



Putting people at the centre of your **Transformation Project**

In our modern world, there are countless examples of disruption to businesses or entire industries, where dominant players were slow to react.

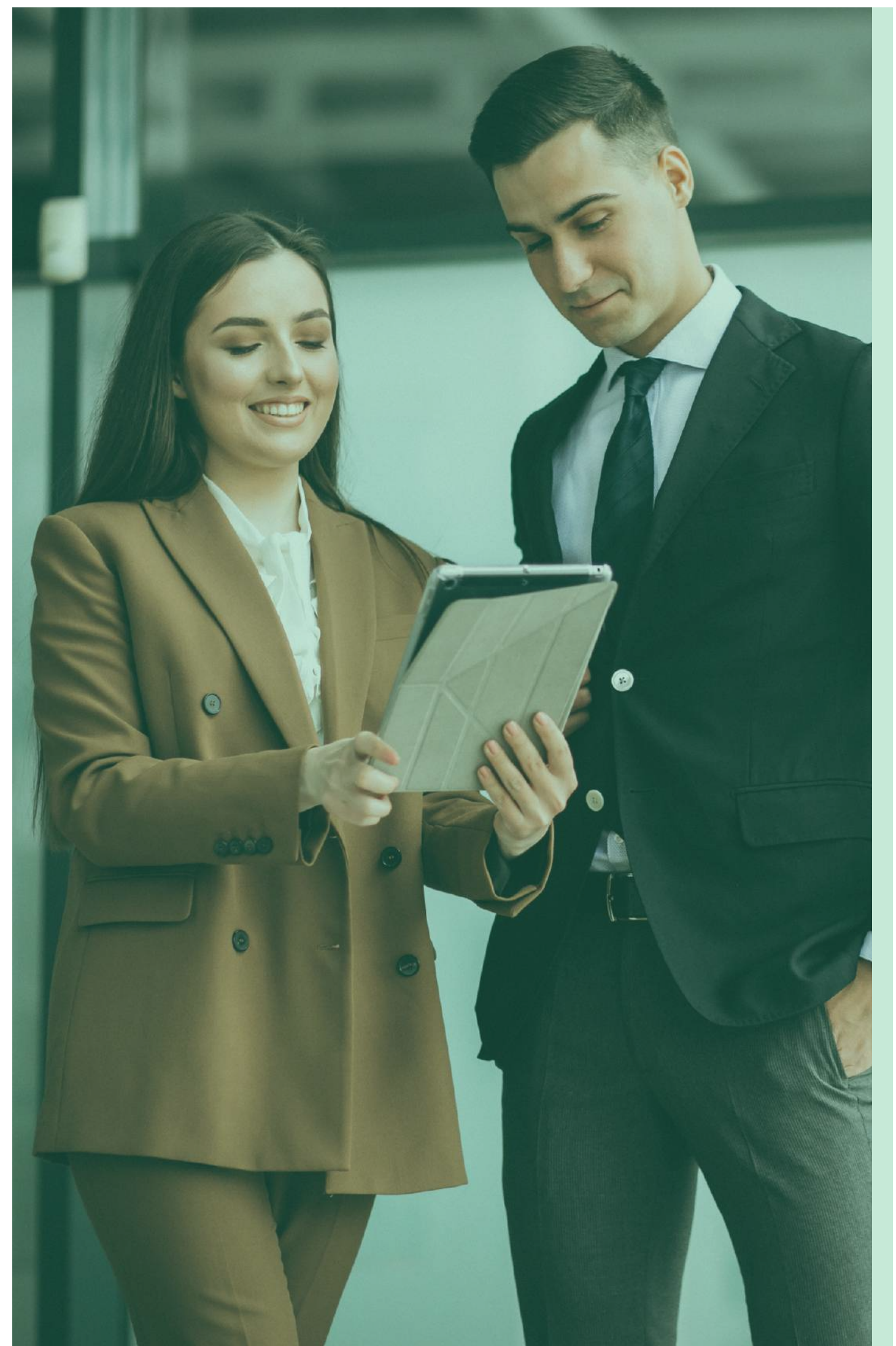
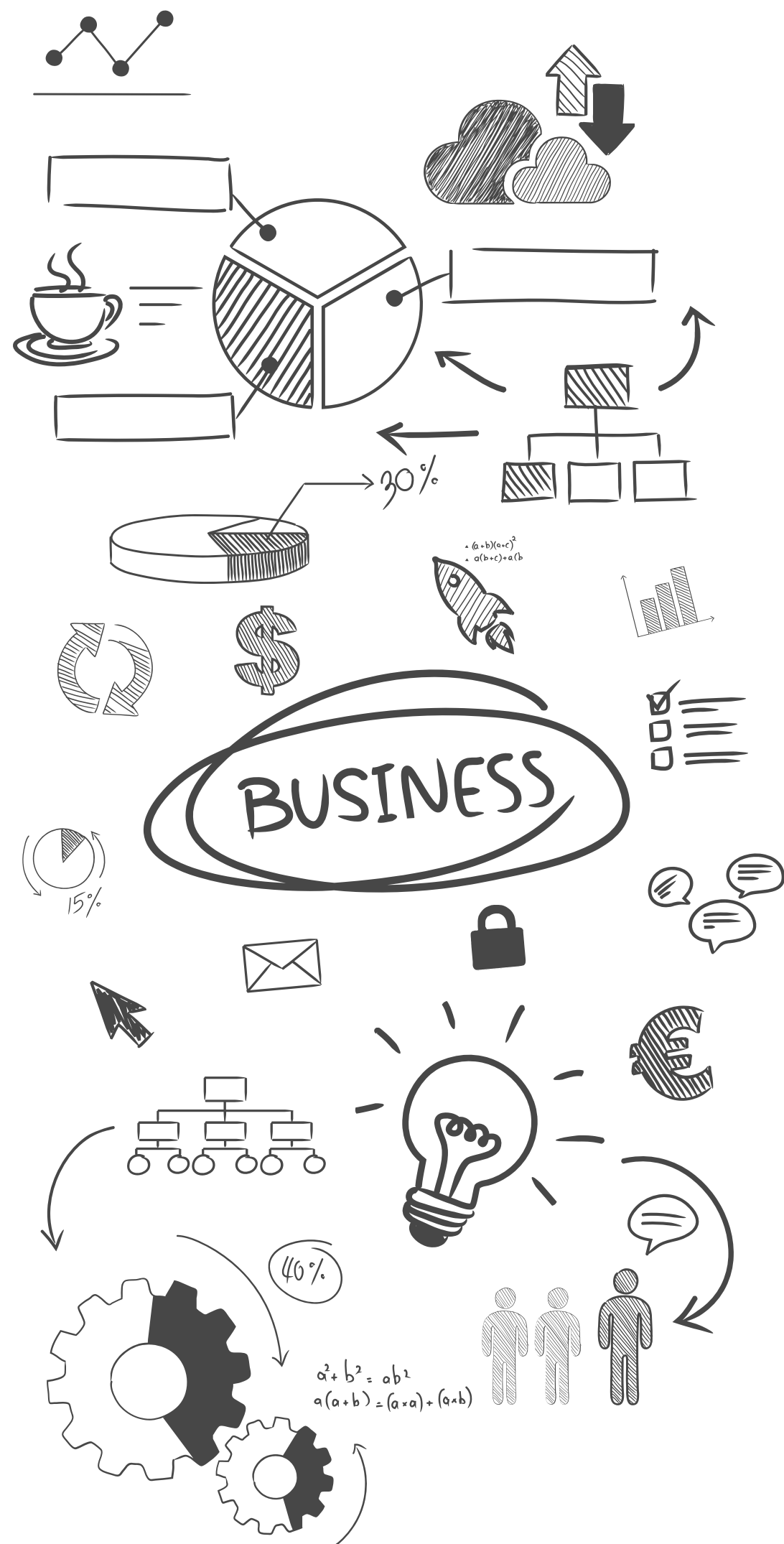
Who could have imagined that the taxi industry would be crippled by a nimble start-up?

