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Talent & Organization

Organization Change

Driving successful change to deliver improved business performance and achieve business benefits

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Strategy | Consulting | Digital | Technology | Operations

Accenture Organization Change

Distinctive solutions for transformational, enterprise-wide change initiatives; change management; and development of an internal change capability—all supported by leading-edge analytics

Proven, integrated solutions to manage change with more precision and predictable benefits

Leading change ... managing complexity. These are among the attributes research has shown to be associated with leadership excellence.

The importance given by senior executives to the ability to manage change is a testament to the volatility and complexity of today's business environment and the blistering pace of change from an economic, competitive, customer and regulatory point of view. Effective leaders must manage major transformations and conduct specific change management programs, while simultaneously building the internal capability to manage continuous change.

To succeed in today's marketplace, companies need to manage change faster, with precision and predictability, and in a way that produces measurable benefits and improved business performance.

Accenture Strategy offers a holistic, integrated suite of solutions (see Figure 1) that drives positive business outcomes by supporting the entire spectrum of organization change: from broad, enterprise-wide organization transformations; to change management work for projects such as systems implementations or other business initiatives; to building internal change capabilities to support a company's ongoing needs—all supported by leading edge, predictive analytics assets.

We leverage our distinctive, data-driven assets to increase the pace and certainty of successful organizational change—including Accenture Change Tracking, a proven, predictive analytics system that identifies optimal paths forward during a change journey, helping leadership make decisions and take targeted action.

When it comes to change, the decisions of even the most experienced executives can be based on assumptions, hunches and intuition. Instead, by taking a data-driven approach, Accenture Change Tracking delivers insights and more accuracy to executives and change managers.

Figure 1. Accenture offers comprehensive solutions and assets across the spectrum of organization change



Organization Transformation

The era when organizations could focus on managing one organizational change initiative at a time is now over. Today, industries, technologies and markets move at such a pace, and challenges are so complex, that most organizations are managing multiple programs running concurrently as part of more sweeping transformational work.

With Organization Transformation, Accenture Strategy collaborates with clients to envision, plan and manage enterprise-wide change programs. We help our clients analyze their broadest portfolio of change initiatives at the enterprise level.

We operate based on several key goals and insights:

- **Managing the interconnections.** The overlaps or touchpoints between different initiatives need to be carefully managed so that the organization as a whole is coordinated in improving performance and realizing benefits and that the dependencies between programs are clearly understood and managed.
- **Combating "change fatigue."** People can become overwhelmed when too many change initiatives occur all at once and over an extended time period. The business needs to be able to support the required changes across these multiple programs at a very personal, individual level.
- **Accomplishing the work of the business.** Leaders need to ensure that both the portfolio of change programs progresses successfully, and that the actual work of the company gets done in the process.

Accenture Strategy helps clients meet these transformational challenges by helping to define, plan, mobilize and deliver large-scale business change by connecting all related components to the organization's strategic aspirations. We have processes, tools and methods that can help drive transformational change. We leverage a proven, structured and consistent approach that helps our clients speed their journey and realize more value from their business strategy.

We support a cross-program management capability that provides an overarching view of the company's change journey, manages the different programs in the change portfolio, and helps set an appropriate pace for transformation based on the business's ability to absorb change. (See case study, "Driving transformational change at a petroleum company.")

Driving transformational change at a petroleum company

A key stage in managing transformational change is working with all stakeholders to create a "roadmap" for how the program or programs of change will proceed, with phases and interim deliverables that guide progress. The roadmap can keep people at all levels and from different functions focused on their specific piece of the journey, as well as the progress of the rest of the organization on the journey. The map can anchor people in the future state and the steps needed to reach it, and then re-anchor them as needed when conditions change.

This ability of the roadmap to engage all affected employees in a common cause was in evidence at a petroleum company in the Middle East which was introducing several strategic initiatives to improve operations, including projects in safety, reliability, supply chain and business process reengineering. These initiatives, when considered together, represented

a significant transformation in the way the company had been operating. Given the range and scale of these initiatives, the company was concerned that the business would struggle to understand the overall shape of the transformation and to assimilate the scope of change required.

