daggerwing GROUP
GLOBAL CHANGE CONSULTANCY

The New Realities:
Employee Experience AND Business Transformation

CASE EXAMPLES AND LESSONS LEARNED

Prepared for:

THE **CONFERENCE BOARD**

October 18, 2022

Do change **right** the *first* time.

Hello & welcome

Cheryl Ferguson
President and Co-Founder
Daggerwing Group

We're at this conference to **navigate the implications of change on employee experience**

Layoffs

Racial Reckoning

Zoom **FATIGUE**

GLOBAL PANDEMIC

INFLATION

Impending **RECESSSION**

HYBRID WORKFORCE

Quiet Quitting

And NOW many of you *also* have to layer on **managing employee experience through a** **big transformation**

Mergers + Spin-offs

Racial Reckoning

New Operating Model

ZOOM FATIGUE

AI/Digital Transformation

PANDEMIC

Enterprise **RE-ORG**

Impending RECESSION

HYBRID WORKFORCE

Customer-Centric Shift

Quiet Quitting

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4

Employees are SO tired of change

Employees need to embrace MORE change

So, because of all the

CHANGE

in **employee experience**…

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… we must look at what *needs* to

CHANGE

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... about the **practice** of
CHANGE
management.

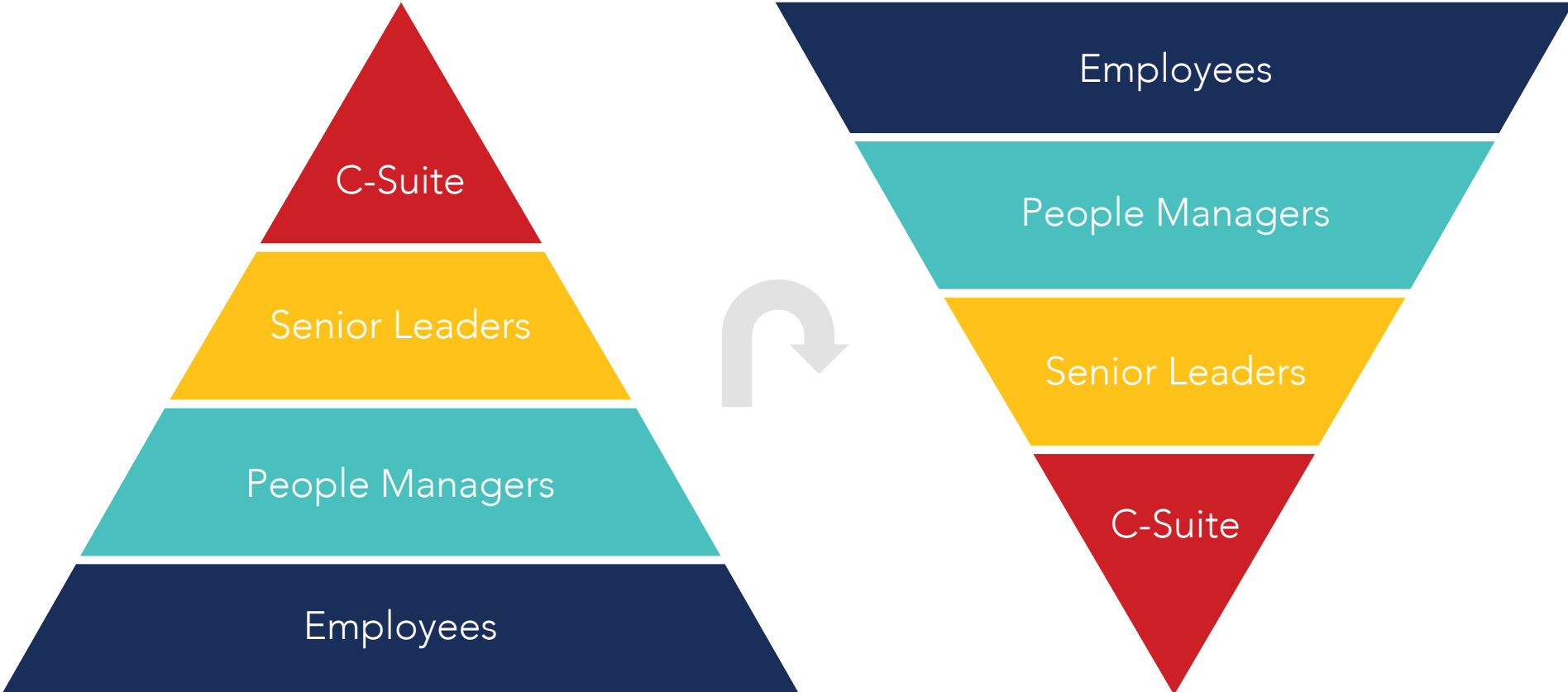# WHO KNOWS WE *NEED* TO CHANGE?

