

Reimagining Change

The rate of external change around us is far outpacing most businesses' ability to adapt and respond. The same individuals who seamlessly adapt to change in their personal lives, struggle to adapt to change in the workplace.

**There is value to be unlocked by converging the two worlds.
But how do we do that?**



What is this paper all about?

We are living in a disruptive world. The rate of change - in health, the environment, geo-politics, technology - is far out-pacing most businesses' ability to adapt and respond. This rate of change is increasing.

Let's take 2020. No one saw it coming, and yet 2020 became the year of unprecedented change. Who would have predicted a year that saw COVID-19, the Black Lives Matter movement, catastrophic climatic changes, Brexit and a very significant US Presidential election. Many businesses' spent millions strategizing on 'Vision 2020' - but these predictions went little in the way of preparing businesses for the reality.

Some businesses have done well, others have not. However this won't be the last disruptive event over the next decade. We need to strengthen our change muscles and our ability to adapt as businesses. We need to get ready.

How do we do that?

Our employees - the same individuals who are digitally savvy and adaptive to change in their personal lives - today react differently when it comes to responding to change in their workplace. The reason? We haven't learnt from the digital revolution of the past decade and applied those learnings to reinvent how we land change into our businesses, and engage our employees.

<https://calendar.google.com/calendar/u/0/r>

This paper argues that businesses need to reimagine the way they drive transformational change amongst their employees and business partners.

What has made us so adaptable to change in our personal lives over the last decade?

In our personal lives, instant access to digestible, targeted, and personalised information at the touch of a button has fundamentally changed the way we tackle problems and made us more adaptable to change. When we feel ill, we google our symptoms; when we need to get somewhere quickly, we call an Uber; when we don't feel like cooking, we tap into Deliveroo.

The growing use of mobile apps and social media means that we now have the world at our fingertips and are able to socialise, shop, browse, and do our banking at the touch of a button.

We are influenced, “nudged” and even manipulated by the world around us to an unprecedented extent, and technology is a big part of this influence. The average person will willingly spend upwards of 4 hours every day on screen time - using our smart devices to give opinions, share personal data, browse for purchases, stay up to date on news and escape to fantasy worlds. With no obligation, the average person gives up 28 hours a week to these devices. That's 126 hours each month or 1,512 hours per year - the equivalent of 63 consecutive days.

Advertisers and 'Big Tech' companies have recognised and responded to this by utilizing their platforms to target us with information that influences our decisions, changes our behavior, and generates emotions that often 'nudge' us to take the 'next best action.'

Even as the debate around the boundaries of ethics in 'Big Tech' rages on, one thing is for sure: these companies know how to engage, motivate and

nudge us. Their algorithms are smart, self-learning and surgically targeted based on user profiling¹.

The way we create a movement for change has also been transformed using digital technologies. They get us connected, mobilise us for a common cause at an unprecedented pace, and constantly analyse, identify and reinforce our views.

A good case in point is The Lincoln Project² who had a very specific aim: to prevent the re-election of Donald Trump. A small group of breakaway Republicans produced highly emotive, easily digestible content at lightning speed throughout the 2020 US election campaign. This caught the public's attention and sparked debate in targeted groups ('the American suburban house-wife') at just the right moment, potentially influencing the outcome of the election.





How does this compare to our experience at work?

The business world has been slow to respond to the advances that we've seen in everyday life.

The level of personalisation in the workplace leaves much to be desired. Information can be hard to access, targeted campaigns are nonexistent and personalisation is limited to teams or departments at best. Some businesses have made sporadic attempts to personalise their employee, customer and supplier experiences, such as by building communities of interest to champion diversity and inclusion - however this is not systemic enough.

Bite sized consumable content matters. While people get excited by Instagram, Facebook, Tinder and a whole host of other digital apps in their personal lives, working life continues to focus on the use of emails, spreadsheets and face-to-face meetings. Despite some businesses trying to adopt platforms like Workplace from Facebook or Teams from Microsoft, the content is often still boring, old fashioned and lacking in inspiration. Bite sized communication is the digestible content people readily consume through these platforms, yet

businesses have failed to understand and harness this through their communication.

