



POINTS OF CHANGE – ENTERPRISE TRANSFORMATION

AUDIO TRANSCRIPT

/Intro/

Enterprise agility helps an organisation to dynamically respond to changes in its environment. However, it is often confused with agility in project management. Although related, these concepts are not synonymous.

What is enterprise agility? What can a company do to be more agile? What employee skills help with this? What benefits does it bring to companies that adopt this approach? And why are there so few of them?

Accenture has been practicing Enterprise Agility for years, and I'll talk about that with my guest today.

My name is Krzysztof Kobylecki and I will be interviewing Anna Dziekan – Talent and Organization Senior Manager at Accenture.

/feature insert/

KAROLINA: Hi, Jarek.

JAREK: Hey Karolina, could you help me with calculations in the spreadsheet? I'm trying to figure it out clumsily and I get the feeling that something's wrong with one of the formulas all the time.

KAROLINA: You reached out to the right person!

I love rummaging about in spreadsheets.

JAREK: I know! Our new director referred me to you.

KAROLINA: (excitedly) Magda?

JAREK: Yes. And I have to tell you, she's only been with the company for three months, but I feel like she's been with us for years!

KAROLINA: My team had a status meeting with her last week. You know, we were just going to brief her on how the projects were going, and she took the opportunity to tell us a few things.

JAREK: And?

KAROLINA: Well... I was impressed! I'm not too fond of the 'you can do anything' type of stuff, but she's so good at weaving it into her speech, adding a story or a little joke here and there, that it's immediately more pleasant for me to listen to her. And I get an energy boost right away!

JAREK: I must ask her at some point how she does it...

KAROLINA: Plus she asks a lot of questions and involves everyone. Even I – a natural-born introvert – was happy to talk to her. And you know what the best thing is?

JAREK: What?



KAROLINA: In that speech, she told us how important it is that we take care of ourselves outside work. That work is important, of course, but that we should not forget about our health. Both physical and mental, that is.

JAREK: I had a one-to-one meeting with Magda yesterday and she told me about it too. I'm applying for a promotion now and she told me not to forget to take care of myself.

KAROLINA: Oh yes, when trying to climb the corporate ladder it's easy to lose yourself in your work.

JAREK: And that's the reason behind her advice. But apart from that, she also helped me write down a plan that could help me with that promotion.

KAROLINA: Really? How?

JAREK: We reviewed the requirements for the higher level and worked out what I still needed to learn and how best to make it visible. She also pointed out to me the courses I should complete. By the way, we discussed what to improve in our team, and I will try to make some small but effective changes in this regard.

KAROLINA: It seems like you have a lot of work ahead of you?

JAREK: Well, you don't get promoted for nothing, right? But a plan is not everything, after all, for I still have to convince the leaders to give me a chance.

KAROLINA: Someone from the board?

JAREK: Yes. Magda promised to talk to Ewa to make sure that my involvement in the new project won't go unnoticed at the higher levels too.

KAROLINA: Not only does she motivate people, but she also helps to remove obstacles. A true servant leader!

JAREK: It's a good plan. The only thing left to do now is to execute it well. But I feel positive about it.

KAROLINA: So listen, how about – apart from correcting the formulas in your spreadsheet – I also tell you how they work?

JAREK: Sure, thanks!

/interview with an expert/

Krzysztof: Hi Ania, nice to meet you. Today's topic is Enterprise Agility – a topic that we could refer to as 'corporate agility' here in Poland. When we think of Agile, we usually associate it with project management, stand-ups, working in small teams, and start-ups. Can you explain what Enterprise Agility is? For it's not the same as Agile Project Management. Tell us about it.

Ania: Hi Krzysztof. Thank you so much for inviting me to appear on today's podcast. Of course. First of all, let's clarify what agility is. Agility is about observing and it's about reacting very quickly and adapting to change, but not about blindly following a plan. Agility originated from IT. As early as the 1990s, companies had a strong desire to digitalise. Unfortunately, IT was quite slow back then. Running IT projects often took three years. In the aerospace or defence sectors, it could even take 20 years, so it all took a long time and not everyone was happy with that. And that's why people started looking for other solutions and other working methodologies. That's how, in the 1990s, SCRUM was born, which has been the most popular agile project management technique to date.