WHO *WANTS* TO CHANGE?

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Not only has Maslow's hierarchy flipped on its head...
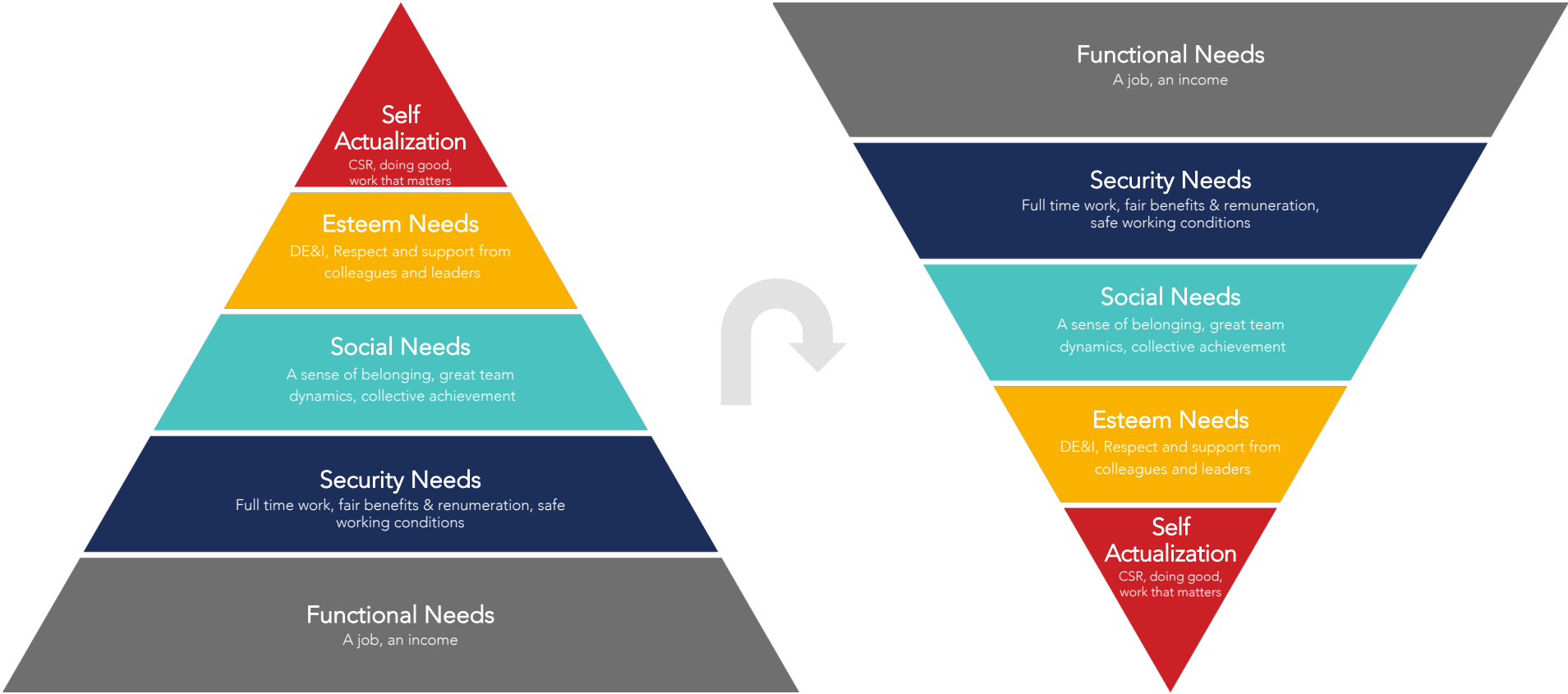
Hierarchy and command and control is also "upside down"

4 major trends changing change management…
(and they are ALL about **leadership**)

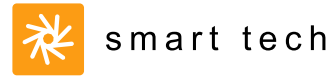**The old ways of leader "listening" create failure risk**

1

The **"cascade"** is toast!