Having the ability to inspire change and build a movement is a powerful skill. In the business world, freedom of expression and the ability to change the status quo is often restricted by the corporate mentality that prevents people feeling empowered. Getting your voice heard at all levels in a business - from the shop floor to the C-Suite - is challenging, and people can lack the confidence and space to express their thoughts. Although chat forums such as Yammer and Slack have gone some way in enabling people to share their ideas, the inspiration of their message is hindered by the governance that exists in the business world.

Then there is the generation of the "born digital" companies - Amazon, Uber, Airbnb, Tesla, Google et al. who have applied many of these principles to their own business models and how they serve their customers, yet could do more to engage their employees better, as demonstrated by recent headlines around worker treatment at Amazon and Uber.

Across the board, businesses have a lot to learn on how to harness the power of digital change.

How do we shift the pace of change in our businesses?

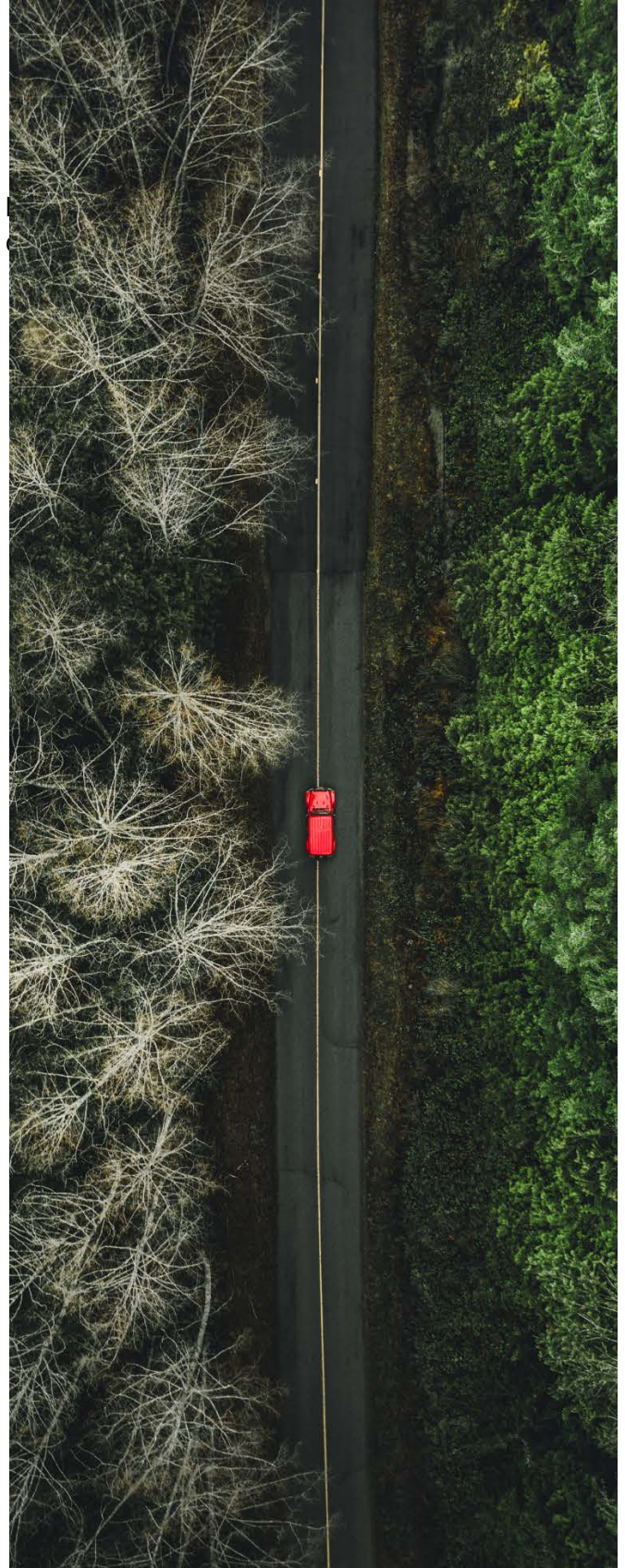
Many businesses are already investing millions, if not billions, of dollars in transformation programmes to respond to changes in operating models, product and service lines or digital technologies.