Krzysztof: Yeah, well, I think it's used in a lot of places and – sure thing – when you work for some young tech company, then SCRUM is commonplace nowadays, so to speak. Actually, SCRUM also spills over beyond technology, but please proceed with corporate agility.



Ania: Okay. So, first things first, let's introduce some values or techniques related to Agile so that our listeners know what we're talking about. The big thing here is that we work in close cooperation with the client. This also helps us prioritise our goals. We are able to quickly respond to the feedback we get from the client, and adapt to their requirements. This allows us to increase levels of satisfaction, which is often the measure of success for agile initiatives. For example, according to the State of Agile report, over 58% of organisations consider that measure – the client satisfaction measure – to be one of the most important. Now that I've explained the values that guide agile projects, the most important of which are learning and adaptation, imagine an entire company working this way. Agile Project Management stands for adapting agile techniques on a project scale, while Enterprise Agility means applying agile techniques on the scale of an entire undertaking – within a given business as a whole. The entire enterprise adopts such agile techniques and an agile basis, and we – when characterising Enterprise Agility in general – think about two major aspects. One of them is speed and the other one is stability. And true agility provides balance between them. How do you know if enterprises are acting fast? For example, it is confirmed by the fact that they launch products faster than the competition, they are constantly learning new trends, they respond quickly to them, and they take advantage of new opportunities that arise. And stability is more a matter of culture. It's that the leaders provide us with the training, the tools and the financial resources that we need to run quality projects, for example. The fact that we have committed employees – here we enter the sphere of cultural issues, and this is very important in Enterprise Agility.

Krzysztof: Okay, thanks for that summary of what Enterprise Agility is. You mentioned that employees need to be empowered. That means they need autonomy. Can you tell us about what your role is? How is it related to Enterprise Agility? What do you do at Accenture and what does a Senior Manager do at Accenture?

Ania: I'm involved in organisational change management on a daily basis and I help our clients undergo big transformational changes - different kinds of changes. Some are related to robotisation, while others are related to the introduction of new work tools. Still others are more related to cultural changes. And we believe that, generally speaking, it's the human factor that is responsible for the successful implementation of any change. And it is that human factor in major transformations that I deal with.

Krzysztof: Please tell us why companies need to be so agile. What is the benefit of agility? On the one hand, we have enterprises being created which strive for, let's say, such stabilisation and the possibility of producing a normal product, selling it, and building a market related to it. On the other hand, why do we need this agility in enterprises? What does it give us?

Ania: First of all, it gives you the opportunity to react to changes faster. To improve client satisfaction, but also a certain human factor – because empowering employees also allows them to increase their commitment to work.

Krzysztof: So it is a kind of investment in the culture of an organisation. In actually getting people ready for this change. But are there any other benefits resulting from organisational agility?

Ania: Agility also makes it possible to lower the risk of a project because we can react much better to changes in requirements, and we can also increase our control over the outcome of the project. This is very important because often, when implementing this agile culture, this is exactly what leaders are afraid of – that a sudden change of priorities in a project will cause chaos, for example. That they won't be able to manage anything – but it is quite the opposite in fact. There is also a myth about documentation – that there is no documentation in Agile. How will we operate later? This is untrue because the lack of documentation often results from a lack of discipline in a team, and

not from the methodology itself.

Krzysztof: In preparation for this meeting, I came across your report entitled 'Enterprise Agility in Financial Services. The new strategic imperative'. It states that Enterprise Agility is in fact a necessity for companies whose agility means that they have more than twice the chance of being in the quartile of top-earning companies than the market average. So when we have Enterprise Agility in a company, there is a 55% chance, whereas the market average is 25%. Is it possible to conclude from this that Enterprise Agility is sort of a new Holy Grail that every organisation should have? So are we aiming to actually build agile businesses or agile corporations, if we want to reach, say, the level of top-earning organisations?

