



White Paper:
**Preparing Your People to Succeed in the
Era of Digital Transformation**

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Many companies are implementing new technology in support of broader digital transformation goals. However, transformation isn't just about implementing technology; it is about fundamentally changing how employees leverage that technology to produce business outcomes. And these fundamental changes do not just happen—organizations must put purposeful and effective solutions in place to enable them.

If you are wondering how you can effectively prepare your people to succeed in the era of digital transformation, you're not alone. This paper discusses three key ways you can help drive user adoption of digital technology solutions to get the most value from your investment.



Enroll People in Your Digital Transformation

Most leaders realize that to succeed in the digital economy, their organizations will need to change. What might not be so evident is the degree of change they will need to lead their people through.

The hard truth is that change leadership for digital transformation is about far more than the communication of change—it is about attaining people's commitment to fundamental business and process changes. Even if your organization has successfully undergone organizational change in the past, for true digital transformation success, you must re-examine your approach to organizational change management (OCM). Some of the fundamental questions you should consider to better understand the impact of the change your organization is undertaking are:

- To what extent will your efforts require changes in the mindsets of your employees, or will change be limited to methods, systems, and behaviors?
- Changes to mindsets are typically required for transformational change and necessitate a different approach to OCM.
- To what extent are the right solutions known for the business decisions your organization must make throughout the process? With transformational change, there may be no single right answer or potentially many right answers. Finding the right path requires experienced guidance from OCM resources.
- To what degree will the change require a shift in the way the organization is managed? Transformational changes often require substantial political changes, making them far more complex.
- Will many of your employees will be unwilling or unable to make the change? What impact might this have on your organization?

As you can see, transformational change requires your change management team to look beyond traditional OCM activities to focus on strategy execution. It measures progress not by task completion, but by commitment achieved. Key to the success of this level of change is an integrated strategy and a well-designed plan to develop sufficient levels of understanding, commitment, and alignment.

Ensure Solution Adoption

Enrollment in the transformation is critical to successful adoption of your digital solution, but it is not the only requirement on your checklist. In addition to having your people buy in to the solution, they will also need the following:



Thorough understanding of new processes, roles, and tasks –

In most organizations, digital transformation brings a complex world of new business processes, job roles, and job tasks that employees must embrace. Solution adoption happens most effectively when employees are equipped to perform at their peak skillset to produce required job outcomes. Focusing on job outcomes allows organizations not only to directly tie learning to creation of value for the company, but also to provide employees with a clear vision for how they contribute to success. This is a key driver of employee engagement and motivation—cornerstones of adoption.



Effective tools to support performance –

Since 80% of learning takes place on the job, just-in-time performance support plays a critical role in solution adoption. The easier and more quickly employees can apply what they have learned on the job, the quicker adoption occurs. In the age of digital learning, this process is accelerated by evolving learning to merge with point-of-need task support in the form of microlearning videos and context-sensitive, step-by-step support. Often, today's learner can realize they need to do a task, and then pull up a quick video to see how to do it. This agile, time-of-need learning approach helps minimize time away from the job and maximize application of learning.



Support during transition –

One of the major challenges of the digital economy is the pace of change and its impact on employees. Change fatigue often leads to employees simply soldiering on through transition (or ducking and hiding) rather than embracing their new roles and responsibilities. To combat this fatigue, organizations have traditionally turned to super users embedded within the workforce to provide support. However, today's technology provides many additional options for both supporting and engaging employees during transition. Like a nurse gathering statistics on a patient in triage, analytics gleaned from the user's direct interaction and experience with a business application or learning objects at any time during an implementation can be a signpost pointing to the barriers of healthy user performance and the successful achievement of work outcomes. Equipped with data and insights from modern ERP platforms, organizations can help alleviate frustration and ensure effective user adoption by enabling the swift and thoughtful delivery of focused, engaging learning interventions right at the point of need. Do not underestimate how much you will gain by providing the needed support; you will see increased employee morale and engagement.

Establish an Agile Culture of Continuous Improvement

For organizations competing in the digital economy, transformation doesn't end once employees reach initial competency. Technology and the business continue to transform; it is critical that organizations have sustainable platforms to drive continuous performance improvements. Modern ERP systems are all about live information and insights. A key promise of the software is that employees are empowered to continually identify how to improve on meeting customers' needs. Critical to this promise is the ability of employees to share these insights through collaboration and knowledge sharing. This means learning solutions must be designed to support ongoing learning over time. Organizations can no longer be successful by merely training for go-live. A sustainable solution must be available to share ongoing updates and to disseminate best practices across the organization.

Summary

Although the challenges associated with the people side of digital transformation may seem daunting, the good news is that our approaches for supporting employees in these times of change continue to evolve and improve. Learning 3.0, data analytics, adaptive learning, xAPI, and other innovations enable the agile, seamless learning experiences digital economy employees need for success. Most companies are not yet taking full advantage of these approaches. However, just as it is important to have a vision for digital transformation, having a vision for your people solution is equally critical. A lot has been written lately about the potential positive and negative impacts of technology on our future. By helping your workforce successfully navigate the exciting challenges of new technology, you are investing in the power of your people, which leads to not only their success, but to also that of your organization ■