

## **Digital Enablement**

Turning your transformation  
into a successful journey



# Embarking on your digital transformation journey

Digital transformation is the use of technology to radically improve the performance or reach of an organisation. In a digitally transformed business, digital technologies enable improved processes, engaged talent, and new business models<sup>1</sup>.

Achieving digital transformation isn't driven by mastery of the technologies, but by the ability to articulate the value of digital technologies to an organisation's future. A clear digital strategy, backed by leaders who can foster a culture of embracing change, is critical to the digital reimagining of an organisation.

While digital strategy is unique to each company, **digitally maturing organisations** often share some common traits:

- They communicate a clear, coherent digital strategy that integrates with their overall corporate strategy.
- They know technology on its own won't make the difference – people must be inspired and prepared to use it to its full potential.
- They know the importance of a culture that is nimble, collaborative and open to calculated risk.
- Most of all, they know that talent, more than technology, will carry the organisation into the future.

Technology might be hard to implement successfully, but culture, people and transformation can be even harder. Since the 1970s, the rate of failure\* of organisational transformation projects has remained constant at 60-70%<sup>2</sup>. Something is missing from the equation in these projects: the human element.

51% of companies are currently in the process of redesigning their organisations to embrace digital business models<sup>3</sup>. However, for a successful digital transformation, organisations cannot just focus on the technology elements – they must consider their organisation strategy, leadership, culture and talent.

A data review conducted by Prosci demonstrated that 94% of programmes with “excellent” change management met or exceeded their objectives<sup>4</sup>.

**Now is the time to invest in Digital Enablement Change Management.**

1. Digital transformation: Is your organization ready?, 2015

2. Change Management Needs to Change, 2013

3. 2017 Global Human Capital Trends, 2017

4. The Correlation Between Change Management and Project Success, n.d.

\*Failure refers to not achieving the defined objectives and benefits of the transformation.

# Planning your trip

Deloitte's **Digital Enablement Change Management team** helps organisations get the most out of their digital solutions by putting people at the core of everything. We focus on getting leadership aligned and people ready, willing and fully equipped to adapt to new technologies, ways of working and behaviours that will bring you one step closer to realising your digital transformation goals.

**Let's start our engines and make sure we have everything we need to start our journey.**



## Our vehicle

The digital strategy new solutions, processes or behaviours behind the transformation.



## Our driver

The senior leaders that will lead by example to sponsor the transformation.



## Our navigators

The change agents and project team that will execute the transformation.



## Our travellers

The end users that will be supported in adopting the new changes.

Organisations need to focus on more than just the vehicle during the journey – the driver, navigators and travellers are equally as important.

## The 4 Pillars of Digital Enablement



### Ambition for the Future

- Define the digital strategy
- Align digital strategy to corporate strategy
- Set up the operating model for success
- Align talent, people and change strategy via digital enablement



### Develop the Digital Leaders

- Assess leadership readiness for change
- Define leadership attributes
- Create a plan to develop digital leadership capabilities



### Rewire the Organisation

- Define digital culture attributes
- Develop new organisation design to embrace digital culture
- Assess new capabilities needed to develop the digital talent strategy



### Engage and Enable

- Transition workforce to new digital organisation
- Build capability through learning
- Align performance metrics / plan to sustain
- Realise benefits





# Accelerating towards your destination

At Deloitte, we apply analytics-based insights to help organisations manage change, build competencies required to operate new technologies, and redesign the business to support digital transformations.



## Change preparation

### Decide on the route before taking off

In conjunction with key programme sponsors, understand the task at hand and develop a plan of action to oversee change and stakeholder engagement, including measures of success and desired behaviours. We help develop leadership capabilities, engage impacted stakeholders, and continuously drive, monitor and reshape change readiness activities as required.

Is the leadership team aligned on the common goal of digital transformation and how it will affect all areas of the business? Are they equipped to make it a success?



## Organisational alignment

### Keep your travellers front of mind

The introduction of a new technology and ways of working can significantly change how an organisation is structured and how roles and responsibilities are assigned. We work with organisations to assess these changes, map roles to positions, assess readiness and develop workforce transition plans.

Has the future impact of the transformation on business processes, employees' knowledge and skills, and technologies been captured and analysed?



## Communications

### Update the entire crew throughout the journey

Communications to stakeholders are critical for making sure everyone is on the same journey, and the right people are receiving the right information at the right time. We plan, design, develop and deliver communications throughout a digital transformation journey.

