

Eindhoven Talent Hub

Transformation in the New

accenture



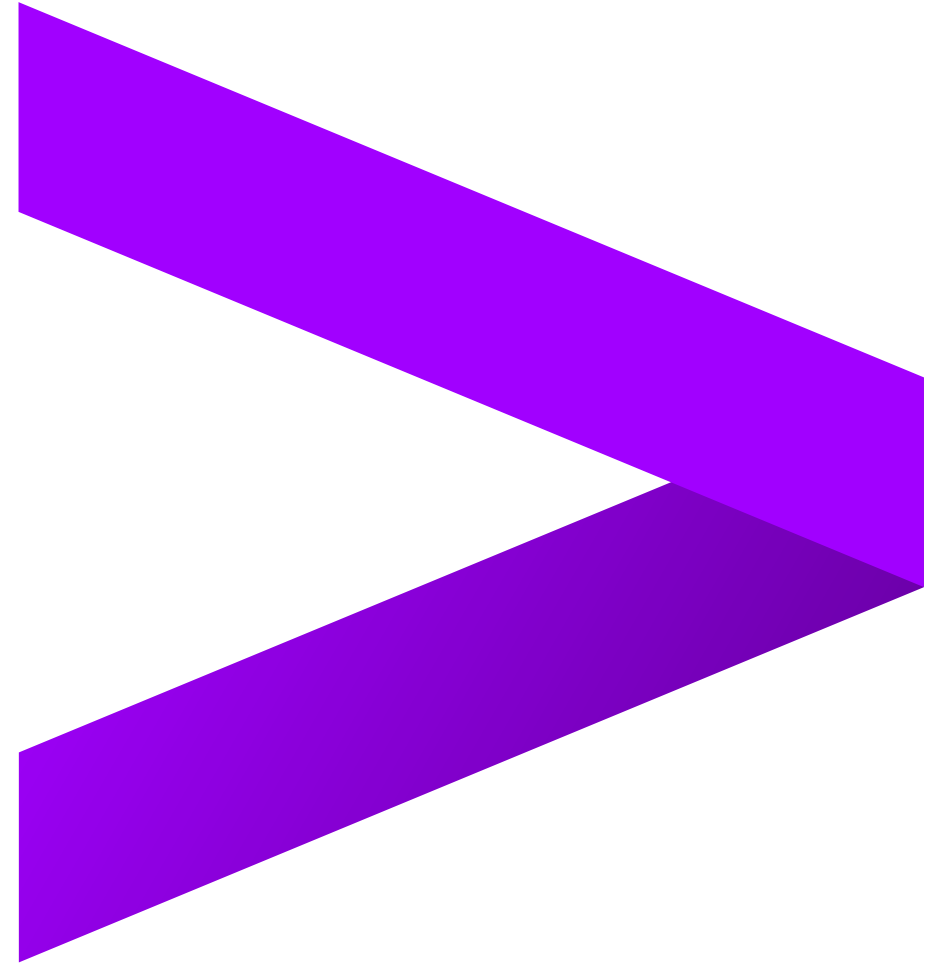
MICROLAB



TRANSFORMATION INTO THE NEW

**Change is good,
Transformation is better**

**SANDRINE WILLEMARS
OCTOBER 2019**



accenture



There is no miracle solution for successful transformation strategy

There is not a universal one-size-fits-all approach to take

Various factors are impacting the choices to make

Today, we would like to inspire you with some of the different leading practice 'ingredients' you can mix and match...

TRANSFORMATION INTO THE NEW

■ **Myths of change**

■ **Leading Change with Insights**

■ **The importance of the Employee Experience**

■ **The need for and strength of Agility**

■ **Key Take-Aways**

WE KNOW WHAT DRIVES CHANGE

The stakes are high for many. Results are achieved by few.

2/3 of major transformations **fail to fully realize** their business case objectives.

What sets the high-performers apart from the rest?

- They focus on **aligning culture, behaviors, ways of working** in support of their transformation
- They consider **organizational drivers** that impact the change capability of the workforce, next to managing the change of the actual transformation
- They **use data from their people early and throughout** to drive their transformation strategies.



TRANSFORMATION GPS® IS THE LARGEST DATABASE OF ORGANIZATIONAL DATA IN THE WORLD.

ACCENTURE USES IT FOR RESEARCH AND TO HELP OUR CLIENTS NAVIGATE THROUGH CHANGE. DATA IS BASED ON:

- **20** YEARS OF RESEARCH
- FROM **650** CHANGE INITIATIVES
- IN **250** ORGANIZATIONS
- FROM **50** INDUSTRIES
- IN **25** COUNTRIES
- ENTRY POINTS FROM OVER **1 MILLION EMPLOYEES**

QUESTION: TRUE OR FALSE?

