

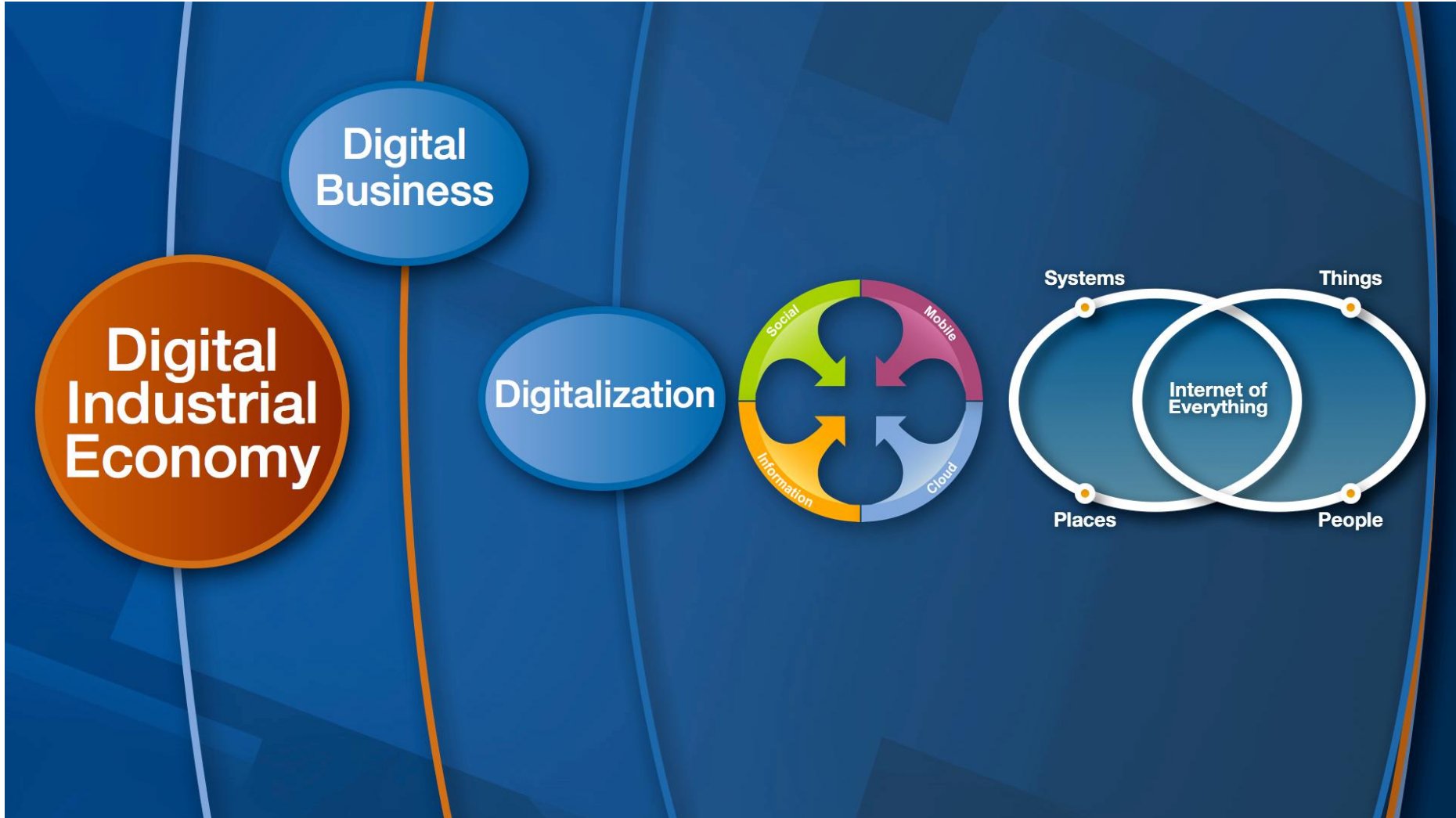
The Impact of New Technologies: Managing Change to Leverage Business Innovation

