



Change Management Playbook

Your key tools for driving change in a digital world



Greetings,

Large scale - policy, organisational or technological - transformations are complex and long-lasting quests involving multiple stakeholders. How organisations are aligned and rallied to the change plays either as an accelerator or as hurdles along the way.

Change Management is a framework offering customised approaches during the entire journey ensuring that transformations are thoroughly, smoothly, effectively implemented with lasting and engrained benefits.

The framework draws on many disciplines, from psychology, behavioral science to engineering, with a common thread: change does not happen in isolation.

People are key agents of transformations. How you engage them into the journey is a crucial step in the change process.

We propose in this Change Management Playbook an illustration of a selection of tools and techniques to engage stakeholders and build their buy-in used by Deloitte as part of its Change Management framework.

Sincerely,



Hilde Van de Velde
Global Lead Client Service
Partner for the European
Institutions
hivandevelde@deloitte.com



Nathalie Vandaele
Human Capital Leader for
the European Institutions
nvandaele@deloitte.com

1. Define purpose

Visualise the business future

Build the conditions
for leader-led change

Mobilise and engage

2. Design for impact

Use data analytics to direct the
change effort

Define the change campaign

Personalise the change
experience

4. Drive through performance

On board people
to their new reality

Follow through with
performance support

Recognise success and evolve

3. Develop capabilities

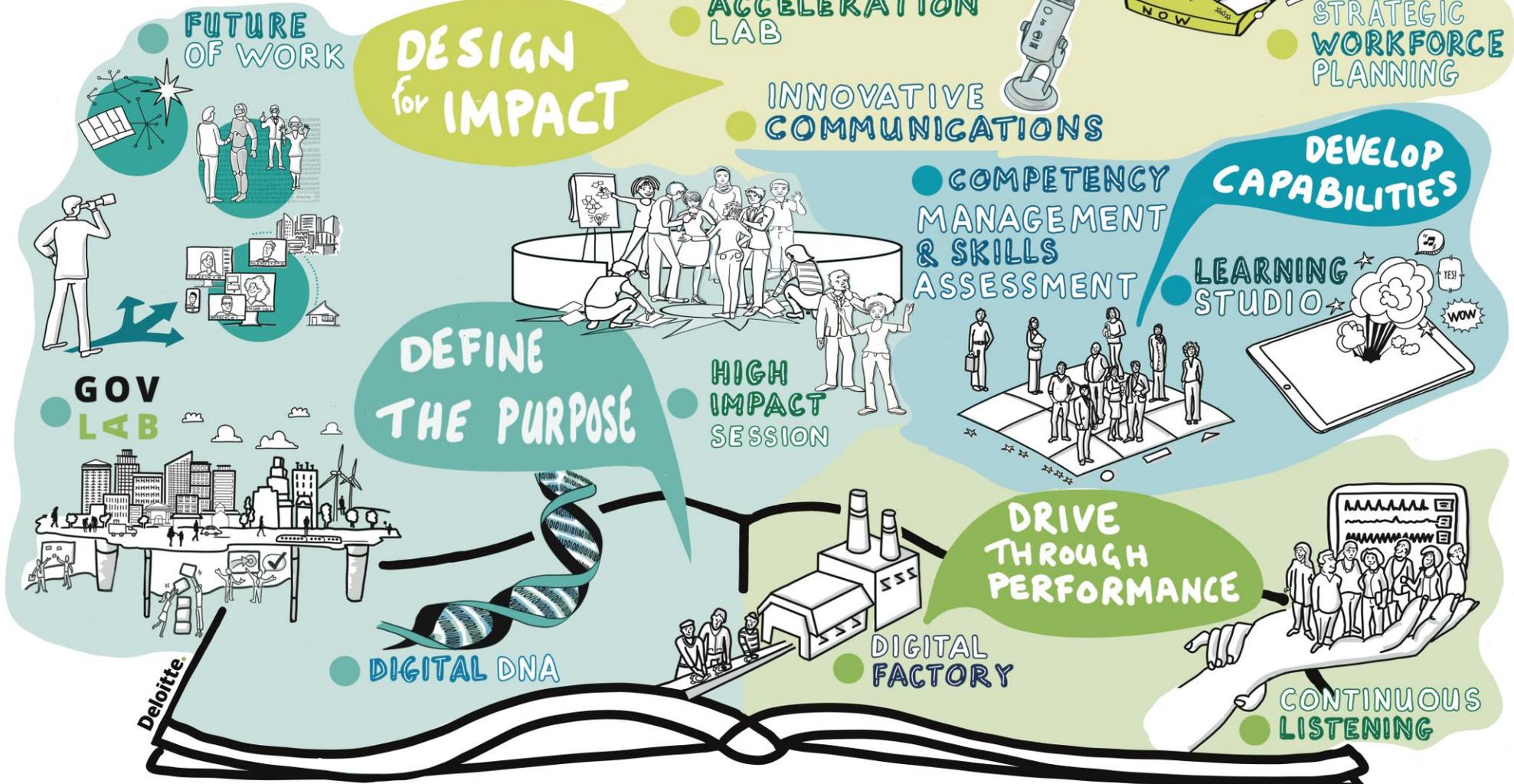
Accelerate future skill sets

Activate business networks
to drive a tipping point in
change adoption

Make behaviors everyday habits



CHANGE MANAGEMENT PLAYBOOK



Define purpose

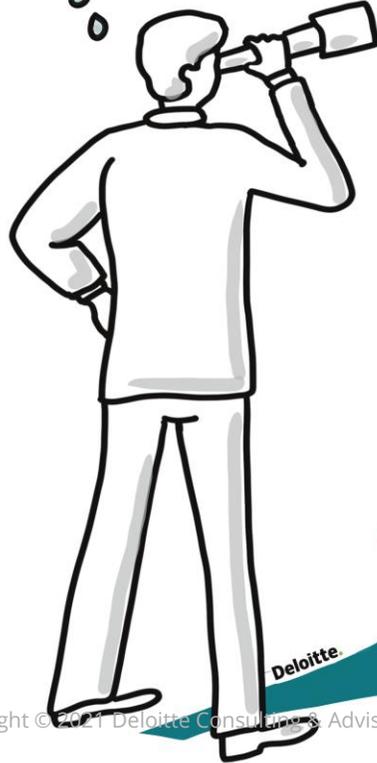


Future of work

We will explore the future of work together to future-proof your organisation and ensure that you stay relevant by improving your organisational effectiveness and efficiency, engaging your people and assessing their skills, and enhancing your decision-making.

FUTURE OF WORK

RE-IMAGINING THE FUTURE BY RE-ARCHITECTING THE WORK



DEFINING THE NORTH STAR

CULTURE OF BELONGING

BUSINESS MODEL



WORK - WHAT

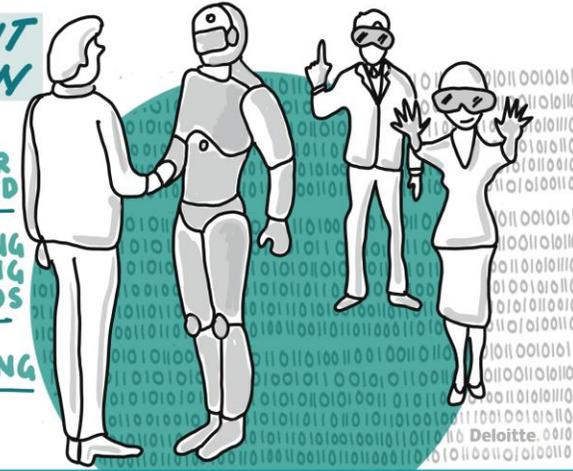
FLEXIBLE FUTURE-PROOF

MAKE IT HAPPEN

HUMAN OR AUTOMATED

EMERGING LEARNING NEEDS

RE-SKILLING



WORKFORCE - WHO

link to: Strategic Workforce Planning
Competency management

HOW TO COLLABORATE



WORKPLACE - WHERE

Digital DNA

Digital is the way of the future. With Digital DNA, we help your organisation align how you organise, operate, and behave for the digital age, enabling you to thrive. Our three-step approach will take the traits that make you unique, like your operations, behaviours and talent - your organisational DNA - and transform it into something fluid, responsive and dynamic to become your digital DNA.

DIGITAL DNA

BIGGER ROLE FOR TECHNOLOGY IN THE DIGITAL AGE.