2

Employees **demand personalization** too

3

Not enough "ready to lead" leaders

4

4 major trends changing change management...
(and they are ALL about **leadership**)

smart tech

Technology company going through rapid, reactive growth

HEALTH CARE

Big healthcare transforming the operating model

The old ways of leader "listening" **create failure risk**
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Global manufacturer operationalizing ESG

GLOBAL MANUFACTURING

Packaged goods embracing customer centricity

BRANDX

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The old ways of leader "listening" **create failure risk**

THEN…
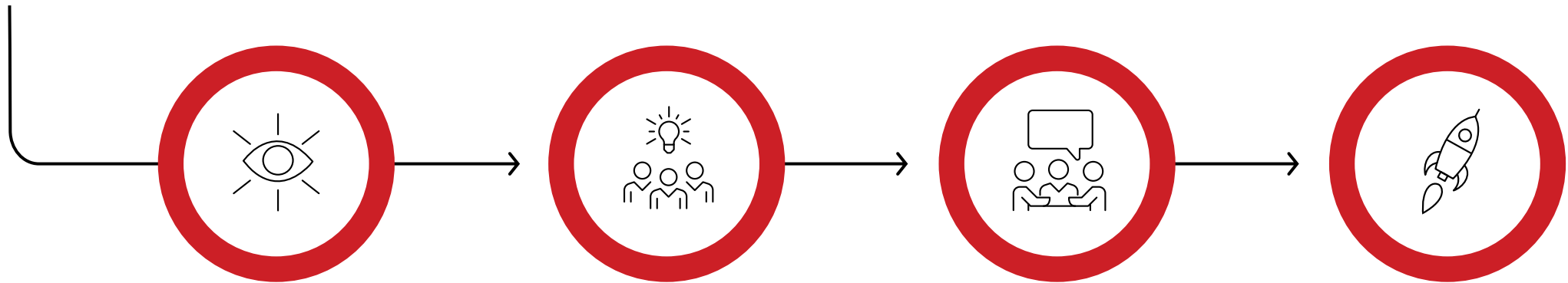
Executives create a vision…

They reach out to high performing employees for their thoughts…

Maybe they run a few focus groups to get reaction…

They launch the vision, saying "We Heard You!"

The old ways of leader "listening" **create failure risk**

NOW...

- Leaders paying lip service to listening and empathy will pay the price

- Leaders can't cherry-pick the "listening" they want to share and avoid real challenging feedback

- Employees don't want to be merely consulted, they want their ideas for change to be realized

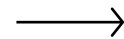- Leaders need to source more input, from more employees – faster!

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CASE EXAMPLE

From "We hear you!"
to **"You said it,
so we DID it"**

※ smart tech

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SO, what did they *change* about change management?

HUNDREDS of employee voices captured in just 3 days of tech-enabled interactive research

Really BIG disconnects uncovered between employee perceptions of people leaders – and the way people leaders were reacting

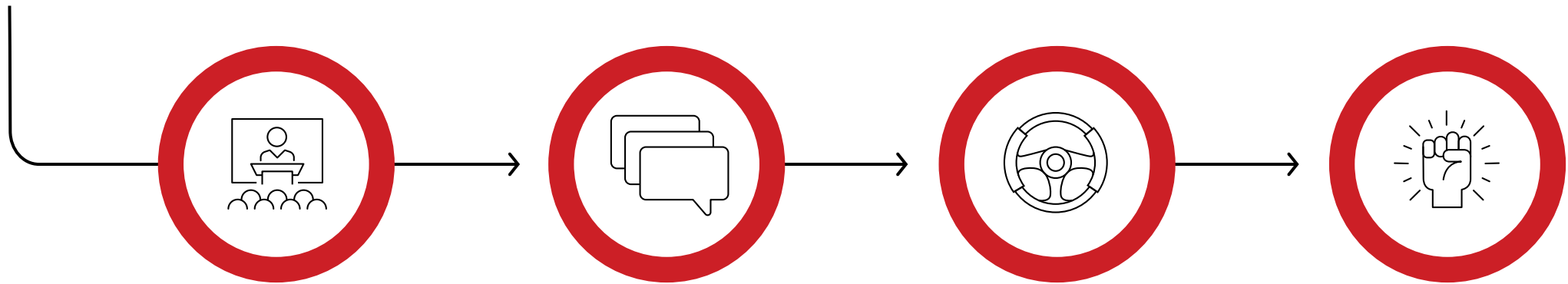**Leaders pivoted** from "I heard you" to **"You said, so WE DID"** reporting on transformation progress

Massive shift in the amount of longer-term strategic direction shared with every employee

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The **"cascade"** is toast!

