World atWork®
Rewards '22
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Business Transformation:
HP Inc.'s Journey to Lead the Future of Work and Drive Innovation

Today's Team

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Today's Discussion

1 **What is Transformational Change** and **Why Do So Many Fail**?

2 **A Structured Approach** – Definition of Success and Change Management

**3** **The Importance of Stakeholders** – Getting it Right and Getting Aligned!

4 **Impactful Communication** – What You Want to Know

5 **Driving Engagement** – Building Exciting and Commitment to the Plan

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What is Transformational Change?

Changes that are made to reshape a business strategy, processes, organization or culture.

True or False?

70%

Transformation Initiatives

Fail

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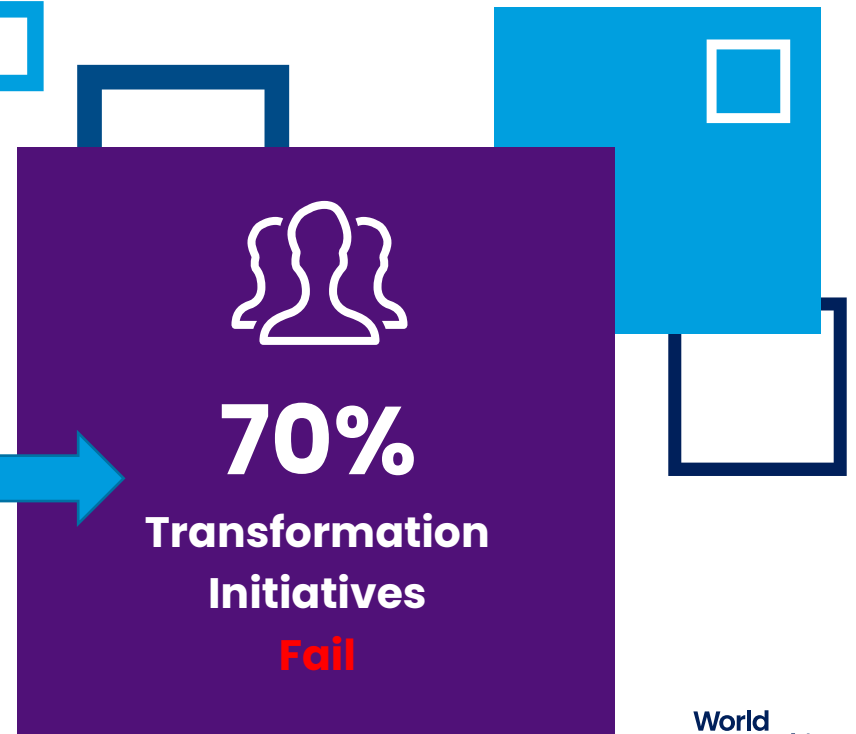
What's the Rest of the Story?

"From years of study…more than 70 percent of needed change either fails to be launched…fails to be completed… or finishes over budget, late and **with initial aspirations unmet".**[1]

"Our unscientific estimate is that as many as 50 percent to 70 percent of organizations that undertake a reengineering effort **do not achieve the dramatic results they intended".**[2]

70%

✓ **Fail to launch**
✓ **Fail to finish**
✓ **Finish late or over budget**
✓ **Don't achieve all of the expected outcomes**

5   1.   Kotter, John. 2008. *A Sense of Urgency.* Boston, MA: Harvard Business Review Press
    2.   Kotter, John. 2012. Leading Change. Boston, MA: Harvard Business Review Press

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Why Transformations Fail

Psychology of Change is too Much

Project aspirations outpace the amount of psychological change that the organization / people can handle.

- Transformational change takes 5 and up to 10 years to fully take hold.

- The larger the company, the longer it takes.

- The management of the change effort is underestimated or miscalculated.

- Key steps that may be intangible or cannot be quantified are considered unimportant.

- The best project managers are experts at change management.