Ania: And what has been the Holy Grail previously? It's nothing so new, actually. As early as the 19th century, Charles Darwin said that it is not the strongest or the most intelligent that survive, but those who can adapt to change. And look: Enterprise Agility mostly has a set of qualities – a kind of operating style desired by most companies. Wouldn't you want to be young, beautiful and rich forever? It's the same here. The devil really is in the detail. There is no one way to achieve Enterprise Agility. Each company must take its own path – seek its own path.

Krzysztof: Okay, but at the same time that report has shown that only 12% of companies are truly agile. What does that look like from your perspective? What is the condition that makes companies think 'Okay, we should be agile', but between thinking and implementing there are some difficulties on the way? What kind of difficulties?

Ania: They're often things related to culture. Cultural changes and behavioural changes that are very hard to achieve. There is often resistance to change. The management doesn't give enough support to agile transformation; they don't have a specific vision of it, and we often think that Agile is generally associated with IT.

Not always - and not everyone thinks about the fact that you can also be agile in other areas. For example, in one of the projects we did agile reporting. One team worked on a strategy, so it's not that Agile has to be applied only in IT. Companies are becoming increasingly aware of this and are moving more and more towards developing Agile in other areas too.

Krzysztof: And tell us please a bit what it looks like in the local market. What's agility like here in Poland?

Ania: In Poland, companies are slowly growing into Agile in selected areas. We also have more and more requests for projects related to that area. We are approached by banks, which maybe begin with IT, but they are already thinking much more broadly. They want to implement agility in other departments as well, which makes us very, very happy. So I think this topic is very much on the rise in Poland right now. More and more companies are thinking about transforming themselves into agile organisations. This includes institutions such as banks, for example – these are institutions that have been around for many, many years; they have their processes, they have employees who have been working there for years, and this is also a barrier for them to move towards agility, so it requires a lot more effort. It's much easier to be agile in start-ups, which begin from scratch and can shape their culture right from the outset, hiring people who believe in their vision, have similar attitudes and values, and are willing to work according to those new ways of working.

Krzysztof: What do you think is most important when making any change in organisations?

Ania: This is a very good question. In my opinion, the most important thing when implementing any change in an organisation is to have a clear vision of where we are heading. Such a clear and lucid vision is extremely necessary, especially in times of such turbulence and turmoil as we are experiencing now. It is extremely important to show the employees what awaits them at the end of our



journey. It's a bit like fishermen on a stormy sea, who know that they have to avoid various rocks, waves and obstacles, but they also know that they have to get home and that a lighthouse will guide them. Our vision can also be like a lighthouse. The fishermen may have different motivations. One may be heading home to meet his family. Another fisherman wants to go to a football match with his friends, while yet another one simply wants to rest. And they all may have different motivations, but they know they're heading in the same direction and that it's the right direction. And often when we start such big transformations, we observe that the leaders have many divergent goals. We try to work closely with the leaders to develop one common goal. Because, well, now imagine that there are five lighthouses for such a fisherman. Where should he sail to? It's the same with employees. So for us, it is extremely important to define a vision. And a clear vision at that. And imagine that our research has also shown that vision and direction have three to four times more impact on realising the business benefits of transformation than any other change. So these results also speak for themselves about how incredibly important this topic is.

Krzysztof: Can you tell us what gets you going? That is, what do you like most about Change Management?

Ania: Yes, I enjoy working with people the most. I like to watch our stakeholders go through the path of change. The path of change is a curve on which we show where our stakeholders are at a given moment. Because usually, at the very beginning, when we find out about a change, we feel a sense of excitement or uncertainty. On the one hand, we don't know what's gonna happen, but on the other, we can also sometimes look forward to the new. Unfortunately, sometimes the further a change progresses, the more the employees, or people in general, tend to become afraid of it, and to rebel against it, because we have a feeling that any change would threaten our stability. We usually prefer what we already know. Even if what's in front of us may be better, we are still afraid of it. We also

don't see how we benefit. That's why it's important to show where we are heading, and what benefits await us. Stakeholders going through the change curve can fall into what we call a valley of depression – when they are very resistant to change and do not want it, and then we have to work with them a great deal, including along the whole path, to explain to them that what awaits them is not what they really think it is. We explain to them – using the language of benefits – what is good for them in such a change, and what they will gain thanks to it. Often this communication has to be appropriately personalised because employees don't want to receive too much information either. What doesn't concern them personally is immediately filtered out and looked down upon.