The journey map created as part of the transformation helped drive the integration of the initiatives into a coherent journey which could be easily understood, communicated and assimilated by the whole organization. Developing this view enabled the design and implementation of a systematic approach to prioritize, align, measure and drive a successful transformation through a number of related initiatives. The journey map also improved organizational commitment to the transformation, and provided senior management with a clear framework to assess progress, interdependencies and risks.

Change Management

With our Change Management capabilities and assets, we help clients plan and execute specific programs of change such as:

- **Managing strategic change:** We guide our clients through the management and execution of organizational change programs such as mergers and acquisitions, as well as functional transformations in IT, Finance, HR, and more.
- **Enabling system and process change:** We help our clients manage and execute medium- to large-scale change related to the implementation of new enterprise systems and/or process changes that span business units and geographies. (See case study, "Supporting a change program for a major energy company.")

- **Transitioning to new sourcing models:** We help our clients smooth the transition of employees to an externally sourced or shared services environment while minimizing disruptions to ongoing business performance. Accenture Strategy also works with organizations to focus on the retained workforce so they interact effectively across all operations and their productivity and engagement remain high.

As a business and technology innovator, Accenture Strategy also leverages new technologies such as social media tools and advanced analytics to encourage understanding and adoption of change throughout the organization at all levels. (See case study, "Using social media technologies to manage change.")

Supporting a change program for a major energy company

Accenture worked with a major integrated energy company to support a multi-year journey of change undertaken by the company's IT function. The company's IT group had a vision to move from a distributed organizational structure to one that was more consistent across geographies and business units. This would enable faster and better decisions, continuously optimize business-critical processes through more adaptive solutions, and help the business as a whole expand its global opportunities.

Working with Accenture, and following a proven methodology for managing a long-term portfolio of change programs, the company has successfully transformed IT from a good service provider to a great

business partner, adding significant value to its business. The company has achieved more than \$1 billion in benefits from its IT transformation journey since its inception.

Using social media technologies to manage change

Accenture works with leading-edge, innovative solutions and approaches to help organizations manage change effectively. For example, Accenture is helping clients leverage social media and collaboration technologies to help drive successful change by:

- Building a more collaborative culture.
- Establishing more effective two-way communications.
- Improving employee engagement.

We helped the United States Transportation Command, or USTRANSCOM, transform itself from a command-and-control culture to one that encouraged staff to interact directly with executives and supported the kinds of collaboration that can lead to innovation. Several social media initiatives were launched in support of those goals, including an executive blog and a question-and-answer blog hosted on the Command's intranet, as well as a public presence on Facebook® and Twitter®. The executive blog enables executives to hear from staff directly, without having messages filtered through intermediate management levels.

These social media programs—which quickly generated more than five million impressions—have flattened the organizational hierarchy and driven positive culture shifts, as measured by an annual staff survey. The collaboration and networking platforms are empowering employees, customers and partners to be active participants in the global conversation of the Command.

Change Capability

This dimension of Organization Change focuses on building an internal change capability to become increasingly agile and responsive to new demands and opportunities. Change Capability work involves putting in place the competencies, leadership, structures and metrics that enable our clients to create a strong, internal and ongoing change management competency. Change capability is embedded in all aspects of how the company functions such that managing change becomes part of the DNA of the organization.

Creating this organizational change capability starts at the top of the enterprise with leadership development programs aimed at helping senior management to become more effective at managing change. Methodologies, tools and technologies are also important because they help manage the portfolio of change programs and support more consistent delivery of results. The program is also supported by a network of experienced practitioners within the business and support functions to deliver planned outcomes with more predictability.

As a leading innovator and practitioner in enterprise learning, Accenture Strategy also helps companies to build and maintain the competencies necessary to run an internal change program. (See sidebar, "Innovative Capability Development: Accenture Change Academy.")

