

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.

NOKIA



“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*

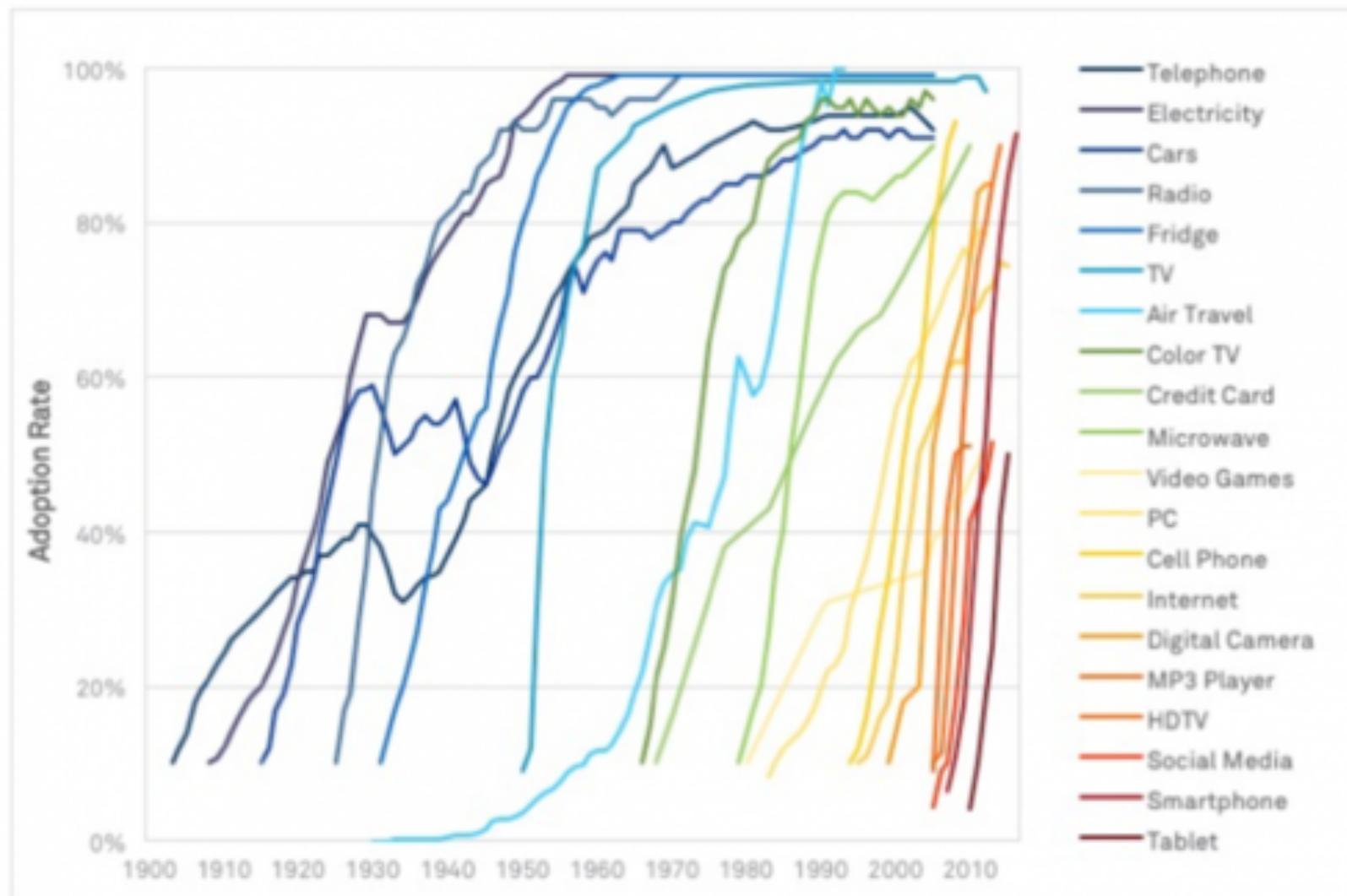


Reminder:
technology is
exponentiell
but humans are
linear

A photograph of an astronaut in a white spacesuit standing on the moon's surface. The astronaut is looking towards the right. In the foreground, a dark, jagged rock formation is visible, and a bright orange and yellow lava flow is pouring from a dark, vertical pipe into a shallow, dark crater. The background shows the dark, cratered surface of the moon under a black sky.

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

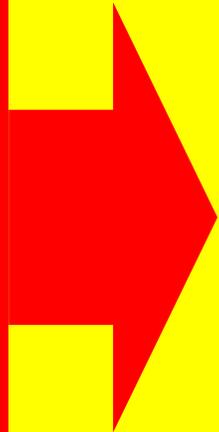
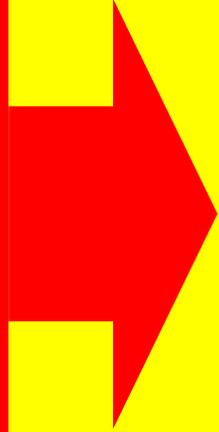
PROSCI R&D

78% of respondents believe their organization is ...