For these programmes to really work, businesses need change to stick. Traditionally this has been hard. We believe, by applying some of the 'crossover' ideas below, this can be revolutionised going forward:

1. **Target our change interventions and nudge our employees** through Social Profiling (as referenced in the Netflix documentary, 'The Social Dilemma'¹) and using AI driven engines.
2. Harness the **power of the 'Influencers'** to cut through the clutter and build trust (as seen by the rise of YouTubers and the success of Instagram advertisements).
3. Build an emotional 'case for change' through **a campaign style change movement** (as demonstrated by the 'The Lincoln Project'²) - *we can be, and should be, better!*
4. **Show Home** - explore the future in virtual reality before buying into it.

Embedding these 'digital change' capabilities into well established business models can be game changing.

With the disruptive changes likely to get more frequent over the next decade or two, global



1. Nudge your teams

Everyday we are exposed to a wide range of marketing which is personalised to the individual. Advanced business corporations use data and technology to analyse our behaviour. They understand our personalities and buying patterns to tailor marketing to individual wants and needs - and then use this information to “nudge” us - to try, buy or engage with their product. So why are most businesses still targeting the masses rather than the individual when it comes to engaging its own people and business partners?

- **Understand your business and the people within it** - Conduct a voice of the customer digital survey to detail customers' expectations, preferences and aversions. This should not be limited to external customers; think about the internal customers of the transformation - often our employees.
- **Appoint a “Choice Architect”** who designs the way we present the context of change with the end user in mind, nudging them towards positive change -- much like the way we put healthy options at eye level in school cafeterias to nudge children to choose fruit over candy (Nudge, 2008³).
- **Use Persona Profiling from the start** - Utilise technology and AI driven algorithms to study the work patterns, user needs, experiences, behaviours and goals of your people to personalise the change and make it relevant for them.
- **Use AI driven engines to ‘nudge’** segmented employee groups to the ‘right next action’ in support of your transformation agenda. Think about enabling an AI bot to nudge employees to comply with your new digital policies or sending an automated nudge when an employee hasn't logged into your new system in a while.
- **Tailor the learning content to the specific profile/persona** - Ensure it is digitally enabled and adaptive, and embed the learning support. 5.6 billion people search the web using Google everyday for answers to their questions. The verb “to google” entered the Oxford Dictionary in 2006.
- We no longer require to be taught how to do things, but instead **rely on discovery, trial and error or being shown how to do things by a friend or online video**. The latest iPhone doesn't come with an instruction manual. It's time to move away from the traditional classroom training of the past, and embrace the intuition of technology.



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2. Harness the power of Influencers

The rise of social media has had a significant impact on the world we live in. With this came the rise of the influencer culture - seeing everyday individuals catapulted to a level of fame and influence that has never been possible before.

Influencers are overtaking traditional methods of marketing - introducing a personal element to consumerism by making products and services more accessible and relatable. Influencers now have an unprecedented ability to impact the behaviour of their followers - developing content and expressing their views to a large amount of loyal, engaged followers who are hanging on their every word.

From Ryan's Toys for kids to Mrs. Hinch for home cleaning to Niko Omilana who attracted 49,638 votes during the recent London Mayoral elections - people, including our employees, are placing their trust in influencers over traditional, one way communication models telling them what to do.

How do we leverage the same concepts to drive the adoption of change in the workplace?

- **Identify your influencers** - Who are the Greta Thunbergs of your organisation? Individuals who can influence a generation to change things for the better without much official authority. Look for different views and perspectives to bring diversity and increase the relatability of the content.
- **Create a buzz** - Identify and utilise your own social media platform, with apps such as Totem, Whatsapp and Workspace providing a space for influencers to engage with the broader business and personalise their change experience.
- **Have something to say** - Generate daily posts of digestible content including photos, videos, blog posts with a personal twist to drive authenticity and followings.



3. Campaign for change

Remember watching Brexit: The Uncivil War on Netflix? The now infamous 'Cambridge Analytica' used Facebook data to unearth an extra segment of voters who had never voted before in elections. The punchline of "Let's take control" changed with the addition of the word "back" - "Let's take back control" - and a game changing campaign was launched that delivered a historical result that changed so many things in our lives.