Cassio Dreyfuss
VP, Research Country Leader, Brazil

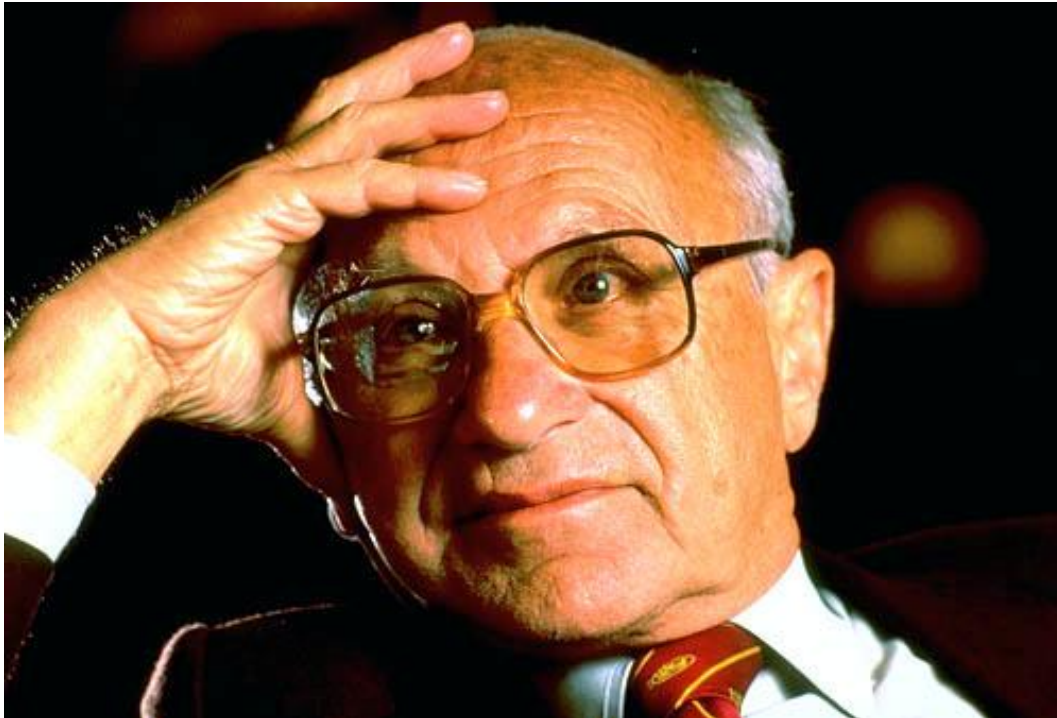
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The Adoption of New Technologies Promises a Wealth of New Business



However... (and there is always a however)



“There’s no such a thing as a free lunch”