Myth: Change causes organizations to go off track



Our research:

False. Change does not cause organizational dysfunction, it merely exposes it

85 percent of groups with change programs that had gone off track had major underlying issues before implementing their initiative.

People blame change initiatives for their problems, but a dysfunctional culture and behaviors are typically ingrained in the organization prior to the implementation of change.

QUESTION: TRUE OR FALSE?

Myth: Too much change, too fast, is destructive



Our research:

False. The highest-performing groups have more change taking place at a very fast pace

The highest-performing organizations thrive on change. They have more change taking place – **30 to 50 percent initially** – and at a faster pace than lower-performing counterparts.

They have a strong capability to drive ongoing change and achieve greater benefits.

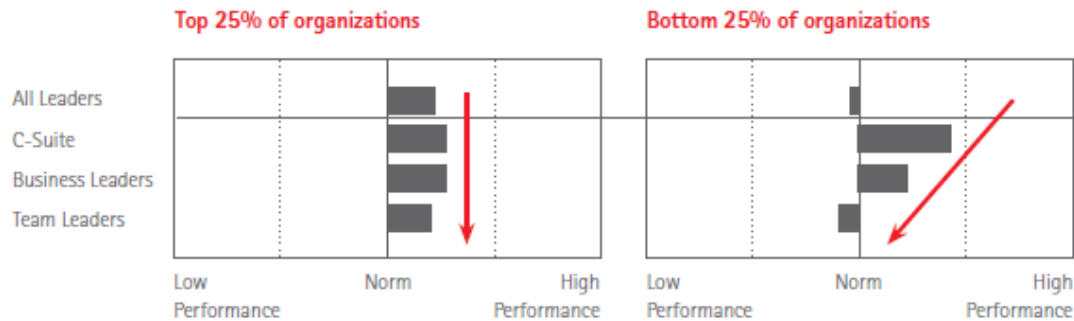
QUESTION: TRUE OR FALSE?

Myth: Change is driven from the top down



Our research:

False. Successful change requires strong leadership at all levels. Strength at the top can be counterproductive.



Our research has found that all high-performance change programs possess **strong alignment** between C-suite executives and the leaders under them, working hand in glove with each other. According to our data, the lowest-performing change programs (those in the bottom 25 percent in delivering benefits and improving business performance) actually have **strong leadership capability at the top** to implement change, but diminishing capabilities at the business unit leader, and **especially at team leader** levels.

QUESTION: TRUE OR FALSE?

Myth: All change can be managed effectively by applying universal best practices



Our research:

False. A one-size-fits-all approach to change will generally fail

Organizations often manage change by focusing on a few factors that have produced results in the past. But there is no such thing as a single list of actions or interventions, a single sequence of events or a **single method** that will apply in all situations, or at different stages of the same initiative.

QUESTION: TRUE OR FALSE?

Myth: Of all change activities, communication and training are the least impactful in driving improved business performance

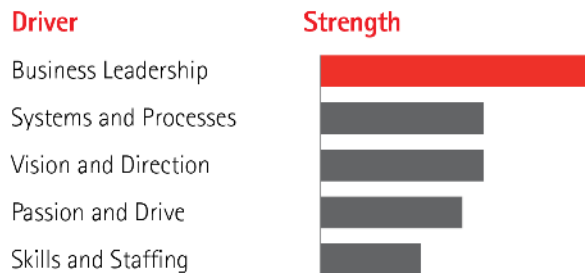


Our research:

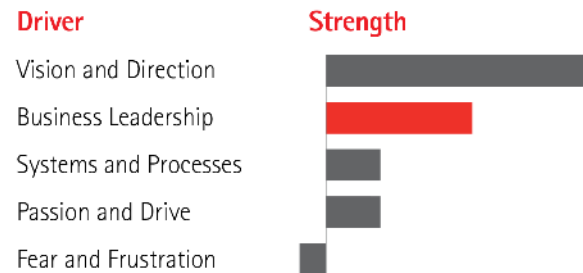
True. While most change programs focus on training and communication, other factors have a far greater impact on outcomes.

Vision and direction and **business leadership** have the most significant impact on business performance and benefits realization.

Drivers of business performance



Drivers of benefits realization



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WHAT IS A SUCCESSFUL CHANGE?