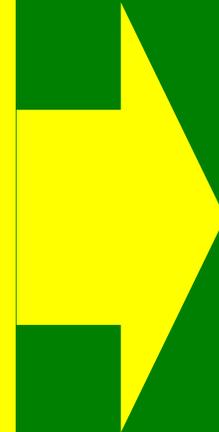
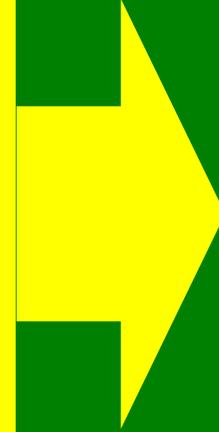


... beyond, at or nearing point of change saturation

Current State



Transition



Future State

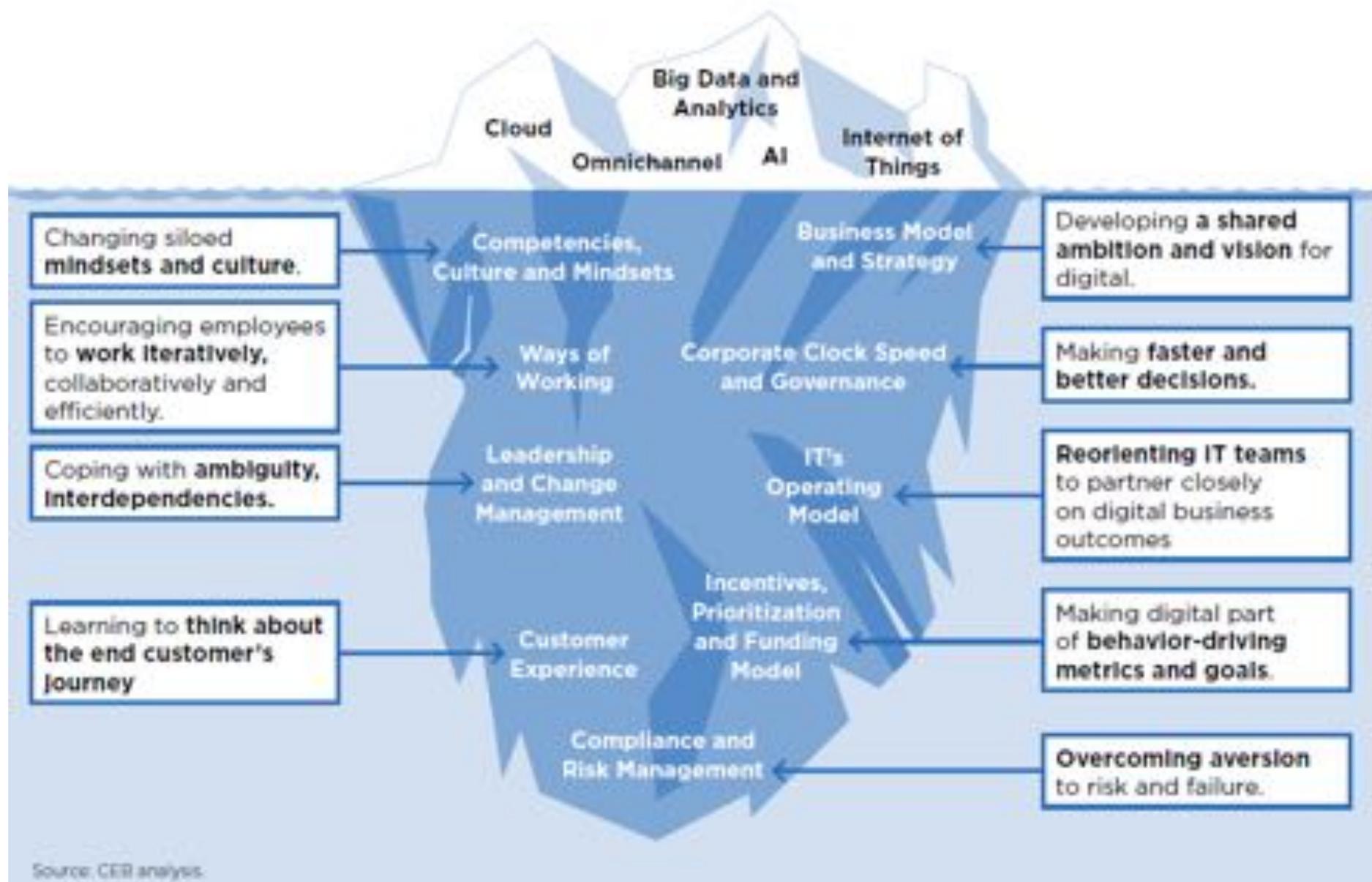




DIGITAL TRANSFORMATION

