Why Change Management is Crucial to your Digital Transformation
Introduction

For many organisations, the catalyst for transitioning to Cloud Communications is the desire to create a fully digital workplace, move away from legacy systems, reduce costs or remain competitive within their industry.

For others, encouraging a better work culture, boosting employee productivity and improving everyday business operations are the driving forces behind new technology implementation.

Whether your key business drivers are financial, goal-orientated or future-proofing, none of them can be achieved without cooperation from the people using the technology.

So it’s astounding that end users are so often overlooked when it comes to implementing Cloud Communications.

‘It’s gratifying that the large majority of organisations understand the productivity benefits associated with UC. However, unless they put the user at center stage and quickly and decisively communicate the benefits they won’t reap these advantages.’

Hugues Treguier - Director of Strategy & Products, Cloud Communications
Understanding your organisation's change culture often makes the difference between success and failure of a Cloud Communications programme.

There's simply no point in investing a lot of money into new communications technology if your workforce is not going to use it in a meaningful and beneficial way. Your digital transformation journey should be about more than just the technology; it's a people thing.

Organisational Change Management can completely transform your digital transformation journey because it:

- Reduces the risk of a project failure
- Helps your organisation to get as close to your projected ROI as possible
- Involves employees at every stage
- Arms employees with the confidence and knowledge to embrace new technology
- Humanises the technology
- Engages and excites the workforce

Just 15% of organisations who report having ‘poor’ change management effectiveness meet or exceed project objectives, compared to 94% of those with ‘excellent’ change management effectiveness.

PROSCI, 2016
OCM significantly reduces risks of a project failure

When implementing Cloud Communications, overlooking the people element can be disastrous and cause your project to fail. Focusing solely on the technology while neglecting the end-users is risky and can result in major delays and unforeseen costs.

Delays to project completion are likely to create frustration among employees and C-levels which further disrupts the adoption process. Spiralling costs may even lead to the project failing altogether if the budget runs out, making your project a wasted investment.

Organisational Change Management significantly reduces the risk of your project failing as end users are taken into account from the very beginning.

The Cloud Communications Division of NTT’s Organisational Change Managers help you to design a bespoke solution that’s tailored to your organisation, its goals and requirements.

We identify your organisation's use cases and personas and ensure their integration into business processes during and post implementation.

Similarly, the identified personas are incorporated into all communications and training approaches to ensure a well rounded and meaningful approach to all end user communities.

The essential aspect is, to clearly point out ‘What’s in it for me’ for each persona. Aligning training and communications with stakeholder personas is crucial to mitigate the risks of a project failure and ensure optimum user adoption rates.

80% of successful UC deployment is a cultural/people challenge, and 20% percent is the technology.

PROSCI, 2016
OCM gets you as close to your projected ROI as possible

Low technology adoption rates are the biggest prohibitor to achieving a good ROI. The sooner your employees use Cloud Communications as intended, the sooner you will be able to see a positive return on investment.

Organisational Change Management helps to successfully integrate Cloud Communications within core business functions so your organisation can realise the benefits in no time.

Our experienced Organisational Change Managers work with you at every stage of the project to ensure that your end users are at the centre of all decisions throughout every step of the project life-cycle.

Our team continues to monitor and assess your adoption rates after implementation, providing optimisations to your strategy to continually improve adoption rates, and ensure you realise the benefits you set out to achieve within your initial business case.

With Organisational Change Management...

- 94% of organisations meet or exceed objectives.
- 71% of organisations are ahead of schedule.
- 81% of organisations stay on or below budget.

PROSCI, 2016
**OCM involves employees at every stage**

For a successful digital transformation it is crucial to involve employees from the beginning until the end. Educate them about how Cloud Communications fits into the overall business strategy and design your Cloud Communications around their requirements.

That way you ensure that the technology is something they actually want to use because they understand how it facilitates their everyday tasks.

If employees are included in the process, they are much more likely to embrace the technology and become active participants in the change, rather than disgruntled recipients. Our Organisational Change Managers speak to employees from multiple departments at different levels within organisations to understand their pain points and business processes.

