

# Change saturation & Managing uncertainty





More  
Interconnected  
Change



Faster  
Change



Bigger  
Change



More Complex  
Change



**« No organization, no stability is, as such, guaranteed or legitimized; none stands out in right, all are the product of circumstances and at the mercy of circumstances »**

Ilya Prigogine (1917-2003)  
Chemistry Nobel Price 1977

# SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



## TRADITIONALISTS:

Value authority and a top-down management approach; hard working; 'make do or do without'.



## BABY BOOMERS:

Expect some degree of deference to their opinions; workaholics



## GENERATION X:

Comfortable with authority; will work as hard as is needed; importance of work life balance.



## GENERATION Y:

Respect must be earned. Technologically savvy; goal and achievement oriented.




## GENERATION Z:

Many traits still to emerge. Digital natives, fast decision makers, highly connected.

The Nokia logo, consisting of the word "NOKIA" in white, bold, sans-serif capital letters, is positioned in the upper left corner of the image. It is set against a solid blue rectangular background.

**"We didn't do  
anything wrong,  
but somehow, we  
lost".**

Nokia CEO Press conference to announce NOKIA being  
acquired by Microsoft

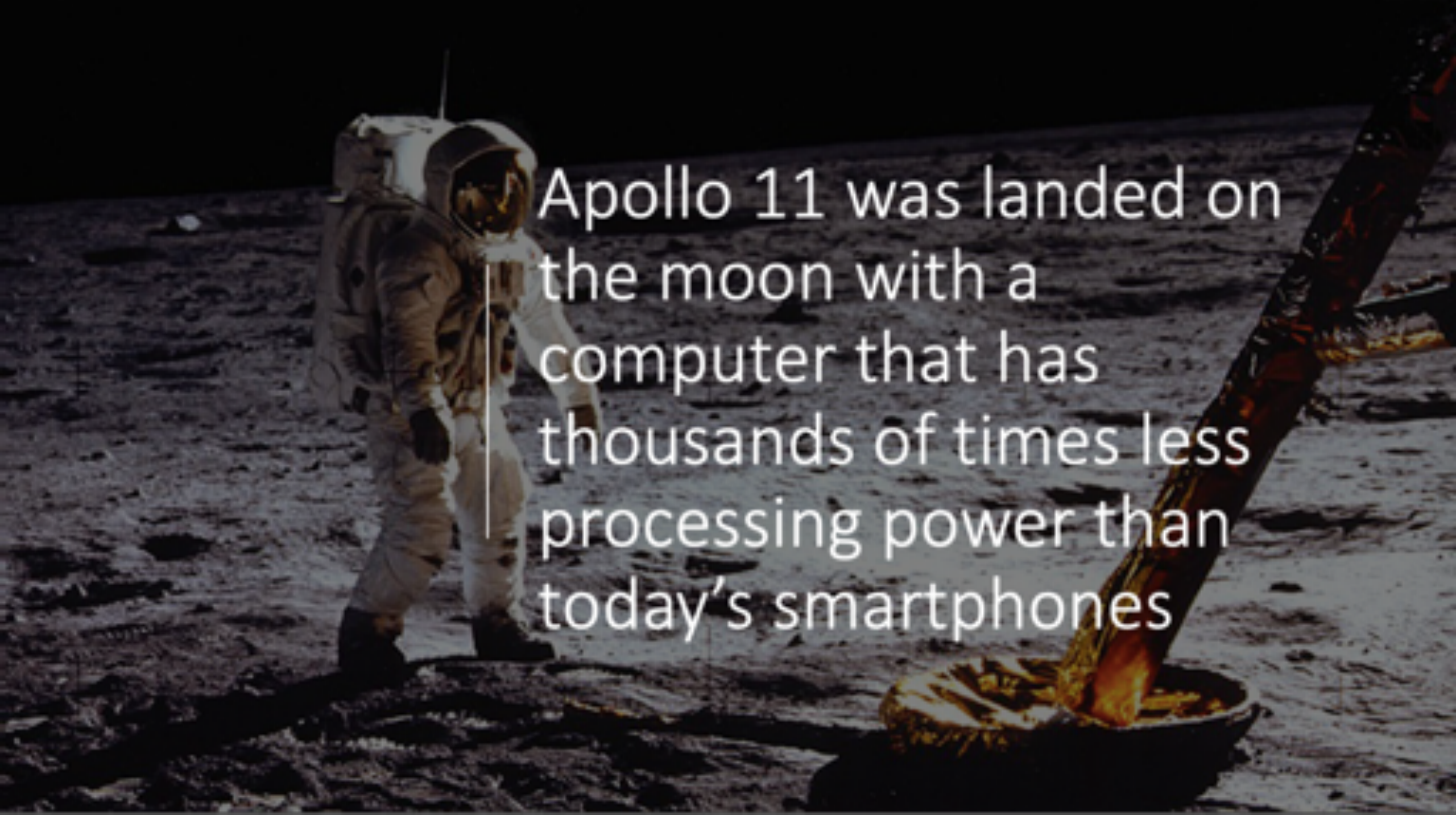


McKinsey  
& Company

Only 8 percent of companies we surveyed recently said their current business model would remain economically viable if their industry keeps digitizing at its current course and speed\*