- It's easy to confuse lots of activity with project success (checking the boxes).

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Why Transformations Fail

The Ripple Effect of Change; Resource and Budget Constraints

Change is expected, but the resources and budget are limited.

- Cross-functional resources needed to succeed are underestimated or left out.

- The communication plan is too narrow and often a victim!

- The intangibles are not eligible.

- The project team doesn't have enough resources to manage the effort.

- Large-scale technical investments are short-cut from the start.

- It's a team sport!

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Why Transformations Fail

Change Championship Doesn't Take Hold

Top down, bottom up, sideways; consistent & impenetrable messaging.

- Cross-functional championship is lacking.

- A clear decision-making process is not in place.

- Key stakeholders have not been identified.

- Communication planning/staffing is insufficiently supported. *40%+*

- The communication plan isn't agile enough for real-time feedback.

- The human element is missing.

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Why Transformations Fail

Analytics as a proof source can be viewed as "the panacea" and the search for truth goes on...

Variables can be infinite. Identify early on what matters most and tells the story. Keep it simple.

- A relatable vision is missing.

- Identify early on what matters most and tells the story.

- Emotion sets in and opinions are drawn because there was no up-front agreement and level set on baseline variables.

- Projections are not based on the 80/20; "analytics without a cause" and simplicity is lost.

- At some point you have to pull the trigger.

- Too many KPI's and confusion between analytics and KPI's.

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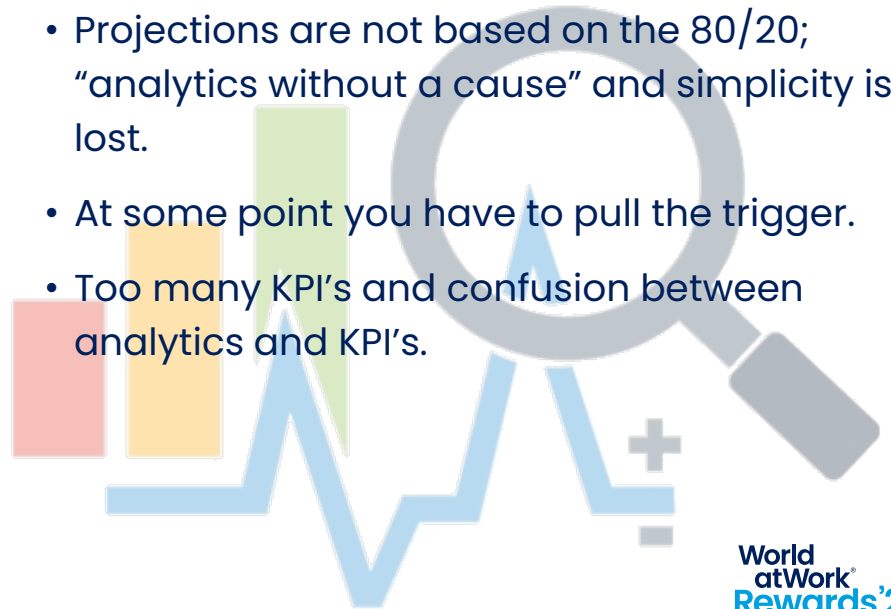
Why Transformations Fail

Employee Engagement Doesn't "Catch on Fire".

Like a puzzle, an engagement model has many pieces. The more pieces that are missing, the more difficult the effort becomes.

- Ownership and expectations are not clear across stakeholders.

- The "why" does not resonate consistently.

- The communication plan isn't robust enough to do the job.

- Connecting with people is not a priority.

- Engagement isn't a "two-way street" that cascades across the organization.