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**

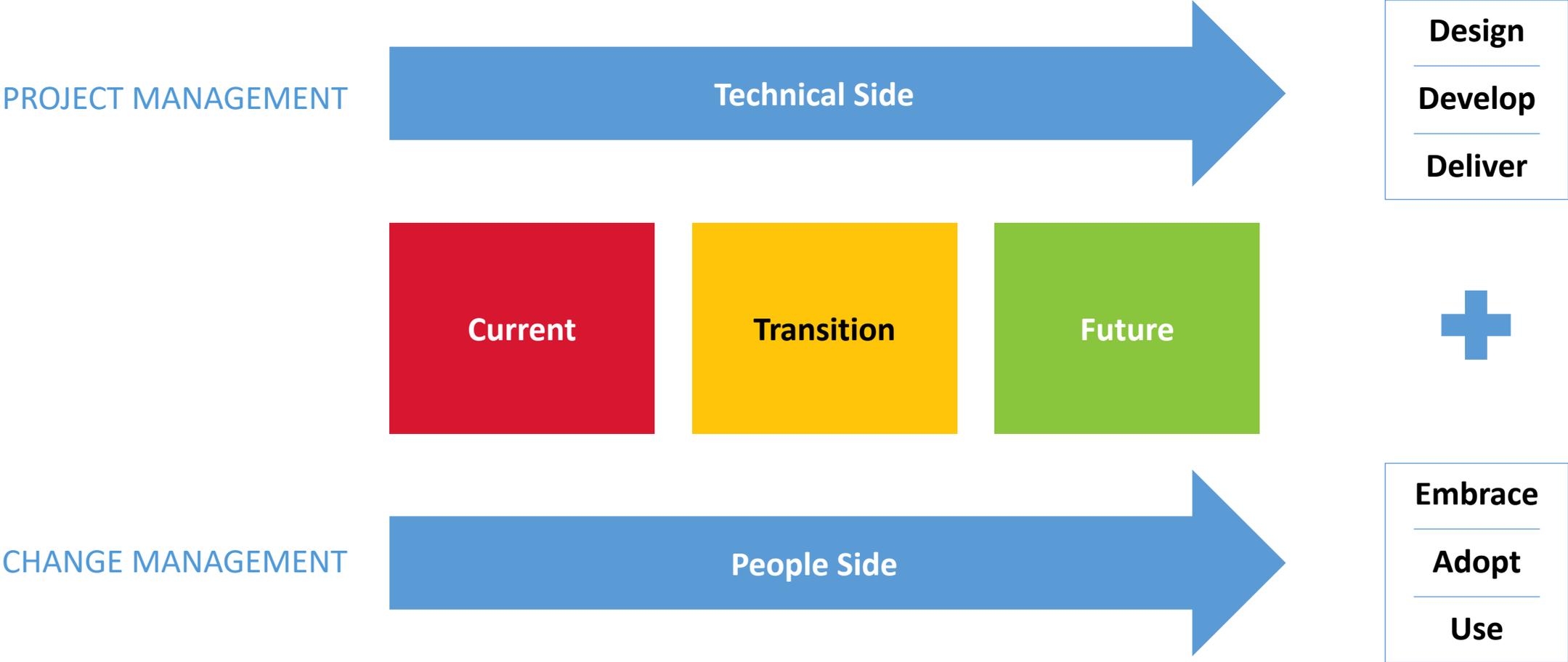


Prosci PCT Model

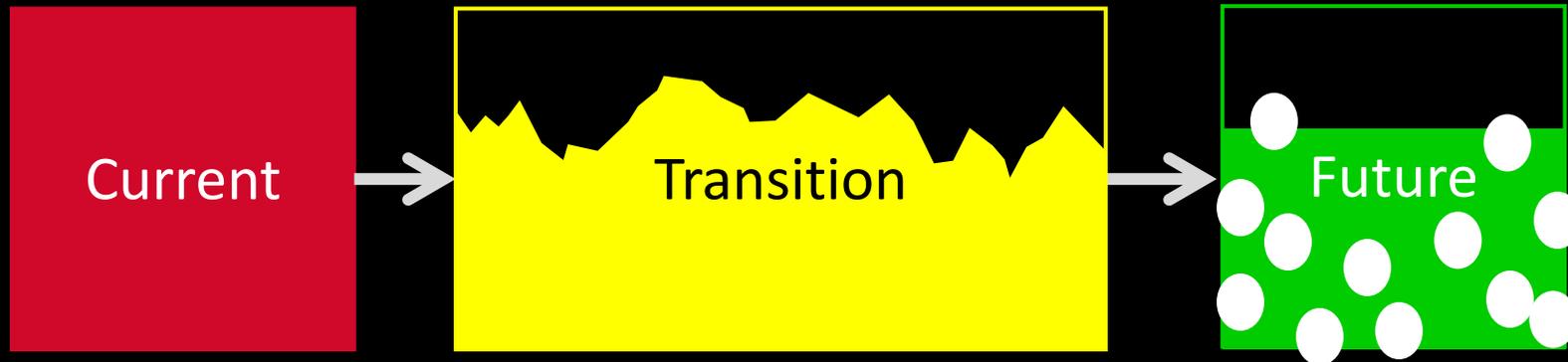
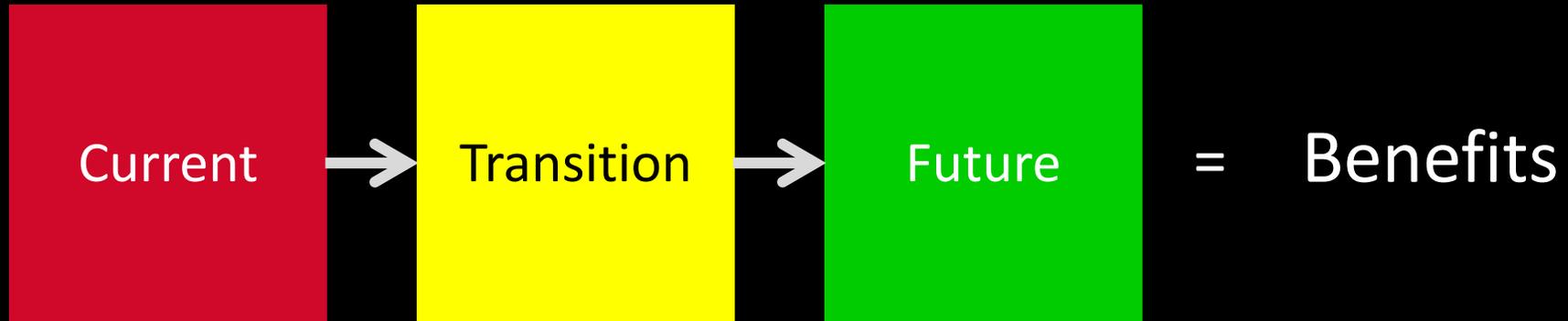
The virtuous
triangle



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?