THEN...

Executives share the Vision at a Town Hall…

→

Senior Leaders are given messages to cascade to their teams…

→

People leaders are tasked with the heavy lifting of driving change…

→

A select group of high performers are recruited as Change Champions…

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The **"cascade"** is toast!

NOW...

- Still too much confusion about role clarity and process in the senior ranks

- Risk that a messaging cascade is like a game of "telephone"

- Employees are NOT equipped to filter out what's meaningful for them

- Trust hangover for some employees over work-from-home-monitoring
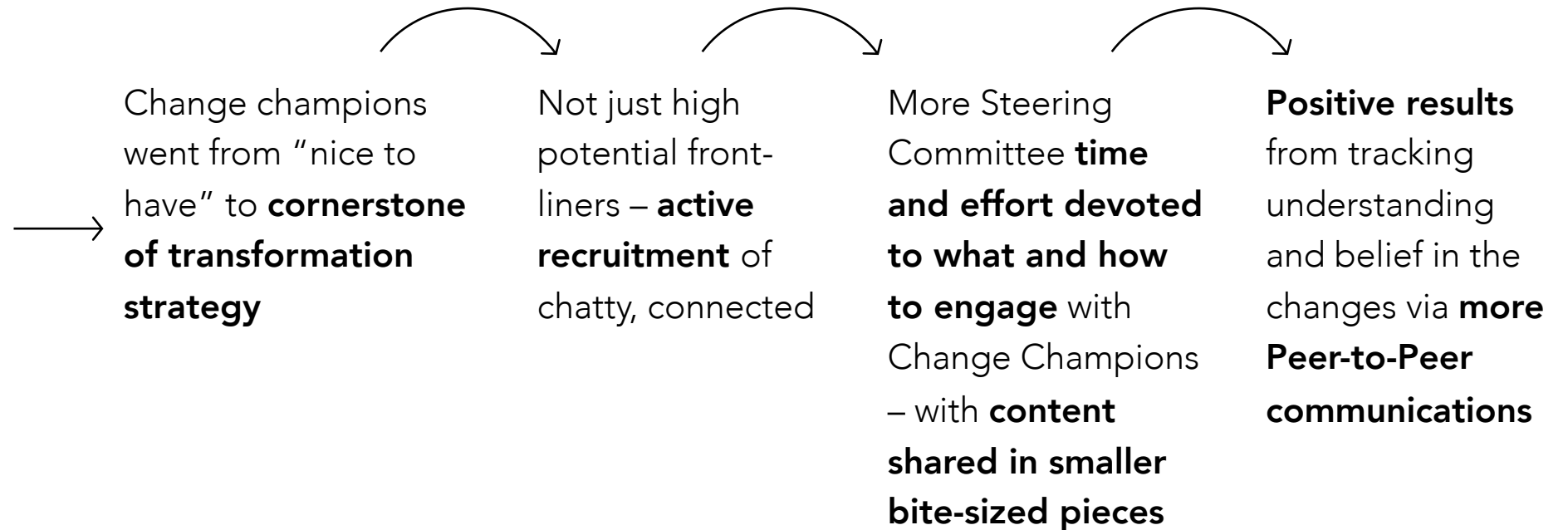
CASE EXAMPLE

