Organisational change in the digitalization era – how to bring the myth to life?

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Karoliina Kettukari

14.3.2019

DIGITAL ILLUSTRATED

Nice to see all of you here!

- *Introductions*
- *Bold promise*
- *Promising yet boring content*
- *Awkward assignment*
- *More boring content*
- *Everything you really need to know in one slide*

Nice to see all of you here!

- *Introductions*
- *Myth of change management by the book*
- *Change in self governance organizations*
- *Awkward assignment*
- *Reality check: change in large organizations*
- *Everything you really need to know in one slide*

Your amazing lecturers

Milja Nohynek

- Driving digital workplace change at large Finnish organizations
- 6 years in consulting business
- Msc / Aalto University Business School

Karoliina Kettukari

- Co-creating modern digital workplaces and changing the organizational culture
- 7 years experience of improving internal communications and teamwork
- MSc / School of Management, University of Tampere

Our bold promise…

We will tell you everything you need to know about change in organisations

AND we will tell you why you can forget everything you just learned about change in organisations

Part 1:

Myth of change management process by the book

Everyone has an opinion

aalto university management of change

Kaikki | Kuvahaku | Videot | Kartat | Lisää

Noin 2 720 000 tulosta (0,50 sekuntia)

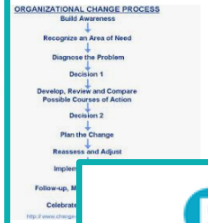
Google

organizational change process

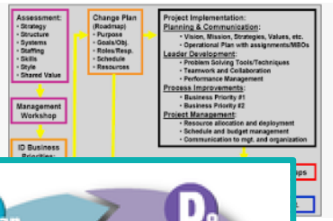
Kaikki | K… | …etukset | Työkalut

management | nature | s… | lewin | implement | change management | objectives | leading | communication | stru…

Organizational change/Change …
bbamantra.com



…nizational
…rest.com



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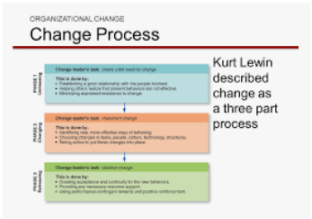
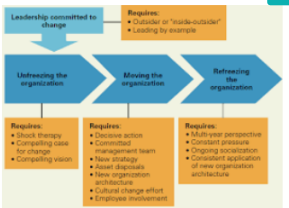
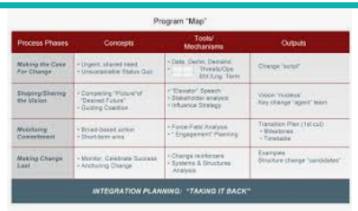


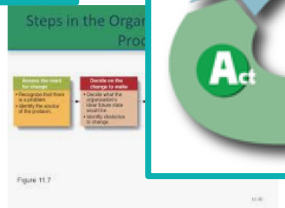
Organizational Cultures, Innovation, and …
slideplayer.com



Organizational Change in Principles o…
wisdomjobs.com



Change Management Process | Change Manag…
thinkgagnonassociates.com



Organizational Control and Change -…
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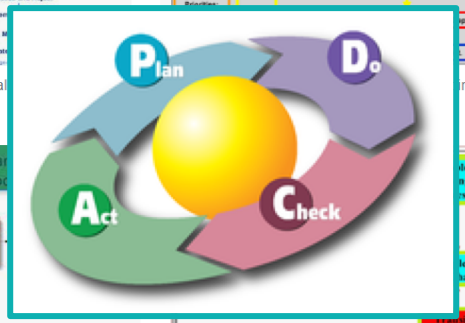
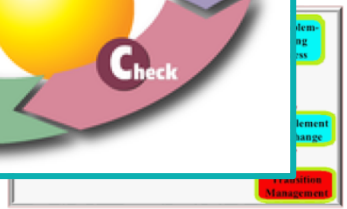
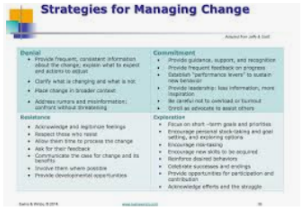