That households would no longer be paying for home phone lines?

That most consumers would not own a camera?

Or that indoor dining venues around the world would be mandated to close their doors for months on-end?

Defining your business transformation opportunity is incredibly challenging, but while business models are defined on paper, they are brought to life by people. When you are planning the desired state, there must be deep consideration and planning to engage and motivate teams to embrace change.



Microsoft understood this challenge as it was embracing its “We’re All In” approach to moving to the Cloud. The global software giant recognised the importance of engaging its team of 100,000 staff members around the globe to align on the belief that the cloud was the superior offering.

It deeply invested in its Customer Experience division, creating a culture of “customer obsession”, engaging all staff to not just embrace, but to passionately advocate for the change that they were implementing. When inevitable issues arose, the team worked to resolve, escalate quickly and manage customer expectations.

Microsoft recognised that people create the customer experience and invested deeply in their internal change and engagement plans – highlighting and celebrating successes along the way. In October 2021, the Productivity and Business Processes business (which includes Microsoft Office) reported \$15b in revenue for the first quarter of FY2022.

1

Create the 'Why' for change

Often referred to as a 'burning platform' – it's important to articulate a compelling reason coupled with a sense of urgency for change.

The 'why' needs to be meaningful and succinct. Every person who will need to change their behaviours, processes or work practices should understand and internalise the reason for the change. The 'why' should not be open to interpretation or debate. This should be one undeniable statement or concept that teams will easily understand and align to.



WHY

2

Give meaning – articulate their Transformation Journey

It is crucial to engage teams in the transformation journey as early as possible. Building on the 'why', it is important to quickly understand the who, what, where and how. This is their Transformation Journey.

People should understand the way that the transformation activities will impact each team and any process changes related to their positions. Maintaining elevated levels of engagement and positive messaging goes a long way to dampening change resistance and confusion throughout the journey. Providing context, whilst keeping teams engaged in the decision-making process will ensure they are more inclined to adopt the changes.

3

“There is only one way to eat an elephant: one bite at a time”

Setting incremental, measurable goals is essential to ensuring your people understand the transformation project and adopt it as their own. Co-creating and sharing individual and collective criteria and objectives for transformation success is a simple and effective way to achieve this. These Key Success Indicators (KSI) should be simple to understand and easy to measure and show progress. KSIs can include transformation milestones, behavioural changes, new ways of working, etc.

Regularly share success stories related to your transformation with all levels of the organisation. Recognise the people who are driving the progress and the behaviours that are being demonstrated, to inspire others, and – if desired – create some friendly competition.



4

“To win in the marketplace you must first win in the workplace”

Creating an accessible and meaningful vision that resonates with the culture of the organisation will consolidate the transformation project. The challenge lies in embedding lasting change to new ways of working. On average, this process takes between 12 and 18 months, from early adoption through to fully embedded new processes.

Your people’s positions, ways of working and day-to-day tasks may significantly change over the course of a major transformation project. That is why it is vital to plan and implement an ongoing communication strategy that paints the need for change, the successes made to date, and – most importantly – ‘what’s in it for them.’ This will maintain interest in your people to carry the transformation through to success. There may also be other factors that need to be considered at this time, such as team members who may be on an award agreement or areas of the workforce that are unionised. The earlier in the process these considerations are captured and planned for, the better.

5

“Tell me and I forget.
Teach me and I
remember. Involve
me and I learn”