Innovative capability development: Accenture Change Academy

One of the innovative assets developed by Accenture to help our clients develop an internal change management capability is the Accenture Change Academy—a dedicated learning environment that brings together our deep change management expertise and broad client experience across all industries and geographies to help our clients develop the change management skills, tools and methods to become more change-receptive and change-adaptive.

With the Academy we deliver an engaging, competency-based curriculum targeted at the key roles necessary to drive a successful organizational change initiative: change sponsor, change manager, change practitioner and change agent. In addition, we bring diagnostics to assess the capability of people in the organization to play these critical roles.

Organization Change Analytics: Change Tracking

Accenture Change Tracking is a patented, analytics-based system—based on years of research and experience with actual change programs—that surveys and benchmarks employee experiences during a change program, helping executives predict potential outcomes, build capabilities, monitor progress and take corrective action as needed.

Over more than 15 years, we have studied 250 change programs, including acquisitions, mergers, restructurings, technology implementations, cost reductions, downsizings, culture changes, growth initiatives and new business models. These change programs took place at more than 150 organizations in 50 industries and 25 countries. We have surveyed nearly a million 'travelers' – individuals across all hierarchical levels,

from front-line staffers to leaders. The result is the largest set of empirical change research data ever compiled—more than 30 million data points representing perceptions of people undergoing change.

Using Accenture Change Tracking, leadership can see and understand the specific issues being experienced by particular stakeholder groups, as well as issues for the organization as a whole. Executives can then run predictive modeling scenarios to test different paths and actions along with potential results.

Accenture Change Tracking helps accelerate successful change, delivering more sustainable improvements in business performance.

Why Accenture

Change initiatives put stress on organizations across the business and at all levels. Perhaps that is why as many as 50 percent to 80 percent of such initiatives fail, according to multiple studies.

With Accenture, you can dramatically improve your ability to steer your organization successfully through complex and rapid change. Accenture is a global leader in providing innovative solutions that help companies deal with the implications and impacts of change on their growth and business strategies.

We maintain a relentless focus on outcomes beyond cost reduction—results such as faster merger integration, more effective culture change, better adoption of new systems and processes, and higher workforce engagement, retention and productivity. We have a proven track record delivering these benefits, enabled by our global infrastructure and extensive experience. Other distinctive characteristics include:

Analytics-based systems and approaches: Accenture Strategy is deeply skilled in the use of analytics to provide insights into change programs. Accenture Change Tracking—an advanced, analytics-based system—offers predictive capabilities, helping executives set a more successful course for change, monitor progress and take targeted action as needed.

Deep industry expertise: Our services and solutions are tailored to the unique environments of particular industries. We serve more than two dozen industry segments and our professionals are aligned with specific industries so they have a deep understanding of a client's challenges and opportunities.

Global reach and scale: Our industrialized global delivery model is powered by the Accenture Global Delivery Network, the largest and most diversified group of technology, business process and outsourcing professionals in the world.

Commitment to innovation and thought leadership: We help define new generations of solutions based on scientific analysis and research, and through our broad experience with clients around the world. We also team with universities and research organizations to generate insights

into issues our clients are facing today, as well as those on the horizon. In addition, we bring cutting-edge solutions such as social media and mobile to further enable successful change programs.

Holistic approaches: Because the effective management of change requires multiple types of capabilities working in concert, Accenture can offer a wide spectrum of services in support of a successful change journey across talent, HR, human capital strategy, learning, leadership, collaboration and more.

We also offer industry-leading capabilities in Talent and HR BPO services, as well as in HR technology solutions. This holistic and integrated approach—supported by research-based methods, scientific analyses and broad, cross-industry experience—helps all levels of the enterprise to innovate and drive specific business outcomes.

Contact Us

For more information about how Accenture Strategy can help your organization manage complex change programs while also developing an ongoing and continuous change capability, please contact:

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Or visit us on the web at:

www.accenture.com/talent-organization

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About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world's largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

About Accenture Strategy

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow [@AccentureStrat](https://twitter.com/AccentureStrat) or visit www.accenture.com/strategy.

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