

Digital transformation: imagine your workforce loves it like gummy-bear

by Tomer Lanis and Roman Regenbogen

We know the drill: bureaucratic, costly transactions turn into a few simple taps on a mobile app. The UX gods are summoned to design the shortest, most satisfying customer journeys. The data wizards convert immense amount of data to clear, insightful imagery. Your clients get excited and so should your employees. But do they really?

Expecting employees to be excited about the advent of digital transformation is based on a misunderstanding and will inevitably disappoint us. What is there to misunderstand? First, as an employee I can be loyal and highly engaged as long as the business interests align with my own. I assume that business success will also reflect on my career so I can grow along with my business. Digitizing my business, however, might be in the best interest of my business, but not in mine. Will I still have my job? Will my client still need me? Will my role still be exciting?

Second, digitalization like any other dramatic change at the office is bound to generate the most common, natural human reaction: resistance. Most humans prefer to keep their familiar, comfortable, safe zone. We expect rational professionals to automatically adopt rational business changes. But if we were rational creatures, our world would have no wars, no love and no gummy-bear. For many employees, digital transformation represents a severe threat to the job they like, to the client relationships they take pride in, and even to the profession they master. No wonder they resent it. Sinking motivation, endless futile arguments and unexpected delays are possible symptoms of resistance. Workshops tend to yield mediocre ideas, if any. People channel their energy towards protecting their familiar safe zone, erecting high fences between silos, and in distress even sabotaging any progress. Consequently, digital initiatives struggle to achieve their projected benefits.

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But then, imagine your workforce loves it.

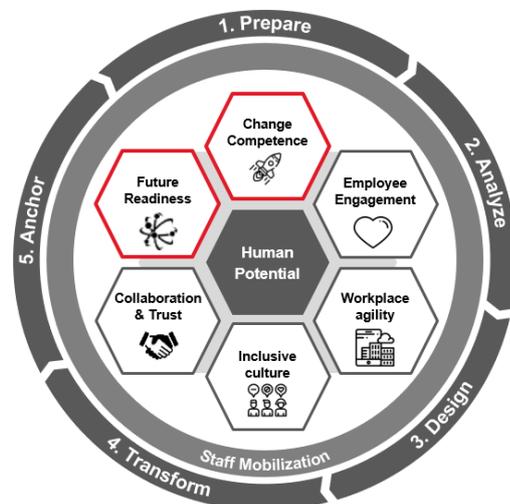
How would that affect the speed and ultimate success of your transformation journey?

Digitalization initiatives often place the client in focus, while taking for granted the employees and the crucial role they play. What if we don't take employees for granted? How can we engage and excite them?

At TALOS we don't merely apply high standards of digital transformation, we shape new standards. Our *Human Potential framework* is well integrated in every phase of your transformation initiative, skillfully addressing aspects like resistance and feedback management, organizational culture and future readiness. For example, instead of starting a project with the assumption that everybody will love it, we ask ourselves what the most skeptical people would worry about, so we can pro-actively address their concerns early on. Instead of relying on plain-vanilla corporate communication channels, we craft unique, compelling messages and select the most influential senders to bring them across. We lay out the desired behaviors and values, design effective nudges and track the behavioral change over time. The result is a higher level of employee commitment, less frustration and thus, less obstructionism.

Our *Human Potential framework* accelerates your initiative and at the same time makes it more impactful, rewarding and fun - all that with hardly any increase of your investment. This was recently demonstrated in an award-winning digitalization initiative at a global reinsurer. Shrinking your initiative's time to market and at the same time delivering superior results inevitably improves your ROI. Curious to discover more about our framework, and how to apply it? Don't hesitate to get in touch with us. Because your success depends not only on having the best people, but also on your people being at their best.

Human Potential Framework



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Who we are

TALOS is continuously striving to shape new standards in management consulting. As a specialized consulting boutique of Swiss origin, we are serving the European financial services industry from our local offices in Zurich and Luxembourg.

Founded by experienced management consultants in 2008, we have grown since then to a renowned consulting company with a complementary service offering across various disciplines.

With our tailored hands-on approach, we accompany our clients in mastering the fundamental challenges the industry is facing.

We are a trusted partner for our clients helping them to increase their organizational effectiveness and operational efficiency.

We strive to be recognized as one of the leading management consulting boutiques for the European financial services industry.

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