1 ASSESS CURRENT DIGITAL MATURITY



SURVEY TO COMPANY POPULATION
46 STATEMENTS - 7 POINT SCALE
INTERVIEW TO INTERPRET RESULTS

PRIORITISE KEY TRAITS



FRAMEWORK OF 12 LEVERS
GAPS - TIMEFRAME
DEFINE ACTIVITIES

3

IMPLEMENT MINIMUM VIABLE CHANGES



TOGETHER WITH SENIOR LEADERSHIP
WE DESIGN AND ALIGN ON
SUGGESTED MVC'S
TO REACH THE AMBITION

SUCCESS

IS MORE THAN
OWNING
TECHNOLOGY

OWN

OPERATE

ACCELERATE

BEING

EXPLORING

DOING

BECOMING

solid solution
based on
MIT-research
What drives
DIGITAL MATURITY?



23
TRAITS

Deloitte.



Gov Lab

We enable you to solve wicked social problems by providing the necessary mindset, skillset and toolkit to innovate and co-create, striving for a better future.

GOV

LAB

ANSWER OUR CLIENTS
BIG QUESTIONS

INNOVATION

TO COCREATE WITH
GOVERNMENT AND
THIRD PARTIES
NEW SOLUTIONS THAT
TACKLE SOCIETY'S
BIGGEST PROBLEMS



ENVISION



MOONSHOT LABS
HORIZON SCANNING
HIGH **AMBITION** GOAL
INNOVATION **STRATEGY**
OPPORTUNITY SPACES

ORGANISE



SET UP FOR SUCCESSFUL
INNOVATION
ORGANISE FOR
CREATIVE DISCIPLINE
DESIGN YOUR
INNOVATION **FUNNEL**

LEAD



INNOVATION AS
A **DISCIPLINE**
EQUIP WITH SKILLS
MICRO-LEARNING APP
BLENDED LEARNING

BUILD



BUILD & LAUNCH
NEW **IMPACTFUL**
PRODUCTS AND
SERVICES

INNOVATION BY
DESIGN TO GO FROM
FIRST PROTOTYPE TO
SCALABLE
SOLUTION

High impact session

Join our high impact session to activate the collective intelligence of 8 to 600 participants to solve very complex problems and own the solution. You'll align your leadership team and develop a plan that is ready for execution in just one day.

HIGH IMPACT SESSION

DEVELOPED BY DELOITTE

REALISED MORE THAN 200x WORLDWIDE (ONE FAILED)

1 DAY



IN FIRST PHASE OF LARGE CHANGE PROJECTS

FROM LOS ANGELES TO KYOTO

self-monitoring
 accountability
 collective intelligence
 debate
 thinking framework
 communicate



unique location

unique space

WHAT IS THE MOST COMPLEX PROBLEM?