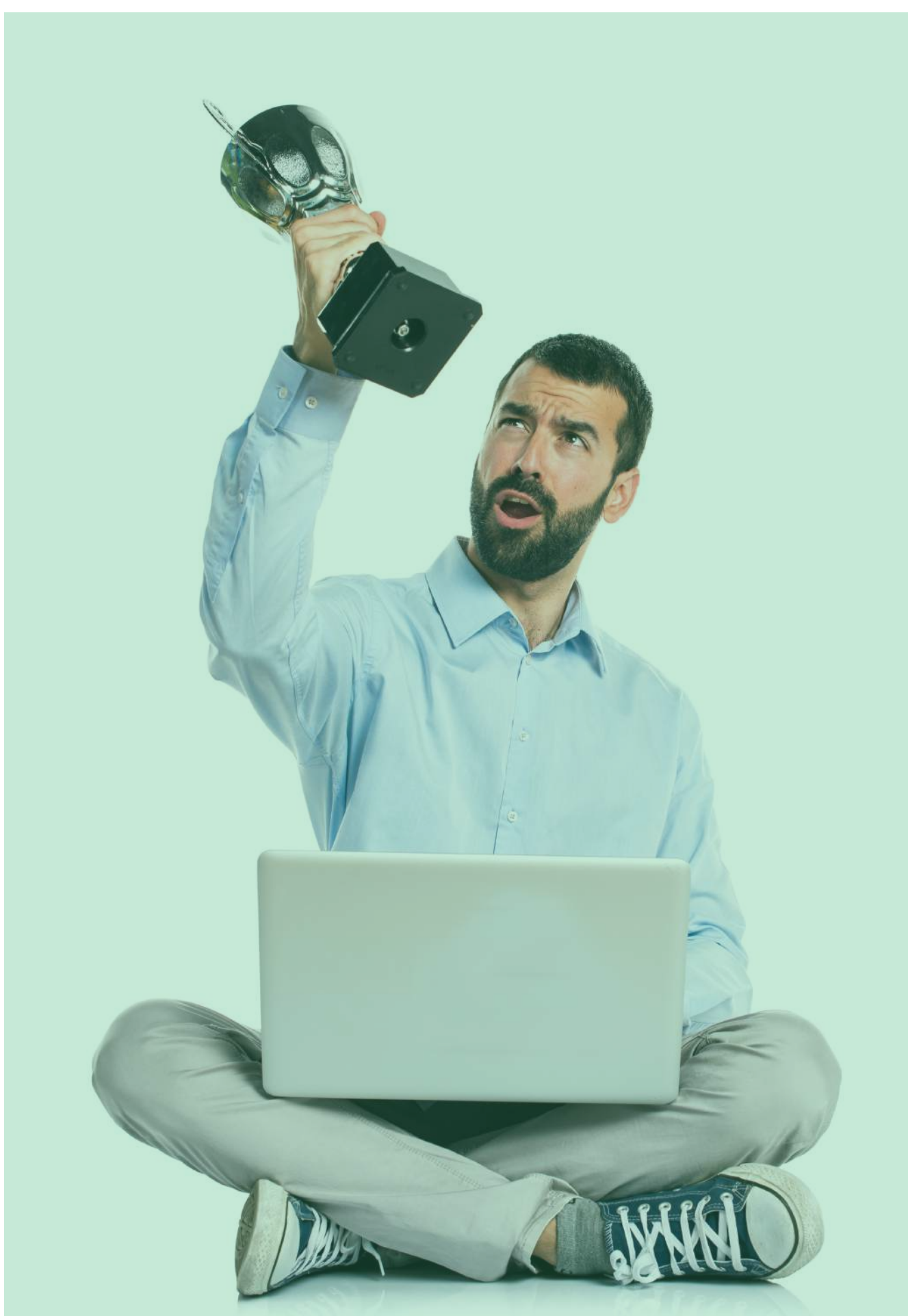
All change requires learning: acquiring new skills and ways of working, mastering new tools and resources, adopting new habits, understanding, and applying new policy, and more. If your transformation project identifies a clear need for support with skills development, learning must be transformed into a process that is both continuous and appealing. These can start with tailored training targeted at senior leaders and managers, before continuing through other layers with specific and focused upskilling.



6

Inspire progress,
reward achievement

To avoid disengagement in the adoption of new ways of working, and a drop in performance over the course of the transformation project, maintaining open communication, discussion and collaboration with and between teams is essential. Each milestone achieved, be that personal or collective success, irrespective of its size, must be recognised to maintain momentum and encourage action. Depending on the scale of transformation, and its reach across an organisation, these recognition sessions may be held at appropriate intervals with senior leaders acknowledging the transformation progress made by individuals and teams.



7

“It is amazing what you can accomplish if you do not care who gets the credit”

The leadership of those responsible for inciting change, and the long shadows they cast in an organisation is indispensable, however, don't underestimate the power of an informal network of individuals who will unconsciously adopt changes and reinforce a positive discourse. Establishing Community of Practices, identifying Change Ambassadors can assist in encouraging your people and guide them towards meaningful and targeted actions that will allow them to continue moving forward. As true ambassadors for change, their influence will contribute to creating a change community.

Since we know that 5% of your people are enough to train the entire company, we understand why identifying, motivating, and retaining these ambassadors is strategic in the success of the transformation. They are your true catalysts when it comes to accelerating and embedding adoption by sharing best practices, offering recommendations, and providing social recognition.



Are you ready for transformation?

Encompass Consulting Services partners with state government, federal government and corporates to influence and embed behavioural change with a customised approach grounded in data and analysis. We help create the behavioural shifts in leadership and delivery teams you need to make for sustainable successful change.

Our change management consultancy services take a data-led approach combined with a human lens, to help embed these shifts. Working side-by-side with your team, we co-design and implement a practical, tangible, and relevant change methodology for your organisation.

Looking for support?

Looking for support? Reach out to our Lead Client Partner, Francesca Hayes
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