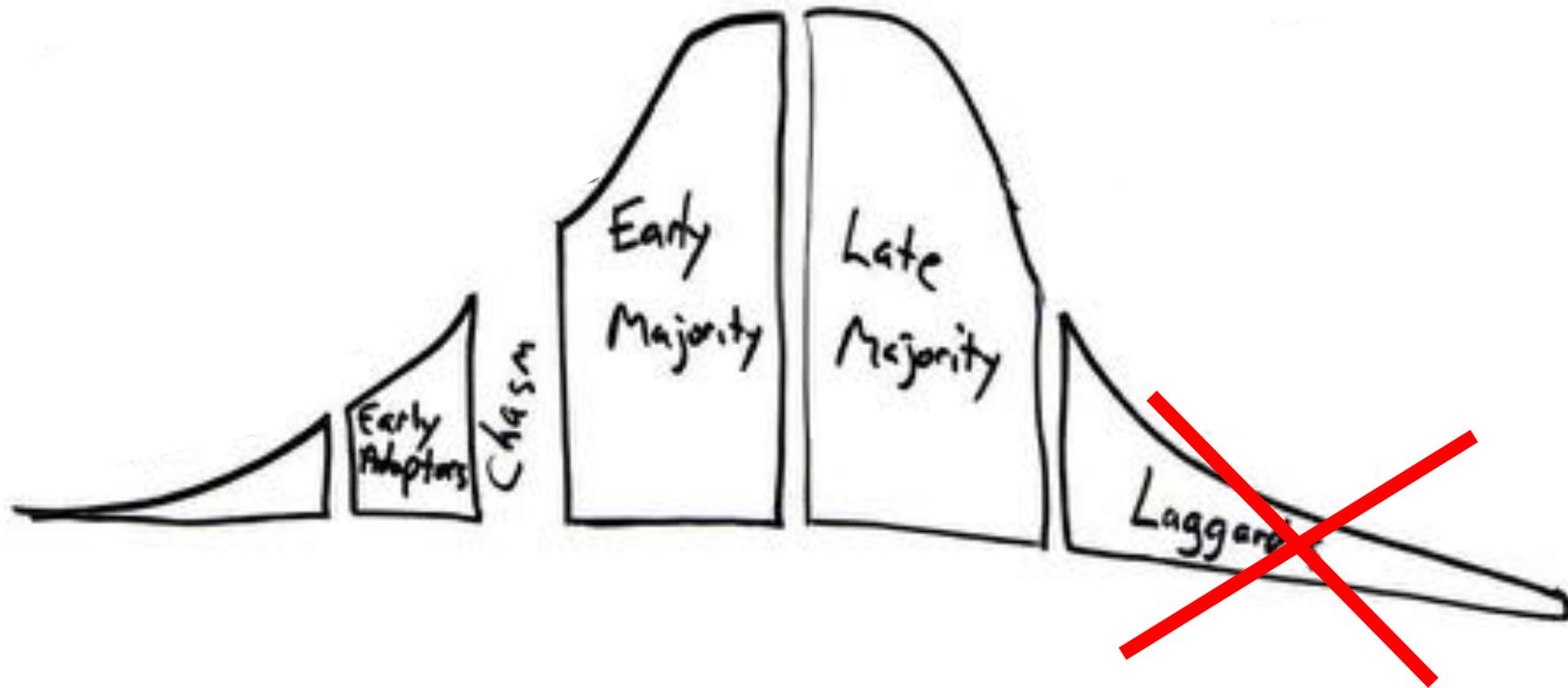


Proficiency

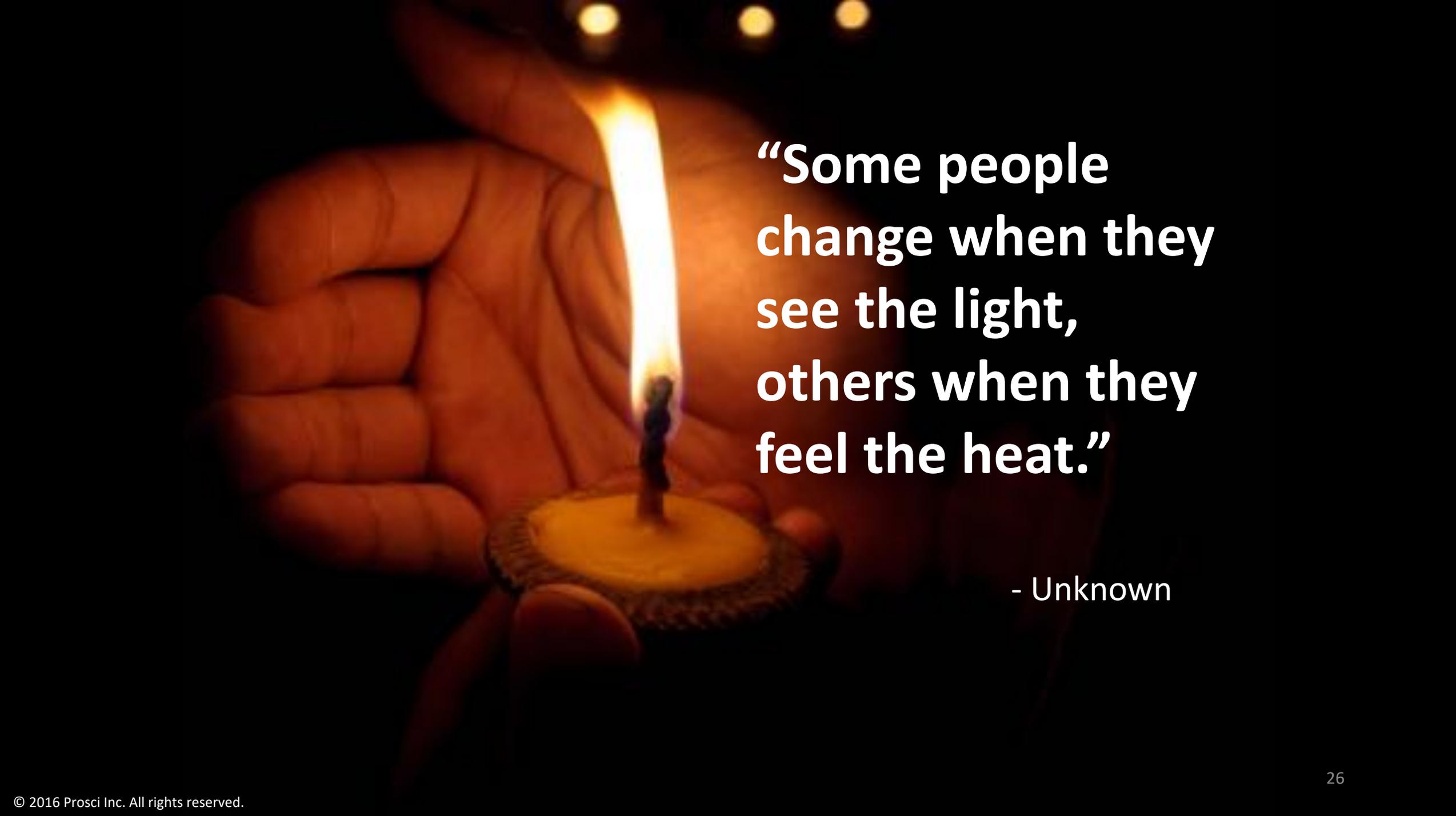
How **well** are people performing?