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Takeaway 1
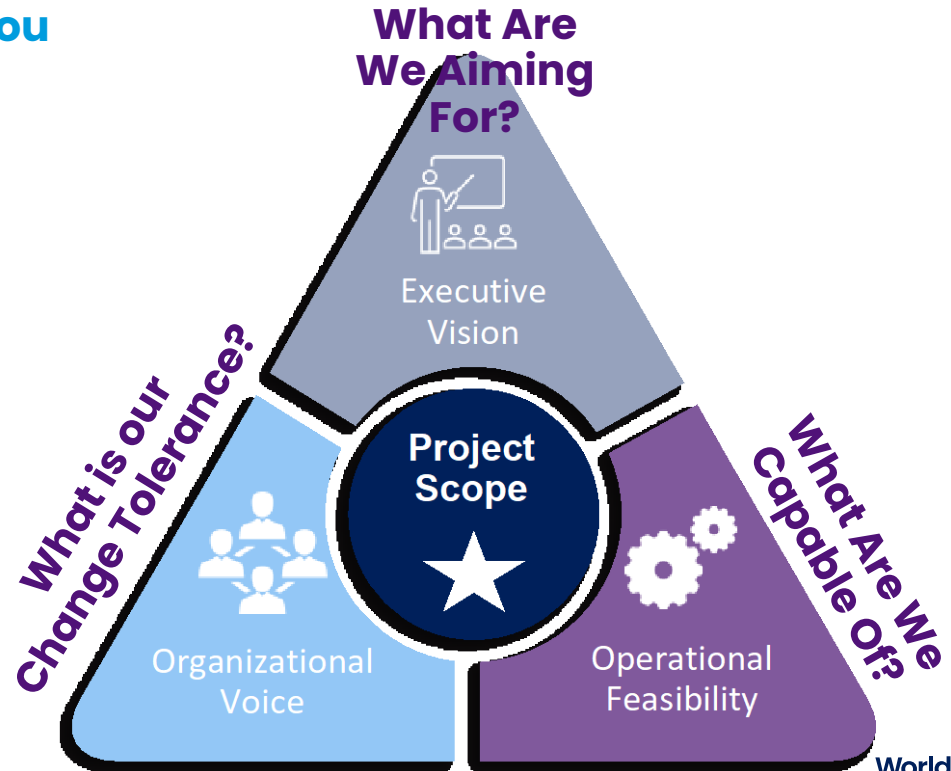# Know What Success Looks Like

It's a Team Sport

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What is the definition of success?

Success ultimately tells you what you are solving for and becomes the project North Star.

Initiate a discovery process to validate, refine, or define success.

What Are We Aiming For?

Executive Vision

What is our Change Tolerance?

Organizational Voice

Project Scope

Operational Feasibility

What Are We Capable Of?

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**Takeaway 2
Ensure Change
Management is Built into
Each Phase of Your
Project**

It's Not Just at Execution!

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Change Management as Part of Your Workplan

Planning

- **Align expectations**
- **Defining success- the discovery process**
- Get your Governance and PMO in place
- **Get commitment to a robust communication plan**
- **Identify stakeholders and begin to build the coalition**

Execution

- **Get to Know your stakeholders**
- **Build an open-door policy and access to leadership**
- **Ensure "the why" hits home**
- Identify your proof sources
- Identify enablement needs
- Document and mitigate risks

Implementation

- **Get feedback and check in on the team**
- Mitigate risks
- **Build energy**
- **Be flexible and ready to adapt and change**