Organizational Theory and Design, Organizati…
civilserviceindia.com



When Should Organizational Change M…
i4process.com

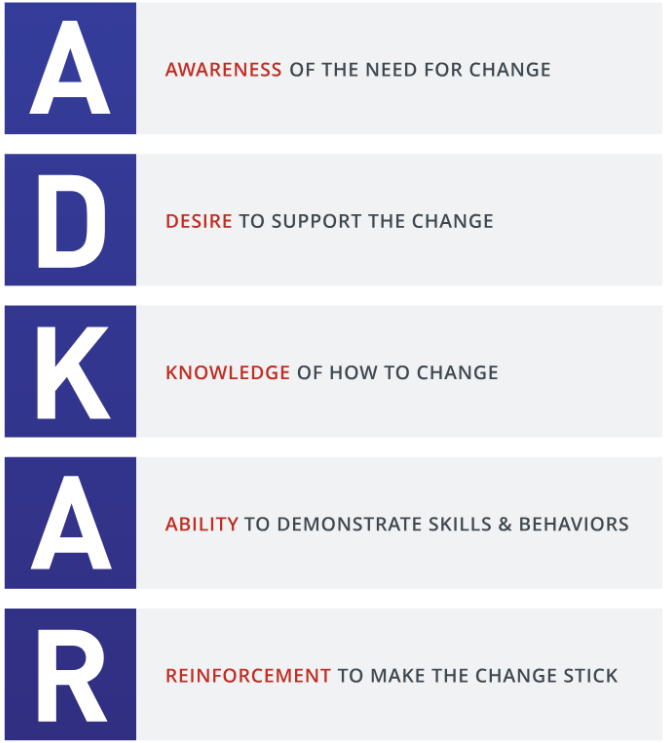
Change management theories are like beauty product ads. They give you (false) hope.

Photo, Photo

Case: from theory to practise

Photo

In theory: Prosci Adkar Model



Prosci Adkar Model

How the customer buys it

An organization changes, when..

1	2	3	4	5
Client is the face for change, consultant supports and implements.	If you can't measure, you can't lead.	Translate vision into everyday routines.	Processes in line with the new approach.	Continuous learning mindset.
Owneship and vision	Analytics	Leadership	Processes	Learning

How we really do it

(confidential)

Good theories never work
the same way in practice

Why?

Because we're humans, not objects

Part 2:

Change in self governance organisations

Background theory ;)
Adaptive management of change

- Low to none hierarchy
- Giving and taking responsibility
- Open communication
- Co-creating
- Mindfulness
- Leadership and management as a narrative discourse
- Aims to empowerment of the employees and the organisation

Read more (in Finnish): Master's thesis: Mahdollistavan johtajuuden (ante)narratiiveja (2014)