NORTH STAR

When it comes to benefits realization, **vision and direction together are the most important drivers.**

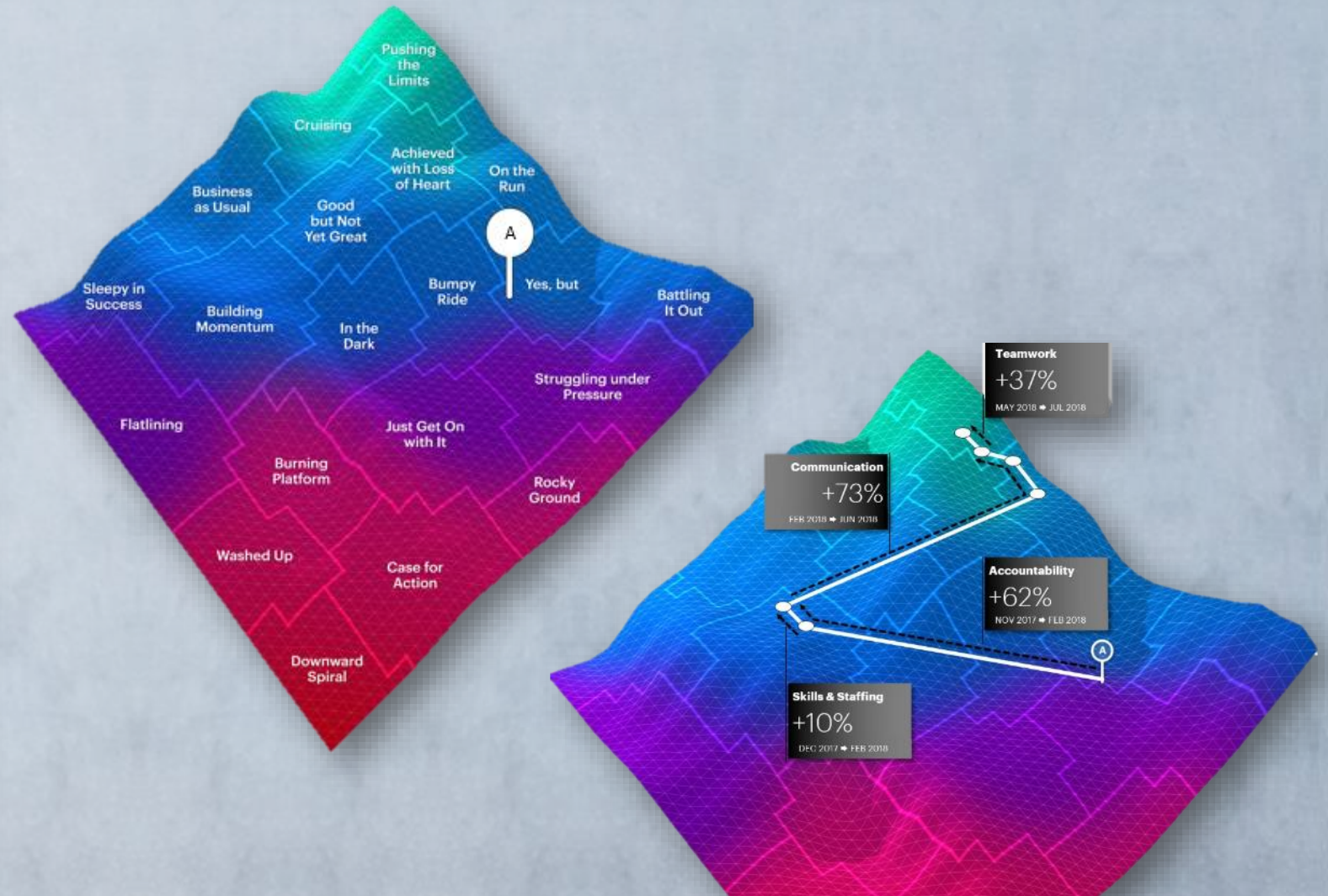
They are 3-4 more important than any other element of change.