Krzysztof: And how do you cope with that? Because the change curve has a few stages and you have actually touched upon the stage of that depression. But most often it begins with the fact that, as you know, with every change there comes a shock, and then there is denial – that they don't want to be part of it at all. Then comes anger or frustration, and only then does depression set in. Then we have a certain moment of change, when we strive for acceptance and actually for something to be able to start and to move the project towards that change, so we are at the stage of experimenting and looking for new solutions. Only then do we enter the decision-making stage, where we go into the change and begin to integrate it into our normal world. At those earlier stages, do you also have different kinds of behaviour, or exercises that you go through with your clients?

Ania: Yes, at every stage. You summed it up very nicely – that change curve – and very vividly. At each stage of such a change, we work with employees. The most important thing for us is to explain, explain, and explain, right? To explain what the change is for. The 'why' is very important. Because understanding the 'why' helps employees understand that what we do makes sense and is necessary. So this – especially at that first stage – is extremely important. Then we move further along the path

of change. We provide help. We also often set up a certain network of change, or a transformation network, which is referred to differently across various projects and programmes. We try to gather allies, so to speak, for a given project, right?

Krzysztof: Ambassadors of sorts...

Ania: Yes, you could call them ambassadors... It depends... Sometimes they are also called agents – we approach this matter differently in different companies. Now we analyse it for a specific project, so that it also falls under project branding.

Krzysztof: Every revolution needs a leader – it needs an individual who will begin something and actually call other hearts to action, so that's incredibly important.

Ania: Yes, exactly. Those are the kind of people who are between the development team and the end users, as well as between the employees who are going through that change. And their role is extremely important because they also cascade communication. Sometimes it's mid-level leaders that we engage at this point. So they have a real impact on their employees here and they help us reach them – they help us understand what their needs are, right? What's gonna change for them, and what's not gonna change. We also do a series of workshops like this to explain to the employees what's gonna stay the same and what they'll need to start doing differently from a given day onwards. We train people because, as you said, it is necessary to try things out and experiment to get a feel of what's coming and to understand it better. In general, the topic of training is a very interesting one.

Krzysztof: We've touched upon the issue of change concerning, let's say, people who are actually already dealing with that change at a lower level, or normal employees. You have just mentioned middle-level managers. But I would also like to talk for a moment about the role of the leader as an individual who is actually

responsible for the change. What – in your opinion – is the role of leaders in change management?

Ania: The role of leaders is extremely important. Above all, they should set an example and become – as we call it – role models.

Krzysztof: Statesmen and stateswomen.

Ania: Yes. They should motivate their employees, right? And they should support them, making them so enthusiastic that they can't wait for the change to come. It's obvious that every change is different. For us it is best to arouse certain internal motivation in the employees – so that they can't wait for the change. It is then that we do our best work, and it is easiest for us to implement the change. It's not always so perfect. Leaders also cascade communication to their employees. They are often in that network of ambassadors and through that... You know, if a vendor approaches you and says that you should do something new, starting tomorrow, it's not as well received as if someone you trust came to you (and you know that this person doesn't want to hurt you; on the contrary – they want the best for you, and this works very well for us).

/feature insert/

EWA: Hi Magda.

MAGDA: Hi Ewa. Have you read the entire implementation plan for this project yet?

EWA: Yes, and I have already discussed it with the rest of the board. We are impressed!

MAGDA: Thank you! If it's even 50 per cent successful, the client will be thrilled!

EWA: Great idea with that 'supergroup', Magda!



MAGDA: But it wasn't me who came up with it.

EWA: So who was it?

MAGDA: Yesterday I had a meeting with Jarek, a member of my team. Jarek is currently up for a promotion, and I helped him draw up an action plan.

EWA: Oh, that's wonderful!

MAGDA: Thank you! And, when writing down that plan, we talked about how our team operates and what we can improve about it.

EWA: Hmm... I'd love to know more.

MAGDA: We had a lot of requests, but one of the most important ones has been suggested by Jarek. He wants us as a team to collect more feedback on our collective actions from directors, clients and other teams.