Itseohjautuvuus in English

1 Self determination

2 Self organisation
Self governance

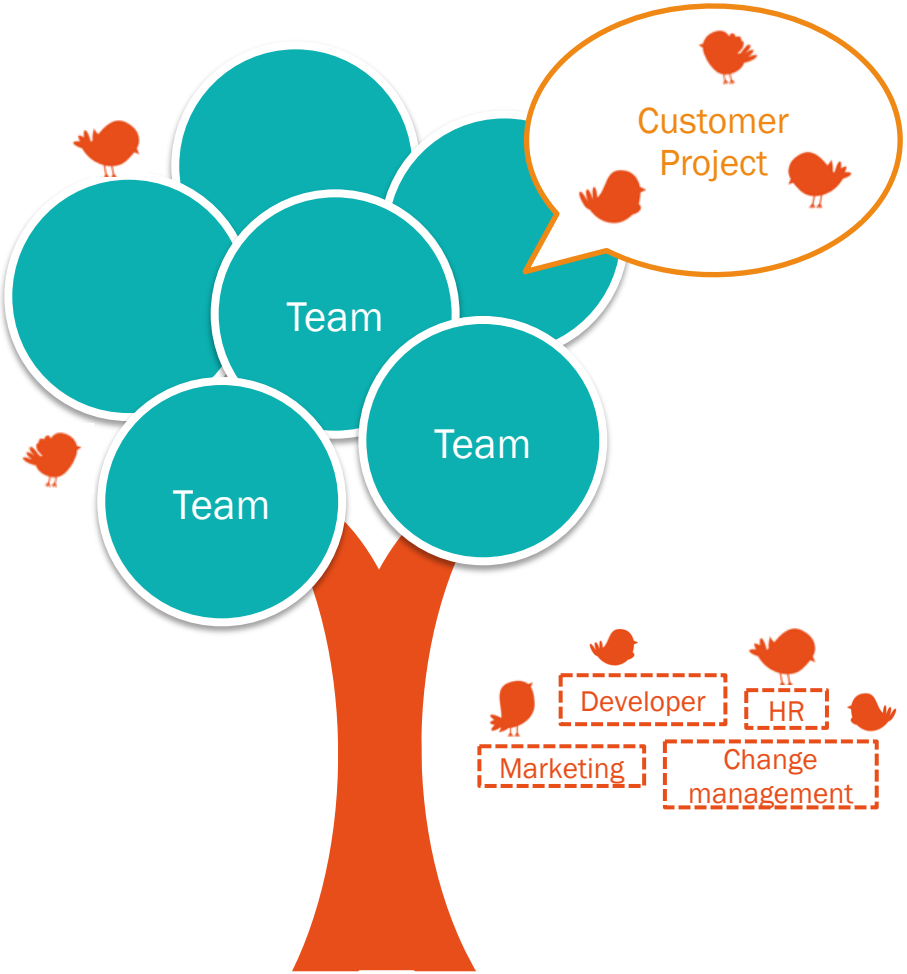
3 Self leadership

4 Empowerment
Shared leadership

Read more (in Finnish): Ellun Kanat: Kumpi itseohjautuu: tiimi vai yksilö?

Organization at Digital Illustrated

- 70 humans, 0 managers
- Flat organization
- DI provides facilities and sets economic constraints
- Self-organized teams based around customers and projects
- Virtual teams for competence sharing and support functions
- Coaches & mentors for personal development



What it takes to be self organised?

Be responsible

- Communication
- Focus
- Resilience

Photo

What it takes to be self organised?

Be human

- Empathy
- Where’s people, there’s structures
- Work and life balance

Photo

Be the change that you wish to see in the world

- If you want something to happen, do it yourself
- Be brave and experience
- Not all good ideas go viral
- Have patience: time is a relative construction

Photo

Knowledge sharing is power

- Open communication with centrified tools designed for work purposes
- Common work, common files
- Virtual teams
- Beer & Talk
- Breakfast Keynotes
- Retrospectives

Assignment time!

Get your phones or laptops ready

Go to www.kahoot.it

Join in with game PIN: XXYY

Read questions here on screen

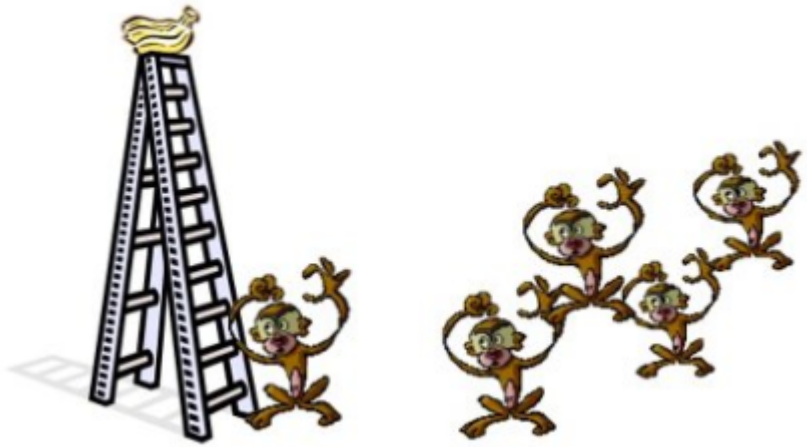
You have 30 seconds to answer!

Photo

Part 3:

Reality check: change in large organisations

The story about the monkeys



If it was possible to ask the monkeys why they beat up on all those who attempted to climb the ladder, their most likely answer would be “I don’t know. It’s just how things are done around here.”

Moral of the story?

Next time someone says, “That isn’t how we do things here,” ask the question “Why?” It may generate some interesting new thoughts and discussions. If not, tell them about the five monkeys and the bananas.

Disclaimer

Another moral of the story?

‘That “Five Monkeys Experiment” Never Happened. Obviously.’

It’s a story. On the internet.

Culture?