Organisational Change Managers also look at what kind of shadow IT employees may be using. Based on this assessment we select a technology that matches actual user requirements. This ensures that end-users are understood and feel like they made a positive contribution to the project.

‘If employees feel like they are involved in change, they will be more open to it, creating a smoother transition to the digital workplace.’
OCM arms all employees with the confidence and knowledge to embrace the technology

A key element in transitioning to a fully digital workplace is to get all employees up to speed with new technology, even those who are not particularly tech-savvy.

Many Cloud Communications programmes fail at adoption because employees feel intimidated by the new system and are therefore reluctant to embrace it.

To avoid this, it is crucial to provide comprehensive and structured training tailored to all levels of proficiency.

Effective training helps to grow your employees’ confidence in using the technology and minimises their resistance towards it.

We can undertake a detailed Training Needs Analysis (TNA) which captures different users’ capabilities, key use cases and specific requirements for which information users want to receive and how.

Every person is unique, therefore a “one-size fits all” training approach is not an effective mechanism to engage the wider business. Training should continue and support should be provided to ensure that all employees use the platform efficiently and can access help if needed.

We provide practical training, coaching and 24/7 support for employees to ensure a positive user adoption.

39% of UK leaders agree that the introduction of new technologies makes employees feel anxious.

Microsoft, 2017
OCM helps to humanise the technology

Organisational Change Management helps to humanise the technology. Introducing the technology in-person early-on gives employees the opportunity to learn more about it and get used to the idea of change before deployment.

Face-to-face training and practical hands-on coaching further help employees to tackle Cloud Communications, enable them to ask questions and practise to use the tools before general rollout.

Setting up a sample group of users is a great way to boost overall adoption. It helps to determine the main difficulties for teaching a larger group and can thereby inform your strategy for training other employees. It also enables you to trial key use cases which have been identified as in-scope or desirable to transition to the new application.

This ensures that success is optimised on the wider roll-out by validating lessons learned, or remediation activities on initial pilot approaches. It also allows for the business to start communicating clear success stories early on.

The ‘early adopters’ can help to train and assist their peers with Cloud Communications, speeding up the whole adoption process.

Furthermore, your sample group of UC Change Champions can educate fellow employees about the advantages of Cloud Communications and thereby create a positivity around the new technology.

‘Start small, prove the technology, and ensure the user experience is strong. This type of pre-deployment approach delivers powerful transformations.’

Alan Baldwin, Managing Director, Applicable
Key takeaways

Organisational Change Management is crucial to your Digital Transformation Journey because:

- It aligns training and communications with key stakeholder personas to ensure optimum user adoption rates.
- It integrates Cloud Communications within core business functions, ensuring you can realise the benefits and get as close to your projected ROI as possible.
- It engages the user in the design phase to ensure their requirements are built in to the system configuration and adoption campaigns.
- It involves employees at every stage of the project, minimising their resistance to change.
- It ensures effective, tailored training, which is essential for building employees’ confidence using the technology and empowers them to use it.
- It helps to humanise the technology through sample groups and hands-on training.

Contact one of our experts today!
Speak to an expert
**About Cloud Communications and NTT Ltd.**

Cloud Communications is a division of NTT Ltd., a global technology services company bringing together the expertise of leaders in the field, including Arkadin, NTT Communications, Dimension Data, and NTT Security.

Focused on delivering smart communication to enable smarter workspaces, our mission is to provide world-class cloud communication solutions that enable dynamic collaboration interactions for improved workforce efficiency, productivity and engagement. As the Cloud Communications division of NTT, we specialize in Cloud Communications, Cloud Voice and digital events, delivering tailored end-to-end consulting, deployment, and Managed Services to empower businesses and enable their digital workplace transformation.

Together we enable the connected future.

Visit us at our new website [hello.global.ntt](http://hello.global.ntt)

**Contact one of our experts today!**

[Speak to an expert](http://hello.global.ntt)
Together we do great things