for EXECUTIVE TEAMS up to 600 persons SENIOR LEADERS



BUILDING THE WAY FORWARD TOGETHER



solving the most of complex problem

- ALIGNMENT
- RESPONSES
- ACTION PLAN



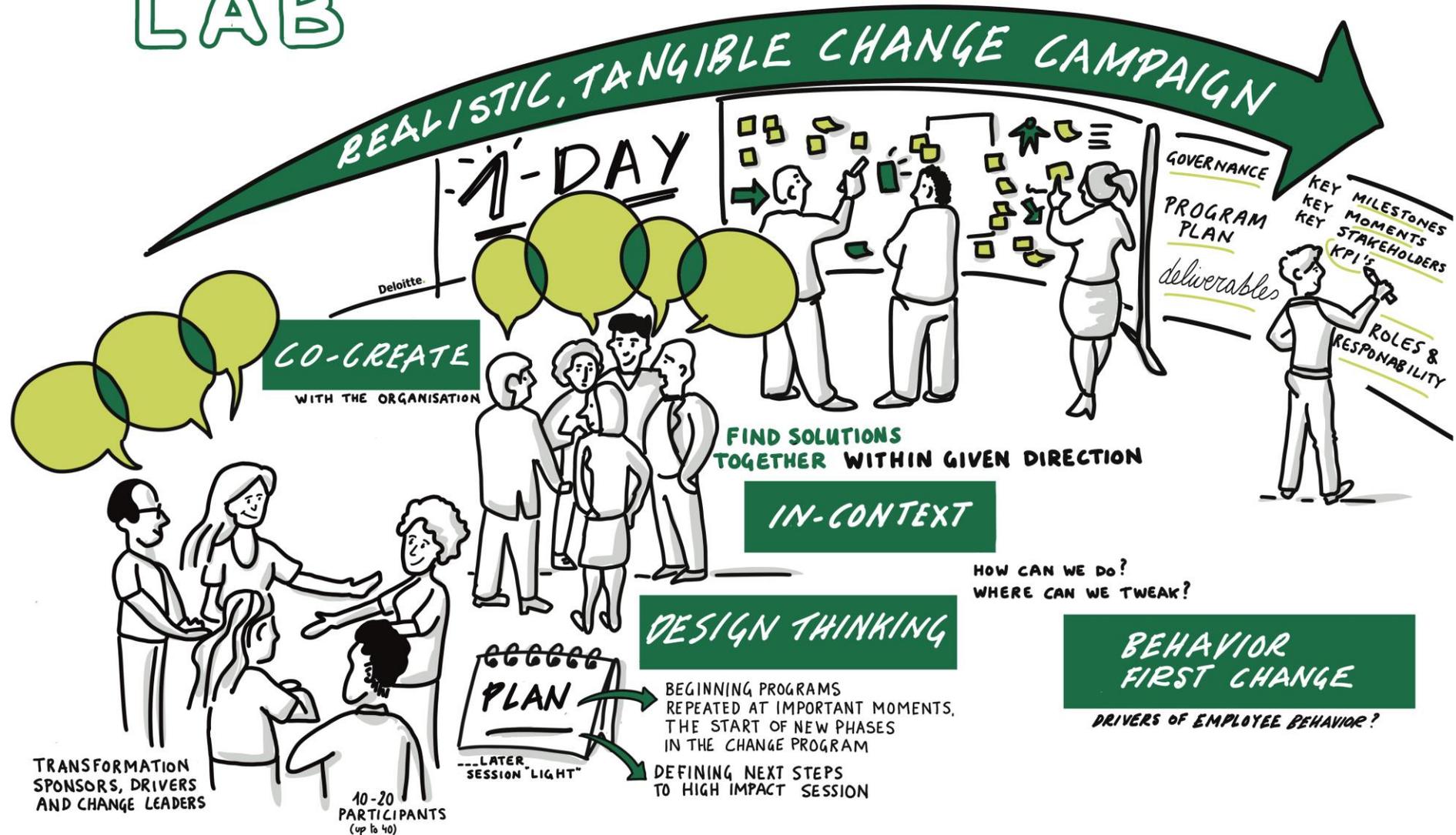
Design for impact



Change acceleration lab

*Key transformation drivers
commit to a collective intelligence
tactical change plan in one day.*

CHANGE ACCELERATION LAB



Innovative communications

*Real powerful stories directly
from your people to the whole
organization to show the success
and progress of your
transformation.*

INNOVATIVE COMMUNICATIONS

**POSITIVE
CREDIBLE
TRUST**

COMPELLING 21st CENTURY COMMUNICATIONS TO **ACCELERATE TRANSFORMATION**

- FIT FOR DIGITAL AGE
- TAILORED TO THE CUSTOMER
- TIMELY



**FUN
HUMAN
DOWN
TO EARTH**

STAND OUT WITH COMMUNICATION THAT REACHES TARGET AUDIENCE

IMPACT

PERSONAL GROWTH IN COMMUNICATION SKILLS
HOW TO COMMUNICATE WITH BIG GROUPS

ANALYTICS

- FEEDBACK
- UNDERSTAND NEWS CONSUMPTION PATTERNS AND PREFERENCES

Strategic workforce planning

We help you translate your Organisational Strategy into your Future Workforce needs through the means of Strategic Workforce Planning and data-driven scenario planning.