How often do we think about the critical changes we need to achieve inside our businesses in the same light? A campaign - complete with a strategy, an emotional connection and the influencers who deliver it. The key then is to make sure the change message is crisp, identifiable and simple. According to a study by Microsoft in 2018, the average human now has an attention span of eight seconds - a sharp decrease from 12 seconds in the year 2000. We need to tailor our content to this.

- **Short campaign style videos** - Grab attention and deliver key messages with emotive simplicity. For a global tech giant, we had sales managers record videos that addressed their own executives with the simple message: "this is how frustrating my job (processing sales orders on an old ERP) is today - and you need to help me to do better - because I want to be the best I can be for our customers". When that video in the collaboration space was liked 1500 times, we had a movement for change.
- **Never assume that once is enough.** Repetition is fundamental to landing key messages and actions. A simple message often repeated creates a belief system. When people believe, change takes root.
- **Create communication channels** - Allow people to access the information relevant to them and give instant feedback. Apps such as Totem or Workplace have already taken learnings from social media to apply to the workplace, but we can take this further.

4. Visit the Show Home

How do you bring the future to life? Imagine you are buying a new-build house. Probably the biggest life change, and biggest purchase you will make. Now picture being handed a piece of paper with a plan on it from your builder - and being asked to decide on where to place electrical sockets, what flooring to use or where you want the TV to be - these decisions are so hard to get right on paper!

This is where a Show Home is critical in this experience. Think about a Show Home you may have visited; you have walked into a model apartment and explored how it works for you. You've walked around, you've admired the decoration, tried out some of the appliances and explored the different rooms and how these flow together.

This experience truly brings to life what living in that house would be like for you. You can work out what your new journey to work would look like or imagine where you could put your desk in the house? And you can make key design decisions which will really tailor that house to you.

The power of this experience is what we should harness while launching programmes that are aimed at transforming our business.

We need to help our people understand what this transformation means to them. We need to **show them the future and help them experience it.**

- **Bring the future to life** - The technology is there. Investing in the first part of your transformation programme in actively visualising the future and building that into a Show Home - a virtual environment, a physical space, a technology platform - that brings to life your future operating model, processes, data and systems in a way that can be touched and felt.
- **Create an experience** - The other game changer has been virtual reality - VR. The

immersive experience that is at the heart of today's video games can be leveraged to create virtual experiences for stakeholders that allow them to meaningfully engage with the change vision and contribute to it. Not to mention dispelling myths and fears.

- **Inform the imagination** - Create use cases - compelling storyline - that address key pain points in the organisation, and help people imagine how these challenges will be improved in the future.

For a global beverages major, the Show Home was used to demonstrate how the transformation programme helps achieve capabilities such as "360° view of the Pub" or "Faster commercial on-boarding" driving strategic outcomes such as becoming "easier to do business with".

A global CPG company went one step further. Apart from the Show Home on VR, they actually set up a real physical space in their Global Shared Services Centre in Krakow to allow their people to 'walk in' and experience how things would work after the transformation was completed.

For a global manufacturing giant, the Show Home had use cases that addressed pain points such as the ability to make fast paced, data driven decisions to improve contribution margin, demonstrating how this would work in the future. It helped the organisation get buy-in from local country teams who were sceptical of the corporate initiative until they were invited to visit the show home.



But what happens to all those traditional Business Change deliverables we produce in our transformation programmes?

We thought it would be helpful for those of you who are fond of specifics to have a look at the table below. We have mapped the typical business change deliverables on a transformation programme into how we are reimagining these with our clients.