Milton Friedman

Key Issues



Adopting Emerging Technologies



The Impact of Change



Managing Organizational Change

Key Issues



Adopting Emerging Technologies

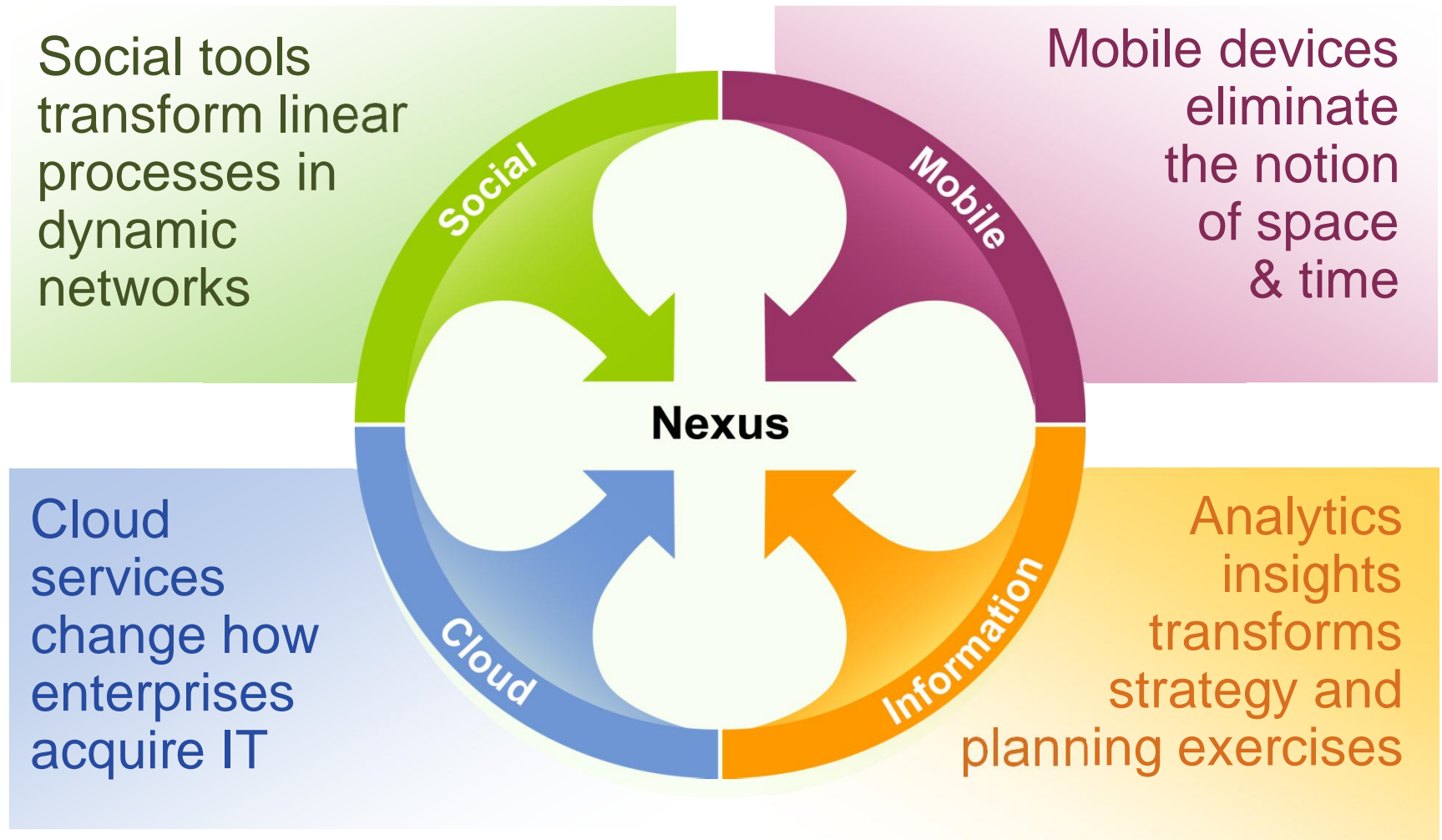


The Impact of Change

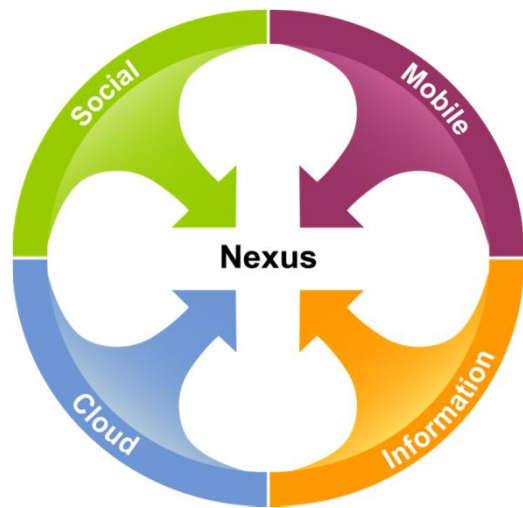


Managing Organizational Change

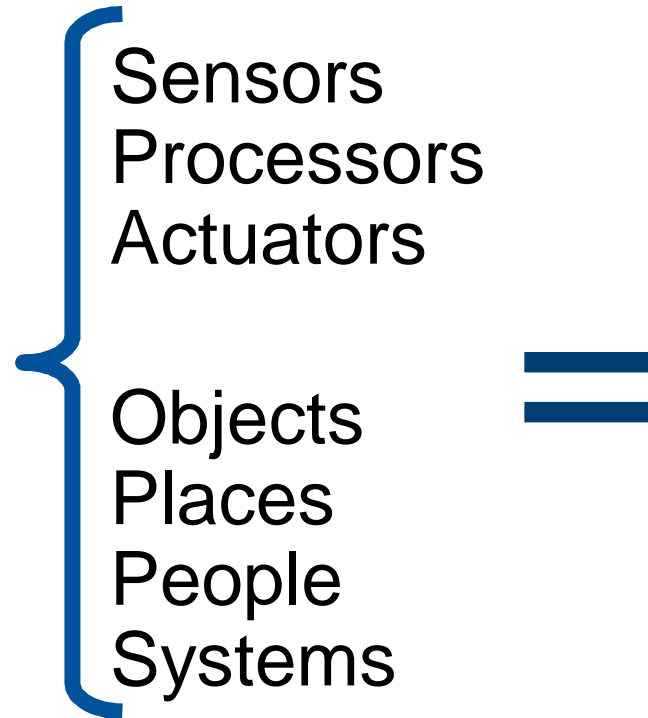
The Nexus of Forces: New Patterns Begin to Influence the Logic of Business



