

Digital Change Tools



INNOVATION RESOURCE CENTER for HUMAN RESOURCES

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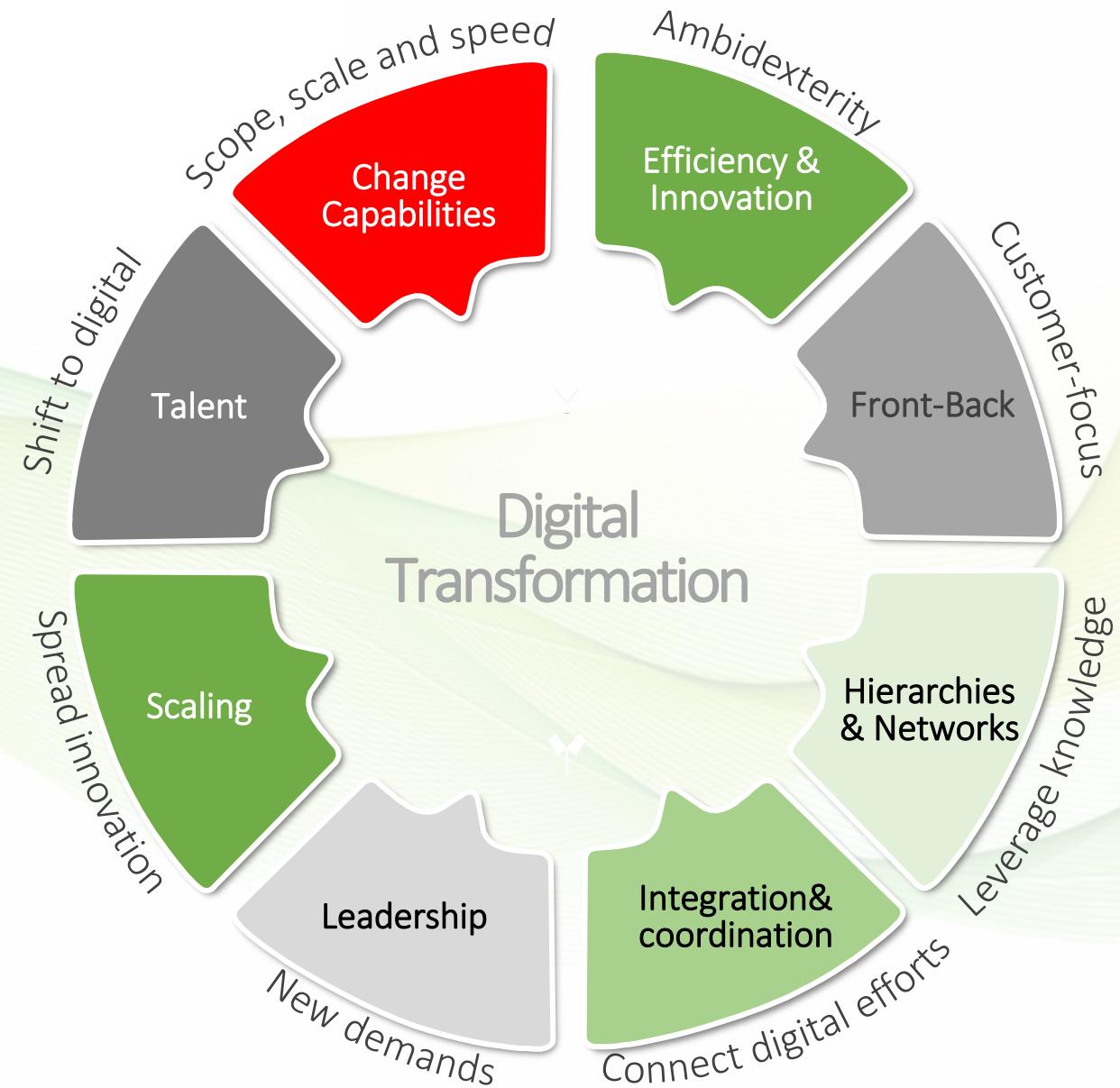


Center for
Creative Leadership

Digital Change Tools

Challenges are connected

Digital transformation is different because of the combination of these 8 challenges



Organization redesign is required

The key barrier to digital transformation is today's organization

Digital Change Tools

- ❖ This challenge has to do with enhancing the scope, scale and speed of change to accommodate the rapid pace of digitization
- ❖ Despite obvious interdependencies among the different changes, the organization lacked the capability to orchestrate, coordinate, and sequence these multiple, simultaneous, and often fundamental changes.
- ❖ These tools are intended to help raise awareness of the challenge and to provide useful guides to actions you can take to enhance your organization's ability to change