Do all users and stakeholders (internal and external) receive timely, accurate and targeted information about the initiative? Are they aware of the transformation vision and key benefits?



## End-user training

### Are your navigators and travellers upskilled to thrive in the new destination?

Training is a key component to overcome resistance and improve adoption rates. We plan, design, develop and deliver training programmes that equip change agents and end-users with the skills and knowledge they need to perform their roles effectively and efficiently. Successful training should be measured by successful adoption, not attendance.

Has the impact of the change been translated into detailed training requirements for all affected stakeholders?



## Culture

### Are you all on the same journey?

'The way we do things' – is a highly valuable asset and difficult to replicate. When aligned with corporate strategy, culture can deliver a powerful competitive advantage. We support organisations in rewiring their organisation and embedding new cultures that are aligned with business strategy, shaped by leaders' actions and decisions, sustained by employee behaviours and reinforced by business and organisational systems.

Do you understand your current culture and does this align with how your staff perceive it? Have you identified the to-be culture and mapped out a plan to make it a reality?



## Capability transfer

### Equip the drivers and navigators to fly solo

To realise the full benefits of the new technology and ways of working, organisations must be able to carry forward the skills and knowledge developed in the project. We design, execute and manage the capability transfer process to enable the project team and change agents to fly solo in the future.

Have you identified employees who could lead similar initiatives in the future? Is there a robust capability transfer plan in place to ensure subject matter expert knowledge is passed on?



## Organisational design

### Structuring the crew for success

When properly executed, organisation design can significantly accelerate performance in complex business environments. Organisations can become more adaptable and simple by embracing digitalisation and unlocking the power of networked teams. Organisational simplification is usually possible through digitisation. We work with organisations to design and implement new roles, responsibilities, structures and ways of working.

Have you assessed how your digital organisation needs to be structured to support the future of work and the possibility of agile networks of teams?



## Benefits realisation

### Don't lose sight of the journey objectives

Rallying an organisation around the business case is powerful for facilitating buy-in and support for the initiative. We help organisations articulate and link the benefits of the new technology and ways of working to strategic objectives, and track and communicate the realisation of these benefits throughout the project.

Have you assessed the key benefits driving the transformation and put metrics and mechanisms in place to ensure they are progressed, tracked and realised?

# Keeping you on track

Every member of an organisation undergoing digital transformation is on their own personal change journey that looks and feels different. Organisations with a focus on **Digital Enablement Change Management** understand that when they're planning their route to success, they need to plan early, empower drivers, align and coach navigators and introduce travellers to the journey, providing the entire crew with a map to follow.

Deloitte's Digital Enablement Change Management service offering is designed to partner with all digital transformations and deliver on the people-related complexities of these projects.

Our dedicated Digital Enablement Change Management team is positioned to work with your PMO and business teams to drive engagement, acceptance and return on investment.

## Benefits to your transformation



Developing and implementing a structured Digital Enablement Change Management approach will significantly **accelerate technology and ways of working adoption** through an active targeted people approach.