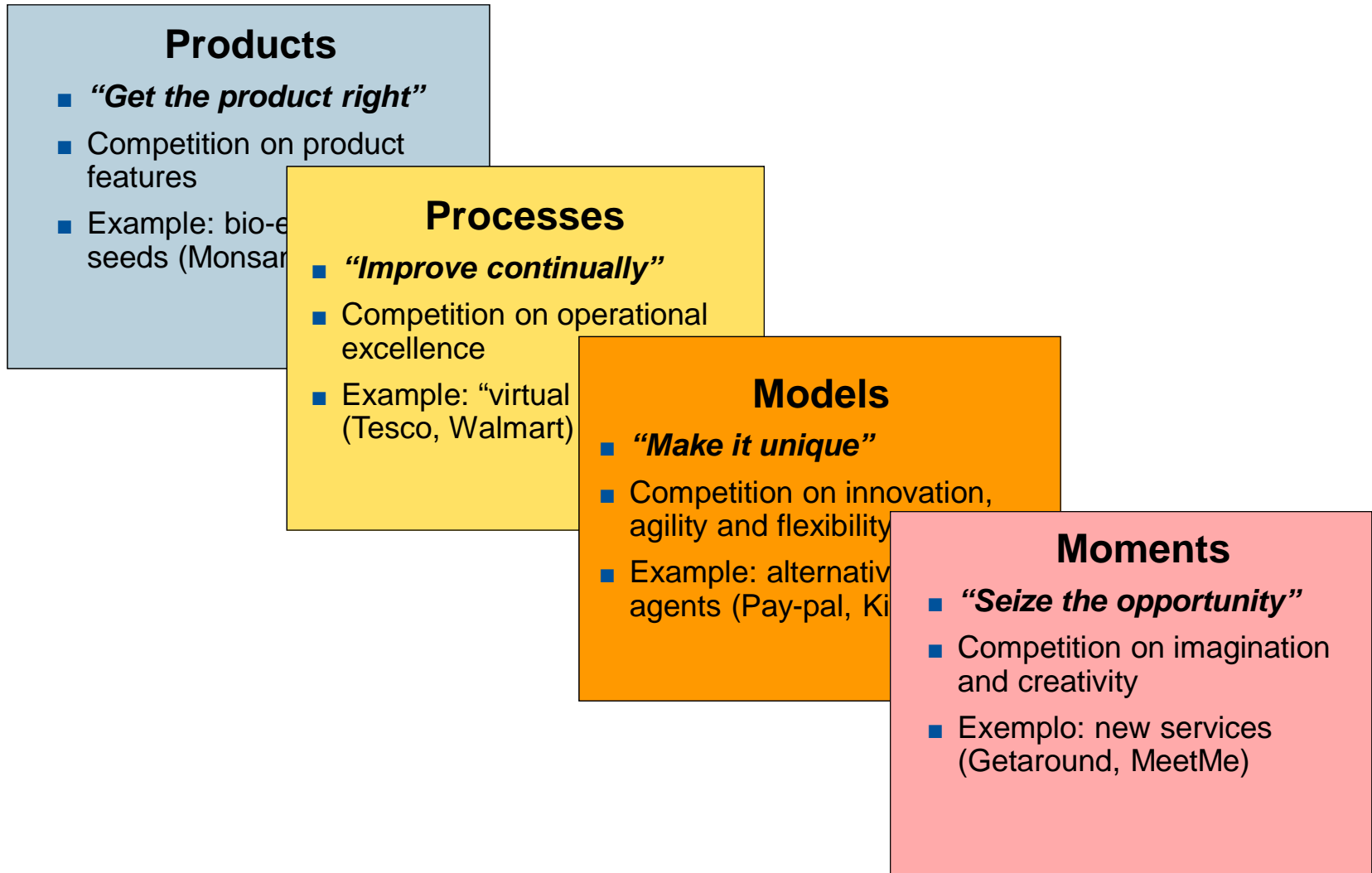
2014: When the Nexus of Forces Meets the Internet of Things



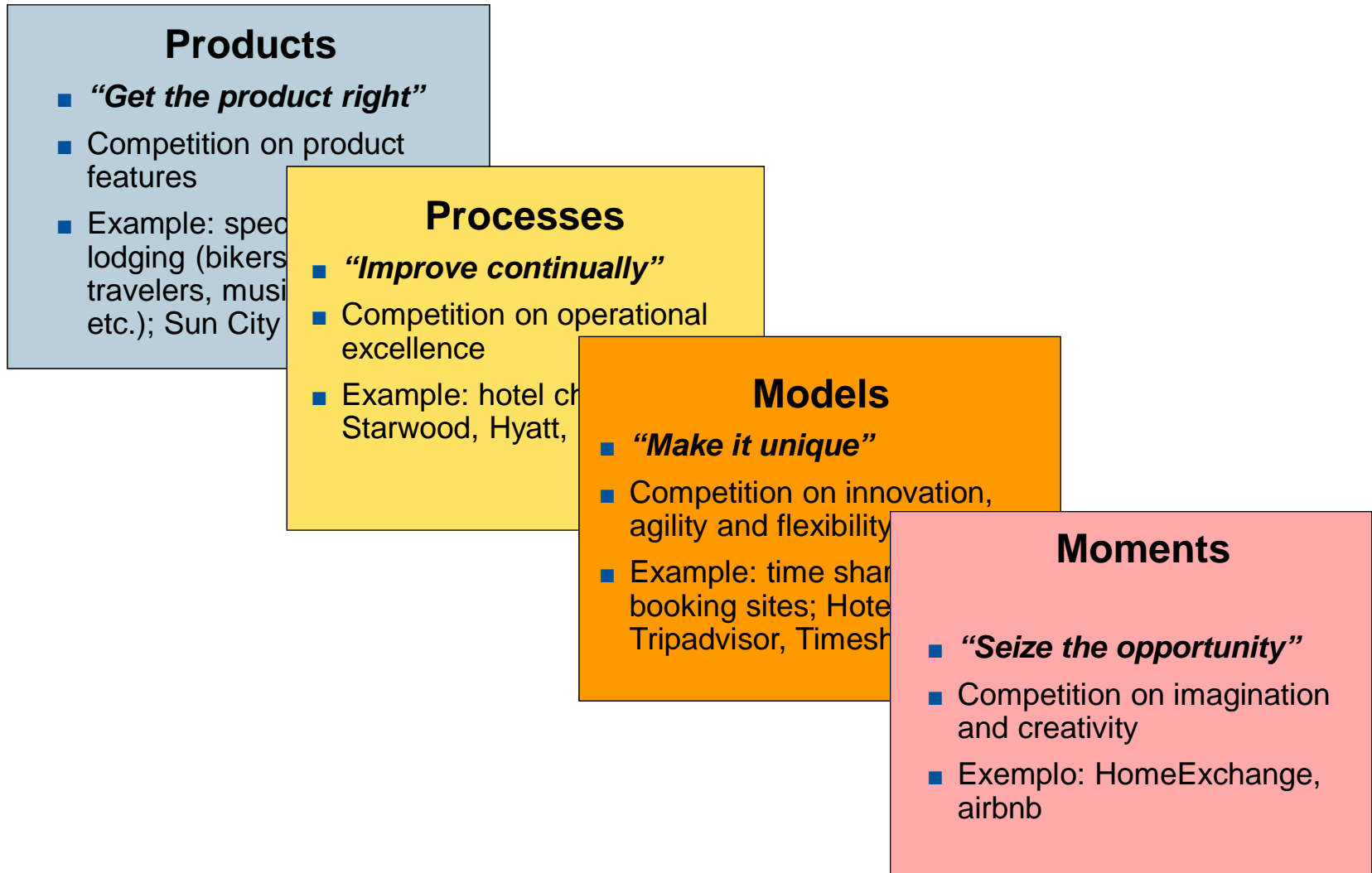
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New Business Possibilities: Products, Processes, Models, Moments