Digital Change	Scope, scale and speed	Changing faster and more successfully on a broader scale is key to executing digital strategies at the pace required by the competitive environment
Helpful reading		Pasmore, W. 2015. Leading Continuous Change. Oakland, CA, Berrett Kohler
Tools	Description	Use
Key Insights	Takeaways from the Lab	Learn what companies thought was important to know about this challenge
Design for Change	Galbraith's Star Model	This tool uses Galbraith's Star model to define the characteristics of a more change-ready organization
Four Steps	Model	Use this model to plan how you can accelerate digital change
Continuous Digital Change	Model	This model shows that digital change is not a one-time thing so it should be done quickly and with focus
Things You Can Do	List of actions	Some suggestions from the Lab about what your company can do to become more ambidextrous

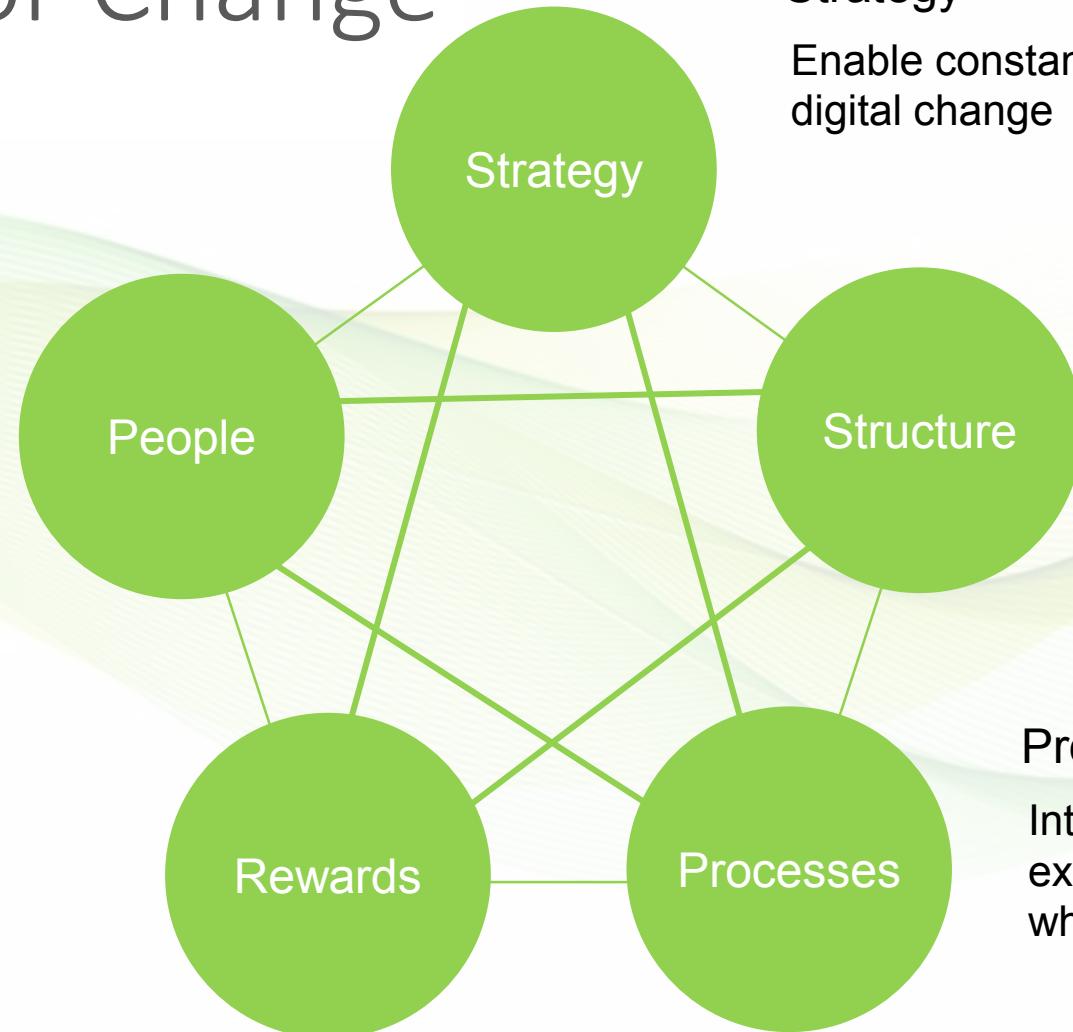
Key Insights about Digital Efficiency-Innovation