EWA: Okay... I don't see a connection so far...

MAGDA: Let me explain. Just remember, please, that I'm cutting a two-hour conversation short for you now. The conclusion was that if we can get regular feedback from so many people, it'll be almost like they've joined our team.

EWA: Because they will clearly affect the quality of your work?

MAGDA: That's right! And then I noticed that this could also work for a project for one of our clients. I asked Jarek if I could use his idea, to which he agreed, and there you go – the plan is ready. Anyway, I'd like to involve Jarek in that 'super group' – he's a very ambitious and creative young man.

EWA: If it's good for the client, then I don't mind at all. And tell me please, where does the rest of the concept of working in 100-day innovation cycles comes from then? Because I really like the fact that we'll work a bit like a start-up and generate new concepts. Not to mention creating a prototype.

MAGDA: This, in turn, I got from a status meeting with another team. I also told them a bit about taking care of oneself and asked them a lot of different questions, and their answers inspired me to come up with this idea.

EWA: Let me tell you, I've been managing people for 23 years and every single moment when someone more junior than me can inspire me is incredibly valuable.

MAGDA: Isn't it? It's a great feeling!

EWA: But it requires a certain degree of humility and a pinch of empathy.

MAGDA: Well, yes, but I think that's an integral part of servant leadership anyway?

EWA: Of course! And servant leadership, in turn, is very important for the agility of the organisation. Because people feel much better then and their work seems more pleasant.

MAGDA: And, as you can see from our plan for the client – it can also bring tangible business benefits.

/interview with an expert/

Krzysztof: Can you provide any examples of how leaders behave when implementing change?

Anna: Yes, I have one – a great example in my opinion – from one of my current clients. The very moment the pandemic broke out, it was something not obvious to all of us, and we were all afraid of it. Now this fear has maybe decreased a little because knowledge has come with time, but at that time we felt as if we were somehow trapped by that pandemic. We didn't know what was coming nor from which side. And in my client's case, almost the entire company switched to remote working overnight. Before, it was a company where remote working was practically non-existent. Maybe one per cent of the people there worked remotely, so the



employees had no experience with it at all. Some of them had desktop computers, which did not make remote work easier in any way. I was also asked to work remotely. We couldn't show up at the client's headquarters anymore, and I had left my mobile monitor there, so I also tried to go there to pick it up. To my great surprise, the person who brought my monitor outside was one of the IT directors whose staff had remained at their posts. They were responsible for making sure that everything was set up properly to make it easier for the employees to work remotely. They had a lot of work to do at the time. So it was that particular director – even though no one required him to do so – who was very supportive of his team. He was on the front line, fighting the threat – which was huge at the time. He brought my monitor outside, but he also helped other people with their cards or provided them with computers. So it made a huge impression.

Krzysztof: Change management sounds like a very interesting topic. On the other hand, there are certainly even some greater difficulties in leading that change. Can you tell us something more about what is so difficult about change management?

Anna: Considering the human aspect of it, it's very important to develop the right habits. In other words, to fix the change we want to implement. Our brain is very plastic and needs exercise, just like our body needs to be exercised. To fix something, we need to practice, practice, and practice. Research has shown that if you repeat a certain activity for 30 days, your brain becomes so connected that it will allow you to develop that habit and then it will be easier for you to implement that change in the future. This can involve a multitude of things. For example, if we encourage our employees to provide feedback, then one such exercise, or challenge, could be to read something one day and ask someone for feedback the next day. Yet another day, that employee should give themselves feedback. These are micro-tasks, lasting up to 15 minutes each, so they don't require a huge amount of time or work from the employees, but they work very well and consolidate given habits.

Krzysztof: A habit is something that you should definitely pay attention to. Here, on a side note, if anyone wants to know more, there's a great book titled 'The Power of Habit' which I highly recommend because it discusses exactly how we can change our lives thanks to small habits. We've talked a little about leaders and the role of a leader in change management. Can you tell us how you guys at Accenture work with leaders? Do you educate them in any way? Do you do anything with the leaders to actually give them the tools for change management?