Making **bottom up** the
cornerstone of a massive
operating model transformation

HEALTH
CARE

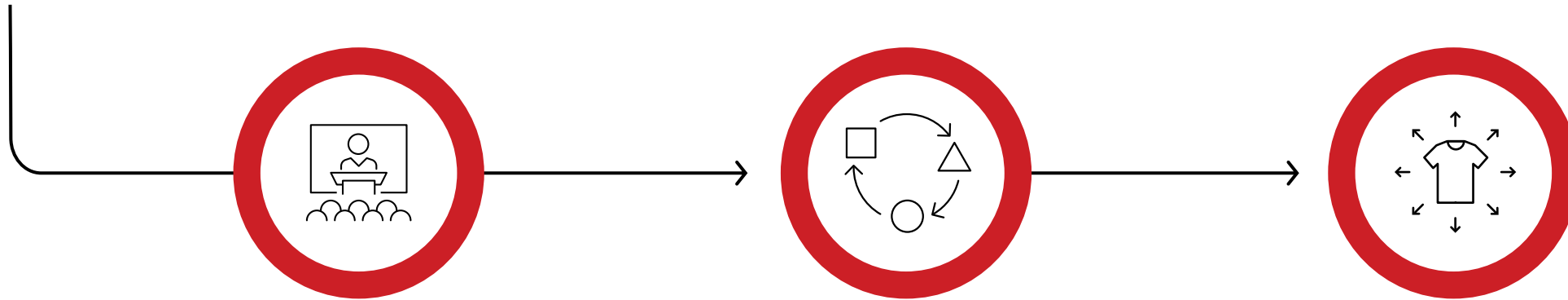# Creating a movement of change started with peer-to-peer champions

Instead of a Top-Down approach to driving adoption for new structures, ways of working, tools and technologies, the strategy started with "Bottom UP"

Change champions went from "nice to have" to **cornerstone of transformation strategy**

Not just high potential front-liners – **active recruitment** of chatty, connected

More Steering Committee **time and effort devoted to what and how to engage** with Change Champions – with **content shared in smaller bite-sized pieces**

Positive results from tracking understanding and belief in the changes via **more Peer-to-Peer communications**

Employees **demand personalization** too

THEN...

Executives share
the Vision at a
Town Hall...

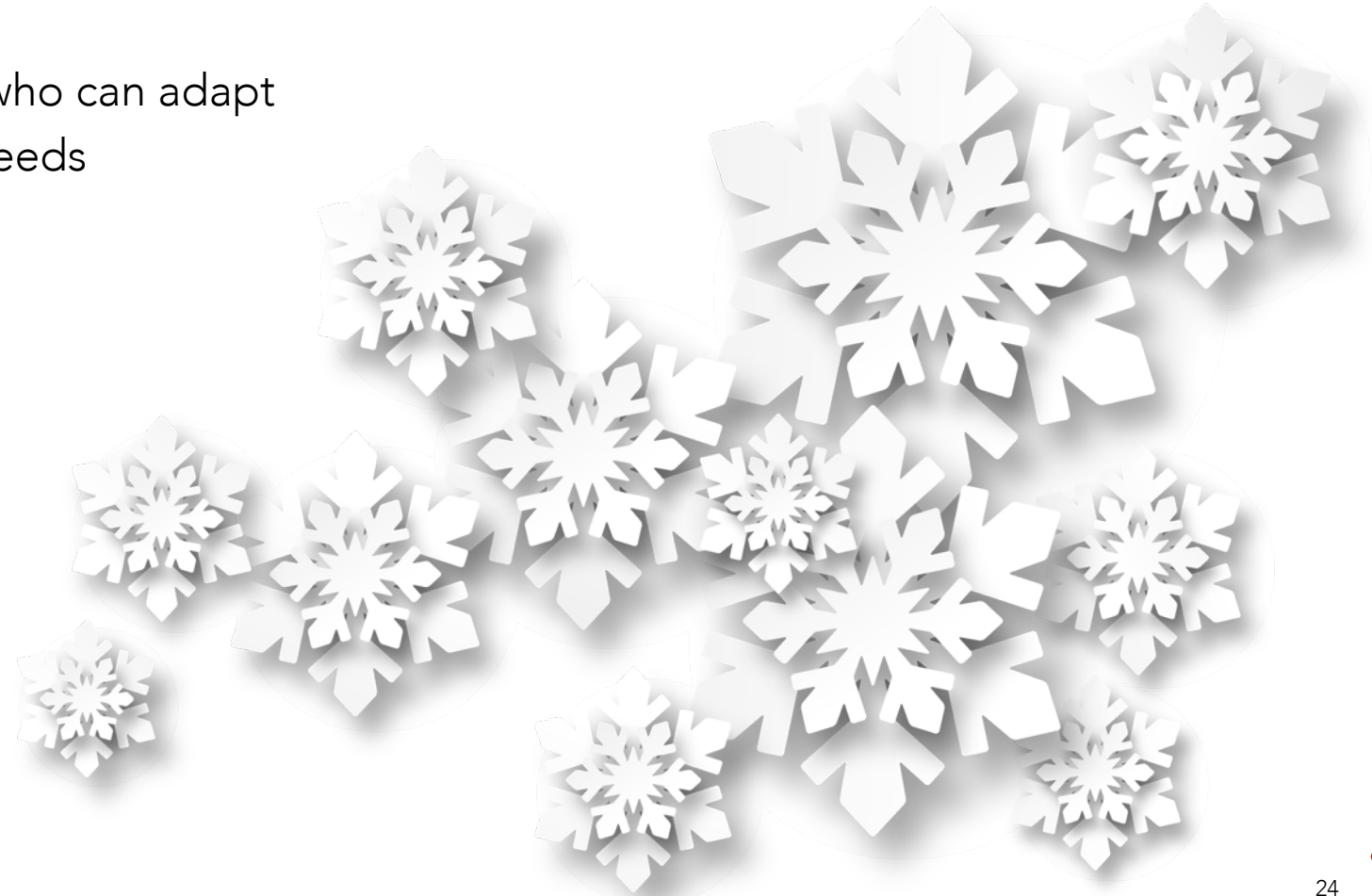Vision is adapted
for function and
region realities...

