



Remote Change Management Guide

Overview

Digital Tools & Touchpoints (eg. Salesforce Product Suite)

Digital Governance

Digital Leadership:
Develop supportive leadership for better engagement of insecure employees in home office during change. Move away from commander leadership styles, toward collaboration and community building to engage the workforce in a collaborative effort despite geographical dispersion.

Transformation Teams:
Transitional structures to take ownership of change process and act as informational go-between between management and employees

Transparency & Collaboration:
Cross-departmental collaboration for better exchange between business units in order to foster a sense of belonging and organisational identity, even in remote settings.

Increase Transparency & Trust

Digital Fitness

Digital Mindset:
in employees and managers alike, encouraging supportive leadership styles to foster trust, allowing a digital culture to develop.

Digital Literacy:
Train digital literacy to allow employees to understand the change and its impact, empowering them to take ownership of the process and develop a strong sense of self-efficacy in dealing with new technologies.

Digital Work Routines:
Develop digital working routines to establish common best practices, such as incremental change or agile project management to drive successful digital change projects and manage fear of failure in employees and managers.

Decrease Fear & Increase Ownership

Digital Engagement

Community Management:
When employees are required to work more autonomously in remote settings, creating a community that embodies the change is especially important.

Communication Strategy:
In remote settings communication needs to be practiced more proactively, otherwise social isolation and poor communication can occur that inhibit change adoption. Communicating a compelling change vision and developing personal relationships are essential for successfully engaging people in the change process.

Promotion Strategies:
Management action should promote new technologies and digital mindset, aiming to develop a passion for change and increase commitment.

Increase Purpose & Commitment

Tracking and Reporting

Accompany all change initiatives with a variety of tracking and reporting measures carried out automatically and through transformation teams in multiple dimensions
Budget KPIs | Time KPIs | Adoption KPIs | Progress KPIs | Direct Feedback (Adoption, Satisfaction, Improvements, etc.)

External Support

Support client organisations during essential steps while preparing and executing the digital implementation, where digital acumen might be missing
Developing the Change Vision | Targets & Goal Setting | Designing KPIs & Tracking | Project Management | Building Transformation Teams | Training & Development

Digital Governance

Digitally mature governance and leadership structures are pivotal in the provision of digital skills and mindset which champion change behaviour and contribute to a positive social virtual environment.

Digital/Inspirational Leadership

An Inspirational digital leader is open to new ways of working, and does not stick to traditional leadership styles. Inspiration leaders:

- *drive new behaviours and passions into the organisation*
- *encourage and motivate employees to challenge old ways of working*
- *do not shy away from leadership training*

Responsible for Diagnosis Phase to collect information on:

- *insights for the need of change*
- *pre existing conditions/constraints that affect implementation*

Assessment of organization's readiness for change using:

- *relevant metrics and Technology Acceptance Model(s)*
- *Collect feedback from employees on their level of stress to assess change willingness*
- *Test employees' digital skills and mindsets with surveys and group activities*

Composition of Digital Transformation Teams

Support in implementation of evidence-based change management by engaging:

- *people knowledgeable of the problem (inside/outside) company*
- *stakeholders (managers or key individual contributors)*
- *available knowledge in literature and research*

Support in targeted management development programs that change mindsets, reiterate change stance and focus on middle and top management's skill development and co dependence



Cross Departmental Collaboration

Implement cross-departmental governance structures involving employees of all rank and file to: :

- *derive purpose from driving employee participation and transparency.*
- *gather information and distribute it transparently to those who need it.*
- *ensure digital mindset crafting by inculcating digital sensing capabilities*

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Social Virtual Environment

creating a positive, psychologically-safe work atmosphere with a sense of connectedness with the group to increase communication and collaboration in order to:

- *Decrease isolation due to remote work*
- *Address team's social-emotional needs*
- *Address poor accountability in teams*

This can be done using:

- *Suitable communication tools and relevant and contextual communication ^{1,3}*
- *Positive feedback and recognition of performance*
- *Virtual Social Interaction e.g team events*
- *Providing an outlet for colleagues to share and see all the information related to a task, including progress updates and informal commentary³*

Digital Fitness

Becoming more digitally fit can help people at any technical level to improve their digital literacy and awareness during a change process by providing them with the necessary skills and training.

Managers

Digital Mindset

Outcomes:

- Move from “commander” leadership to “inspirational” or “supportive” leadership
- Foster feedback culture with open communication between employee and manager
- Foster culture of failure to facilitate experimentation in the workplace - especially with digital tools
- Encourage trust and address fear of losing control to empower employees and drive feelings of ownership
- Consciously manage employee physical and mental well-being and work-life balance
- Act conscientiously in role-model function to develop trust with employees and foster commitment

Methods:

- Establish regular, formal training regimes, providing self-teaching resources (eg. IU, Udemy, Coursera)
- Establish interdependent targets to foster collaboration and increase visibility of remote employees
- Establish regular (weekly or bi-weekly) informal exchange sessions in hybrid formats for managers to openly discuss challenges and give feedback, strengthening sense of organisational identity
- Conduct regular in-person workshops under expert-guidance to provide digital leadership training; this drives digital acumen while fostering a sense of belonging and collaboration
- Facilitate on the job learning by developing transparent feedback mechanisms to assess and guide manager skill and behavior, allowing managers to improve while pursuing their responsibilities
- Where possible or reasonable, employ gamification such as simulation games or role-playing as a training tool as it has been shown to be effective in driving trust in virtual settings



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Digital Mindset



Outcomes:

- *Embrace culture of failure, understand the values and apply them productively in practice*
- *Establish feelings of self-efficacy in employees to combat fear of change and new digital tools*
- *Foster collaboration and transparency for sense of belonging and identification with the organisation*
- *Encourage feedback culture with candid communication between employees and managers*
- *Embrace feedback culture for collaborative learning and stronger sense of trust*

Methods:

- *Establish regular, formal training regimes, providing self-teaching*
- *Establish regular, compulsory training routines using self-teaching resources (eg. IU, Udemy, Coursera)*
- *Establish interdependent targets to foster collaboration and increase visibility of remote employees*
- *Establish transparent tracking and reporting to identify stragglers and provide additional training*
- *Put in place transparent incentive structures and publicly reward those who perform*
- *Establish teaming routines that emphasise common purpose, freedom to fail and trust*
- *Establish regular trainings (once a month to once every three months) in co-located settings, where team members interact socially and get to build social bonds in the real world to strengthen sense of belonging and trust*
- *Establish teaming routines for informal exchange where feedback can be given and received for employees to feel achievement and build a sense of shared purpose*

Employees

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Digital Literacy

Outcome:

- *The ability to use and understand digital technologies; their capabilities and adjacencies, their strategic and operational value, and the particular possibilities they enable.*

Methods:

- *Establish regular, mandatory training routines using available tools, such as the Trailhead program*
- *Where necessary, supplement purely digital trainings with targeted, small-scale and personalised interventions, perhaps even in person*
- *Incentivize all employees to partake actively, rewarding publicly those who perform well (eg. gamification)*

Digital Work Routine

Outcome:

- *The adaptation of work processes across the organisation to better realise value creation through the use of digital technologies (eg. agile project management, incremental change, cross-departmental collaboration)*

Methods:

- *Establish regular teaming routines, such as stand-up meetings, check-ins and retrospectives to collect feedback on digital initiatives and normalize transparent exchange on ongoing projects*
- *Establish work routines and tools, such as Kanban and agile, which allow for incremental implementation of projects and small-scale experimentation. Incentivize managers to lead by example.*

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