New Business Possibilities – an Example in the Lodging Industry



Innovation Demands

New Habits, Behaviors, Culture and Values

Objective	Area to Address	Actions
Find Where to Go	Vision & Leadership	<ul style="list-style-type: none">■ Get involved with the business■ Think business value■ Create the environment
Set What to Achieve	Creativity & Objective	<ul style="list-style-type: none">■ Create rich network■ Elicit “outside the box” ideas■ Use a business filter
Consider Concerns	Security & Risk	<ul style="list-style-type: none">■ Balance concerns against benefits (and costs)■ Be creative when addressing concerns
Decide How to Do It	Roles & Collaboration	<ul style="list-style-type: none">■ Use business pull and technology push — but start with the pull■ Develop trust and collaboration

Innovation Demands

New Habits, Behaviors, Culture and Values

Objective	Area to Address	Actions
Keep Going	Focus & Discipline	<ul style="list-style-type: none">■ Define what is structured, what is unstructured■ Set formal processes — and follow them
Get Inputs From Networks	Relationship & Governance	<ul style="list-style-type: none">■ Find internal/external sources you can tap■ Set up criteria and rules for decisions
Expand Engagement	Communication & Marketing	<ul style="list-style-type: none">■ Socialize innovation■ Advertise progress■ Track & communicate value
Stimulate Involvement	Motivation & Recognition	<ul style="list-style-type: none">■ Develop the right profiles■ Value risk-taking■ Accept failure (but fail fast)■ Recognize formally