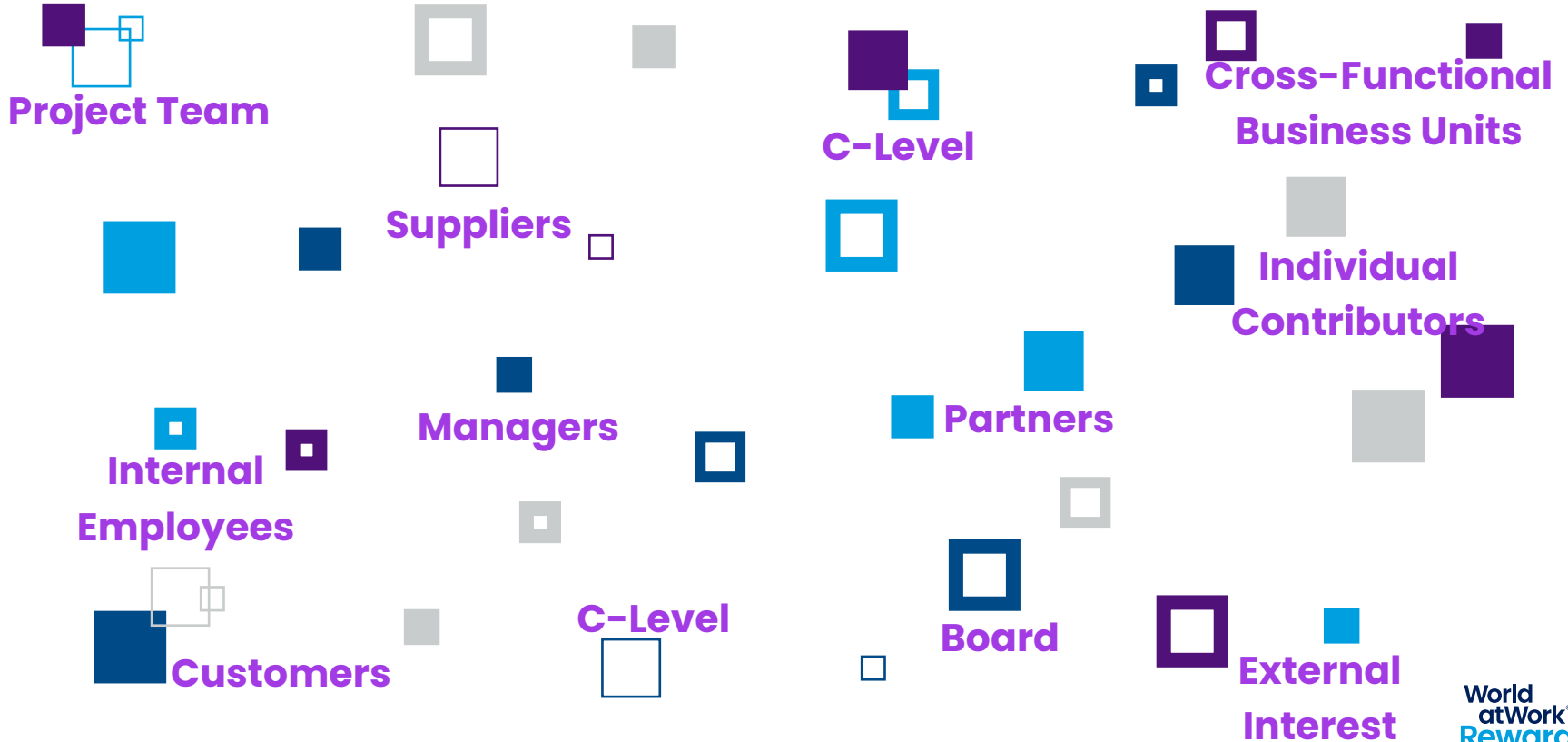Rewards'22

Change Management as Part of Your Workplan

Planning

Execution

Implementation

Communicate

Communicate Communicate

Communicate

- Align and commit
- Get your Governance and PMO in place
- Get commitment to a robust communication plan
- Identify stakeholders and build the coalition

- Engage your stakeholders
- Keep it personal
- Build an open-door policy and address blockers
- Ensure "the why" hits home
- Identify your proof sources
- Identify enablement needs

- Get feedback and measure against the norm
- Mitigate risks
- Reinforce your proof sources
- Build energy
- Be flexible and ready to adapt and change

Takeaway 3
Identify Your
Stakeholders

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The stakeholder landscape is vast!

Project Team

Suppliers

C-Level

Cross-Functional Business Units

Individual Contributors

Internal Employees

Managers

Partners

Customers

C-Level

Board

External Interest

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Stakeholders can be internal, external or both

Anyone who has a vested interest in the outcome of the project.