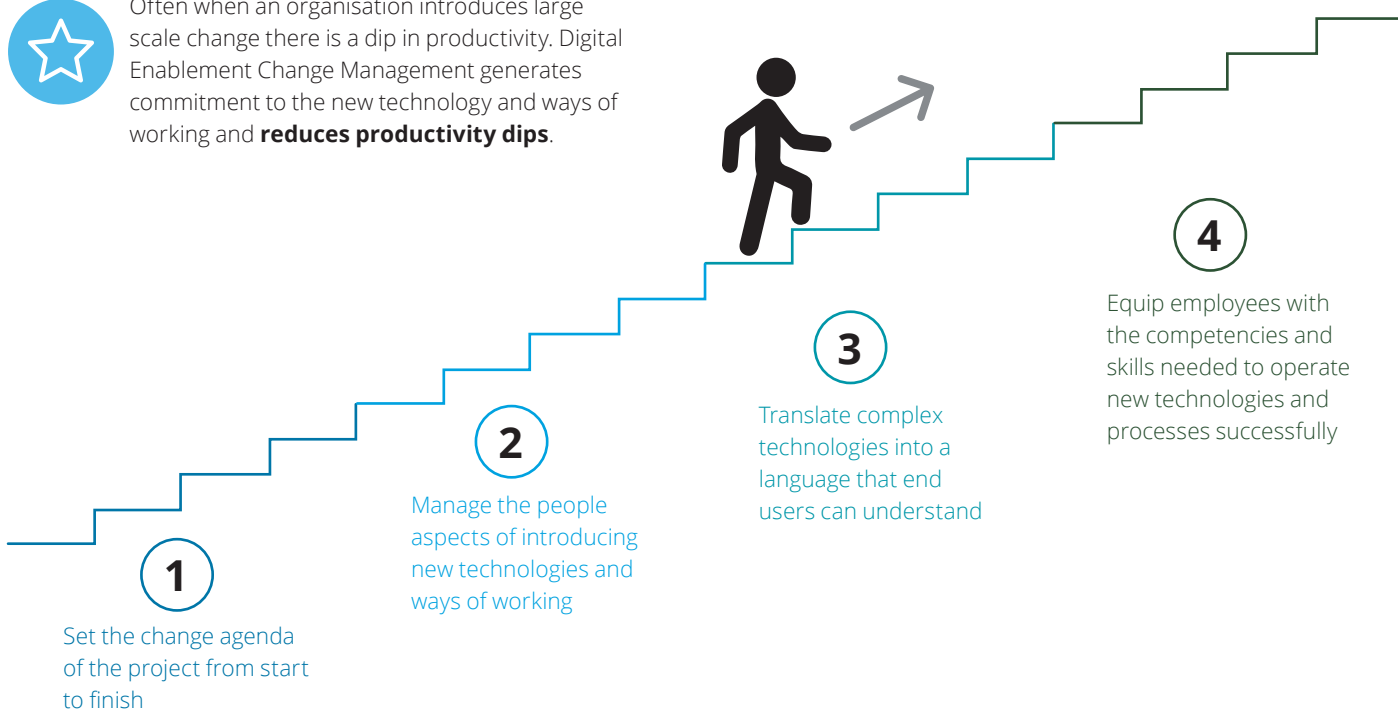


Effective Digital Enablement can be viewed as a **cost avoidance and risk mitigation** technique.



Often when an organisation introduces large scale change there is a dip in productivity. Digital Enablement Change Management generates commitment to the new technology and ways of working and **reduces productivity dips**.

Digital transformation projects are large, complex, and typically span multiple geographies and employee groups. They require a vision, strong digital leadership and targeted change management





# Reaching your destination

Digital transformation is happening and organisations must be prepared with a Digital Enablement Change Management strategy.

Achieving digital maturity is an imperative for companies to thrive in today's tech savvy marketplace. The Deloitte 2017 Global Human Capital Trends Survey found that 88% of respondents believe that building the organisation of the future is an important issue. Yet, this ambition for the future could go to waste as only 11% of respondents believe they understand how to build this digital organisation.

Throughout a digital journey changing the technology isn't the hard bit, changing people's culture, beliefs and mind-sets is. The question is not 'what' it's 'how', how do we rewire our organisation?

A Digital Enablement Change Management strategy brings together digital capabilities and human interactions to enable bionic transformations. We help to enable the 'how'.

Digital Enablement Change Management will give you a competitive edge where technology can't. We will work alongside you to develop your digital leadership, retain and 'redirect' essential employees, accelerate adoption rates, and develop a culture that embraces change. Most importantly, we will keep your business invested in the project's success by setting measurable goals and celebrating achievements as we realise benefits throughout the transformation.

An investment in Digital Enablement Change Management is an investment in your organisation, culture, talent and future.

The question is not '*why digital enablement?*' – it's **when do we get started?**



## Key Questions for the C-Suite

- You have imagined a digital transformation that will have a profound impact on your business – but do you know what the impact will be on your people?
- The majority of leaders – 89% - tell us they don't know how to build the organisation of the future. Are your leaders prepared to be active and accountable on the journey to a digital business?
- Change management is a vital enabler of digital transformation – without it, we see a 70% failure rate in attempts to deliver new technology and ways of working. Have you got change leaders, and a change plan, to support your ambition?
- Culture is critical to creating and maintaining the “DNA” of a successful digital business. How well do you understand your current culture – and can you describe the culture you need for the future?
- Most businesses are diverse and complex, with a lot already going on and many priorities to balance. How will you know when your business is ready for transformation – or what should be done to get it ready?
- Communicating and engaging people on the transformation journey is vital – how clearly articulated is your case for change? Do your key messages reflect the business benefits you want to deliver?
- Embarking on the journey to digital enablement is energising and exciting for your business, but brings risk and cost as well. How well do you understand the risks to delivery and adoption?

