

Driving organisational change with digital tools



The situation

94% of companies say that agility¹ is critical but only 6% of them claim to be very good.

Continuous business transformation and change is essential, particularly if you want to operate with increased agility. Engaging your people in the change process is essential to its success, but while technology is usually the trigger for organisational change, tech to help people through the change process is often lacking.



The challenge

“70% percent of change programs fail to achieve their goals, largely due to employee resistance and lack of management support.”²

Is it possible to drive employee engagement during the change process with a purely digital product? Using the right tools can improve the pace of change and increases the chance of a smoother transition, but how and when should organisations use digital tools and where is the right balance between the role of humans and technology - data and scale vs hearts and minds?



The key question

How can organisations equip and empower leaders at all levels for successful change?

- Self leadership
- Manager - employee leadership
- Team leadership
- Organisational leadership

What do the experts say?

Self leadership. Organisation change requires individual change at scale. High self awareness leads to better team performance, but self awareness must be followed with self development. To translate insight into behaviour change, learning needs to be embedded in real work situations and learning between peers encouraged. At this point of personal behaviour-change self-leadership becomes a factor in business success³.

Manager to employee leadership. 70% of the variance in team engagement is determined solely by the manager, but management development is often caught between classroom only or no training at all, offering limited scale and reinforcement. A blended approach to leadership development gives managers a chance to lead and coach their teams to better performance.

1. <https://blog.agilityscales.com/trend-2-organizational-agility-dba281644b96>

2. <https://www.slideshare.net/aipmm/70-26633757>

3. Bain research has identified that leaders that master “the inner game” (personal behavioural change) are 2x more likely to achieve ambitions and 3x times more likely to sustain change.

Team Leadership. Principles of team management like establishing a shared purpose, setting goals, fostering psychological safety and accountability are a good starting point in a new or changing team, but to sustain cohesion, engagement and momentum managers need ongoing support. This is where technology can help with ongoing support, timely nudges and a record of progress.

Organisational leadership. A company is a team of teams. A traditional, hierarchical, command and control structure isn't cohesive with an agile organisation. Instead, meaningful relationships between teams are what drive progress. At this stage organisational leaders need to bring clarity, alignment and intensity by helping teams understand how organisational values impact team behaviours, enabling managers to coach, and tracking if the right conversations are taking place to drive transformation.

Key takeaways

Successful organisation transformation requires human leadership. But leaders need to be supported by digital coaching tools that reflect the way work gets done: collaboratively and solving real problems in day to day work.

The growth of messaging platforms like Slack and Microsoft teams have shown the potential for a reconfiguration of technology to support collaboration. But managers still need help becoming a coach for their teams. CoachBot provides greater support for managers to optimise performance and engagement:

- **Connect:** By connecting digital tools to your normal work cadence they will quickly become embedded and foster good habits.
- **Coach:** Coaching aides managers to have better one to one and team coaching conversations with their team. We've done the research so that the manager can have a high impact conversation.
- **Reinforce:** Nudges help embed commitments made at every level and reduce loose ends.
- **Review:** Managers track progress with their team with actionable insights to drive improvement. Organisations track change and spot patterns or detect common problems.

For more information on this and our wider capabilities, please do not hesitate to contact us.

The Barton Partnership

The Barton Partnership represents an extensive network of former top tier consultants with subsequent industry experience across the UK, Europe and internationally. We rapidly mobilise individuals and teams to solve your business problems.

We pride ourselves on the relationships we build with our clients and with our consultant network. Where we are not able to address your issues directly – either it is outside our skill area or the project is too big - we work with a curated network of product and solution providers to offer a comprehensive Strategy & Transformation capability.

Saberr

Saberr's vision is to put the world's most capable digital coach in the hands of every workplace team. Saberr helps managers become better leaders and improve their team's performance by equipping them with CoachBot, an on demand, scalable tool which helps them run interactive team sessions and provides a library of learning content built alongside the world's best team coaches.



Jason Roofe
Director, Transformation & Change
The Barton Partnership
jason.roofe@thebartonpartnership.com



Tom Marsden
CEO
Saberr
tom@saberr.com