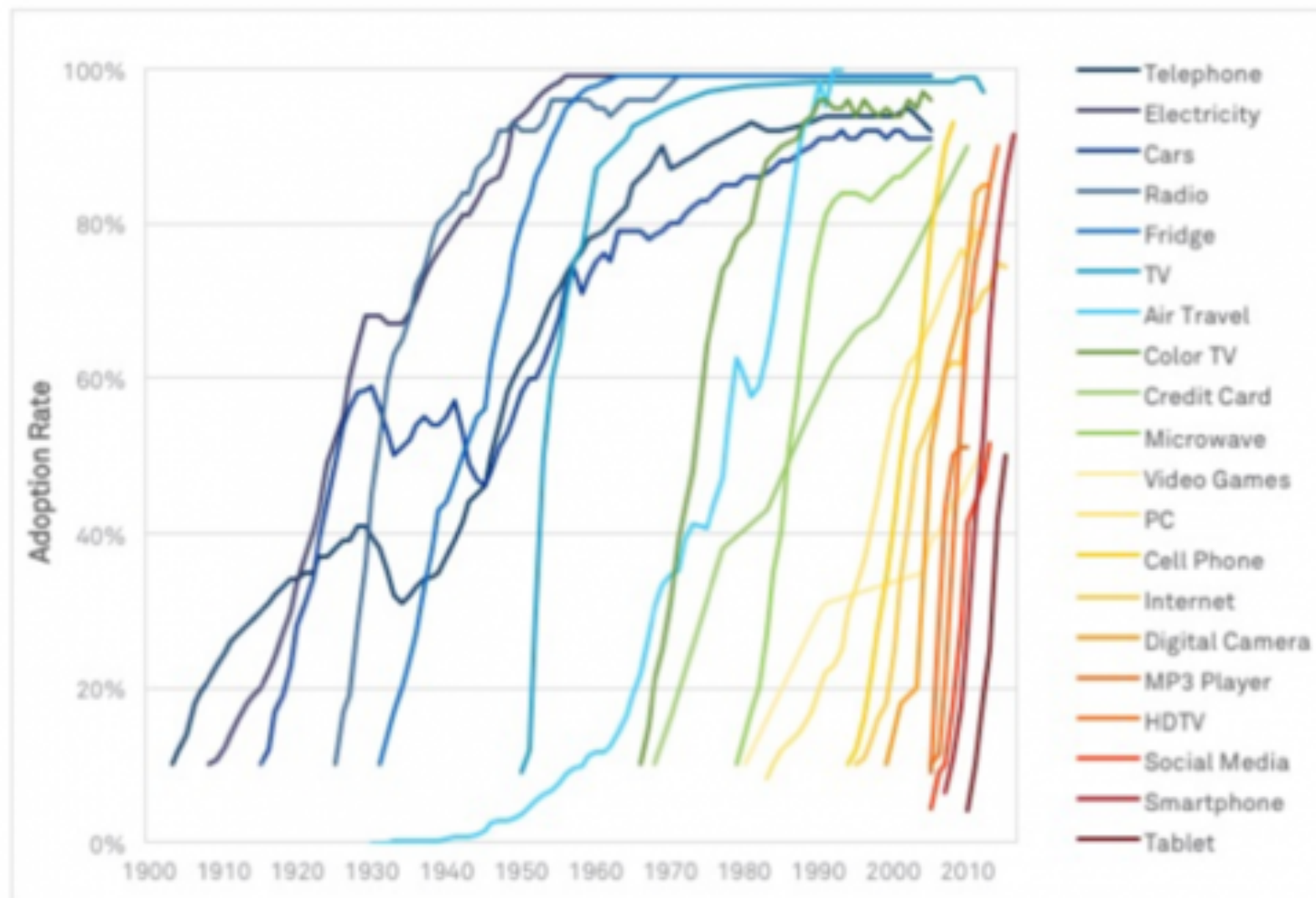


Reminder:  
technology is  
**exponentiell**  
but humans are  
**linear**

A composite image featuring an Apollo 11 astronaut on the left, standing on the lunar surface. On the right, a large, dark, angled pipe pours a bright orange molten lava-like substance into a crater. The background is a dark, cratered lunar landscape under a black sky. The text is overlaid in white on the right side of the image.

Apollo 11 was landed on  
the moon with a  
computer that has  
thousands of times less  
processing power than  
today's smartphones

## 1. ADOPTION OF TECHNOLOGY IN THE U.S., 1900 TO PRESENT



Source: Asymco

BLACKROCK®

*DISRUPTIVE STRESS OR DISRUPTIVE OPPORTUNITIES?*

 Spotify

SocietyOne

NETFLIX

 airbnb

skype

 Alibaba

amazon.com

facebook

Google

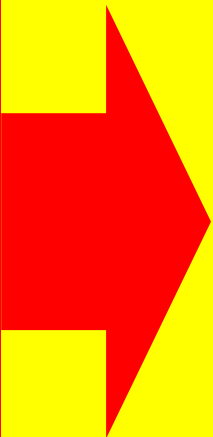
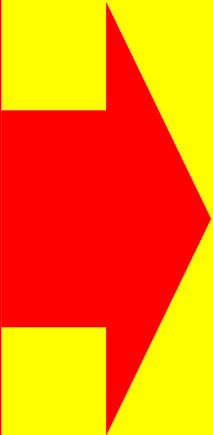
## PROSCI R&D

**78% of respondents believe their organization is ...**

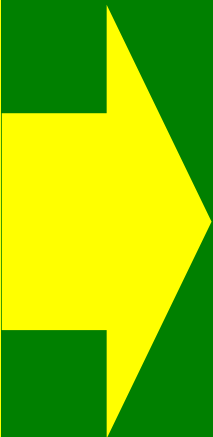
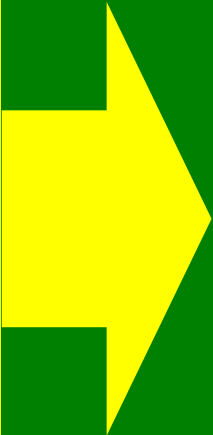


