

BC01. Encouraging Employee Adoption

Getting the organization to change its ways of working



KEY CONSIDERATIONS / CHALLENGE DESCRIPTION

- The need to break pervasive cultures and habits that have undermined historic performance and the previous adoption of new techniques, ultimately affecting customer and employee experience
- Business change focuses on new ways of working, whilst culture change is about people's willingness to work in different ways.

BENEFITS ONCE TACKLED

- ✓ Improved buy-in from employees
- ✓ Stronger realization of benefits from business cases
- ✓ Better customer outcomes

FUNDAMENTAL ACTIONS / APPROACHES

Involve end users and those affected in the early planning stages
Deploy training to give employees confidence in changed ways of working

NO REGRETS ACTIONS / APPROACHES

Recognize importance of transition points on way to end state. These impact individuals as they change through each transition - change is different for each person

INDUSTRY LEADING ACTIONS / APPROACHES

- Evolve business processes to reflect change
- Deploy customer centric metrics measuring the use of the new ways of working

RESOURCES

- Relevant IAM Subject Specific Guidelines <https://theiam.org/knowledge/subject-specific-guidelines-ssg/>
- Association of Change Management Professionals (www.acmpglobal.org)
- Frameworks such as **Prosci's ADKAR** and **Kotter's 8-step change model** can help formalize and structure the approach

RELATED ONE-PAGERS (COMING SOON)

- **BC02 – Gaining Executive Buy-in:** you will need top-down buy-in from Senior Leaders to support and encourage employee adoption – they need to recognize the value of this
- **BC03 – Change Impact Assessments:** identifying the key groups that will be affected and the impact of the change

! If employees are not engaged and focus their energies on other duties that they prioritize over the change, this results in a slowing down of the program.

! Employees may continue to work in the historic way after the implementation and benefits are not realized

! If employees feel left behind by technology implementation, a perception that 'tech is stealing our jobs' can lead to increased employee turnover and loss of key skills