## How do we make real change happen?

### A Global Client in the Energy Industry – Microsoft Digital Transformation Programme Engagement

Our client identified the need to bring their IT to the next level and to take advantage of emerging digital opportunities. They set out on implementing a new technology system to increase security, improve ways of working and reduce cost. However, they were concerned that their employees might resist this change and they wanted to avoid low adoption rates. Deloitte were employed for their Digital Enablement services and to generate high levels of stakeholder engagement.

#### Digital Enablement activities:

- **Established a Change Network** consisting of Change Sponsors, Leaders and Champions and supported these individuals to drive business involvement in programme activities as well as communicating information to their parts of the business.
- **Delivered workshops** explaining all elements of the programme to 300 key individuals in the organisation within the first few months of establishing the programme to change attitudes towards IT's approach to adopting change.
- **Capitalised on the organisation's strong safety culture** to help drive behavioural change regarding taking personal responsibility for security. To do this Deloitte put channels in place for highlighting security threats, examples of these were the running of anti-phishing campaigns with test scam emails to drive the message through.

#### The transformation:

- High user adoption rates
- A smooth digital transition
- Strong commitment to the new ways of working
- Better compliance to the client's security rules through increased understanding of personal responsibility
- Reduced the number of victims falling foul to phishing attacks

## How can change fail to happen?

### A Telecommunication Provider's Failed Digital Transformation

#### The Project

The business set out to prepare for 'the on-demand digital world.' It was a complex business transformation programme aimed at transforming the way in which the client makes content for its audiences. It was set up to deliver a data management system, a digital archive, production tools and common enterprise services.

#### The Outcome

The project was cancelled in May 2013 with an asset write-down of £100m.

#### Why did the project fail?

- Upon reflection it was found that the reason the project failed was not due to technology inefficiencies but rather a lack of Change Management.
- The focus and priorities of the client were on technology build and not sufficiently on enabling organisation-wide change.
- A correct governance structure was not put in place, leaders did not have the capabilities or experience to oversee the transformation.
- They identified a lack of benefits management and tracking as another pitfall.
- There was a severe lack of clarity and communication around the project.

This case outlines the need for strong Digital Enablement Change Management and Project Management activities as risk mitigating techniques and as the key to successful Digital Transformation.







# Our tools

## The tools we use to help you reach your destination

**Tableau** - the use of Tableau allows deliverables to be much more intuitive and interactive when analysing and tracking change activities and most importantly, change data. End users can filter results to drill down into data, showing exactly what is required to inform key project decisions. From Tableau visuals, tailored PowerPoint reports can be produced to support the communication of change activities.

**ChangeScout** - a cloud based Change Tool. A change management and business transformation application which is available in both online and offline modes. This application acts as the focal point for all change activities undertaken during the evolution of a digital enablement programme. Both the online and offline version connect directly to Tableau allowing seamless integration between data capture and visualisation.

**Change Adoption Profiler** - CAP is scientifically based, data-driven method that acquires insights enabling a tailored change approach, matching employees specific needs. The tool enables clients to optimise time, money and energy allocation by providing the right solution for each group of employees, rather than taking a one-size-fits-all digital enablement change management approach.

**CulturePath** - Deloitte's CulturePath Survey tool is a cloud-based, analytics-driven diagnostic that measures indices critical to culture and business success in an organisation. Our user-friendly assessment tool enables them to use a flexible approach to assess its enterprise-wide culture and understand strengths and gaps. Powered by robust business intelligence software, CulturePath enables users to visualise and interact with survey data and dashboard reports in real time and is accessible via any web-enabled device or kiosk.

**OrgVue** - this tool helps to understand the shape of the organisation for entire functions / Business Units or for sub-segments of the organisation to visualise the breadth and depth of the organisation. OrgVue easily allows you to see where 'leverage' is inefficient, identify organisational pockets of good or bad performance, understand cost distribution across the organisation and it shows you instant employee data distributions. We use OrgVue to give a flexible, intuitive and secure solution to deliver faster and better insights, for improved organisational effectiveness.

# Key contacts



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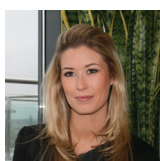
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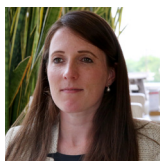
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