**... beyond, at or nearing point of change saturation**

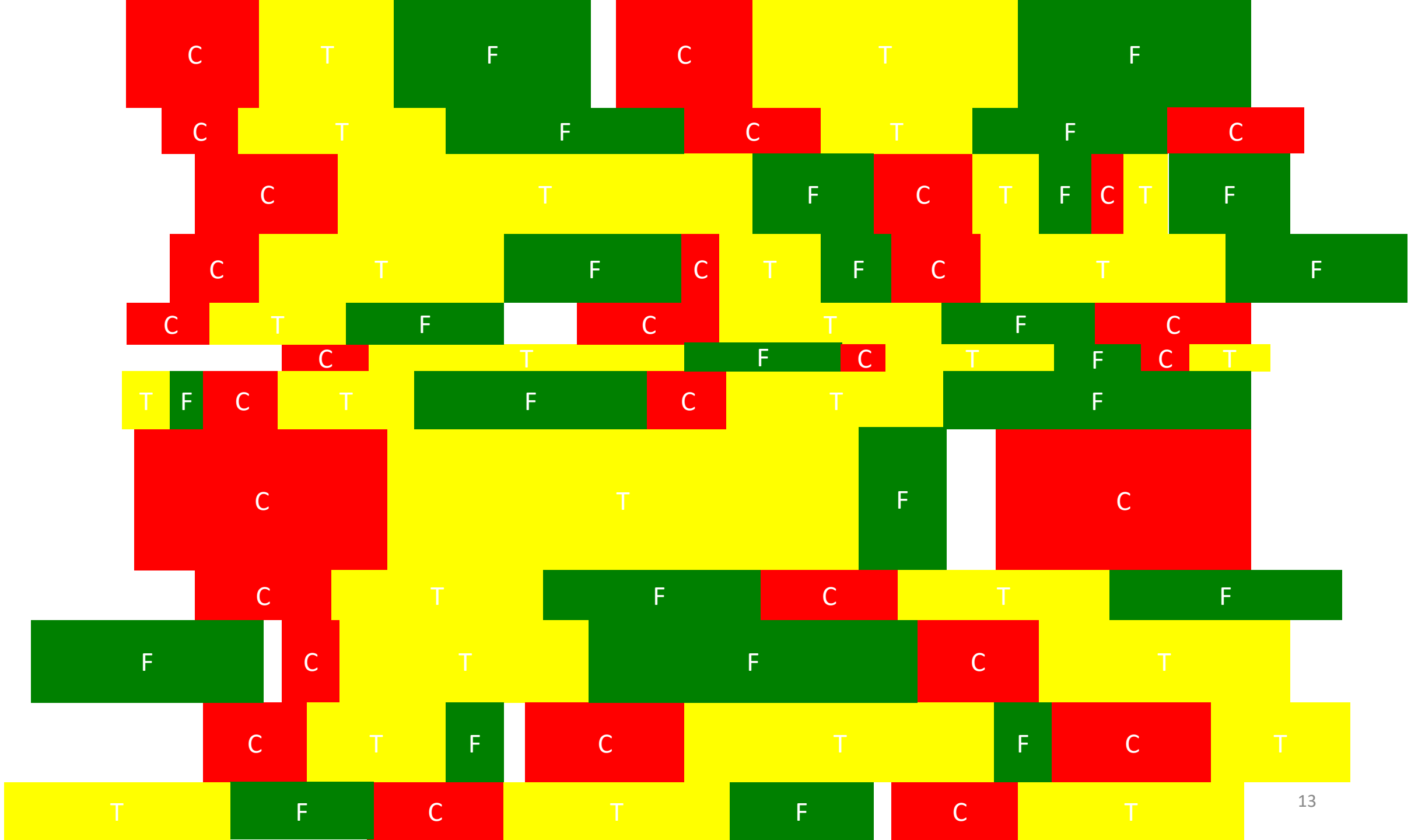
Current State



Transition



Future State

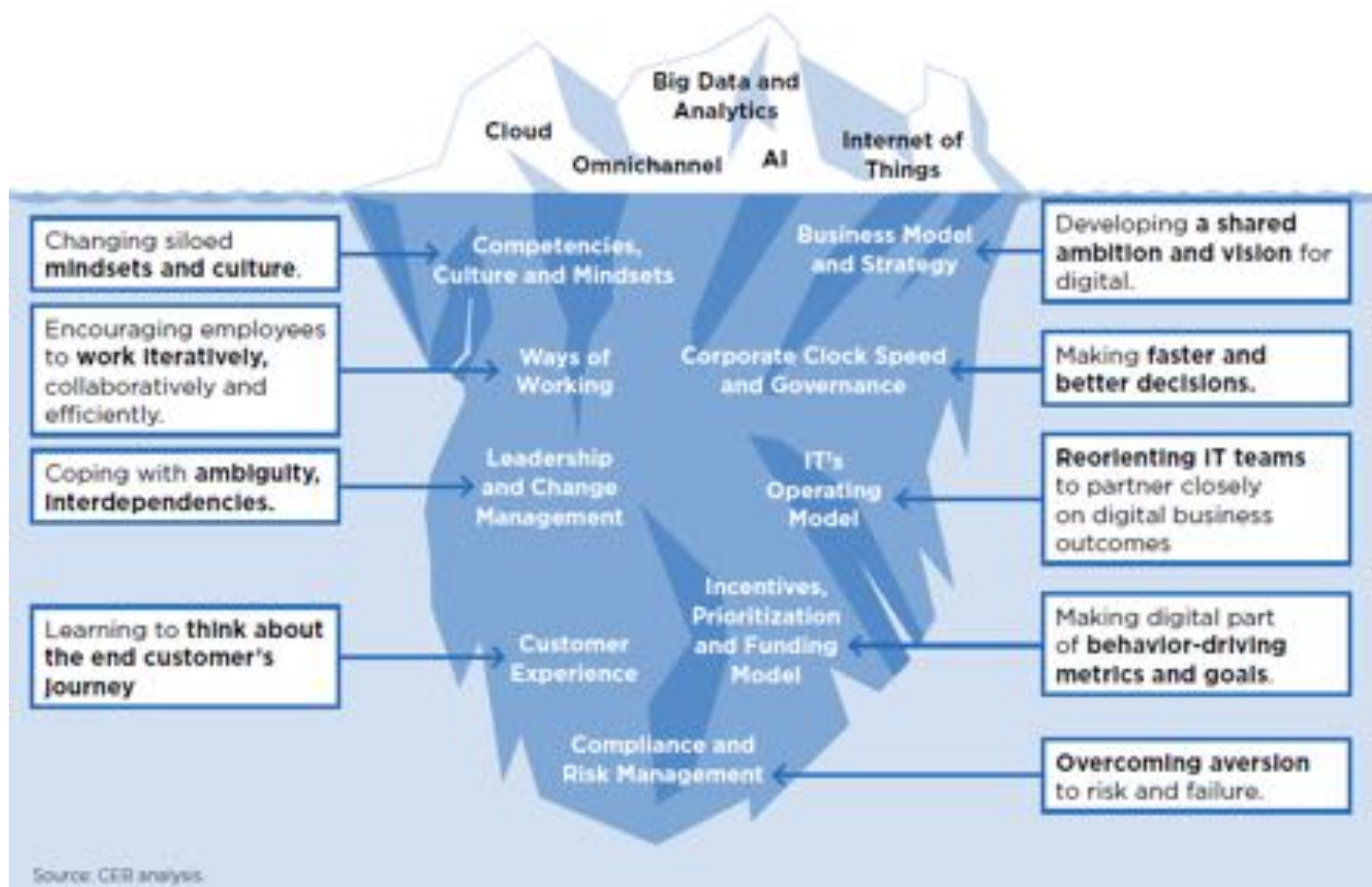




DIGITAL TRANSFORMATION

Digital transformation is about transforming your operational processes, internal culture and your business models in order to be able to improve and offer a better customer experience