Internal – Role

- ❑ PMO
- ❑ Project Sponsors
- ❑ Core Project Team
- ❑ Cross-Functional Business Unit Employees
- ❑ Geographies/Regions

Internal – Level

- ❑ Owner, Shareholder
- ❑ Board of Directors
- ❑ C-Level
- ❑ Management
- ❑ Individual Contributors

External

- ❑ Customers
- ❑ Suppliers
- ❑ Partners
- ❑ Government
- ❑ Agencies or Associations

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Takeaway 4
Getting your sponsors right and presenting as one

It's a Team Sport

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Refining the Stakeholder List

- **Make a list of all potential stakeholders based on your project scope.**

- **Get input from your sponsors, their referrals and your colleagues by interviewing them and asking questions.**

- **Make sure your list addresses the following:**
  - **Geographical/regional nuances**
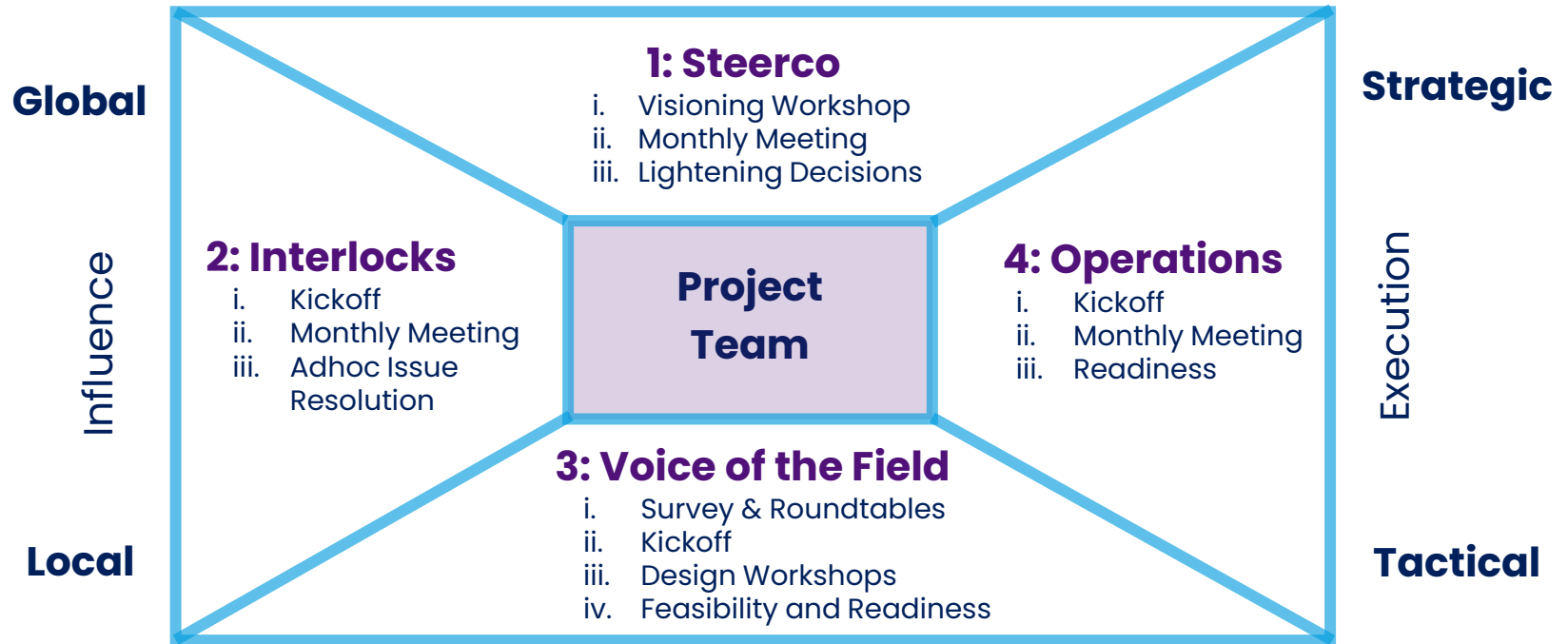 - **External stakeholders**
  - **Cross-functional representation**