TRANSFORMATION GPS

THE LARGEST BASE OF EMPIRICAL CHANGE RESEARCH DATA EVER COMPILED

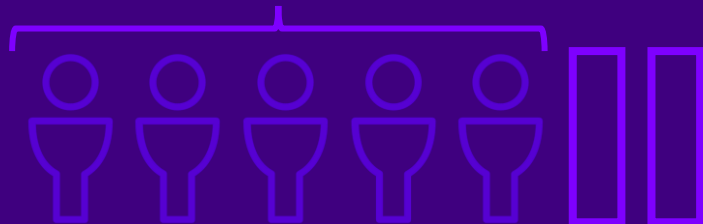
OUTCOMES	
Business Performance	Benefits Realization
TURBULENCE	
Risks and Roadblocks	Changes Taking Place
VISION	
Vision and Direction	Communication
LEADERSHIP	
Business Leadership	Team Leadership
RESOURCES	
Skills and Staffing	Systems and Processes
DISCIPLINE	
Teamwork	Accountability
ENERGY	
Passion and Drive	Fear and Frustration



HUMAN FACTOR CAN MAKE OR BREAK YOUR TRANSFORMATION

Accenture's analysis of over one million employees involved in change initiatives at more than 200 organizations finds that

5 out of the top **7** barriers



to transforming and advancing the company are due to "human factor".



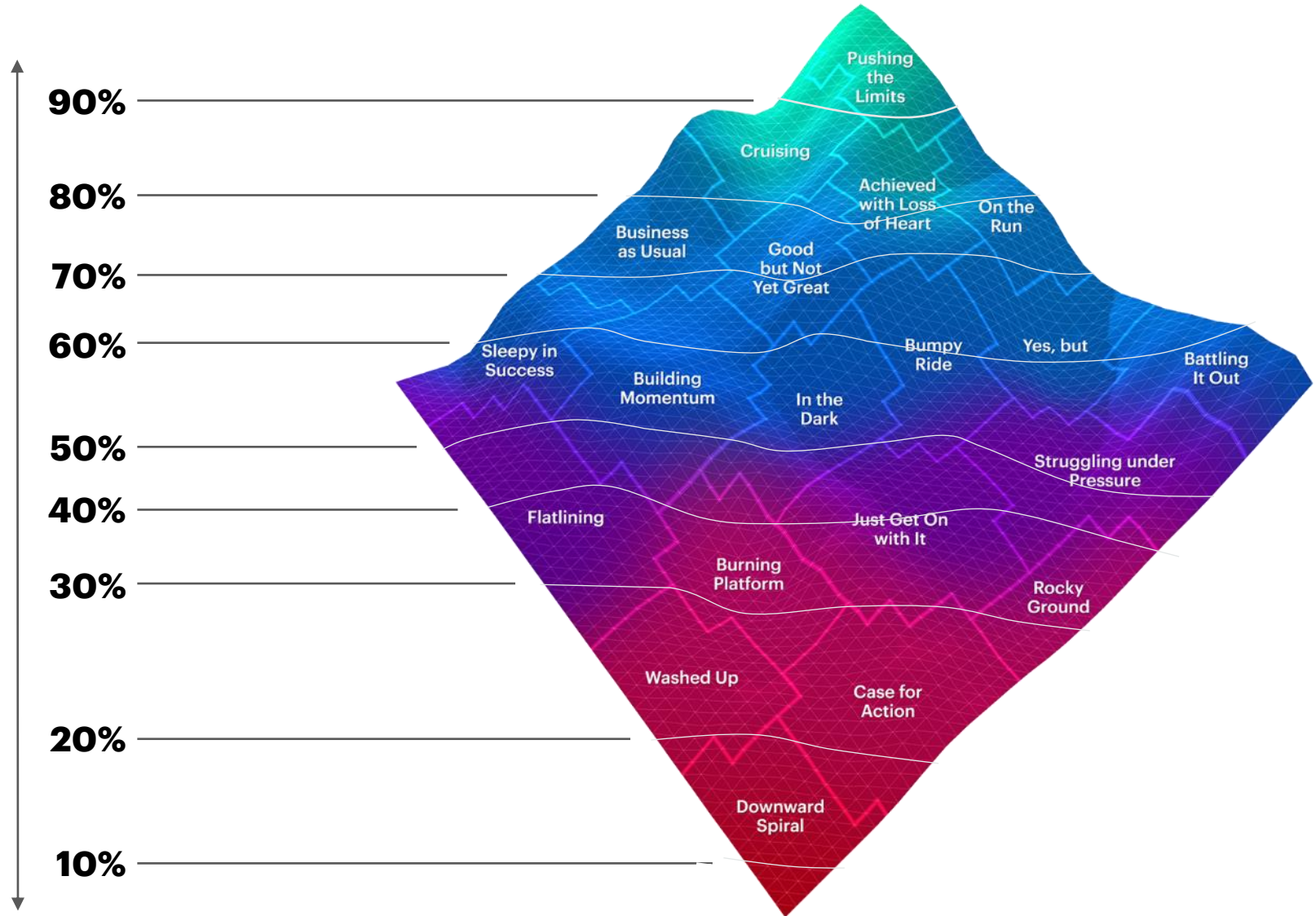
High levels of passion and drive can **increase benefits realization by 50 %**



