

# DIGITAL TRANSFORMATION CHANGE ACCELERATION



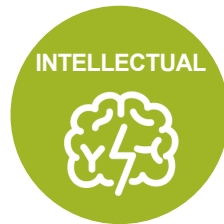
Digital Transformation is as much about people, culture and behavior as it is about technology. The challenge is traditional approaches to navigating change have often failed to inspire employees to embrace digital change. So how do you engage your employees in a way that will maximize your investment and accelerate adoption?

Below you'll find a step-by-step people-centered guide to driving digital change. It's important to note that while we believe process is important, how you bring each step of the process to life is critical. For a deeper dive please contact Chris at [cwilliams@rootinc.com](mailto:cwilliams@rootinc.com)

**THE LEVERS OF CHANGE:** Engaging the hearts and minds of employees requires leaders to consider four distinct but inter-connected levers that need to be addressed concurrently



Ensure people connect to the compelling **why**



Ensure people have relevant and accurate information to understand **what** the change is

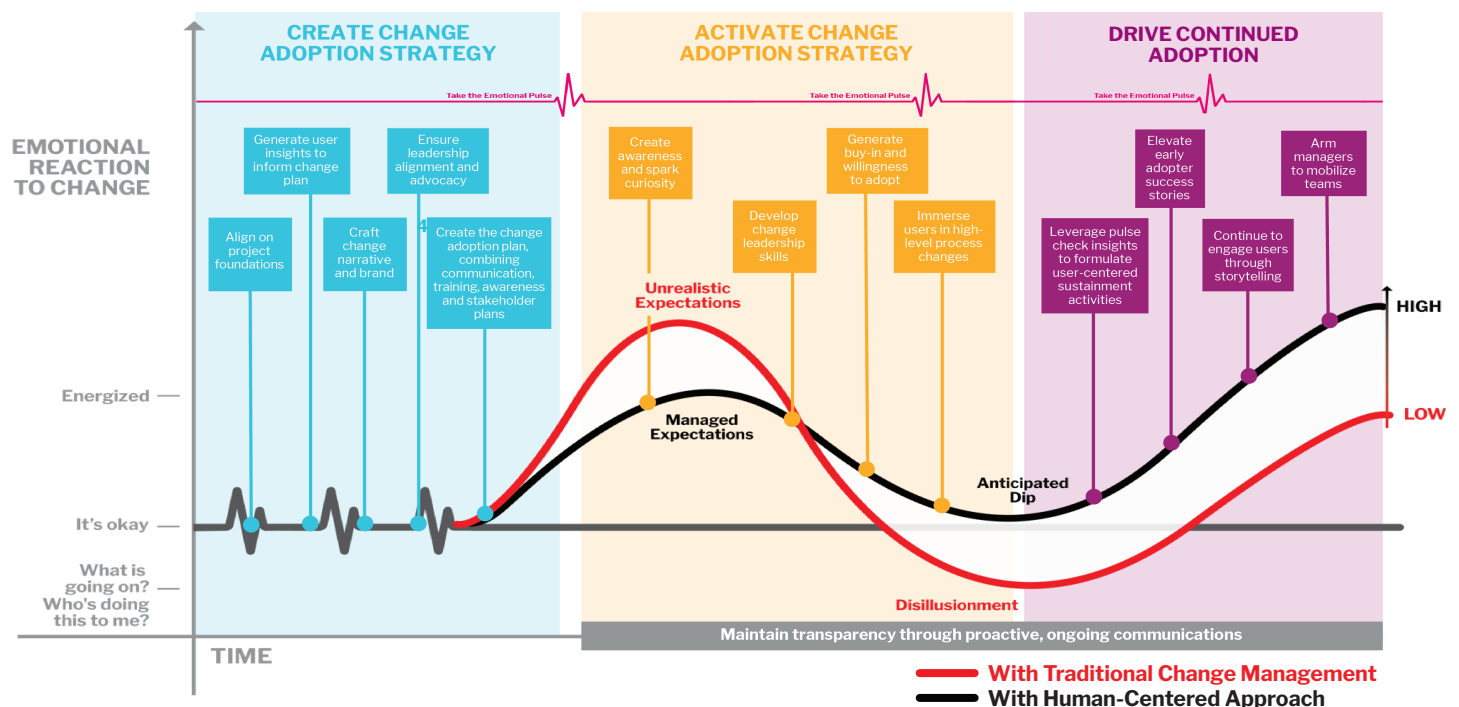


Ensure people understand **how** to bring the change to life



Ensure sustainment through the **reinforcement** and **recognition** of the changes you want to see

**CHANGE AS A JOURNEY, NOT AN EVENT.** Consider your people's likely emotional reaction to change and plot your digital change adoption process and interventions against that journey. It's not a realistic goal to eliminate engagement peaks and troughs, but you should aim to manage expectations and reduce change resistance to generate a faster and higher ROI.