## Behavior and Talent-Related Changes and Challenges





"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

**How do  
you change  
mindsets ?**

# CHANGE MANAGEMENT



**The only ones  
who like change  
are wet babies**

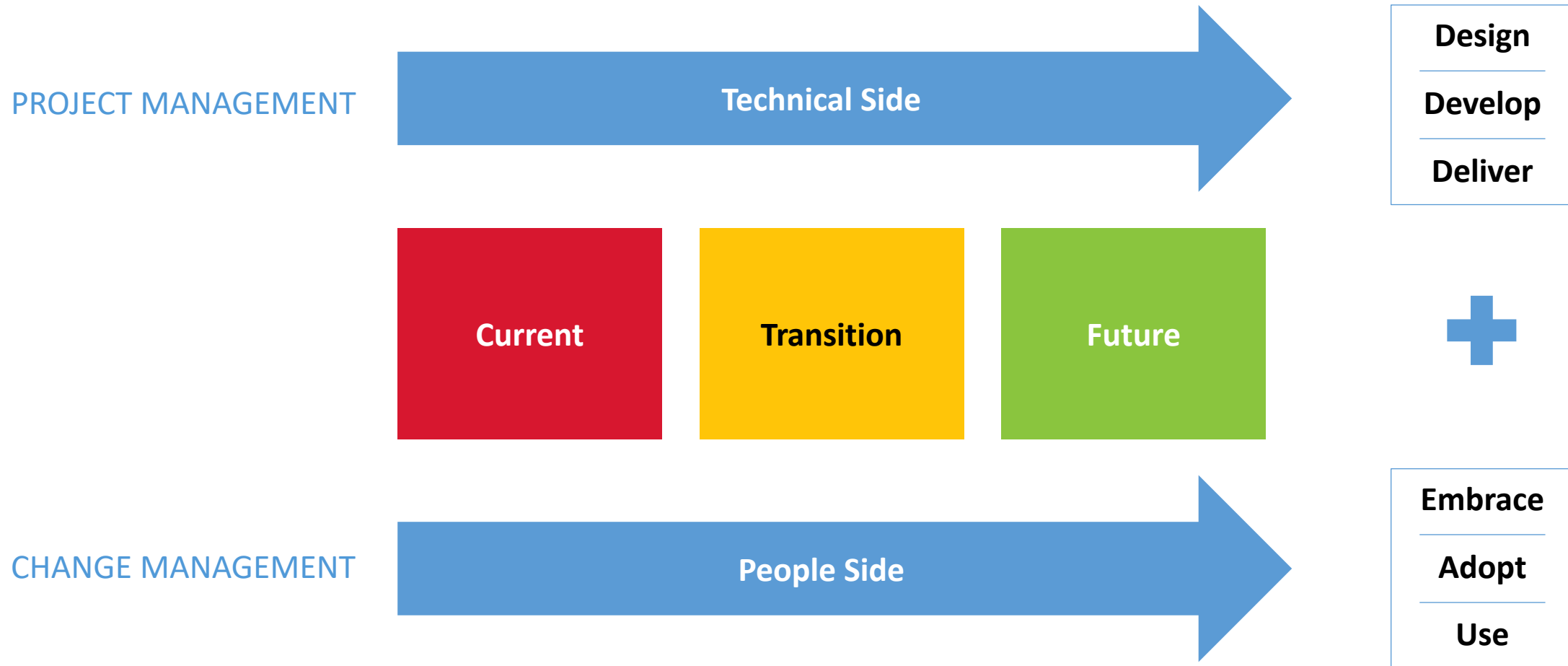


# Prosci PCT Model

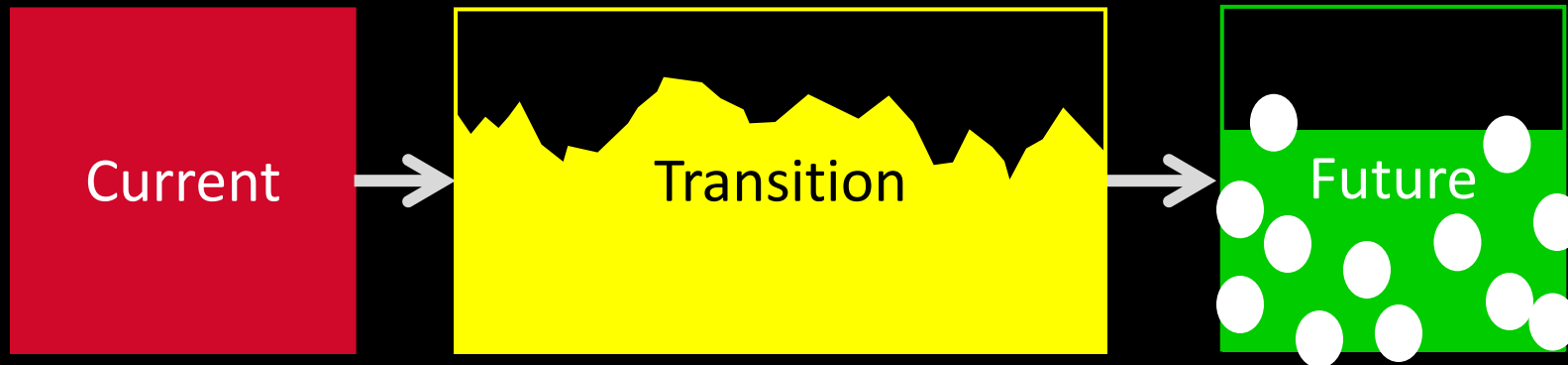
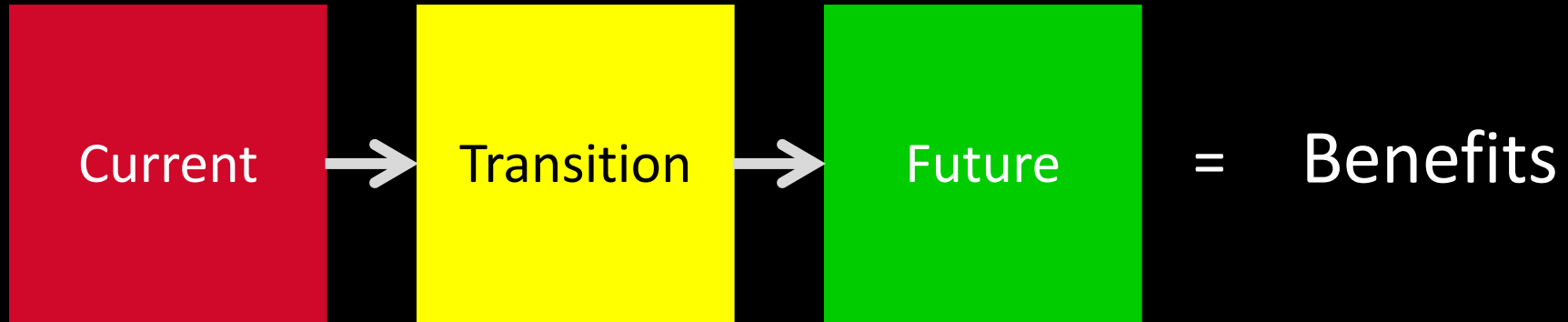
The virtuous  
triangle



# Successful change requires both the technical and people sides



# Why is Change Management Important?



# Objectives of Change Management



## Speed of Adoption

How **quickly** do people get on board?



## Ultimate Utilization

How **many** people engage in the change?

