

The ChangeLab

The Art & Science of Managing Change

Digital Transformation Insights from The Change Lab



Today, every business is affected by the digital revolution. It is disrupting supply chains, changing customer behaviours and creating new opportunities for employee engagement. Businesses that embrace digital transformation can create new sources of competitive advantage, while those that resist it are at risk of being left behind by more agile competitors. This short viewpoint from the Change Lab introduces some of the key concepts leaders must consider when managing a digital transformation.

TECHNOLOGY IS AN ENABLER, NOT THE SOLUTION

- New technology is often the catalyst for digital transformation, as it provides the essential infrastructure to enable it. But technology on its own can't deliver the level of digital experience that will win in the age of the customer, neither will it get far in transforming your business to meet the needs of the future.

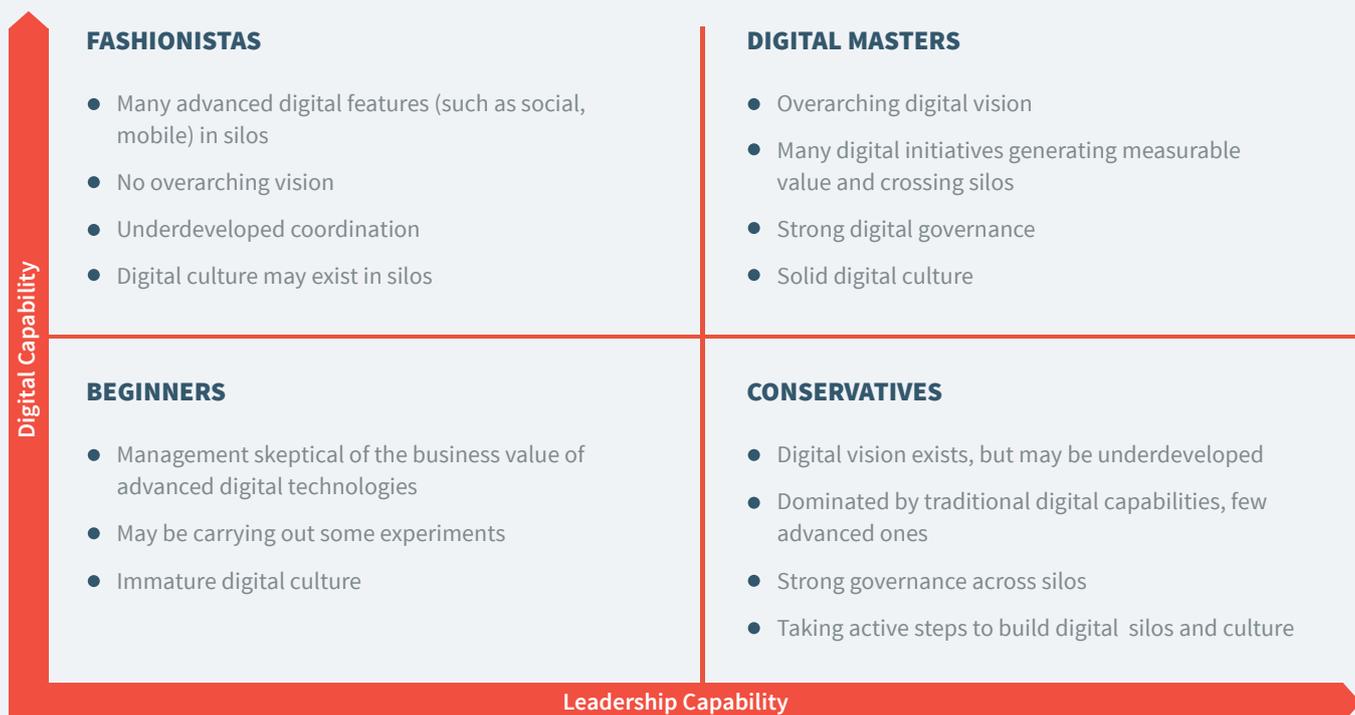
At the Change Lab, we know that going digital means much more than installing a new system or building a great online interface.

It requires fundamentally revisiting your customer proposition, your primary processes, the roles in your organisation and even your work culture. To succeed, businesses must define and deliver targeted digital transformation strategies focused on developing a clear and compelling vision, engaging their people and building the capability required to achieve their vision.

“88 % of companies are going through digital transformation, but only 25% know why” - Brian Solis

What level of digitisation do you aspire to?

Leaders planning a change should recognise that every business is different. This simple model - which breaks businesses into four broad categories, can be a useful tool in deciding on the right first step. From there, strong leadership and the right digital capability will guide your organisation towards digital mastery.



Source: Westerman, Sonnet and McAfee, “Leading Digital: turning technology into business transformation”

Key people considerations for your digital transformation journey

Digital Transformation is a lot like climbing a mountain. Sure, you need the right technical equipment and skills - but that alone is not enough. By focusing on the following key questions, we help our clients formulate their digital vision along with a strategy to achieve their objectives:

1

LEADERSHIP

- Why does your organisation need to change? Do your leaders understand what digital means for your business and buy into its importance for your future success?
- Do you understand your customer needs, key external trends and your internal challenges and opportunities?
- Do you have a clear and motivating vision of what your digital future looks like?

2

ENGAGEMENT

- Is it possible for everyone in the company to take part in the conversation around digital transformation?
- Do your employees understand and buy into the 'what's in it for me'?
- Are there adequate opportunities for key stakeholders to get involved in developing and testing your digital solution as it takes shape?