One-size-fits-all
delivery to
employees

NOW…

- Leaders need to be trained as storytellers, who can adapt messaging for individuals and small team needs

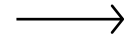- Two-way communication is a must

CASE EXAMPLE

Personalizing ESG…
because sustainability
means something
different to everybody

GLOBAL
MANUFACTURING

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Equipping people leaders with the power of personalization…

ESG is critical to this company and every single employee needs to take action!

→

However, employees were **not engaged or motivated**

People leaders received training for communicating **different messages to different people**

Personalized two—way dialogue generated **tremendous support and action** for sustainability
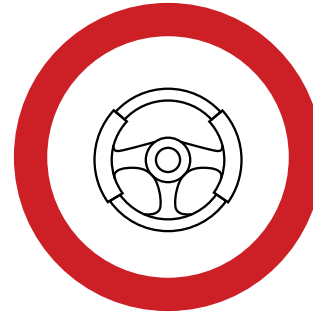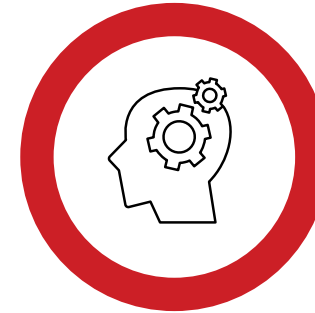
Not enough "ready to lead" leaders

4

THEN...

Executives have the "right stuff" and the right information to make transformation decisions…

The next 100-300 leaders are made accountable to drive change through the organization…

Employee mindset and behavior change contingent on effectiveness of leaders

Not enough "ready to lead" leaders

NOW…

- Yes, leaders need to meet financial targets and corporate goals

- BUT leaders can't be paralyzed by status quo bias … waiting to be directed what to do

- BUT more leaders are needed who can make transformation decisions – empowered and skilled at making impossible change possible
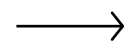
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CASE EXAMPLE

Growing more Change Leaders who can **make the impossible** *possible*

BRAND**X**

Growing more Change Leaders who can make the impossible *possible*

Instead of minimizing change because leaders already have so much to deal with… **dial up the challenge**

Pilot an agile, immersive and "safe" training exercise where leaders are given an "impossible task" – requiring team and individual innovation

Demonstrate **C-Suite endorsement** for developing leaders who can do more than "bounce back" – and can instead **push forward**

Scale the approach – creating "organizational resilience" that goes beyond just the tenacity of individuals

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4 major trends changing change management...
(and they are ALL about **leadership**)

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Employees **demand personalization** too **3**	**Not enough** "ready to lead" leaders **4**

Q&A

Thank you.

Cheryl Ferguson, President and Co-Founder

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