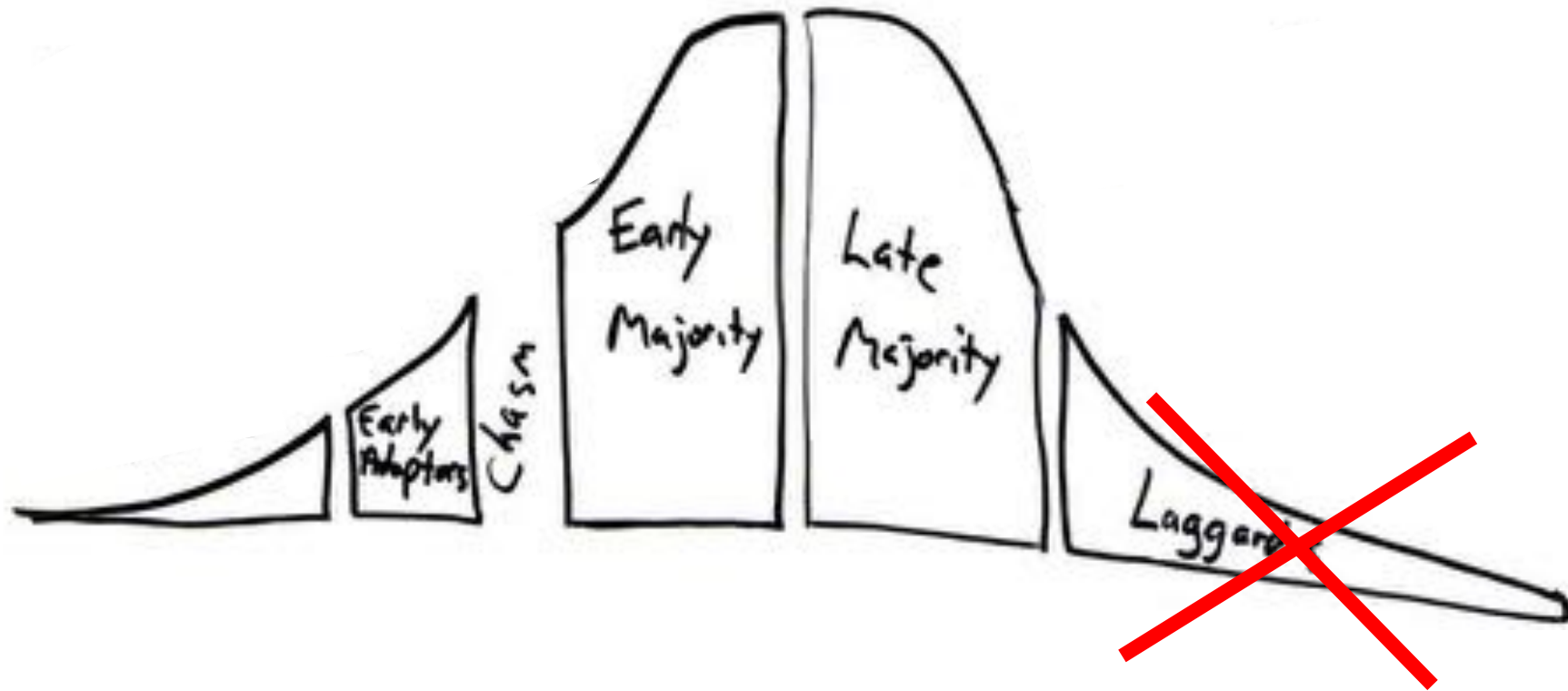


## Proficiency

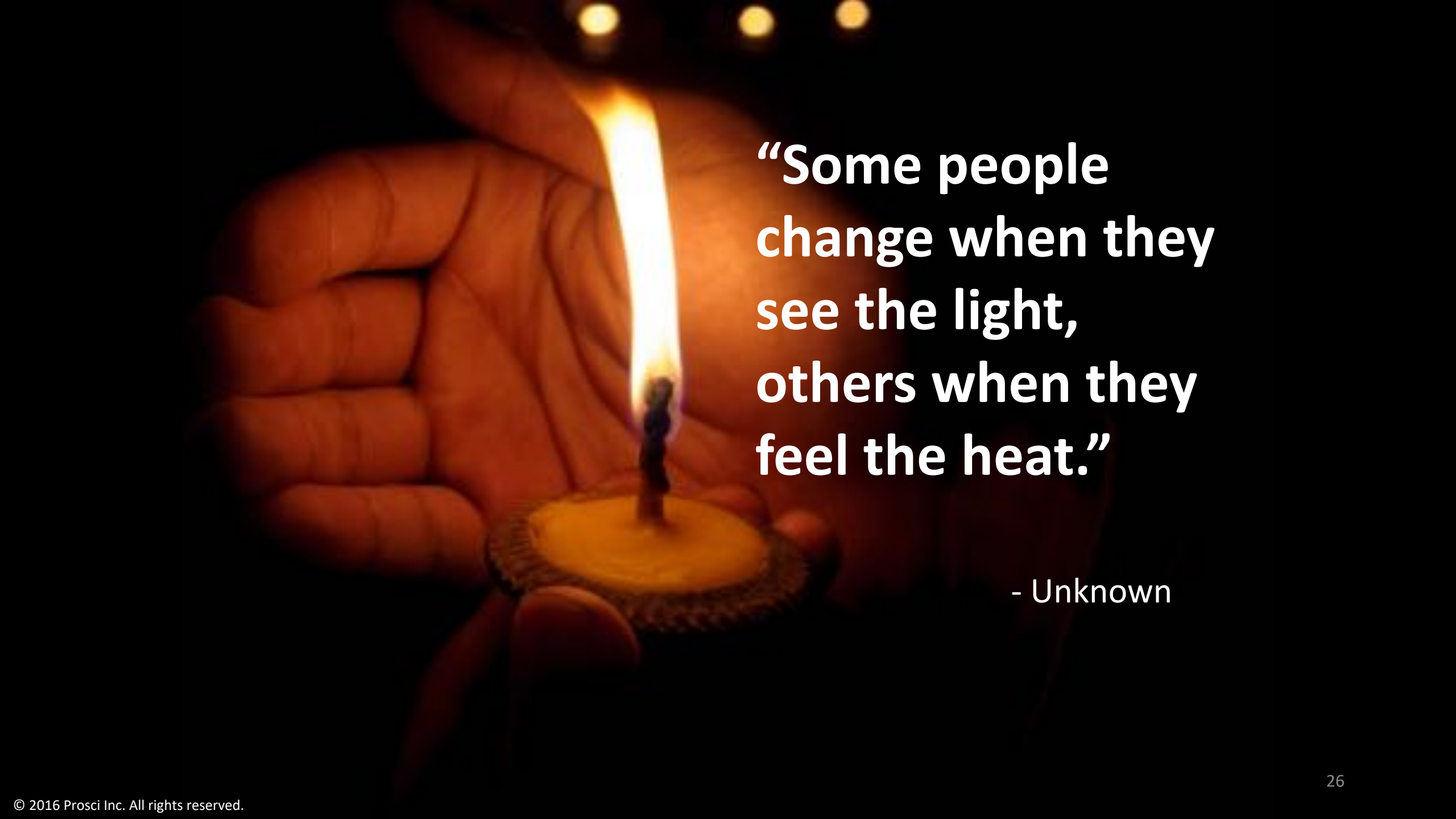
How **well** are people performing?

