges:** Cultural resistance (e.g., Germany), slower adoption in some markets
- **Recommendations:**
 - Strengthen local HR autonomy
 - Invest in culturally intelligent leadership
 - Improve internal communication platforms



CONCLUSIONS



- Localized training programs (e.g. digital upskilling)

- Change management is people-centered and theory-informed and transparency is crucial

- **Lessons:** Empathy, Structure, and Cultural fluency are key

THANK YOU