# CREATE THE CHANGE ADOPTION STRATEGY

A collaborative approach to building the foundations for successful digital transformation

- 1 Align on project foundations**

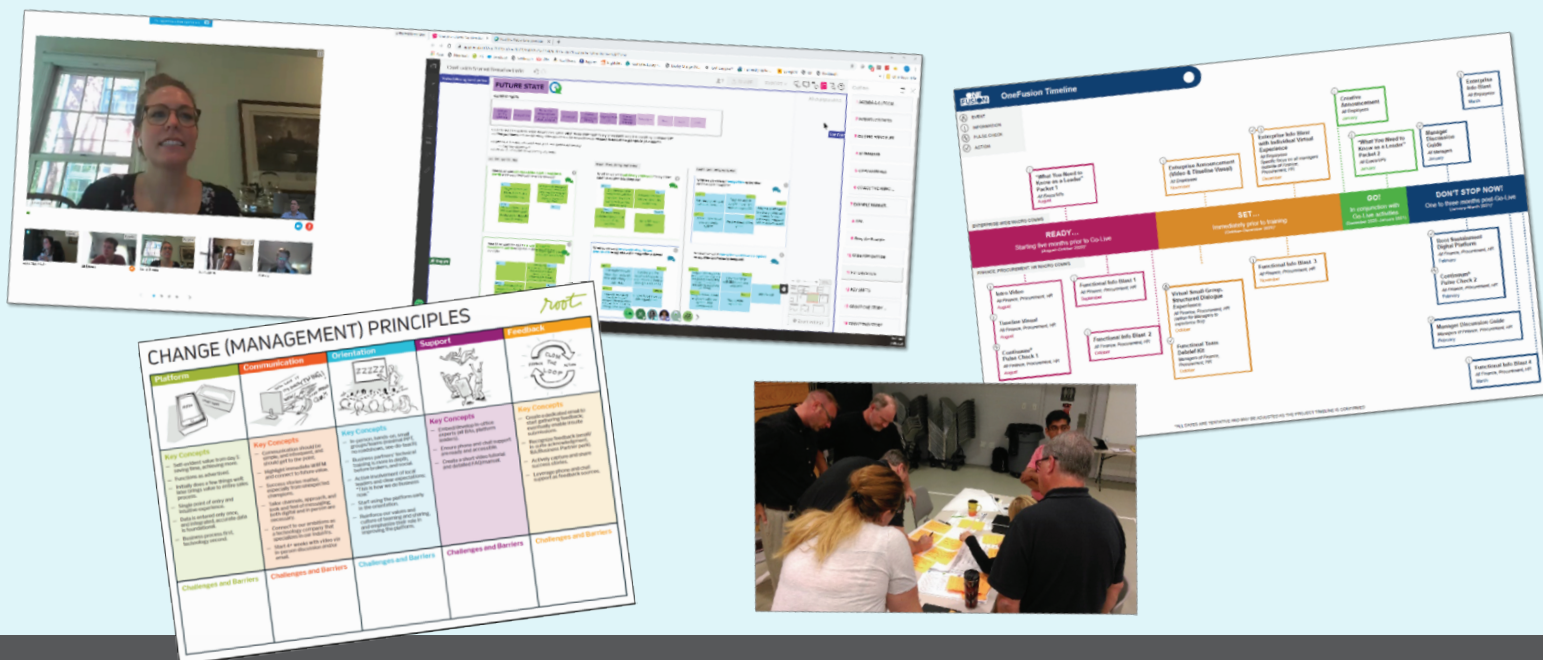
**Clearly define the business case and overall objectives;** identify audience, goals, metrics, and timeline; set expectations; define shared ways of working.
- 2 Generate user insights to inform change plan**