What **percentage** of the realization of  
your **transformation** will depend on  
**people changing the way they**  
**work ?**

# How to build critical mass embarked in the new organization?



## On which group of people will you focus?

A close-up photograph of a hand holding a lit candle. The candle is in a small, ornate metal holder. The flame is bright and steady, casting a warm glow on the hand and the surrounding dark environment. In the background, there are several out-of-focus light sources, possibly other candles or lights, creating a bokeh effect.

**“Some people  
change when they  
see the light,  
others when they  
feel the heat.”**

- Unknown

Awareness

Desire

Knowledge

Ability

Reinforcement®

## The Five Building Blocks for Successful Change



Awareness

Desire

Knowledge

Ability

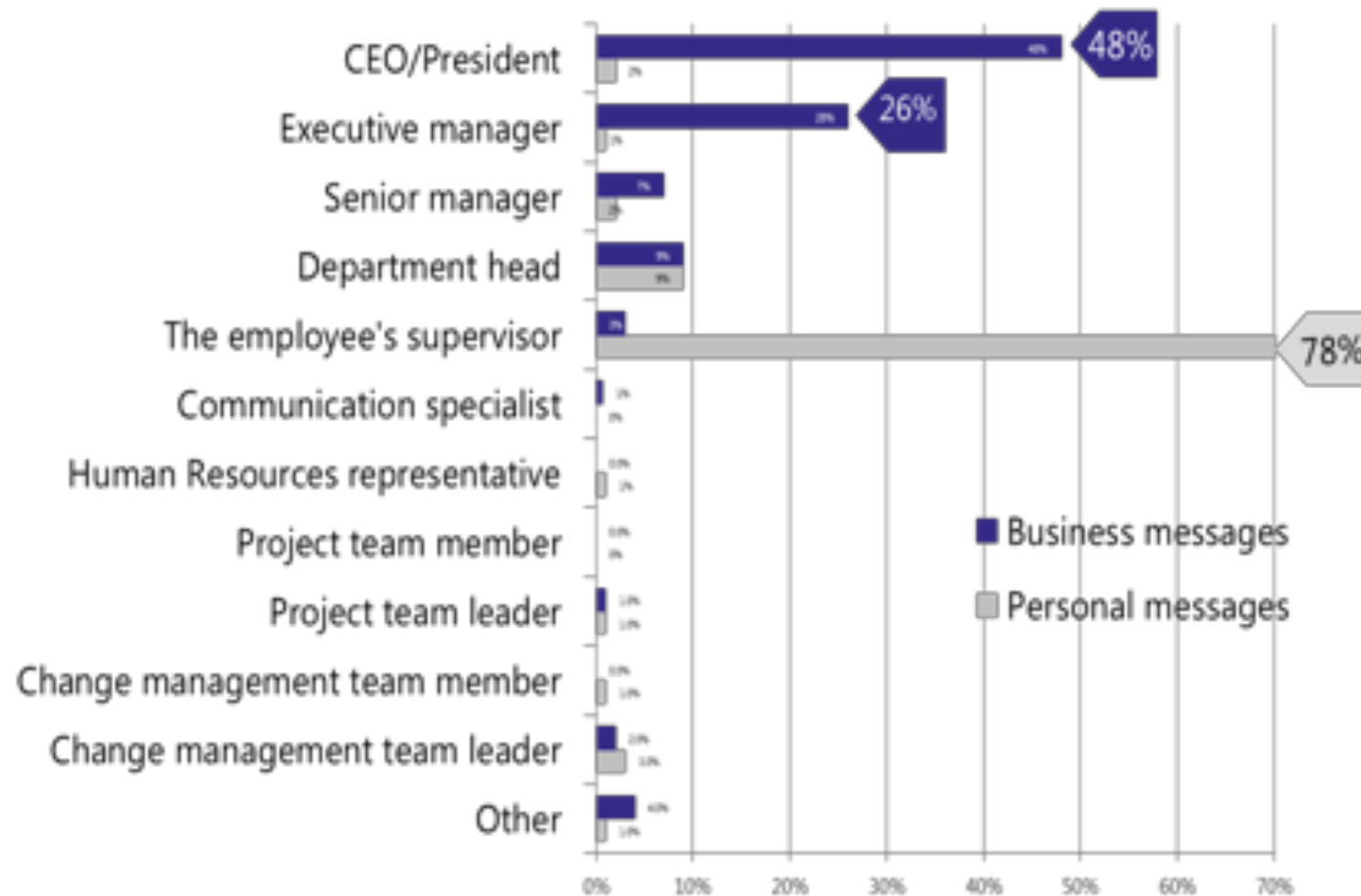
Reinforcement®

Change begins with understanding why



What is the nature of the change?  
Why is the change needed?  
What is the risk of not changing?

# Who are the preferred senders for change communication?



Awareness

Desire

Knowledge

Ability

Reinforcement®

Change involves personal decisions



What's in it for me (WIIFM)?  
A personal choice  
A decision to engage and participate

If you want to make enemies, try to  
change something.

*Woodrow Wilson*



**Resistance is a natural phenomenon you  
need to anticipate and mitigate**

Awareness

Desire

Knowledge

Ability

Reinforcement®

Change requires knowing how



Understanding how to change  
Training on new processes and tools  
Learning new skills

Awareness

Desire

Knowledge

Ability

Reinforcement®

Change requires action in the right direction



The demonstrated capability to implement the change

Achievement of the desired change in performance or behavior

Awareness

Desire

Knowledge

Ability

Reinforcement®

Change must be reinforced to be sustained



Actions that increase the likelihood that  
a change will be continued

Recognition and rewards that sustain the  
change

When you create:

**A**wareness

**D**esire

**K**nowledge

**A**bility

**R**einforcement

You hear:

“I understand why...”

“I have decided to...”

“I know how to...”

“I am able to...”

“I will continue to...”

