

Session 3
Strategic HR Leadership: Navigating Complex HR Challenges
August 20, 2025
Materials and Resources

Pre-session reading

1. Read and review Community Agreements (2-4 minutes)
[Strategic Leadership Community Agreements .docx](#)

Session Materials

- [Slides](#)
- [Resource Share Complex HR Challenges](#)
- [Parking Lot / Bike Rack - Complex HR Challenges \(Aug 2025\)](#)

Post Session Supplemental Materials

Organizational Transitions

- [5 Critical Steps in the Change Management Process](#)
- **The Management Center!**
 - [First: Do some emotional first aid](#)
 - [Layoffs Toolkit](#) and [Re-Division of Labor Worksheet](#)
 - [Managing Uncertainty](#) (on leading with a trauma-informed approach)
 - [Managing when things are \(still\) not okay.](#)
 - Resources on mitigating anti-Black racism: list at end of [Things are not okay MOCHA framework](#)
 - The Management Center's coaching out [sample script](#)
- Gov.uk's [Working definition of trauma-informed practice](#)
- Liberatory Mindset: National Equity Project's [Liberatory Design Framework](#)
- Strength-based tools: [Appreciative Inquiry](#), [Clifton Strengths](#)
- [MIE Legal Aid](#)
- [Community Legal Aid SoCal's Layoff Policy](#) (Thank you Kate for

sharing this resource

Employee Relations

- [Level the playing field with Feedback](#)
- Receiving and giving feedback
 - Receiving
 - [AGU's Receive Feedback Effectively\(short & concise!\)](#)
 - [How to Receive Feedback \(Part 1\)](#)
 - [How to Receive Feedback \(Part 2\)](#)
 - [Medium's 5 Tips for Receiving Feedback in an Effective Manner](#)
 - Giving
 - Brene Brown's [Engaged Feedback Checklist](#)
 - The Management Center's [5 Tips for Giving Better Feedback](#)
 - The Management Center's [Give Better Feedback with CSAW](#)
 - Workhuman's [9 Tips for Giving Feedback \(Without the Stress\)](#)
 - [Feedback Collection](#) – The Management Center (lots of tools!)
- [Four Steps for Addressing Performance Problems](#)
- [The Emotional and Organizational Challenges of Employee Termination | by Harpreet Singh Kalsi | Disruptive Leaders Journal | Medium](#)

Accountability/Collaboration

- [Avoid the Seagull Effect: 30/60/90 feedback framework](#)
- The Management Center's [Resources](#), esp:
 - [Check-ins](#)
 - [MOCHA](#)
 - [Setting Expectations](#)
 - [How to Avoid the Delegation Boomerang](#)
 - [PTR - Check Your Bias and Improve Results with PTR](#)
- [Strategic Leadership cohort bios and contact information](#)

Session evaluation