Identifying Your Stakeholders

Yes or No

1. Does the role have influence across the organization to drive support for the project?

2. Can this role have direct influence and impact on the success of the project?

3. Is this role impacted by the project launch?

4. Does this person have an impact on the success of project by driving results and outcomes?

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Stakeholder Management

Global

Strategic

1: Steerco
i. Visioning Workshop
ii. Monthly Meeting
iii. Lightening Decisions

2: Interlocks
i. Kickoff
ii. Monthly Meeting
iii. Adhoc Issue Resolution

Project Team

4: Operations
i. Kickoff
ii. Monthly Meeting
iii. Readiness

Influence

Execution

3: Voice of the Field
i. Survey & Roundtables
ii. Kickoff
iii. Design Workshops
iv. Feasibility and Readiness

Local

Tactical

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Takeaway 4
Create impactful communication

- **Cascading Coaching**
- **Live support, Demos, and scripts**
- **Multi-media**

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Impactful Communication

Communication is about understanding information accurately and quickly

Poor communication leads to frustration, impeding progress and negatively impacting success. Great communication:

- Captivates

- Audience aware

- Empathizes

- Engages

- Transforms

- Communication must now be grounded in the framework of storytelling

- The combination of words and images helps us make concrete connections

- Your narrative becomes more relatable and more actionable

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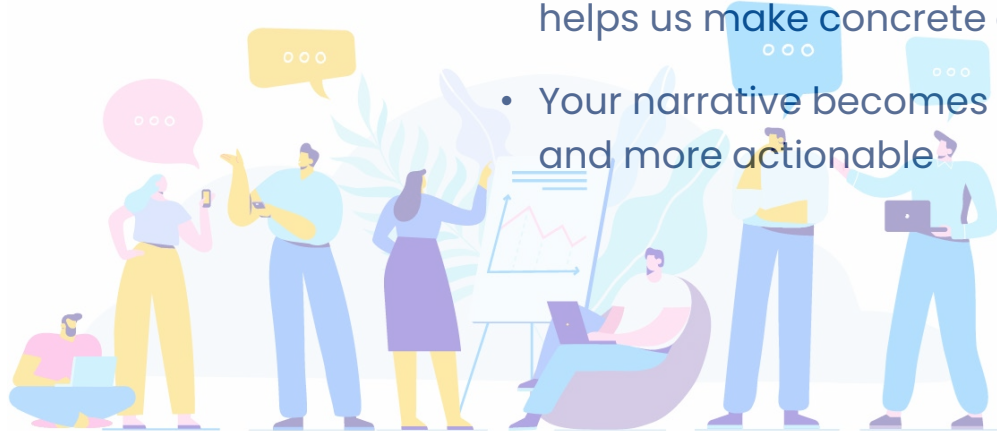
Takeaway 5
Engagement ensures that communication resonates with your audience

nothing resonates better than a story!

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Driving Engagement

The interpretation of data is the narrative. The story gives it context and richness, making it relatable.

Storytelling through visual means leads to engagement.

- Impactful

- Unfolding

- *Infotaining*

- Emotional

- Transformative

Data **The Experience Gap** People

- Stories connect and close the gap

- This helps us visualize and envision

- Engagement = retention

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A few final thoughts...and your questions!

- Transformational change is a journey. Incremental change is success!

- Have a good story that resonates and a "why" that resonates with each of your stakeholders.

- Don't forget the 80/20 rule.

  20% project management
  80% change management

- And as the fashion industry icon Tim Gunn says...

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THANK YOU.

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