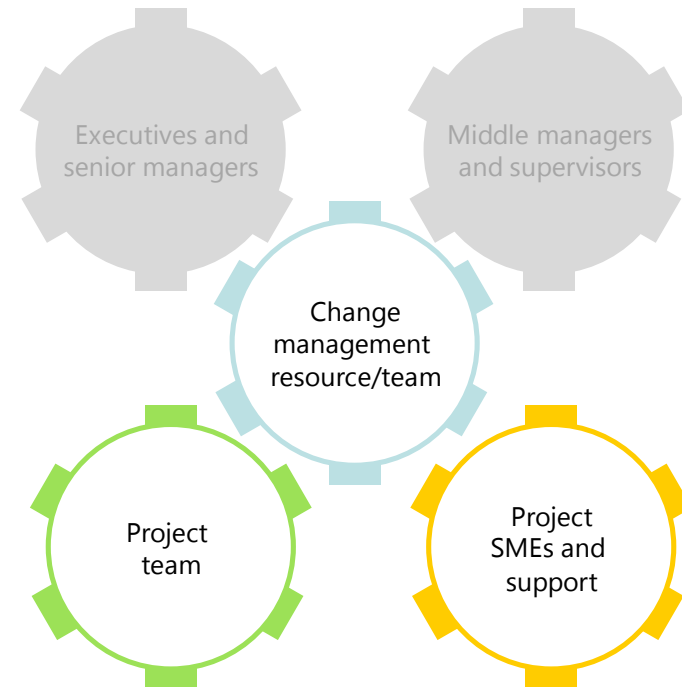
# Employee-Facing and Enabling Roles

## Employee-Facing Roles



One-to-many interactions  
One-to-one interactions  
Observable behaviors  
The “face” and “voice” of change

## Enabling Roles



Creation and implementation of plans that are executed by the **employee-facing roles**

## Research Finding #1

The number one success factor for major change projects is effective sponsorship.

\* Data from 1120 participants, 2016 Change Management Best Practices study.

# Exhibit Great Executive Sponsorship



**Participate actively**  
and visibly throughout  
the project.



**Build a coalition of  
sponsorship** with peers  
and managers.

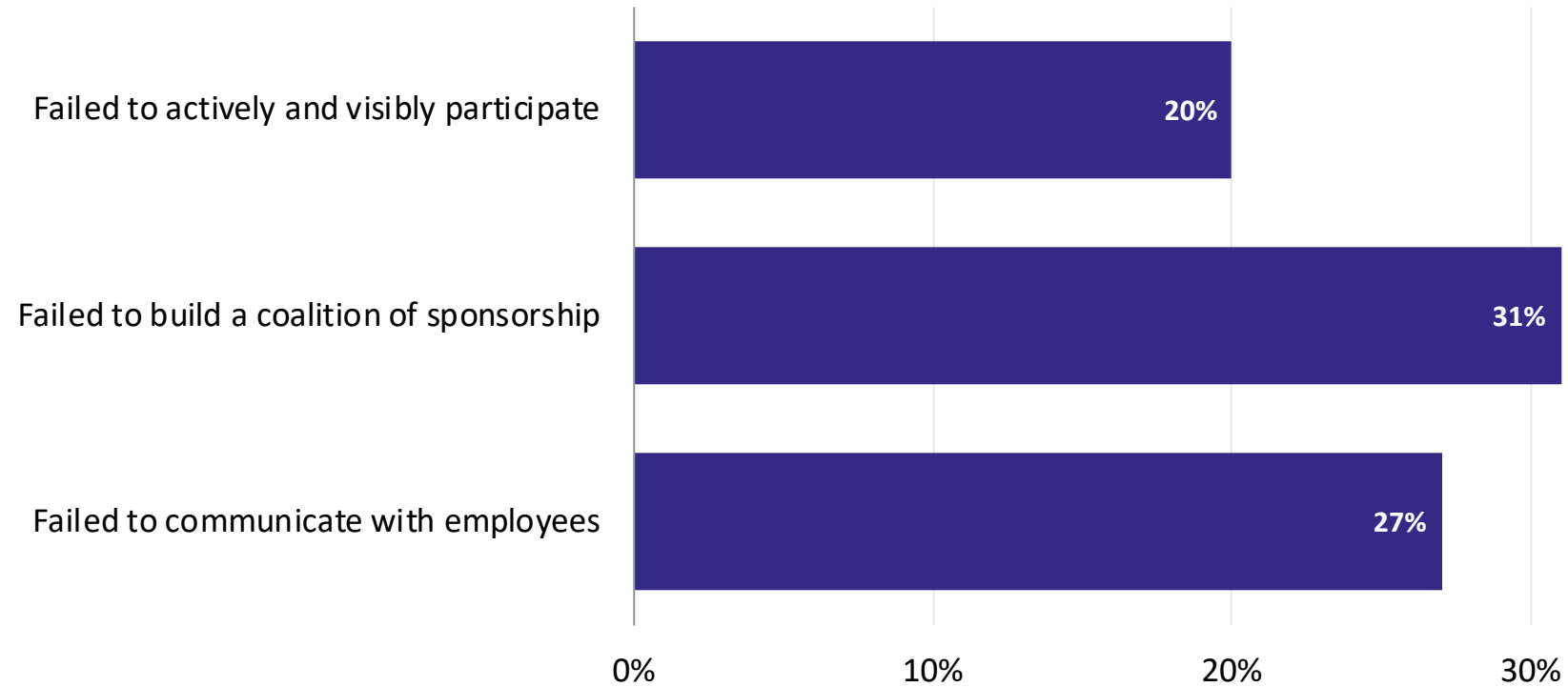


**Communicate directly**  
with employees.

## Prosci® PCT™ Model



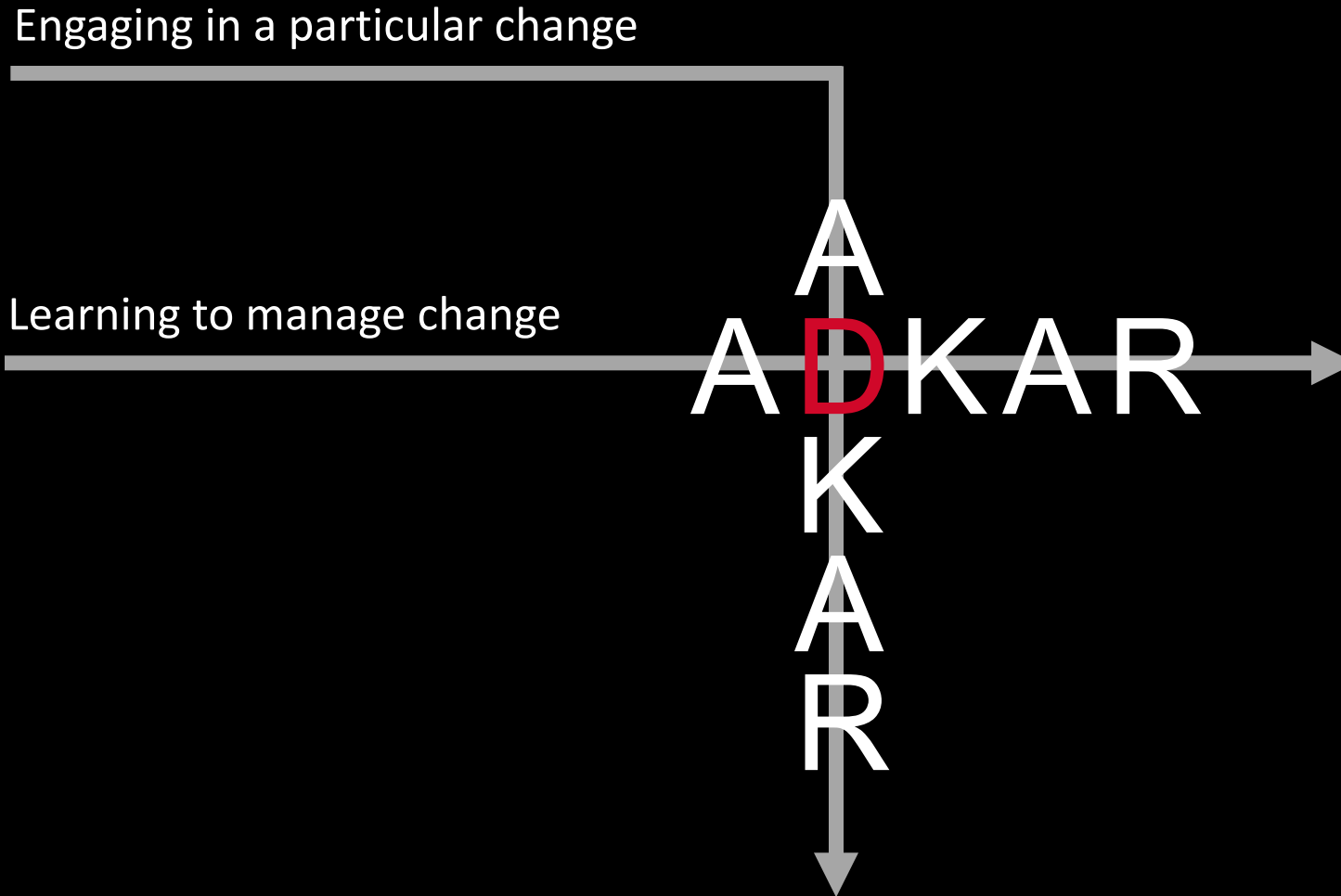
# Which Roles Are Senior Leaders Struggling to Effectively Fulfill?