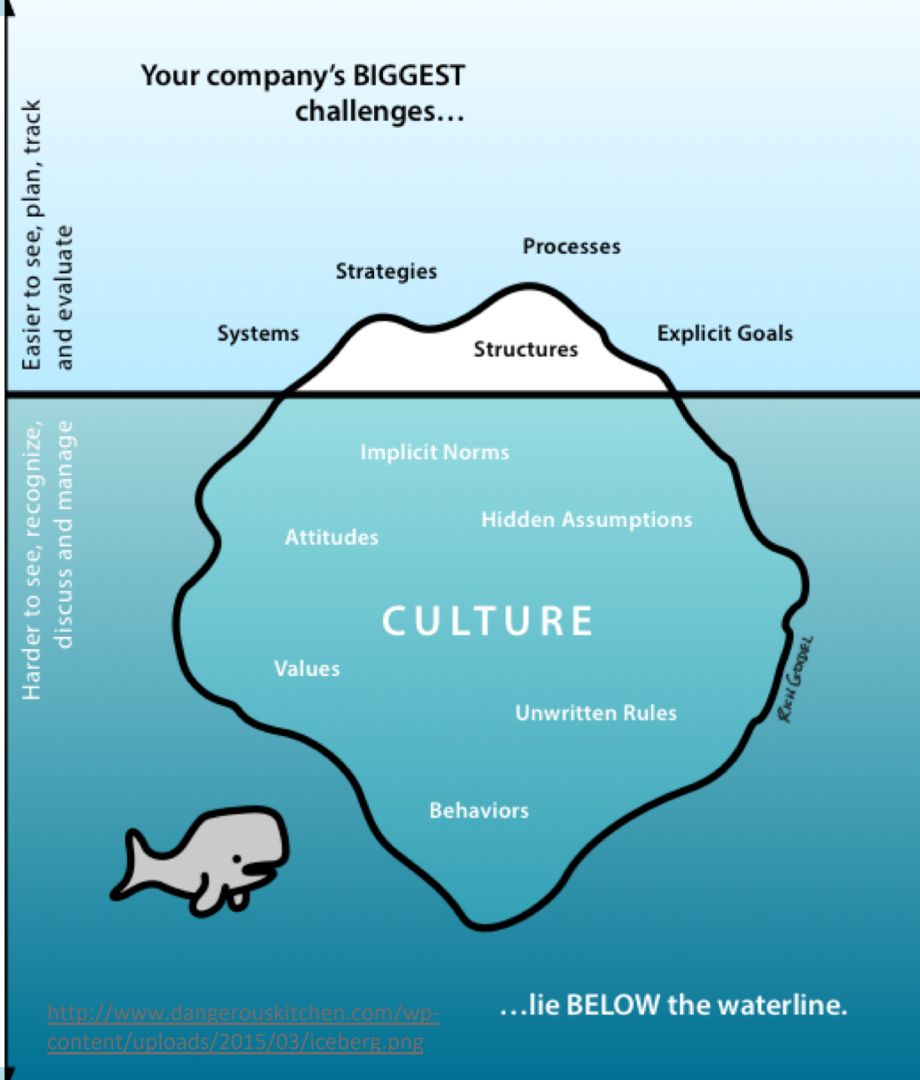
VISIBLE: Systems, strategies, processes, explicit goals, structures

NON-VISIBLE: implicit norms, hidden assumptions, attitudes, values, unwritten rules, behaviors

-> When complexity of work grows, non-visible elements becomes more important than visible elements

-> That's why it's important to focus on the non-visible elements of the culture more in knowledge work based organizations