- ❖ Constant adaptation to digital futures requires that we learn how to manage complex, simultaneous, continuous change
- ❖ Digital change is socio-technical in nature. While the technology often advances quickly, social systems lag behind, creating friction due to resistance instead of embracing and accelerating change.
- ❖ We should encourage “expedited incremental change” while thinking more deliberately about making strategic changes (See Daniel Kahneman’s, Thinking Fast and Slow)
- ❖ Digital change won’t slow down or stop; so quit thinking of it like a from-to big bang. Instead, adopt Connie Gersick’s thinking about “punctuated equilibriums” – periods of relative stability punctuated by periods of massive change

Designed for Change

People
Select and develop people who are comfortable with learning, ambiguity and change

Rewards
Reward movement, development of new capabilities rather than tenure in role alone

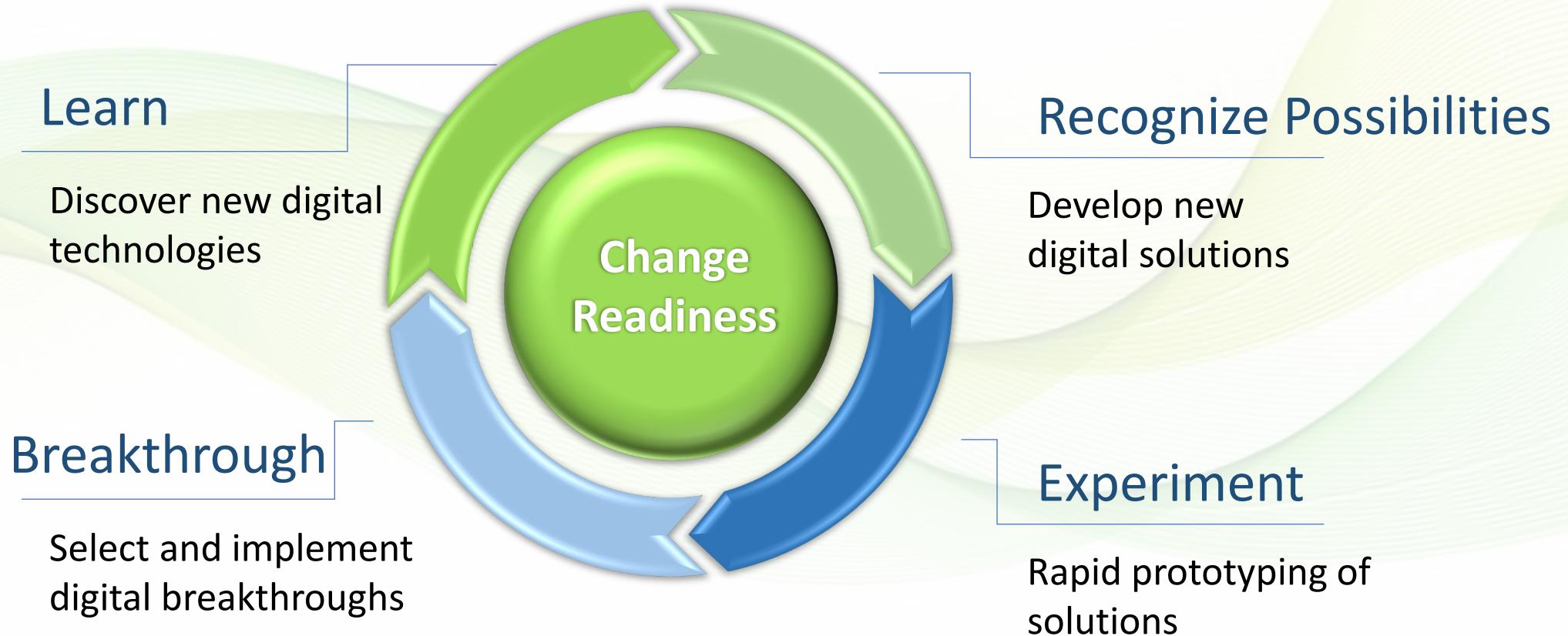


Strategy
Enable constant, complex digital change

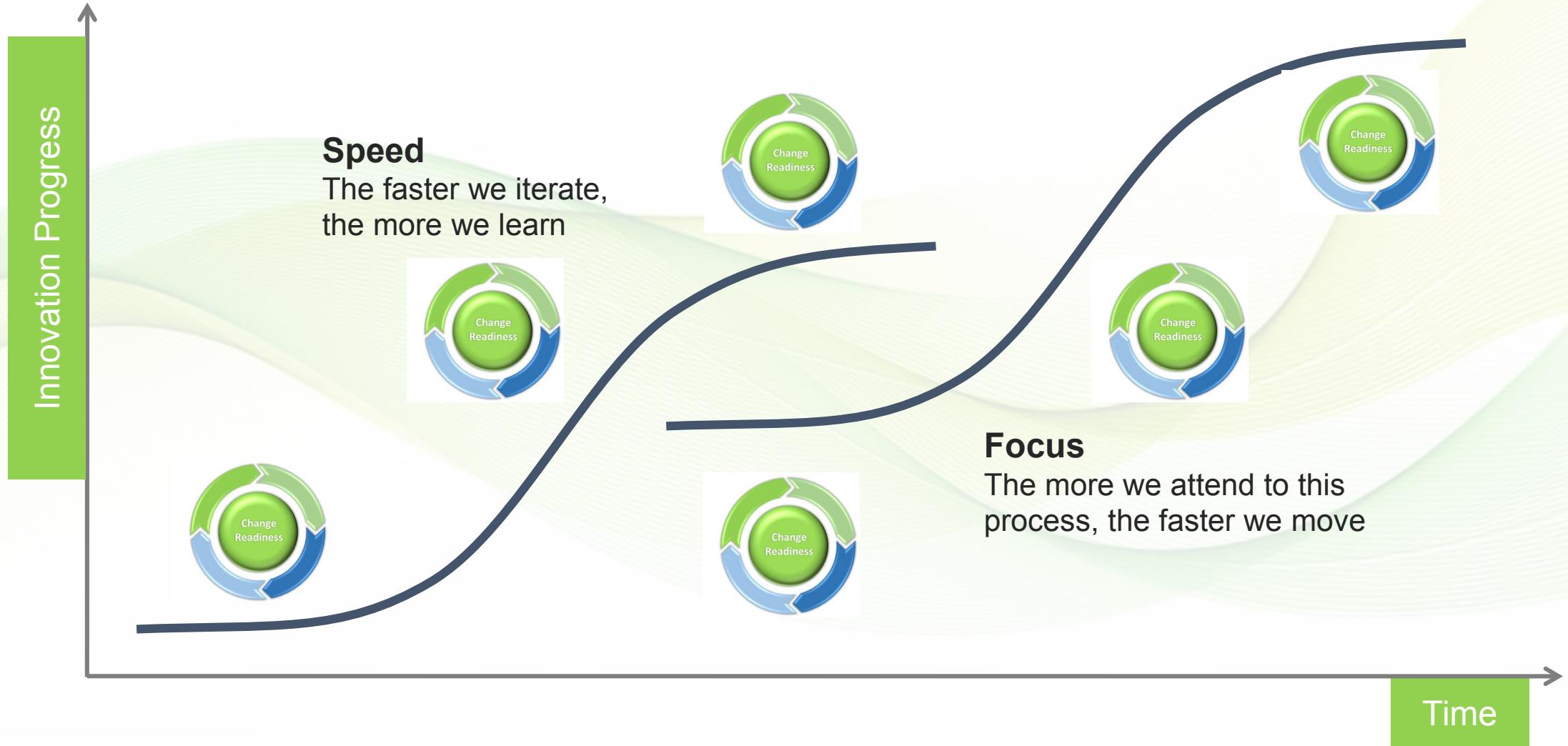
Structure
Invest in temporary arrangements and networks rather than hierarchy, silos and permanent roles and responsibilities

Processes
Introduce rapid iteration experiments in processes wherever it makes sense

Four Steps to Accelerate Digital Change



Digital Change Will be Continuous; Do it Speed Focus



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Things You Can Do

- ❖ Assess whether your organization is designed for change and make changes where necessary.
- ❖ Create greater change capabilities across the enterprise by engaging people actively in change projects and supporting them with tools and expertise.
- ❖ Make a list of things where it would be good to practice creative self-destruction to make room for change.

The **STARLab Alliance, Inc.** is a non-profit learning consortium focused on creating next generation organization design and leadership models

The **Digital Organization Design STARLab** is a year-long learning experience that allows participants and subject matter experts to collectively explore and prototype practical and innovative responses to digitalization. STARLab Participants include 3-6 senior leaders from 10 companies, well-into the digital transition of their business models, who will partner with leadership and organization experts. The STARLab accelerates learning and creates organization design solutions that optimize the application of advanced technologies and human capital approaches to achieve agility and sustainable effectiveness.

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