Key Issues



Adopting Emerging Technologies

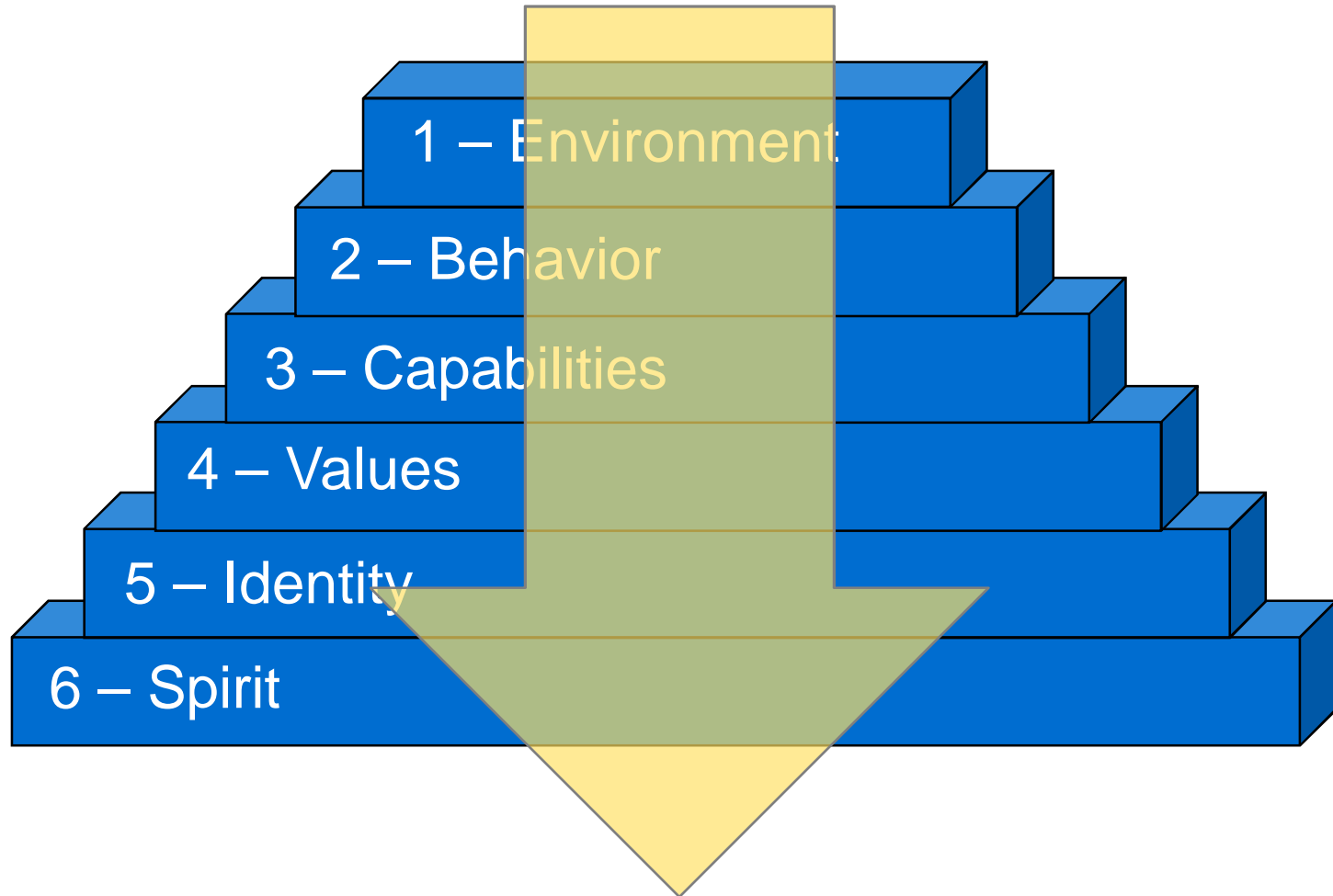


The Impact of Change



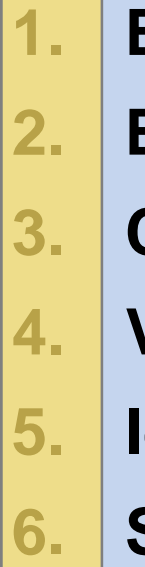
Managing Organizational Change

The Six Levels of Change and the Effect on People



Cumulative Effect

Levels of Impact – Areas of Impact on People

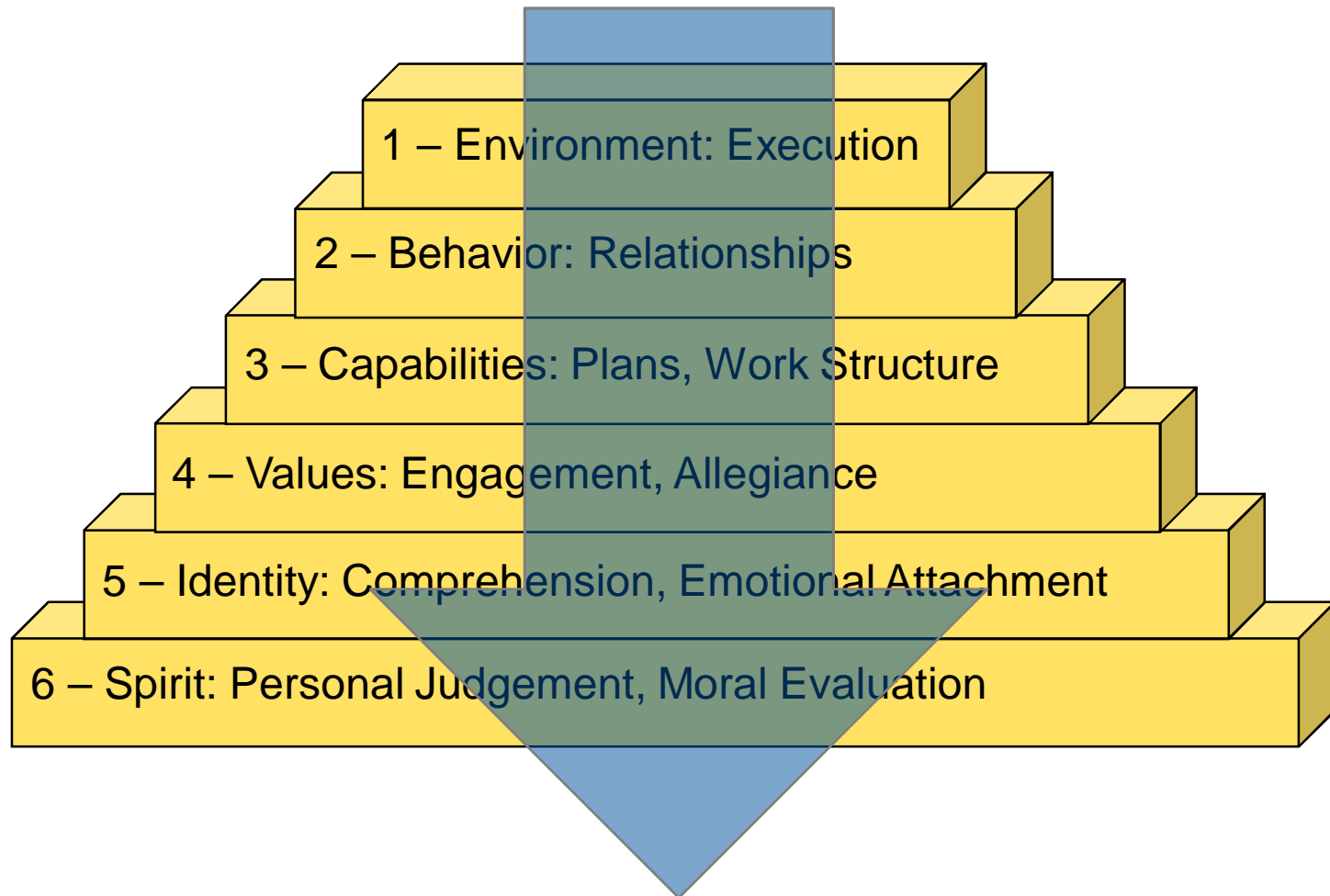
- 
1. **Environment:** Location, place, space, time
 2. **Behavior:** Actions, reactions, responses, interactions
 3. **Capabilities:** Models, maps, plans, strategy
 4. **Values:** Motivation, meaning, willingness
 5. **Identity:** Mission, roles, personal purpose
 6. **Spirit:** Vision, big picture, purpose