Conversely, high levels of fear and frustration can result in a **more than 20 % decline***

DRIVING HIGHER EMPLOYEE ENGAGEMENT

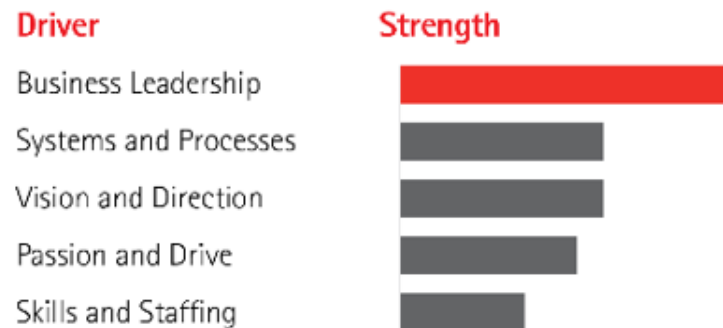
Engagement scores are only part of the “success formula” for high performance



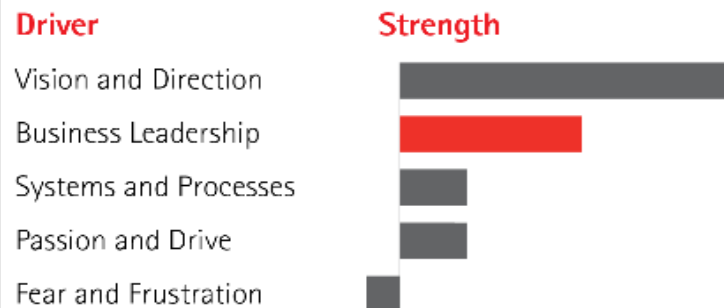
THERE IS HARD EVIDENCE BEHIND WHAT DRIVES SUCCESSFUL CHANGE

While most change programs focus on training and communication, other factors have a far greater impact on outcomes.

Drivers of business performance



Drivers of benefits realization





HOW TO **BUILD TRUST** AND WHY DOES IT MATTER?

In high-performing groups, trust in leadership is so high that people are willing to get on the bus even before they know where it's headed.

They first **commit emotionally** and are happy to find out where they are going, as they move along.

SO... WHAT THEN MAKES TRANSFORMATION SUCCESSFUL?

1 **Leadership at all levels** has at least twice the impact on business performance than any other factor

2 **Vision and direction has 3-4 times greater impact** on benefits realization than any other factor

3 **85% of transformations that fail** are because the organizational dynamics were broken before the program even started

4 Moving to **high performance 'state'** during transformation results in major benefits:

- **40% improvement** in business performance
- **70% increase** in change benefits achieved