-> Which is hard and time consuming

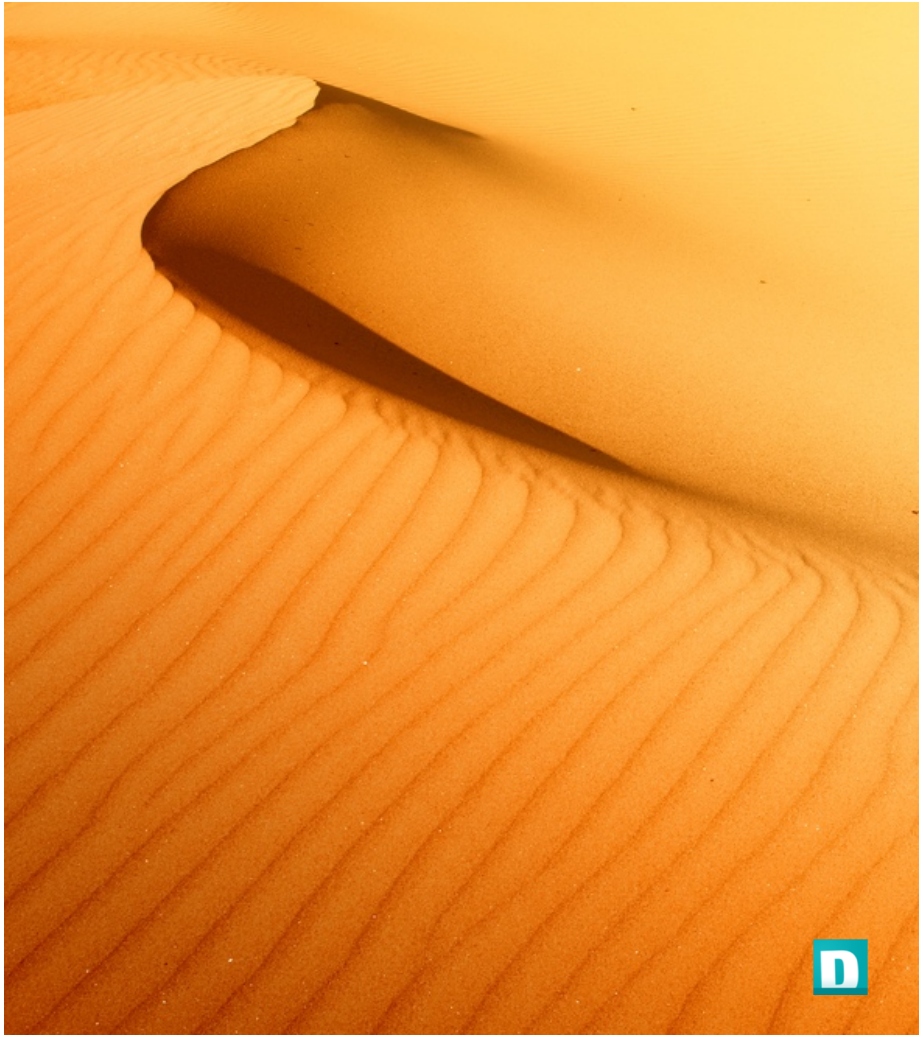


http://www.dangerouskitchen.com/wp-content/uploads/2015/03/iceberg.png

> IT Projects are not about technology.
> They are about changing the way we work

— Every (IT) Consultant, everywhere, all the time

Why everything fails?

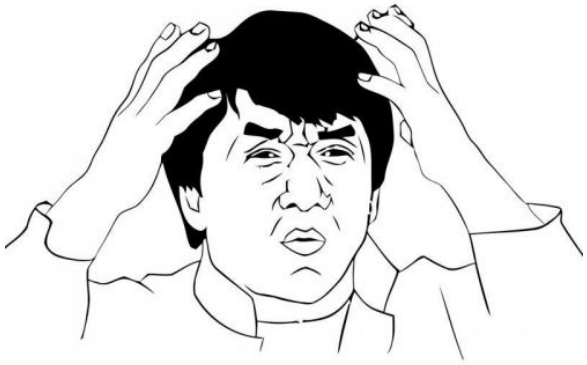


”68% of IT projects fail”

Why?

Legacy culture prevents digital adoption:

- Analogic tools and working habits
- Strict processes and control
- Authoritarian hierarchies



- High complexity work cannot be handled with strict processes
- No “one size fits all” –model because every context is different
- Too much focus on gluing new tools on old way of working

Change in IT in large organizations in Finland

..as seen from consultant's perspective:

- Companies are moving to the cloud
  - Work from anywhere, anytime is starting to get more standard (wuhuu!)
- New tools emerge quickly

However..