Organizational Development "Logical Levels" — initially developed by Robert Dilts
and adapted by Joe Cheal

Levels of Impact – Typical Examples From Technology-driven Business Change

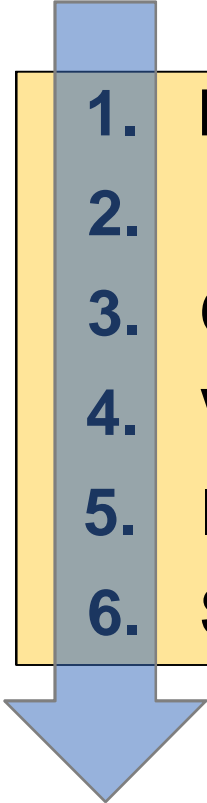
- 1. Environment:** Business process changed to incorporate client contact points along the process
- 2. Behavior:** Call center has to entertain unscripted interactions with clients through social media
- 3. Capabilities:** Salesperson responsible for individual P&L and complete client management cycle
- 4. Values:** IT and business processes outsourced to external provider of cloud services
- 5. Identity:** Product development management transferred to external agent to exploit "crowd sourcing"
- 6. Spirit:** New business based on analysis of personal private information perceived as potentially harmful

Levels of Impact – The Affected Areas in People's Work



Cumulative Disruption

Levels of Impact – Effect on People, With Direct Consequences on Work

- 
1. **Environment:** Lack of proficiency at assigned tasks
 2. **Behavior:** Reduced collaboration with new peers
 3. **Capabilities:** Poor understanding of new dynamics
 4. **Values:** Low personal alignment with vision and mission
 5. **Identity:** No connection to leadership, no relationships
 6. **Spirit:** Total isolation between work and self

Key Issues



Adopting Emerging Technologies



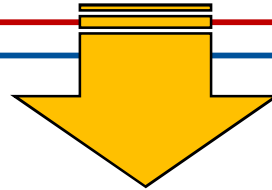
The Impact of Change



Managing Organizational Change

What Is the Enterprise Objective for Organizational Change?

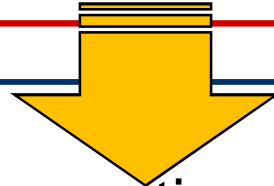
Create engagement and influence behavior, to drive the IT-based business innovation initiatives quickly, with the least disruption toward expected business goals.



- Map the impact of change.
- Develop a formal organizational change program.
- Consider the breadth and depth of change scenario.
- Get ready for continuous change (change management, organizational readiness).

What Are the Key Points to Address in an Organizational Change Program?

An organizational change program is a dynamic and flexible program that extends into the future, and competes for resources and management attention with "business as usual"



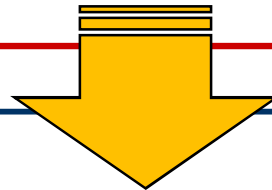
- Maintain a continuous, active, and aligned leadership
- Create a **story** and communicate it strategically
- Consider diversity and carefully design change initiatives
- Empower "peer advocates"
- Monitor everything, day and night
- Do not stop at organizational change; go beyond

What Is the People-oriented Objective of Organizational Change in a Transition?