Anna: Sure. We have a number of training courses for our leaders. We teach them how to manage teams efficiently. We have training courses related to their role as a career counsellor, so to speak, because each of our employees can choose the so-called career counsellor, and we teach those people how to actively talk to our employees, how to listen to them, how to ask strong questions, and how to help them define the path of their development. Our leaders are both coaches and mentors for such a person, and they provide support for such people.

Krzysztof: Change is a process that doesn't last only one day. It can't be introduced straight away either. We would like – and many people aspire to that – to actually be able to introduce organisational change at the flick of a switch, so to say. But I'd like to ask you another question: What does the process of implementing change look like at Accenture? Because I imagine it's a rather long process that can sometimes take weeks or even months. Can you give us an idea of what it looks like?

Anna: It also depends on the type of change we are to implement. One such very big change we have introduced at Accenture recently is our new model. We call it the 'growth model' and the idea for it came from our CEO herself. It has affected practically all employees in the organisation, and there are more than half a million of us now, so it's been a huge change. An organisational change that has affected our employees. We needed to identify all the impacts that this



change was to introduce. We had to think about how it would affect each individual. We had to map those individuals onto the new structure. How does it affect systems? How does it affect processes? And to prepare the organisation accordingly for that change. So during the change, there were also a number of workshops and meetings with the leaders. There was a lot of work done in cooperation with our senior leadership – so that those leaders could cascade those changes to their teams later on. A large communication team was formed. Special communication materials were prepared, showing what was changing and what remained the same. If you were in a given part of the organisation – showing what will happen now, and where you will be. So all of that was to make us able to serve our clients even faster and better. Later on, the icing on the cake of sorts was also the change in our branding.

Krzysztof: Okay, so we're actually getting back to what we've been talking about earlier – that people are an incredibly important aspect when it comes to making changes. Behind people are different types of behaviour, their emotions and their daily lives. Are there any effective ways to influence those different aspects of people? Their behaviour or their emotions?

Anna: All of that also depends on a given individual. Each of us is different. Each of us is influenced by something different. This topic has already been brought up repeatedly in our conversation, but it's very important to define a clear vision. To say why we make these changes. Why we require such attitudes from our employees. Leaders need to lead by example – to become 'role models', as we call it. We communicate the benefits and speak to the employees using the language of benefits – this is what works best. We define which elements of this change apply to you specifically. We try to personalise this approach to change as much as possible. We work according to a methodology called 'Human-centred Change'. We place the employee for whom the change is to take place at the very centre of our preparations for the change. We look from their perspective at what

will motivate them and how we can reach them in this way or another. Which channels of contact will be better, and what we should avoid, for example. It is also important to listen to such employees, in order to collect feedback because thanks to this we can learn. Thanks to this, we can improve our solution and adjust it as much as possible. Often, we also invite employees to co-create such solutions, for it's known that if someone comes up with an idea of how to make a given change, or how to solve a given issue, then they feel that they own it. And they support us at meetings. Then the attitude to change is completely different. Such an individual feels partly responsible for the change and it is also very important to celebrate every success as soon as possible and to discuss even the smallest things. It is also scientifically proven that every form of praise increases the level of oxytocin in our organisms, which is also responsible for the feeling of attachment, and thus also increases employee involvement and the sense of belonging. So it's not just HR specialists talking between themselves – it's supported by strong empirical research.

Krzysztof: Yes. As a matter of fact, such small celebrations are incredibly important, especially in today's world, where lots of people are perfectionists and are thinking all the time about the future and are not able to appreciate what they have already achieved. They are not able to enjoy the little things. I am that kind of person, unfortunately, and it took me a long time to learn how to celebrate even the smallest success. Accenture is a huge company. You've said it yourself that you employ over half a million people. 'Let There Be Change' is one of your main slogans, meaning you live and breathe change. Can you tell us a bit more about why it's good to work in such an environment?

Anna: By working in such an environment we have the opportunity to be part of a big change in other organisations. We have the opportunity to be a part of, and to contribute to, the competitive advantage of the companies and their success, and I think this is a positive aspect of working in such a large corporation. This is



something that work in smaller companies does not actually give you, but apart from this aspect I think one of the coolest things is the fact that there are a lot of fantastic people here who you can learn a lot from, and who you can draw a lot of inspiration from. And we also have a lot of opportunities and training courses so that we can develop further according to what we are interested in, and we can follow our own paths.