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 yellow and orange, casting a warm glow on the hand and the surrounding area. The background is dark, with a few out-of-focus lights visible in the upper part of the frame.

**“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

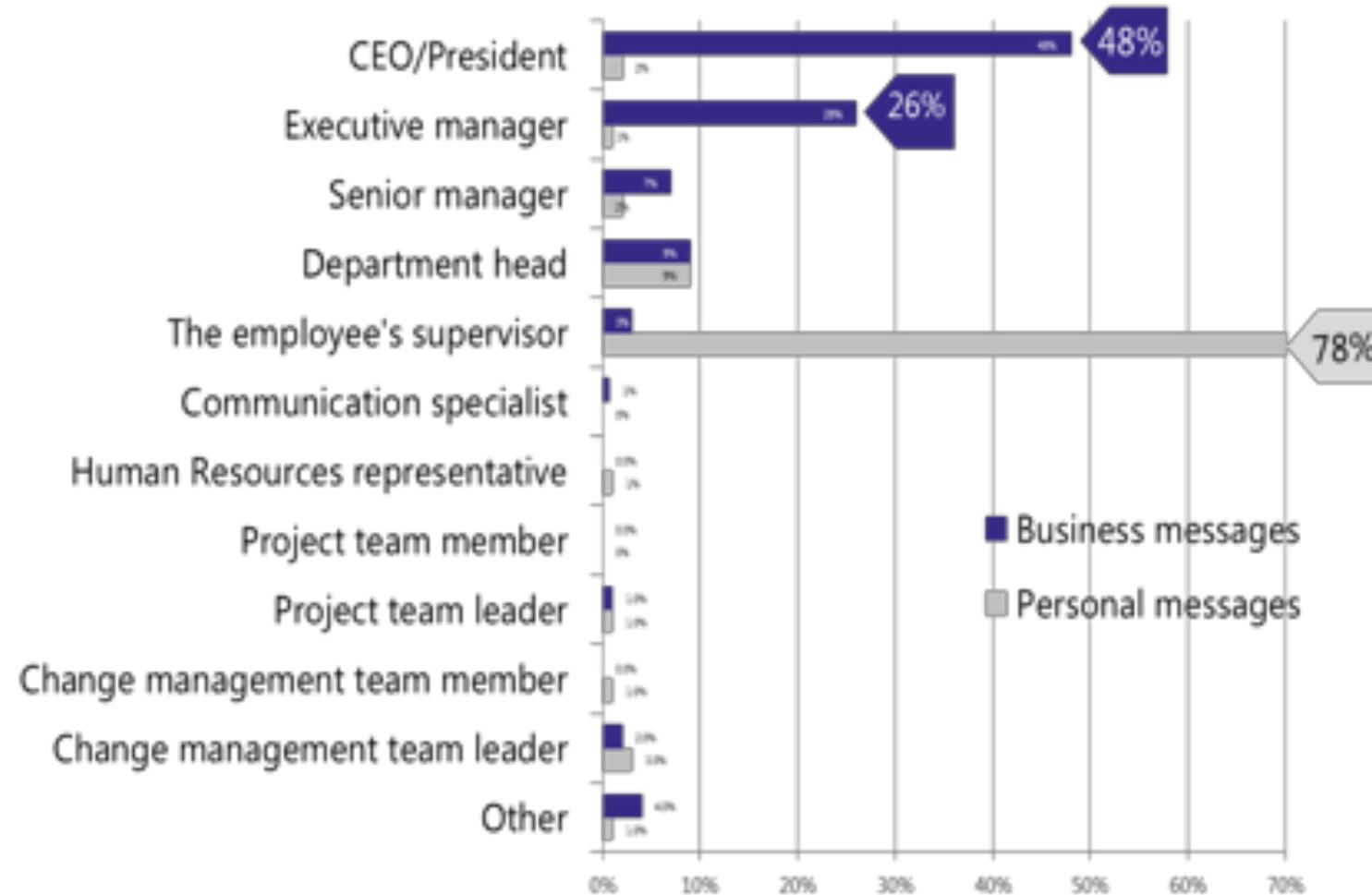
Reinforcement®

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:

Awareness

Desire

Knowledge

Ability

Reinforcement

You hear:

“I understand why...”

“I have decided to...”

“I know how to...”

“I am able to...”

“I will continue to...”