Organizational "Game of Thrones"
often prevent the best solutions to
be made from the end user point of view

People experience "new tool fatigue“

There is huge gap between employees’
digital skills

Millenials vs. Baby boomers

Millenials

- Trying new things all the time
- Collaboration & team work

Baby boomers

- ”If you don’t know how it works, you cannot touch it”
- Knowledge is power (& limited)

Citations from real-life situations

“I have no time to learn these tools”

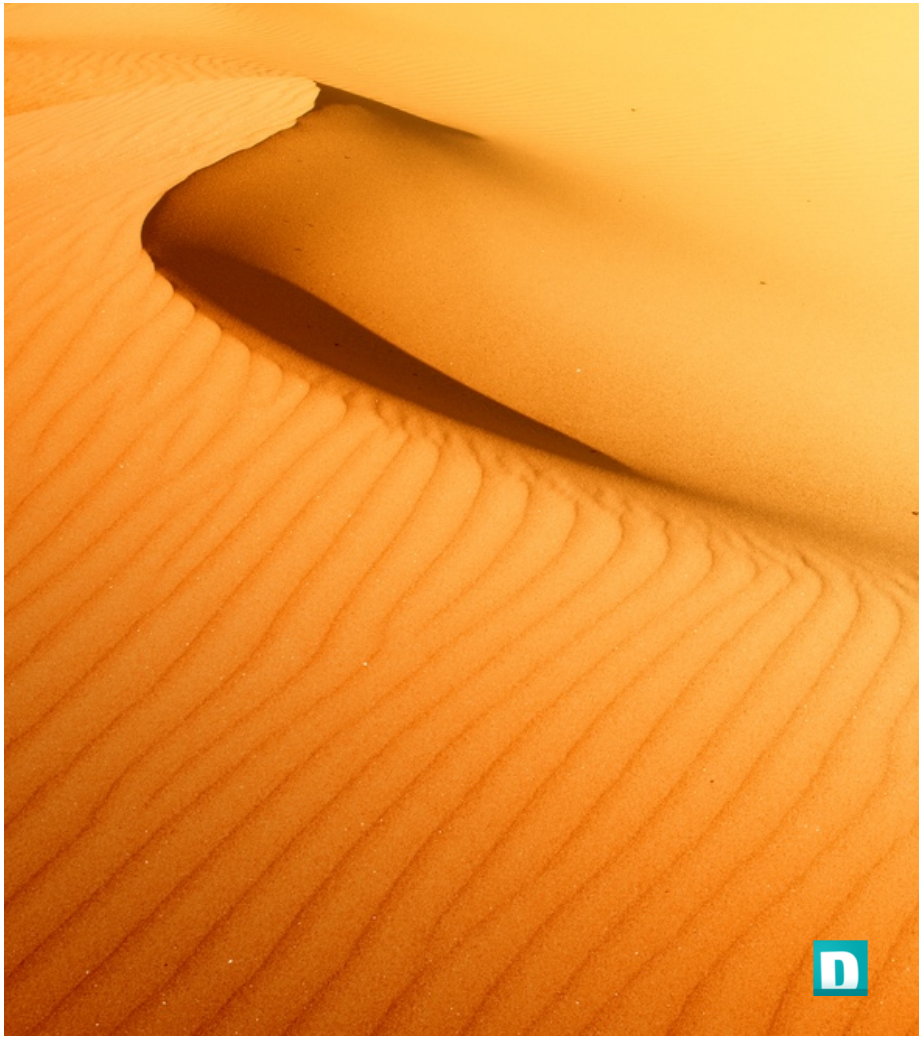
“Personally I don’t like to send messages.”

”I cannot find the instruction paper on how to add the attachment to email, so can I send this issue to you tomorrow?”

”Where can I find the Internet?”