3

SKILLS & CAPABILITY

- Do you have a capable and 'fit' team, equipped with the right tools and skills to drive the digital transformation?
- Are your training efforts aligned to your digital strategy?
- Do your people have cross-functional knowledge of both technology and the business?
- Who will lead the change? Do you need a Chief Digital Officer? What will the responsibilities of your senior team be? How will you ensure that governance roles and responsibilities are clearly defined?

4

WAYS OF WORKING

- Will your current organisational culture support digital ways of working?
- Are your employees empowered to work together in new and innovative ways in order to solve problems and capitalise on new opportunities?
- Is your organisational structure aligned to your digital vision?

Building your digital capability

In addition to technical skills and capabilities, leaders and employees require a new set of competencies to operate effectively in the digital world.

CROSS-FUNCTIONAL KNOWLEDGE - The Digital employee speaks the language of both the business and technical teams and understands the objectives and challenges of both sides.

ANALYTICAL INTELLIGENCE - The ability to understand and use data effectively to inform decision-making is a key competency in the digital age.

ADAPTABILITY - With the rate of technological change, adaptability is more important than ever. A flexible and adaptable leadership style will give your people the freedom to innovate.

CHANGE RESILIENCE - Resilience will ensure that your people have the confidence and ability to cope with and perform in a rapidly changing and unpredictable environment.

COACHING - Recognising when a team member is taking strain and helping them to overcome challenges, will help manage resistance and ensure that your people feel supported through change.

“While technology adoption continues to be top of mind in all digital things, fundamental changes in leadership and talent attributes are far more critical”

- Skills for Digital Transformation Research Report, Initiative for Digital Transformation (IDT), 2015

Key competencies: The digital employee of the future



How can we help?

Using fresh and relevant tools and methodologies that add value at the right time, we work closely with clients to develop:

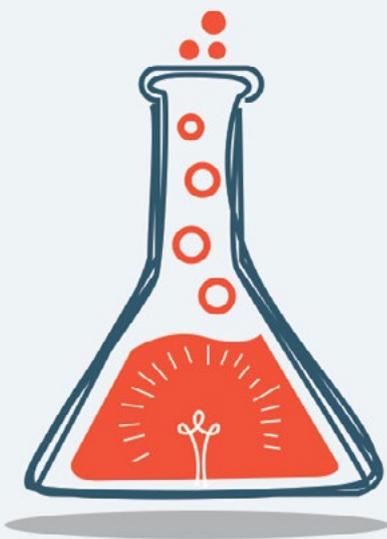
A COMPELLING VISION - Successful Digital Transformation begins with vision and strategy. We work with your senior team to clarify and build alignment to a vision for your Digital future.

TAILORED STRATEGIES - We work closely with you to understand your unique business challenges and develop strategies to help you communicate the benefits of change, manage resistance, anticipate risks and build the capability to achieve your vision.

ASSESSMENTS - We help you assess the impact of your Digital objectives on your people, processes, organisational structure, skills and ways of working in order to help you effectively manage the transition. We track progress along the way and help you course-correct as needed.

ENGAGING COMMUNICATIONS - From videos and animation to websites, presentations and newsletters; we help create fun and engaging ways for you to communicate key messages and bring your vision to life.

SKILLS & CAPABILITIES - We help you build the capability of your people to empower them to operate effectively in their new role and support the continued and sustained growth of your business.



About The Change Lab

We're a boutique change management consultancy passionate about Digital. With over a decade's worth of experience enabling Digital Transformation at global companies, we offer unique insight into the people strategies required to achieve your Digital vision. Our structured approach to change will help you implement changes quickly and efficiently, allowing you to accelerate adoption and enjoy the benefits sooner.

To find out more about us, our philosophy, values and services, please visit our website: www.changelab.co.za. To get in touch, you can contact Founding Director, Monique Mann, directly on **082 354 8774** or via monique@changelab.co.za

Our team of digital specialists



MONIQUE MANN - TECHNOLOGY ADOPTION

Monique is an experienced advisor with over a decade's experience supporting large-scale digital transformation programmes, both in South Africa and internationally. She returned to South Africa in 2013 after eight years in London where she worked as a management consultant in Deloitte UK's human capital practice, advising large global companies across multiple industries. Monique's understanding of both the business and technical aspects of digital transformation allows her to offer valuable insight into the leadership, communication & engagement and training strategies required to facilitate sustainable change.

CLAUDIA HENDRIKSE - COMMUNICATIONS & ENGAGEMENT

Claudia has a solid understanding of managing change in highly dynamic and challenging environments – having spent most of her career in the FMCG industry. She has both South African and international experience and has operated in different roles at global and regional level (Eastern Europe, Africa and Middle East). Claudia has extensive breadth of experience driving organisational communication and engagement, as well as change impact and readiness assessments.



GENEVIEVE FYFE - DIGITAL VALUE CHAIN

Genevieve is a senior change manager who has successfully led teams on complex transformation programmes across multiple industries, including Retail where she worked with two of the UK's largest retailers – Waitrose and John Lewis. Her expertise lies in combining traditional change management methodologies with an agile approach to drive adoption and embed process, people and technology change. Gen actively seeks new and innovative ways to enable collaboration and engagement in the workplace and has worked with some of the latest technologies in this space.

NIAMAT SALASA - DIGITAL IMPACT

Niamat is a qualified Industrial Psychologist with over seven years progressive experience working with people. She is currently supporting a large-scale Digital transformation programme at a major South African retailer, where her main focus is on understanding and managing the impact of the solution on teams and individuals. Her ability to grasp complex ideas quickly and relay information in a simple and easy to understand way, allows her to help teams conceptualise new approaches and solutions to problems.