5 High performers have **30 - 50% more change** going on

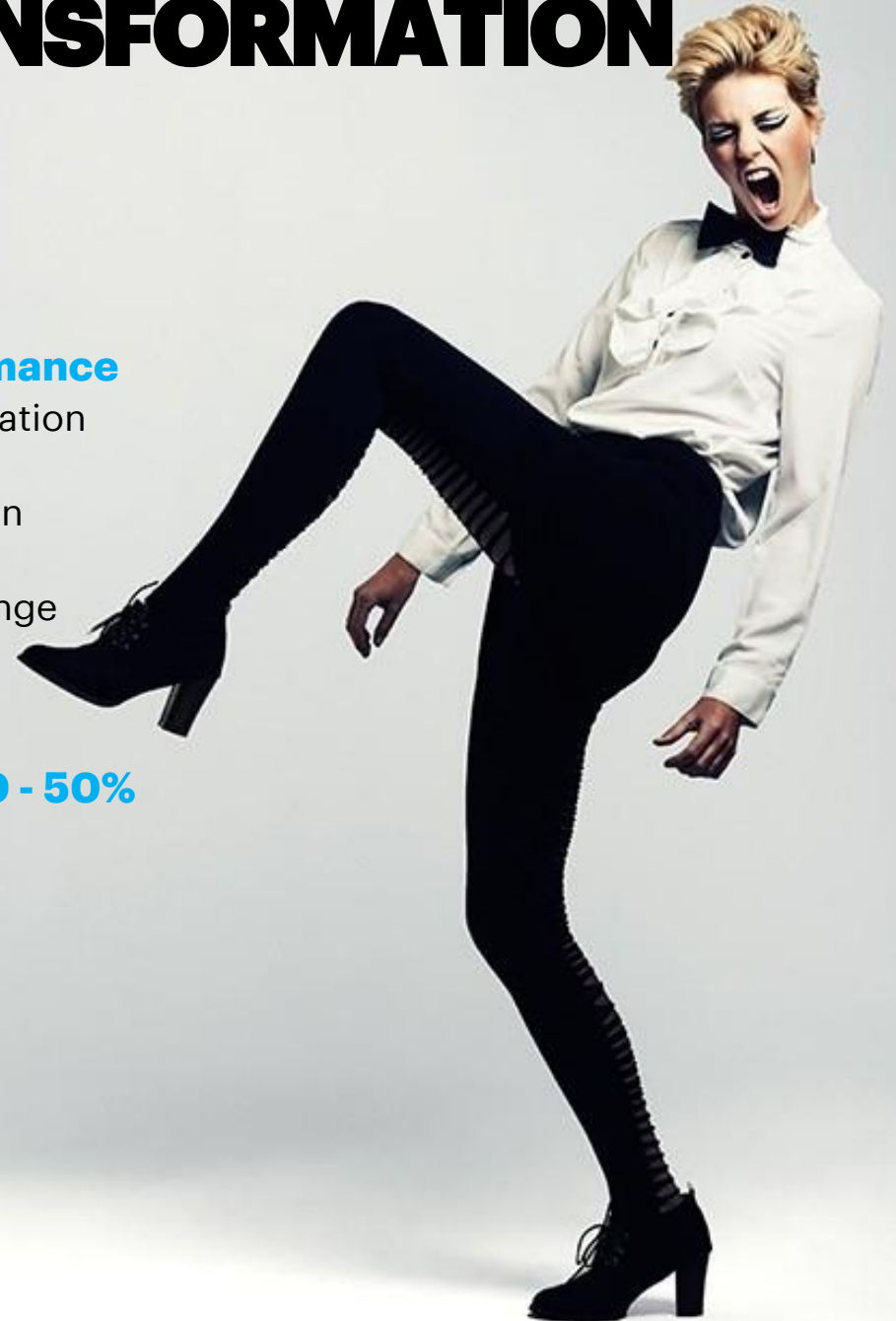


Photo: Wikipedia Creative Commons: Adria Richards

**"DO THE BEST YOU CAN
UNTIL YOU KNOW BETTER.
THEN WHEN YOU KNOW BETTER,
DO BETTER."**

Maya Angelou



GrowingBolder.com

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■ **The importance of the Employee Experience**

■ **The need for and strength of Agility**

■ **Key Take-Aways**

WHY IS EMPLOYEE EXPERIENCE IMPORTANT?

A company's employees are at the forefront of bringing the company's brand, strategy, vision and mission to life.

TODAY...

- Leading companies are **applying consumer principles** to raise the bar for the employee experience, delighting employees as they would customers.
- As the nature of work, the workplace and the workforce are all changing, companies need to transform the way they engage employees.

