

Cohesive

Co-creating change

Henri Snijders, Chief Transformation Officer, Cohesive Group

"Change is inevitable even more so with organisations operating in these rapidly changing environments politically, economically, socially and environmentally."

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Organisations cannot ignore these drivers if they want to be sustainable.

Several drivers create the need for an organisation, and its supply chain, to transform. Digital transformation is the enabler for making rapid, informed decisions, ensuring these are based on real-time information so organisations can remain not only competitive but also relevant.

- Business focus must evolve to meet ESG targets, not just commercial gains
- Corporate responsibility changes the supply chain and operations management
- Those that embrace technology will be those that win
- Customer requirements change rapidly, and organisations need to be able to meet them
- Changing workforce requirements
- Limited availability of workforce
- Cost reduction, and efficiency gains are vital due to cost and price pressures
- Need to adapt continually to remain competitive
- Customer experience - expect quicker, better service and receipt of goods, more tailored to their demands
- Reduce dependency on unpredictable nations

Digital Transformation is vital to provide insight and agility to remain competitive in this landscape.

To achieve digital transformation, organisations must change their processes, working methods, and people's behaviours within every part of the organisation. Successfully delivering change programmes requires organisations to consider soft skills.

It is widely recognised that 90% of successful project delivery is dependent on people, with more organisations now feeling its importance and looking for support to transform effectively. And this is why digital transformation for Cohesive is not just about the technology, data and processes but long term successes is also dependant on organizational and people change.

We use people-centric principles and looking across the organisation to co-create the change process, then aligning with the people and workforce strategy, project plan, and financial KPIs throughout the transition ensures that change is developed collaboratively to meet specific organisational and workforce requirements.

This complete package makes it possible to deliver infinitely better outcomes, with our hands-on knowledge and experience, supported by state-of-the-art technology.



Applying people-centric principles to change management increases your likelihood of change success.

Providing a framework helps you to change more quickly, engage your workforce, and increase your employee retention.

Co-created change strategies are more inclusive of expertise and different perspectives from across the organisation. They lie closer to the actual workflow and constantly evolve through collective action to ensure long-term success.

The change strategy becomes your strategy. By helping you to lead and motivate your people to make the changes you need for success and ensure your whole enterprise is focused on the right outcomes.

A co-create change management approach, in which we can give direction from our experience and change management role and set out some rough guidelines, but where you involve the entire organization and employees in making the implementation plans, accelerates success.

The focus becomes not only on the 'What' but also on the 'Why' and the 'How' to ensure sustainable adoption and measurable business outcomes. Identifying and

delivering all elements of the change to become "infinitely better" and working together collaboratively creates a more open and engaging change process.

Managing the people side of change is critical to maximising the speed of adoption, reducing business disruption and productivity loss, increasing staff retention and morale, and improving customer satisfaction and retention. This, in turn, directly affects the return on investment.



"My mission: Safe, reliable, and efficient operations, a healthy company culture, and limitless possibilities. To empower and mobilise transformation together."

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Changing the change

1. CO-CREATE THE CHANGE STRATEGY

- **Early engagement:** Involve line management as early as possible in the process - they should implement the change, not the transformation team.
- **Shared transparency:** The vision is very clear from the outset but it's a shared vision and there is transparency about the change from the start.
- **Empowerment:** Encourage people in the organization to feel that change is a need or something which they also gain benefit from, otherwise why should they do it? It becomes a mutual journey to improve the company and change to a new way of working, to new insights and growth.
- **Ownership:** Encourage and empower people across the company to drive the change into the organization, so that they feel the ownership, and the commitment and they feel that it is "theirs." Because if it is "theirs", then they can really tell the story, and it becomes easier to explain why it's necessary what we're going to do, and it doesn't become something merely handed down from the top.

2. SHIFT IMPLEMENTATION PLANNING TO EMPLOYEES

- **Freedom:** The expected outcomes from the co-create strategy are set out, but line management is empowered with the autonomy to work within those guidelines. They should be able to plan their own way how they want to implement it within their team.
- **Timing:** The change plan is embedded within day-to-day planning and tasks so that line management has the freedom to decide when the time is right to implement the change.
- **Ownership:** Line management becomes responsible for the implementation plan itself and how and when they want to roll this out, giving them the independence to find their own way on when to implement it.
- **Alignment:** Align the individual's purpose with the company's purpose to really embrace individual differences and thus utilise everybody's strengths to drive value.

3. FOCUS COMMUNICATION ON "TALKING" NOT "TELLING"

- **Communication:** Steps 1 and 2 already put ownership within the organization. Using that approach, it becomes easier to explain to teams, based on examples, how to reach the end goal. Communication comes not from the C-level, or the strategic level, it comes from the operational level, which when combined with their own experiences, can explain better what change means for individuals.
- **Remove the fear of change:** By becoming part of the process, individuals take ownership and then they want to be part of the change. People want to engage more, and they want to be empowered, so change is embraced as something new and exciting, and which is not based on fear.
- **Maximise opportunities:** deliver the message that change is good for the company, good for customers and good for individuals on a personal level, thus creating a "win-win" position for all involved.



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