Story of cucumbers and pickles

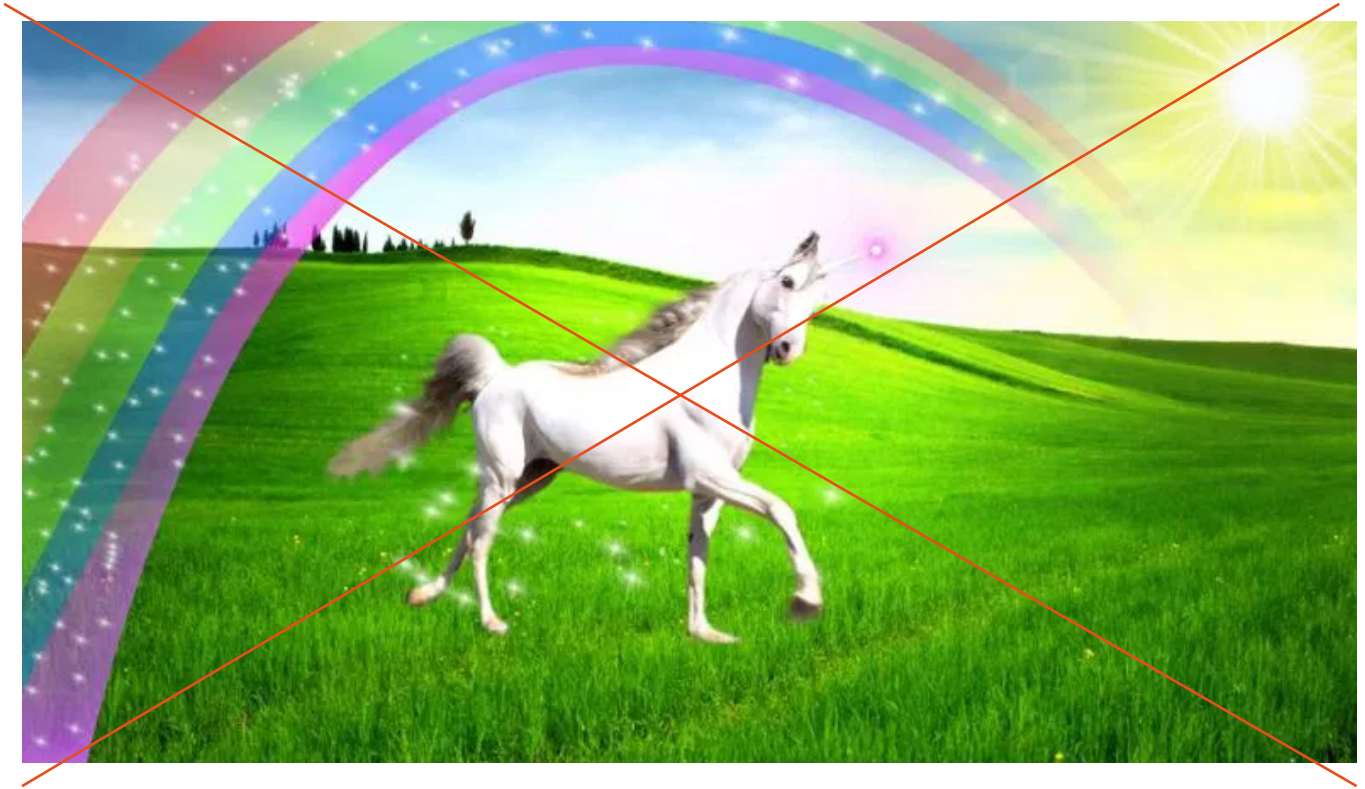
Cases:
How the change is actually happening in large organizations in Finland?



Case: Enterprise Social

*“**Enterprise social** software (also known as or regarded as a major component of **Enterprise 2.0**), comprises **social** software as used in "**enterprise**" (business/commercial) contexts.”*

Adoption of Enterprise Social in Finland



Why Enterprise social projects failed?

- Enterprise social is not mandatory to use in traditional way
  - Like billing systems or time tracking systems
  - No easily visible connection to revenue
- Organizational context differed radically between organizations
  - Cases VR and YIT
    - ”Presence of management was the biggest strength of Yammer adoption”
    - ”Absence of management was the biggest strength of Yammer adoption”

Lessons learned: Different adoption tools we use now to drive change

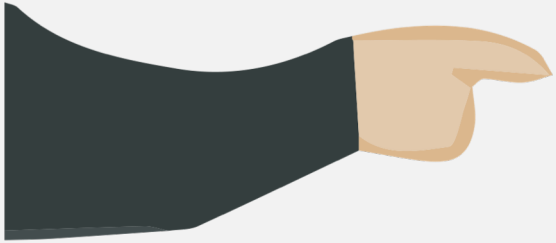
- Background analysis
  - Culture & way of work analysis
  - Questionnaires, interviews
  - Pilots
- Excecutive & managerial buy-in
  - Top-management workshops
  - Business decision makers' workshops
  - Middle-management workshops
- Key user involvement
  - Change groups (all levels, top influencers)
  - Coach network
  - Virtual teams
- Employee-level workshops & trainings
  - Learning centers, videos, clinics for teams

Part 4:

Everything you REALLY need to know about change in organisations

OWNERSHIP

QUALITY OVER QUANTITY



BACK TO THE BASICS

WHAT'S IN IT FOR ME?

THERE'S NO PLAY LIKE ROLE PLAY

Thank you! Kiitos!

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