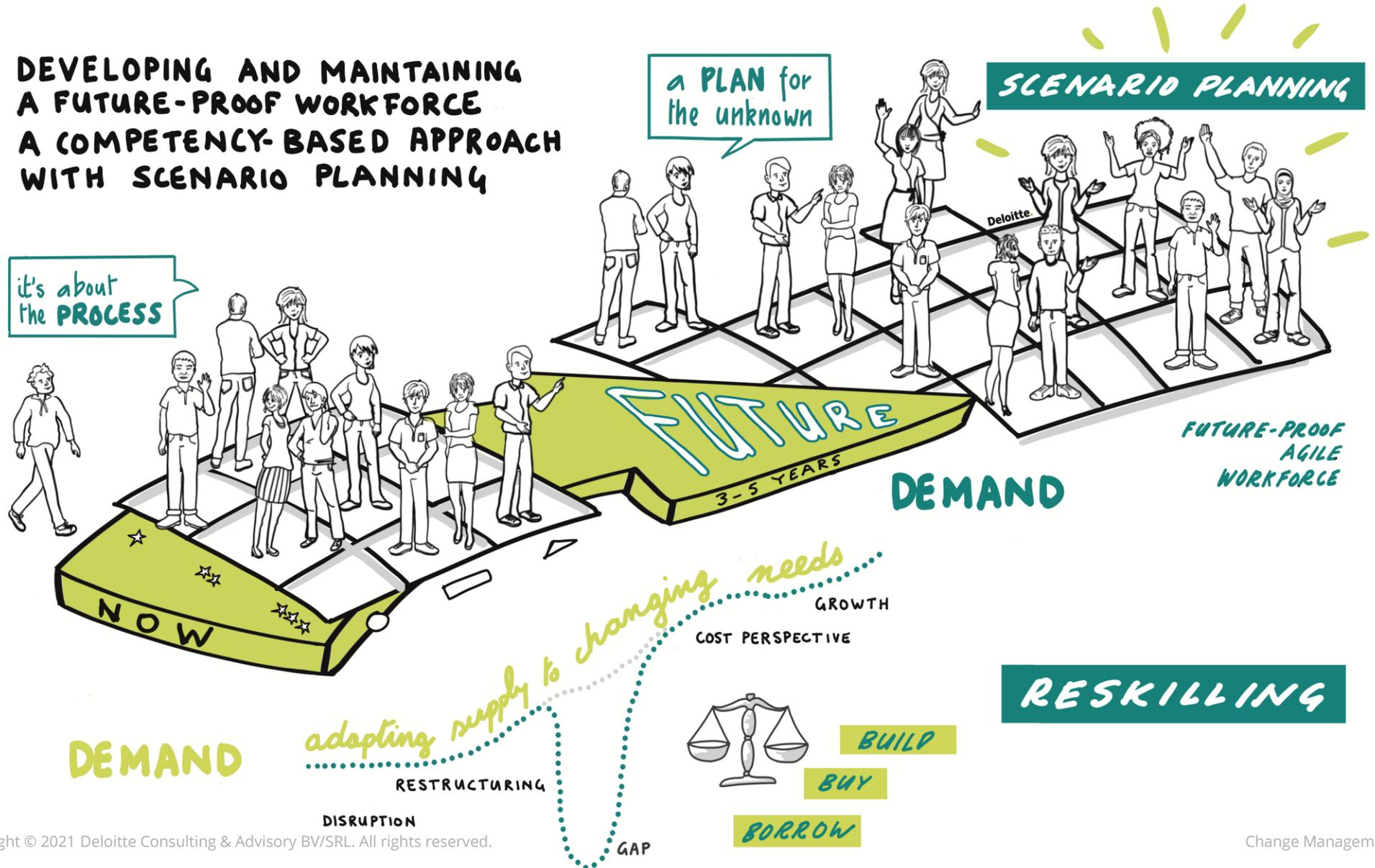
STRATEGIC WORKFORCE PLANNING

DEVELOPING AND MAINTAINING
A FUTURE-PROOF WORKFORCE
A COMPETENCY-BASED APPROACH
WITH SCENARIO PLANNING

it's about
the **PROCESS**

a **PLAN** for
the unknown

SCENARIO PLANNING



Digital studio

We help you conceptualise, test, and assess ideas without taking any major financial risk and help you develop smart experiences for your end-users with innovative digital technologies.