To influence change is to answer a million times, in a million different ways, the same two questions:

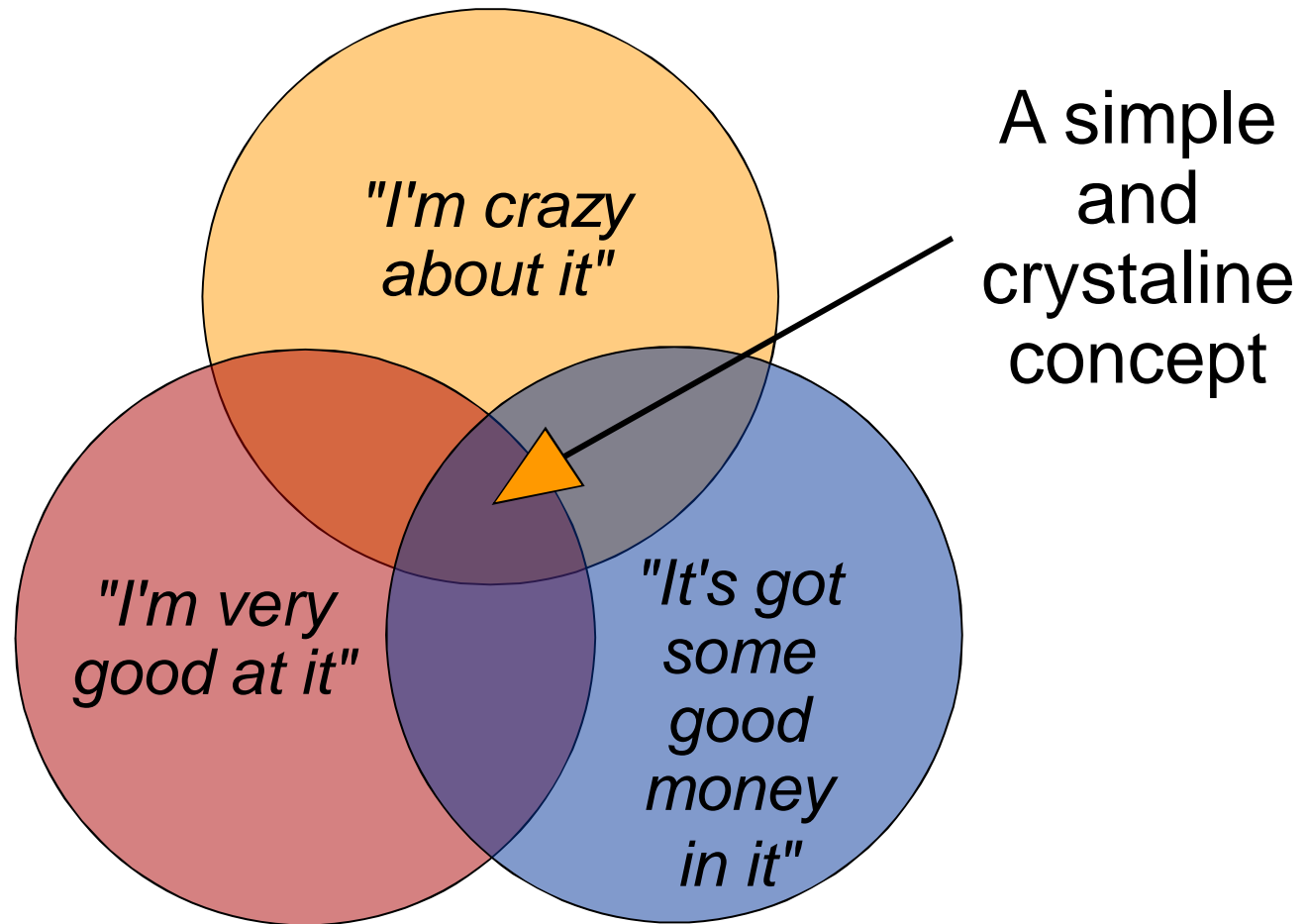
Where are we going?

What is in it for me?



- Assured proficiency in the new situation
- External references in place
- Personal alignment with new directions
- Sense of belonging in the new environment
- Resilience and higher change capacity
- The achievement of personal objectives

The Secret Ingredient: Help People Find Their Best Place



Adapted from "From Good to Great," Jim Collins, 2001

Recommended Gartner Research

- [Map the Impact of Organizational Change to Manage it Effectively](#)
Cassio Dreyfuss (G00230256)
- [Sustainable Enterprise Change](#)
Lee Weldon, Richard Hunter and others (G00230432)
- [Organizational Liquidity: Change Management for Tumultuous Times](#)
Elise Olding, Carol Rozwell (G00205832)
- [The Nexus of Forces Changes Everything: Gartner Symposium/ITxpo 2012 Keynote](#)
Peter Sondergaard and others (G00246019)
- [Innovation; CIO Desk Reference Chapter 33](#)
Jackie Fenn, Mary Mesaglio (G00247635)

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