# Why are managers so important?



# The manager's challenge, he is an employee first !




Survival

Learning

2 basic types of anxiety  
drive radical change



# Managers Fulfill Many Roles During Change



In addition to fulfilling day-to-day managerial duties, managers and supervisors must perform 5 critical roles



**Communicator**



**Liaison**



**Advocate**

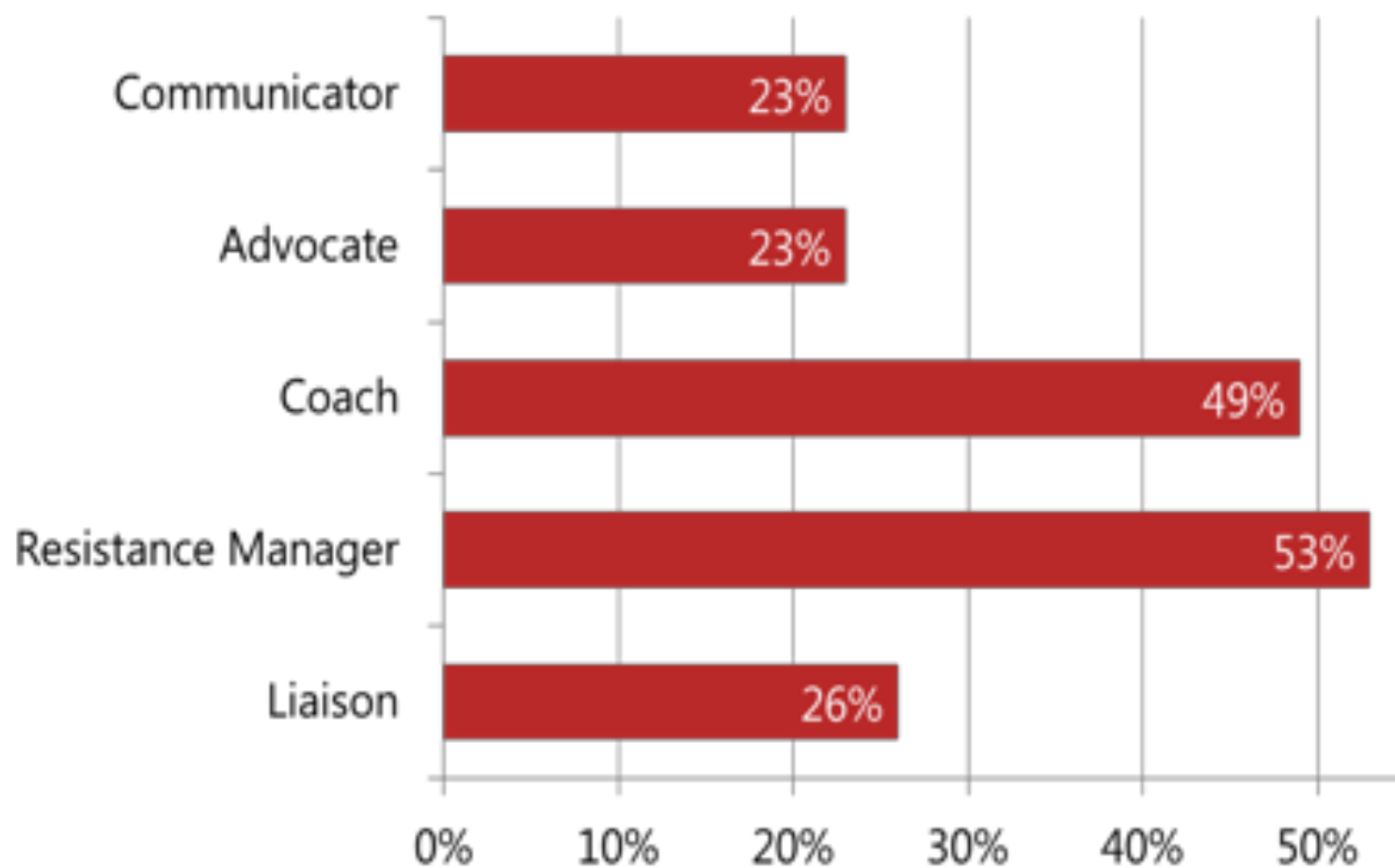


**Resistance Manager**



**Coach**

## Roles that managers struggle to fulfill during change



What makes it so challenging  
for managers?



Uncertainty

# KEY Messages

- The pace of change will continue to increase, and Digital will accelerate this trend
- New business models will disrupt old ones because customer expectations are evolving
- CM is about reducing uncertainty in the transition phase
- CM is about how quick, how many, who well people will adopt the new business model and organization
- ADKAR
- CM is not a “one size fits all”, i.e. segment the population
- People expect communication from CEO and Manager
- Effective sponsorship is the Key Success Factor N°1
- Managers are employees first
- Support people to reduce “learning anxiety”
- Like most things in life, changing is a matter of conscious decision

# Thank you



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