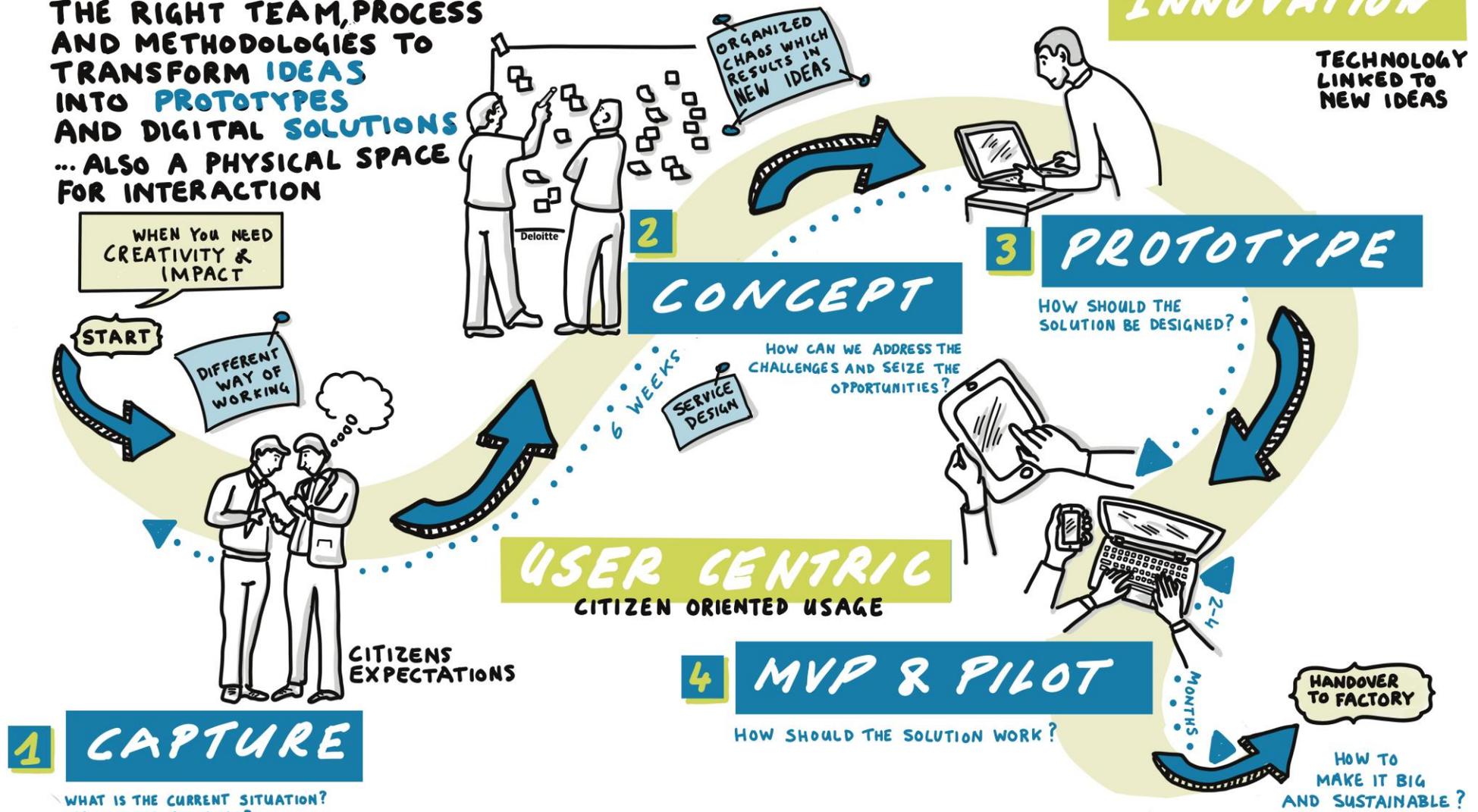
DIGITAL STUDIO

HOW TO MATERIALISE INNOVATION?

DISRUPTIVE INNOVATION

THE RIGHT TEAM, PROCESS AND METHODOLOGIES TO TRANSFORM IDEAS INTO PROTOTYPES AND DIGITAL SOLUTIONS ... ALSO A PHYSICAL SPACE FOR INTERACTION

TECHNOLOGY LINKED TO NEW IDEAS



Develop capabilities



Learning studio

Partner with us to turn your digital learning into real experiences that stay with your people. You'll be able to measure the impact and optimise the programmes accordingly, not only for the individual but also for the organisation.