**Conduct interviews, virtual focus groups, and surveys** to build change engagement principles and inform ongoing messaging and modalities.
- 3 Craft the change narrative and brand**

**Facilitate rapid story development** with leadership sponsors and project team; further iterate to create transformation narrative and brand.
- 4 Ensure leadership alignment and advocacy**

**Recruit key figureheads as change advocates** through socialization and interaction with business line leaders and sponsors.
- 5 Create the change adoption plan**

**Develop visual change engagement plan** (with supporting documentation) that includes communication, training awareness, and other stakeholder engagement mapped against other strategic initiatives over project timeline. This roadmap is a working document to be reviewed and refined regularly based on project progress and user feedback.



# ACTIVATE THE CHANGE ADOPTION STRATEGY

Integration of creative methods and modalities to engage the hearts and minds of employees

## ① Create awareness and spark curiosity

**Develop creative and interactive experience** to pique interest and excitement for employees across the organization.

Pulse check on stakeholder engagement

## ② Develop change leadership skills

**Identify change champion/agent network.** Develop change leadership capabilities within this group and build skills for proactively engaging and supporting users. Change agents may become pilot participants or facilitators for change adoption materials.

## ③ Generate buy-in and willingness to adopt

**Engage all employees in the why, what, and how** of digital transformation through creative interventions before they attend technical training.

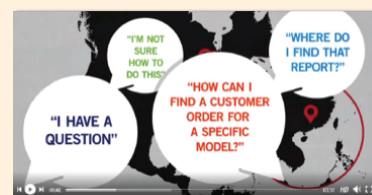
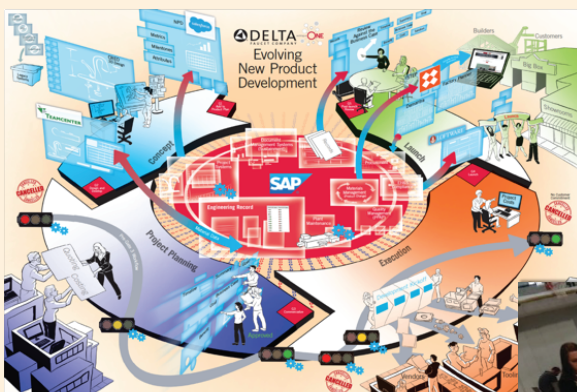
## ④ Immerse users in high-level process changes

**Help users understand key shifts related to the biggest process changes** (often within one or several functions most affected by the change) and identify the mindset needed to be successful.

Pulse check on stakeholder engagement

## ⑤ Maintain transparency through proactive, ongoing communications

**Tailor message to key stakeholder groups** through a series of clear, visually oriented communications and engagements. (Stakeholder groups may include leadership, managers, specific functions most affected by the change, all employees.)



# DRIVE CONTINUED ADOPTION

## Reinforcing digital change through tailored sustainment activities

### ① Leverage insights to formulate user-centered sustainment activities

**Analyze pulse-check data** to identify barriers to adoption, user concerns and questions, and areas of excitement. Create follow-up and sustainment plan based on these insights.

### ② Elevate early adopter success stories

**Uncover early success stories** and small wins from individuals, functions, or teams who have embraced digital transformation; communicate those stories to other users through creative methods.

### ③ Continue to engage users through storytelling

**Reinforce new routines and habits.** Use stories and challenges to connect with users in a compelling way.

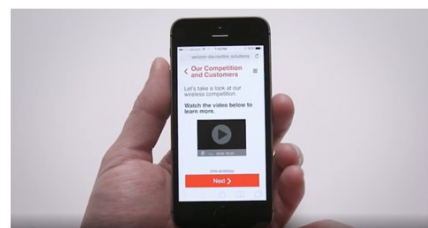
### ④ Arm managers to mobilize teams

**Empower managers to engage their teams** in conversations focused on digital transformation with creative support resources.

#### Pulse check on stakeholder engagement



The image shows a 'Kelly Talent Experience Manager Action Plan' form. It includes sections for 'What are the biggest behavioral and/or mindset shifts that your team will need to make?' and 'What will be the biggest barriers?'. There are also sections for 'What are the benefits of making these shifts for your team?' and 'Which of these Guiding Principles will you focus on first with your team? Why?'. The form is designed for managers to track and plan their team's digital transformation journey.



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