Krzysztof: We've talked a little about the education of leaders and the different ways in which you develop your leaders. Having said that, what should people who are already in such organisations or want to join such organisations be taught?

Anna: Yes. I think that a very important aspect is to revive your thirst for knowledge. The world is changing very fast and, according to our observations and research, it turns out that people who graduate from universities, for example, find out that their skills are a bit outdated, so to speak, after only four years. The world is changing so fast that you have to learn a lot, read all the time, and not be afraid to experiment and do new things. Apart from such hard skills, we attach great importance now to openness and readiness to acquire knowledge, and to being empathetic. The ability to solve complex problems, the ability to adapt, to learn new things – these are the things that are extremely important in our work.

Krzysztof: What will the future look like when it comes to Enterprise Agility? Will companies actually become more agile and from those 12% of companies or enterprises that work in this mode, will we get to 50% or 100%? How will they adapt to this model?

Anna: In my opinion, this topic is very future-oriented and those companies that are already in this area – that are agile – will certainly be followed by other companies. I'm talking here about the ones where there are currently single agile teams – companies that begin with single project management. I think that other companies that would like to be agile will also

notice the fact that agility is not only in IT – it can be in marketing, sales and finance, and they will also follow agility because they can gain a competitive advantage thanks to it. They will be able to quickly learn the conditions that exist in the world and adapt to them in such an agile and fast way.

Krzysztof: Can you tell us a bit more about what trends are related to Enterprise Agility, as you understand it? How are they going to evolve? That is, Enterprise Agility is a thing that's certainly linked to change, but it's also linked to other things for sure.

Anna: Yes. One of these big trends for sure is related to digitalisation. Especially in the current circumstances, where the pandemic has accelerated digitalisation considerably in many companies, and our research shows that companies that have these skills – digital tools – are five times more likely to earn higher revenues in the next three years. But they are also much better perceived by their employees and clients. So this is definitely one of the trends that will grow a lot. In fact, there is no turning back anymore. Many employees have stated that they don't want to return to the office, at least in the form in which they worked before. Remote work has also been demystified in a way because until now it's been said that agile teams should work on-site, in one physical location. It did happen – but rarely – that such teams were strongly dispersed, and now it turns out that all those pieces of paper that were on the walls, on kanban boards, can be easily transferred to various applications that we have on the market, even free ones, and you can also operate this way without any problems.

Krzysztof: There are a growing number of companies worldwide that are already becoming bigger and bigger, and are kind of 'remote first companies' – which means they began several years ago or more and they have put their faith in talented work, and in fact they have transformed faster in this current model. Are there any other trends that you notice?



Anna: One of our surveys has shown that 60% of employees say that developing their skills to work with smart technologies is important or will be very important in the next three to five years. And that's something we can totally agree with because technological progress is happening very quickly. But what's even more interesting is that leaders – more than 60% of business leaders – expect the percentage of roles that require human-machine or human-AI collaboration to increase significantly over the next three years. And only 3% of executives plan to significantly increase their investment in skills development programmes in these areas. So it's definitely something that's being severely neglected and will certainly need to be addressed in the coming years as well.

Krzysztof: Smart technology and digitalisation – we've talked about Enterprise Agility, and also a great deal about Change Management. Thank you very much for today's conversation.

Anna: Thank you very much.

/outro/

Enterprise Agility will definitely make a difference in the area of business efficiency. Those who have not yet jumped on board will need to consider doing so as soon as possible.

Poland is a market with tremendous potential for implementing agility on a broader scale. Accenture helps companies improve their culture

of innovation and agility.

Behind every technological or process change, there are people. If you want to be part of such changes in the lives of large and well-known companies and its employees, and contribute to their competitive advantage and success – welcome aboard!

Thank you for listening to this episode and please join us for the next ones. Subscribe to the 'Points of Change' channel in your favourite podcasting app, so you don't miss any.

Until then, on the next topic. Bye!