Competency management & skills assessment

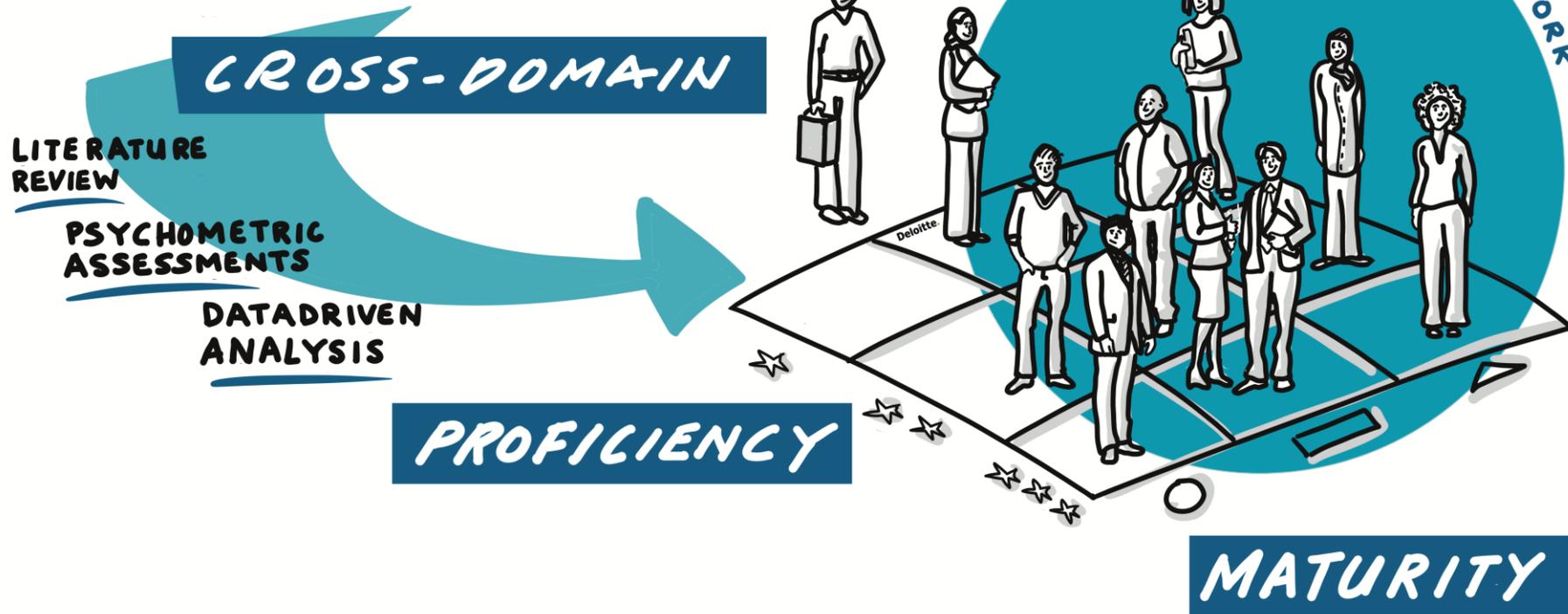
Through the means of proven tools and methods, we will assess your current Workforce and develop a Future-proof Competency and/or Skills Taxonomy.

COMPETENCY MANAGEMENT & SKILLS ASSESSMENT



STANDARDISED FRAMEWORK
TO ENABLE A FUTURE-PROOF
WORKFORCE

OBJECTIVE



Drive through performance



Continuous listening

Data-driven insights will enable you to take a more targeted approach, monitor your progress, and demonstrate impact, optimising and accelerating your transformation success.

CONTINUOUS LISTENING

TO OPTIMISE AND ACCELERATE TRANSFORMATIONAL SUCCESS USING DATA-DRIVEN INSIGHTS

LISTEN TO THE WHOLE COMPANY

PULSE CHECK

TECHNIQUE TO GAIN INSIGHTS FROM DIVERSE DATA SOURCES

PERSONALISE INTERVENTIONS

ALWAYS ON

BEHAVIORS

MINDSET

CAPABILITIES

SKILLS

HOW ENGAGED?