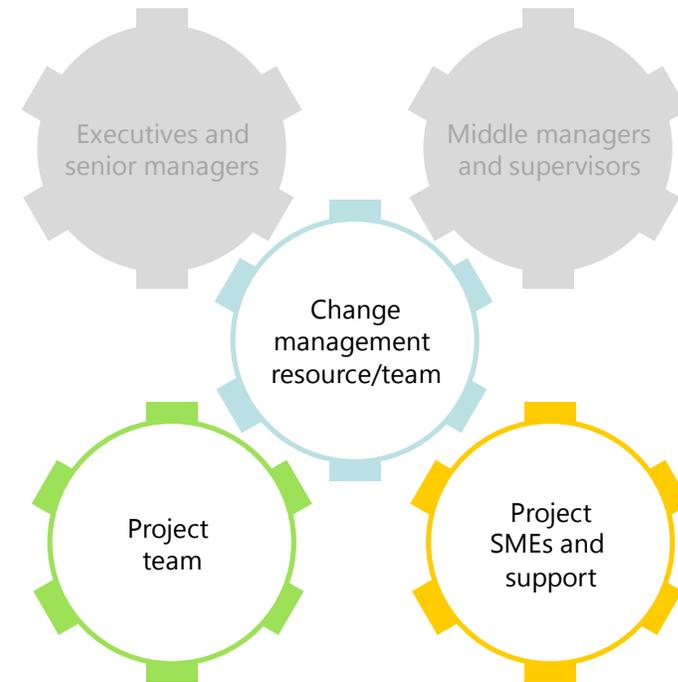
Employee-Facing and Enabling Roles

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.

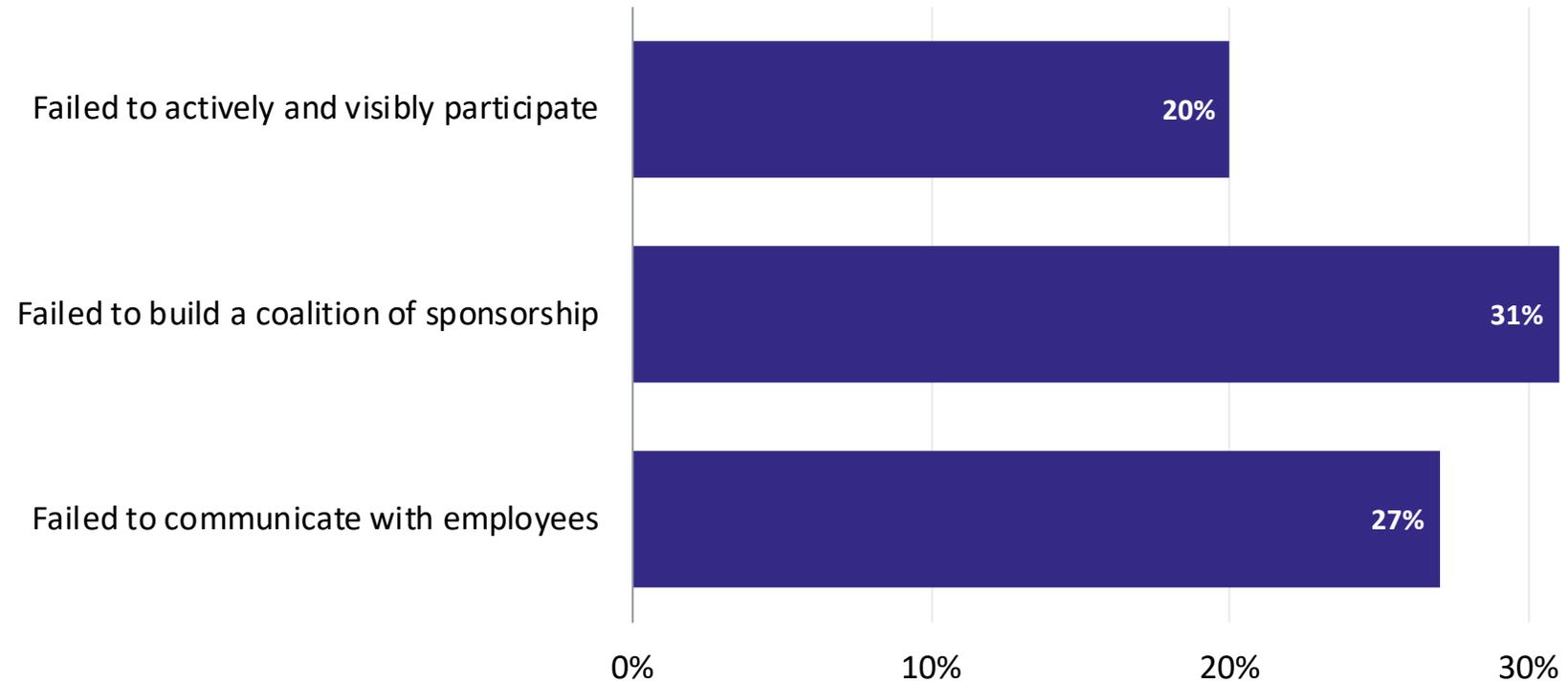


Communicate directly
with employees.