Deliverables	Traditional Change Approach	Re-imagined by....
Change Network: Identifying Influencers...	<ul style="list-style-type: none"> Set roles focusing on different aspects of delivery such as Subject Matter Experts vs Change specialists Loose definition of who should be in the network, mainly driven by insight from the business Static network being used as a communication channel, with content driven from the programme Key activities focus on deployment of programme activities 	<ul style="list-style-type: none"> Influencers at all levels of the business incentivised by social reach and aligned to key personas Specially chosen to be those who have the biggest impact in the business Influencers are creators of authentic content not just a comms channel Direct and digital feedback loop to understand 'likes and dislikes', 'subscription models' and 'group threads' of the user population
Change Vision: Using a Show Home to bring the Future to Life...	<ul style="list-style-type: none"> Flat content focusing on telling the story of what the change will deliver Focusing on system playbacks - showcasing the capability of the technology Typically delivered via PowerPoint 	<ul style="list-style-type: none"> Show Home is a key design and engagement tool used to bring the future to life Key method of engaging the business in the future through a show not tell approach Creation of a virtual space (leveraging VR techniques) the business can visit digitally (or physically) and experience the transformed end-state Use-cases based on real characters demonstrating the purpose and vision for the change Netflix style stories creating a burning platform and big picture vision for the future
Business Readiness: Creating the Case for Change...	<ul style="list-style-type: none"> Focused on collecting facts about your as-is business eg. user base analysis, current pain points, current business and system landscape etc. Created early on in the programme and revisited at key points to see how readiness progresses over time Key metrics include technology readiness, process maturity, data cleanliness and people statistics 	<ul style="list-style-type: none"> Building an understanding of who your people are, their behaviours and what makes them tick Identifying the pain points and frustrations in your business and building that emotional connection (with employees, customers, suppliers etc.) Campaign style video content pushed out to targeted audience to build an emotional connect with the case for change ('we must be better than this!') Creating a picture of the culture and sentiment inside your business and comparing this with behavioural insights from other (comparable) businesses who are good at responding to change in your industry
Change Impact Assessment: Building Personas and Characters...	<ul style="list-style-type: none"> Change impact assessments aligned to processes Lengthy 'as is' and 'to be' comparison often creating an unwieldy document often not referred to after its creation 	<ul style="list-style-type: none"> Creating an in depth view of the characters/personas in your business Using AI/RPA to profile and gather insights on each character to target messaging and engagement Understanding the key behaviours that we want people to adopt and using 'Nudge theory' to achieve this Using Celonis/similar data mining capability to highlight the big changes each of our characters will experience in their role

Where do you start?

Where do you go from here? Where do you start? This all makes sense, but how do you apply this today?

Look at your transformation programme portfolio. If you are a large, global business you are probably already investing millions if not billions in implementing new technology, changes to your operating model, launching a new product, undergoing M&A or 'digitising' your workforce - especially in the aftermath of the 'year of disruption'.

Business Change is vital to getting value from each of these initiatives. But are these set up right? How confident are you that your approach to business change is exploiting the new age ways of working to make change stick?

Ask your programme leaders to complete an assessment - what change approach are they taking today?

	Old Way	New Way
Do you know your people?	<ul style="list-style-type: none">Stakeholder MappingUser Base Analysis (How many, where, roles)	<ul style="list-style-type: none">Social ProfilingPersonas (including Values, Behaviours)
Is the case for change clear?	<ul style="list-style-type: none">Vision PowerpointScope document - 'It will deliver'Change Impacts capturing As-Is	<ul style="list-style-type: none">Purpose & Mission driven video blogsFocused on emotions - 'We can be better'
Do you know your influencers?	<ul style="list-style-type: none">Stakeholder Analysis - top downChange NetworkMonthly presentations to key stakeholders	<ul style="list-style-type: none">A movement of influencers across all personas, not just top downSocial Media techniques - internal and external to the organisation
Is the future clear?	<ul style="list-style-type: none">Powerpoint benefits presentationsChange Impacts capturing To-be	<ul style="list-style-type: none">A Show Home - you can touch and feelVirtual RealityUses Cases
How are you training people?	<ul style="list-style-type: none">Face to Face TrainingOne off high investment training	<ul style="list-style-type: none">Social, adaptive learningSelf serveCommunity of Gurus

If you find yourself wondering and not quite sure, it is worth acting now. For once in a generation, everything is up for a refresh in the business world post Covid. Your employees, your customers and business partners are all more open to making a fresh start than ever before.

We are PwC's #SHIFT team and ***we help businesses drive technology enabled change in a new-age, exciting, business led way.*** Our Our aim is to help businesses think big, act fast and #SHiFT to the future! (and have lots of fun! whilst doing it).

If the contents of this paper makes sense to you, why not ask our team to do a quick assessment for you? Please contact georgina.c.carter@pwc.com.

#ReimagineChange@PwCSHIFT

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