0 DEFINE TRANSFORMATION OBJECTIVES

1 DEVELOP LISTENING STRATEGY

2 CONDUCT BASELINE MEASUREMENT

3 FOLLOW UP & MONITORING FEEDBACK

MONITOR PROGRESS

PREDICT SUCCESS



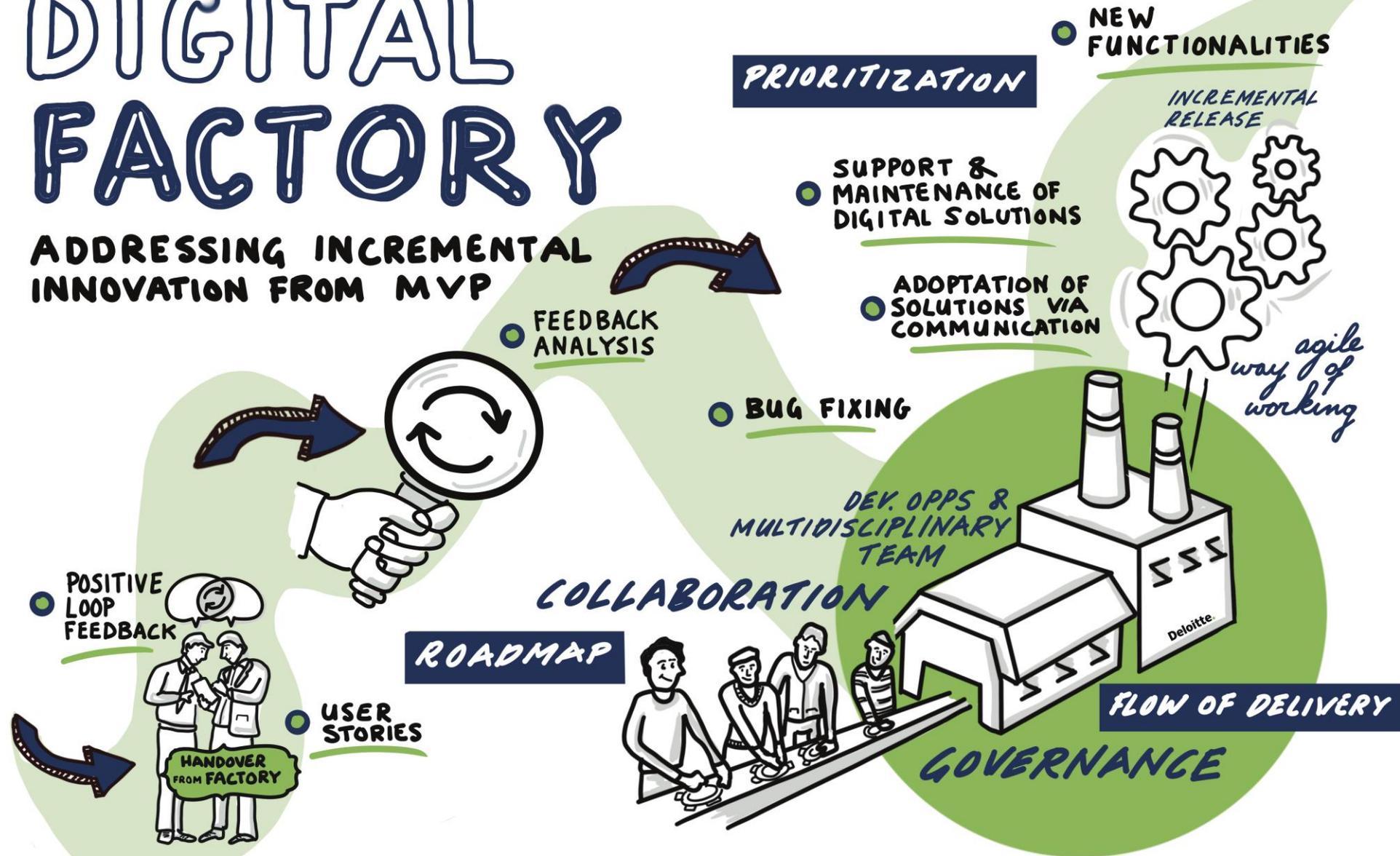
LEADER
GLOBALLY RECOGNISED
LEADER IN CAPTURING THE VOICE OF THE EMPLOYEES

Digital factory

You will transform minimum viable products (MVPs) into full-blown and scaled digital solutions using an iterative and user-centric approach.

DIGITAL FACTORY

ADDRESSING INCREMENTAL INNOVATION FROM MVP





Get in touch!

Hilde Van de Velde

Global Lead Client Service Partner
for the European Institutions

Contact: hivandavelde@deloitte.com

Nathalie Vandaele

Human Capital Leader
for the European Institutions

Contact: nvandaele@deloitte.com

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