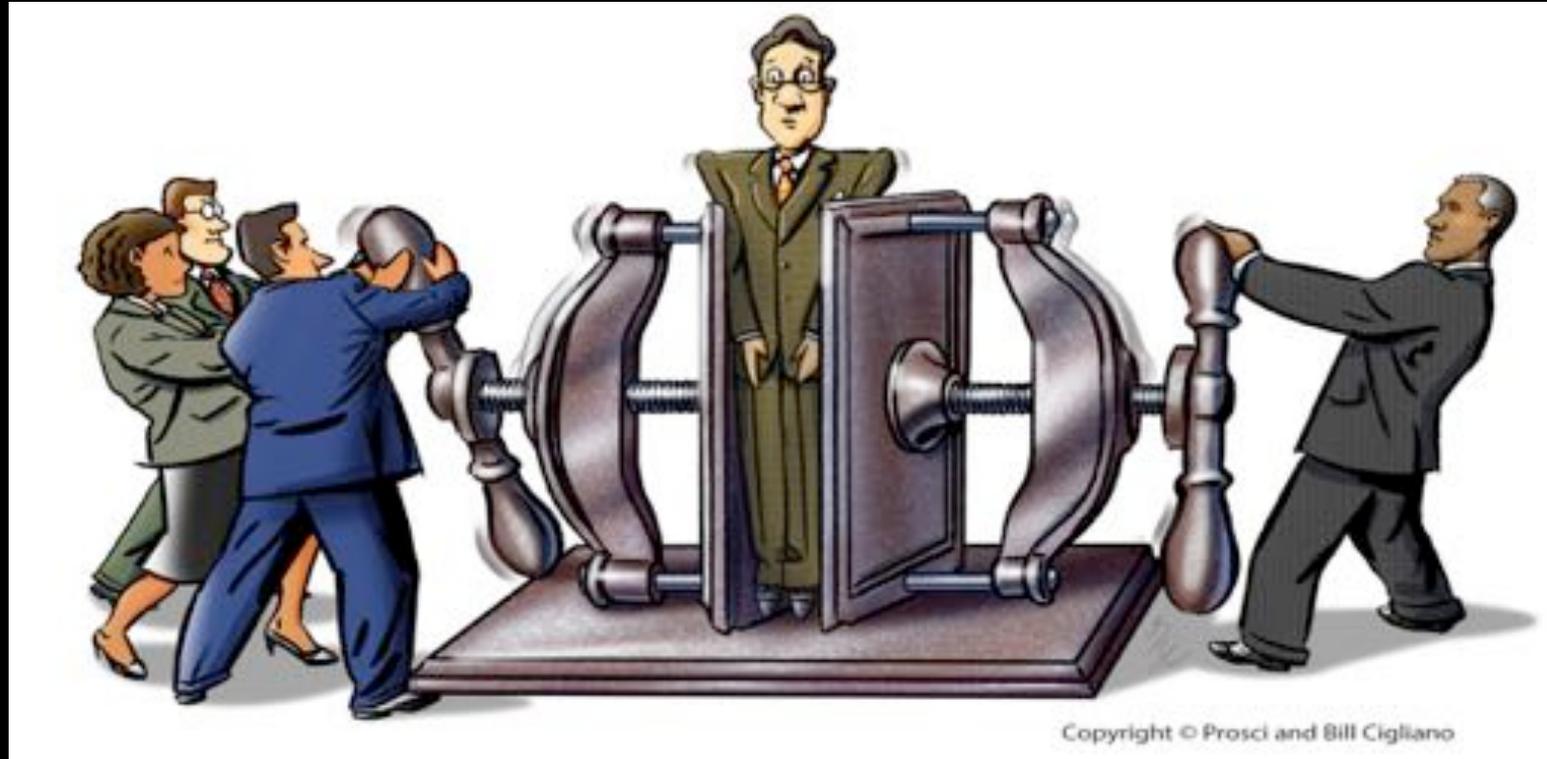
Prosci® PCT™ Model



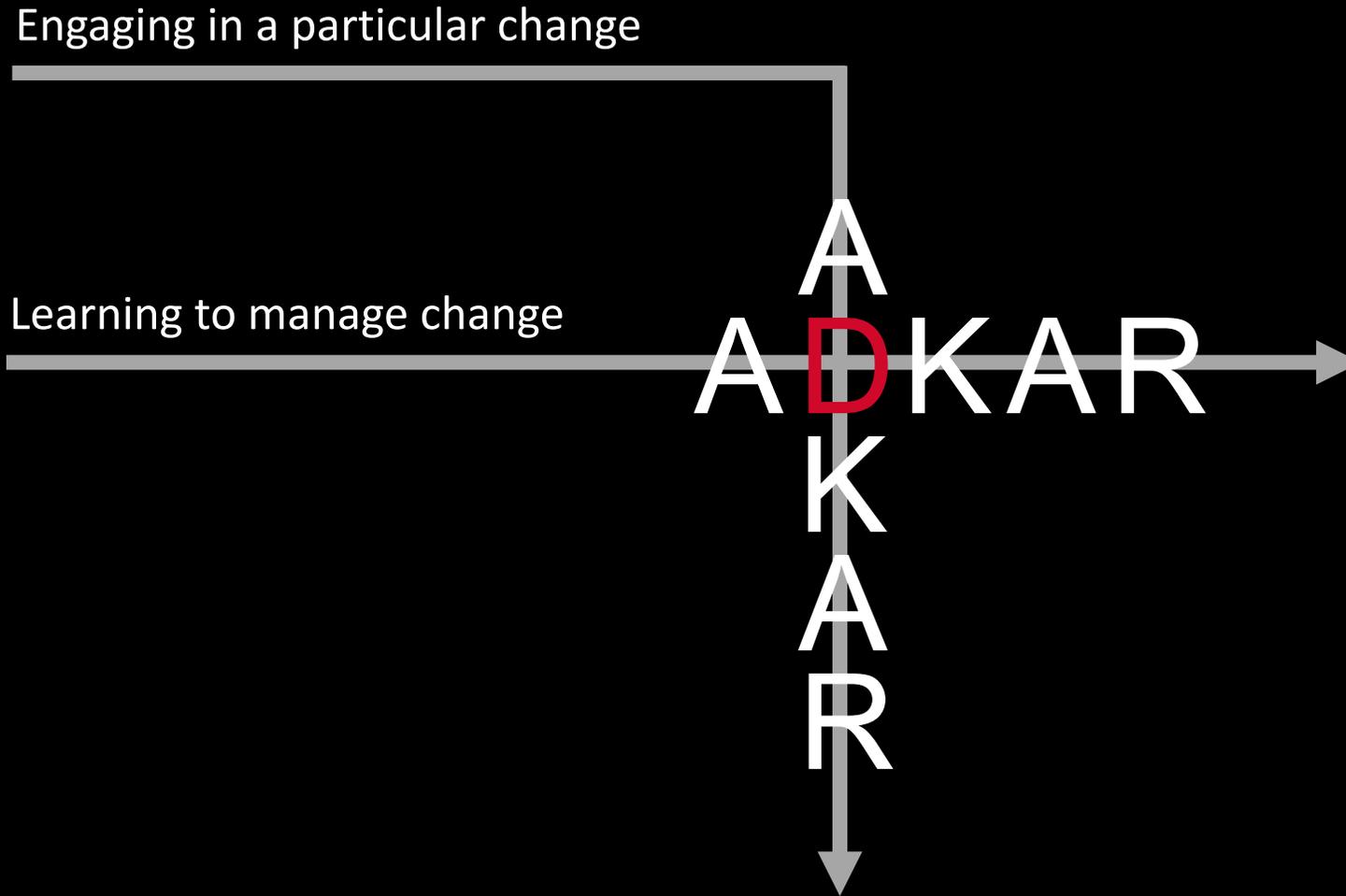
Which Roles Are Senior Leaders Struggling to Effectively Fulfill?