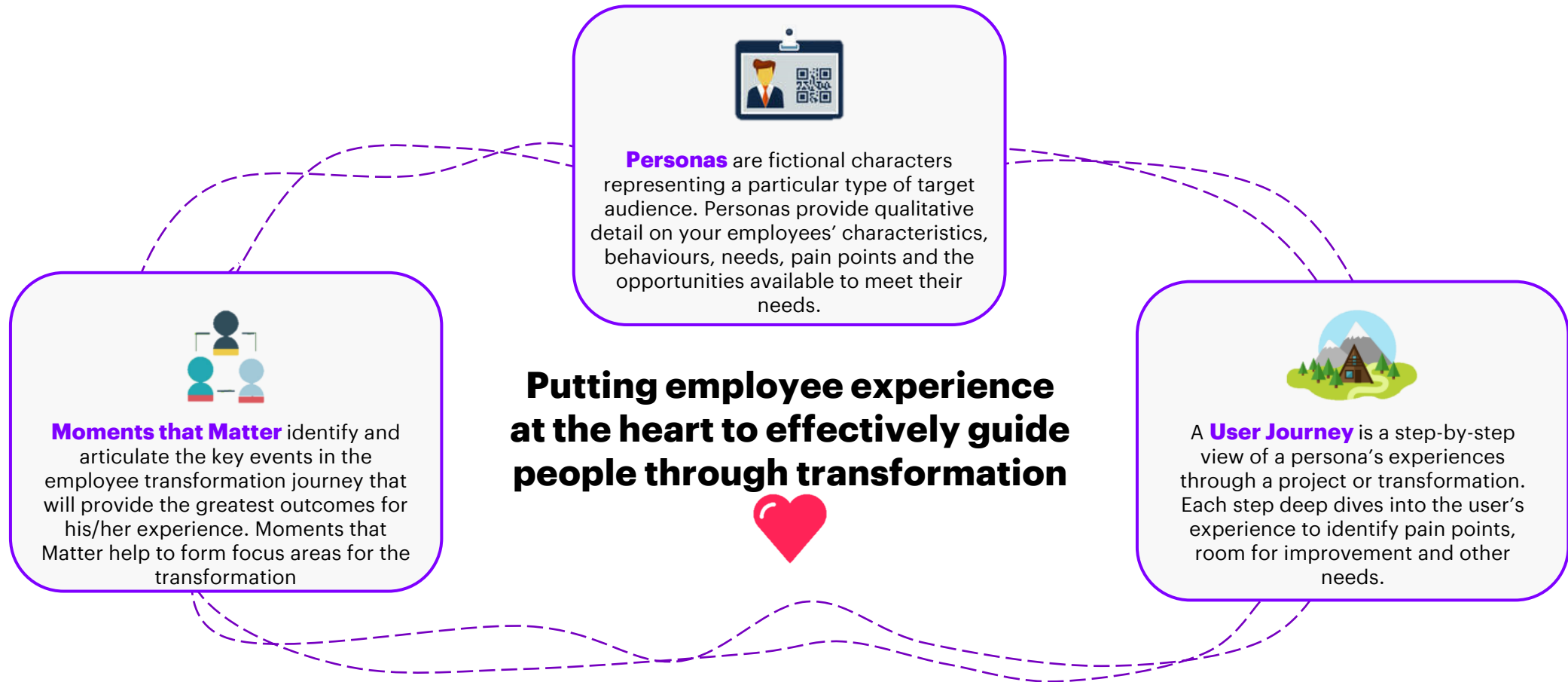


SO...

- We recommend companies to **put employee experience at the heart** of their move to the future and create plans & processes that are intuitive, fit-for-purpose and provide an enriched experience.
- This leads to **delivering differentiated employee experiences** to attract, develop, engage, and retain top talent in today's digital economy, also throughout (impactful) transformations

WHAT DO WE MEAN BY EMPLOYEE EXPERIENCE?

Transformation should focus on understanding employees' moments that matter & their journey(s) in order to purposefully reach all stakeholders with targeted messages & initiatives