Why are managers so important?



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



**2 basic types of anxiety
drive radical change**

Learning

Survival



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

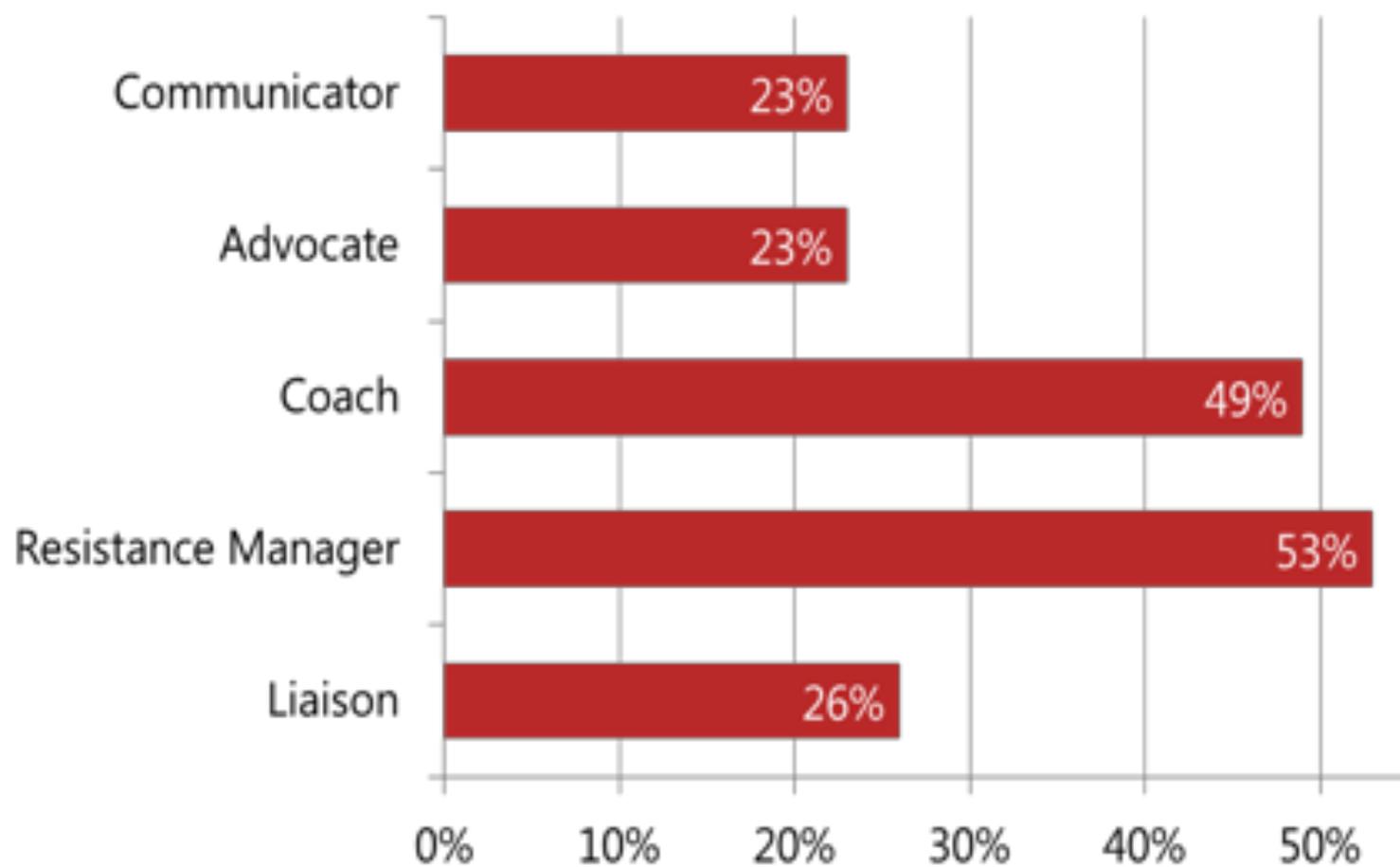


Resistance Manager



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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