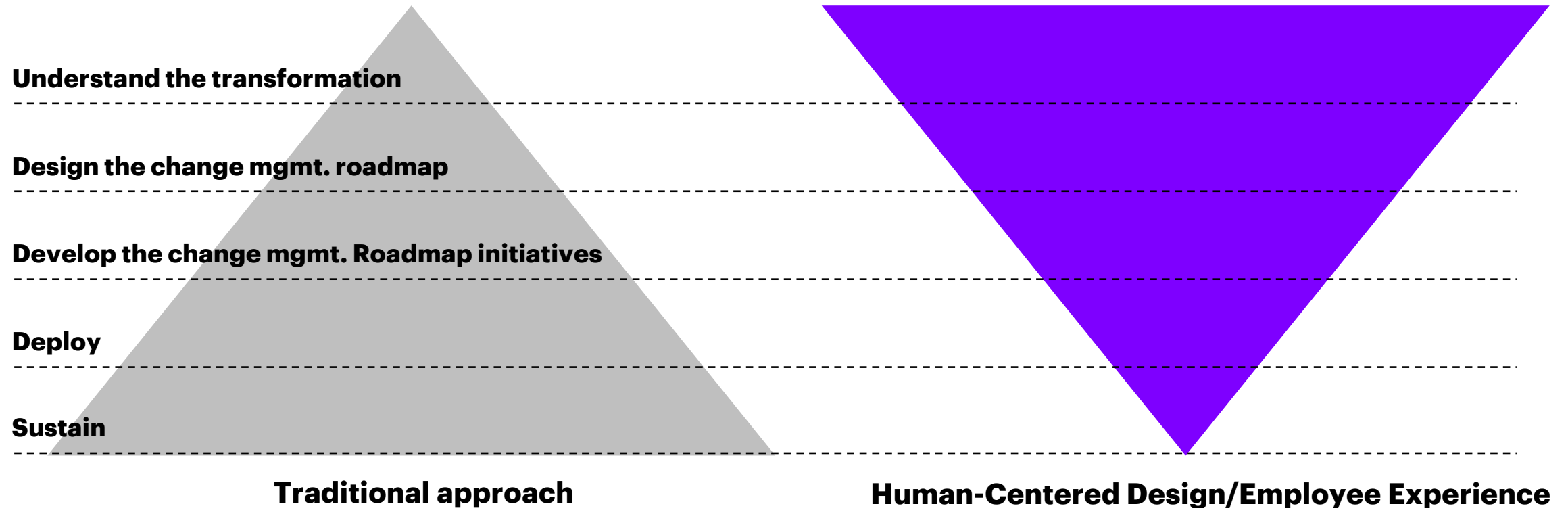


***Could you apply this technique to your
Transformation program?***

What would be some of the personas?

HUMAN-CENTERED TRANSFORMATION DESIGN

2/3 of transformation programs fail because they are not answering people needs. Let's inverse the traditional approach and turn it upside down



***“If you think good design
is expensive, you
should look at the cost of
bad design.”***

Dr. Ralf Speth, CEO of Jaguar Land Rover

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WHY A “CHANGE” TO CHANGE MANAGEMENT?

The VUCA world* requires traditional Change Management to adapt to stay relevant to changing project & employee needs.

TRADITIONAL CHANGE MANAGEMENT IS PLAN DRIVEN

- Defined & rigid processes
- Tools and Templates
- Plan- and roadmap-driven
- Change Activities & Network
- Urgency
- Change/HR people own it



NEW CHANGE MANAGEMENT USES LEAN AND AGILE METHODS

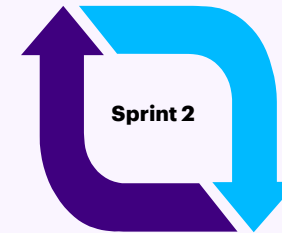
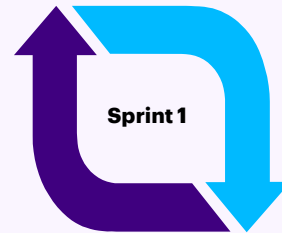
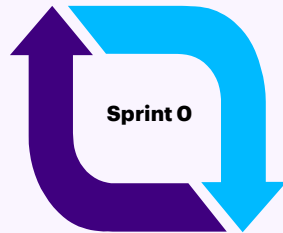
- Contextual and value-driven
- People-driven & following a big picture
- Face-to-Face
- Prioritized & Feedback-driven
- Iterative & Incremental (Experiments)
- Collective purpose
- People directly affected own it

**Volatility, Uncertainty, Complexity, Ambiguity*

REQUIREMENTS FOR AGILE CHANGE MANAGEMENT



Agree Backlog



Maintain and Sustain Sprints

Change Strategy Sprints

- Plan for an iterative feedback loop for Change at the end of each release
- Cater for refinement of processes and ability to enhance existing change activities and approach

Stakeholder Engagement & Comms

- Build real-time, intuitive executive reports to allow leaders to adjust quickly to changing trends
- Plan to introduce new change initiatives to align with changing trends

Change Impacts

- Gather Impact Assessment via Employee Discussions and Co-creation sessions
- Repeat Impact Assessment for each release of new functionality/initiatives, with iterative approach using regular feedback

Behaviour and Culture Change

- Focus on roles within processes
- Plan and prepare for culture change
- 3 Crucial Levers (see later)

AGILE 5 KEY PRINCIPLES

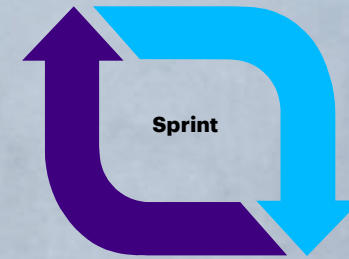


There are five key principles for successful change enablement:

- The details of the change will evolve and emerge as things progress
- The change must always meet the needs of those impacted
- The change should involve all parties collaboratively
- The balance of time and resources will vary according to priorities
- Every 'sprint' or timebox will deliver at least a minimal change

KEY TAKE-AWAYS

We recommend to develop your transformation roadmap based on following key design principles:



1

Take on an **Insight-driven** approach rather than standard fixed solutions

2

Employee-centric change management - shift from transactional to emotional engagement

3

Adapt the change plan and initiatives to changing circumstances, with speed and **Agility**



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good**

**Transformation
is better**