

Engaging your organization to deliver results

Introduction: Jessica Snow-Wasserman



- Manager, Bain & Company Chicago (previously Brussels)
- My areas of specialization
 - Industries: Advanced manufacturing, Chemicals
 - Capabilities: Growth strategy & transformations, Commercial Excellence, Results delivery / change management
- Prior to Bain
 - MBA, Harvard Business School
 - 4 years as Product Manager in tech
 - BA, Tufts University

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*... it ought to be remembered that there is **nothing more difficult** to handle, more **doubtful of success** and more **dangerous to implement** than to take the lead in the introduction of **a new order of things**.*

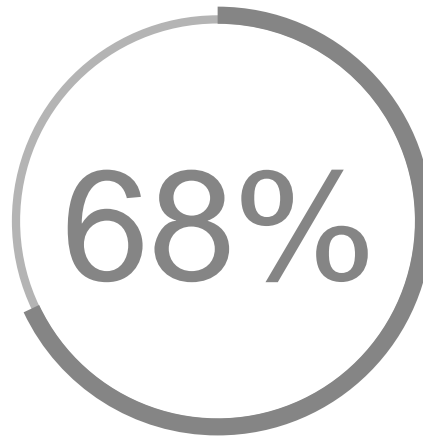
Machiavelli, The Prince, 1513

Many companies undertaking an ambitious transformation don't achieve their full potential

In a study of hundreds of companies executing major change programs...



...**failed** to deliver, producing less than 50% of the expected results



...settled for **dilution** of value and **mediocre** results



...**achieved/exceeded** the ambition that was set

Note: 12% achieved 100% or more of results (achieved/exceeded); 68% achieved between 50-99% of results (dilution of value); 20% achieved less than 50% of results (failed to deliver)
Source: Bain risk history survey 2018 (n=426)

Factors for outperforming ambition

Commitment across the organization



Right business solutions



Capabilities & behaviors



Governance and change capacity



Clarity and alignment on future state



Supporting organizational and IT enablers



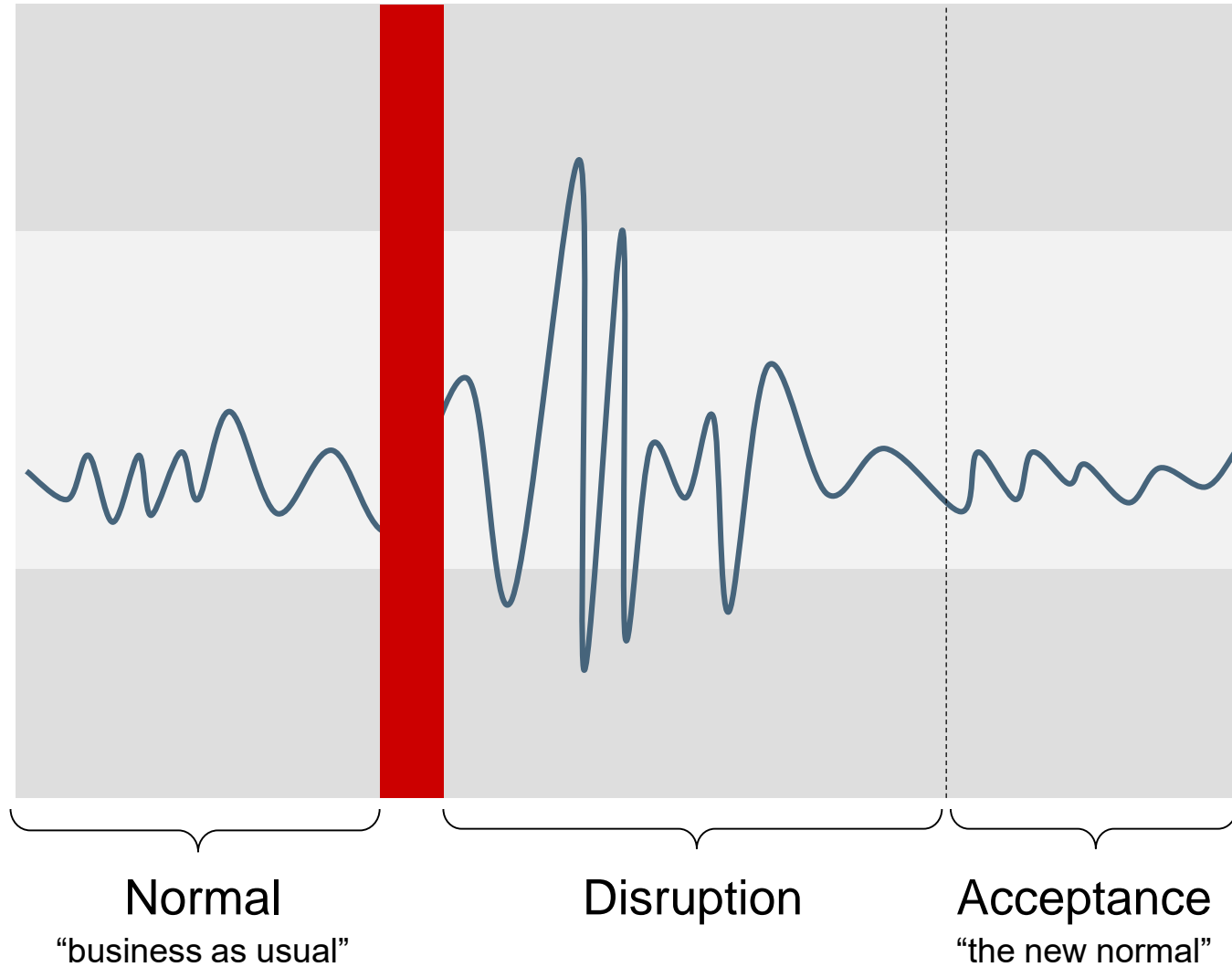
Source: Bain risk history survey 2018 (n=426)

Organizational commitment is the single most important factor for delivering or exceeding change ambition...

Engagement beyond communication is what builds deep commitment



Announcement/Anticipation

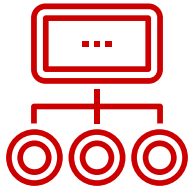


But it's getting harder:
Constant change brings
waves of disruption

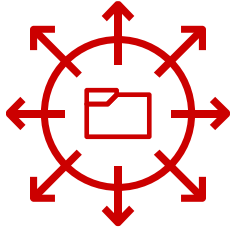
- When expectations are disrupted, people experience loss of control
- The results can be overload and dysfunctional behavior, which impact quality and productivity of work



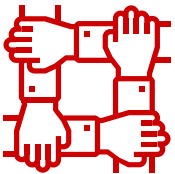
Our engagement needs and mechanisms are getting more complex



Rising organizational
complexity



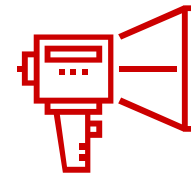
A move from controlled to viral
dissemination of information



Greater empowerment
and connectedness of
frontline employees



Increasing speed and
reach of information
transmission



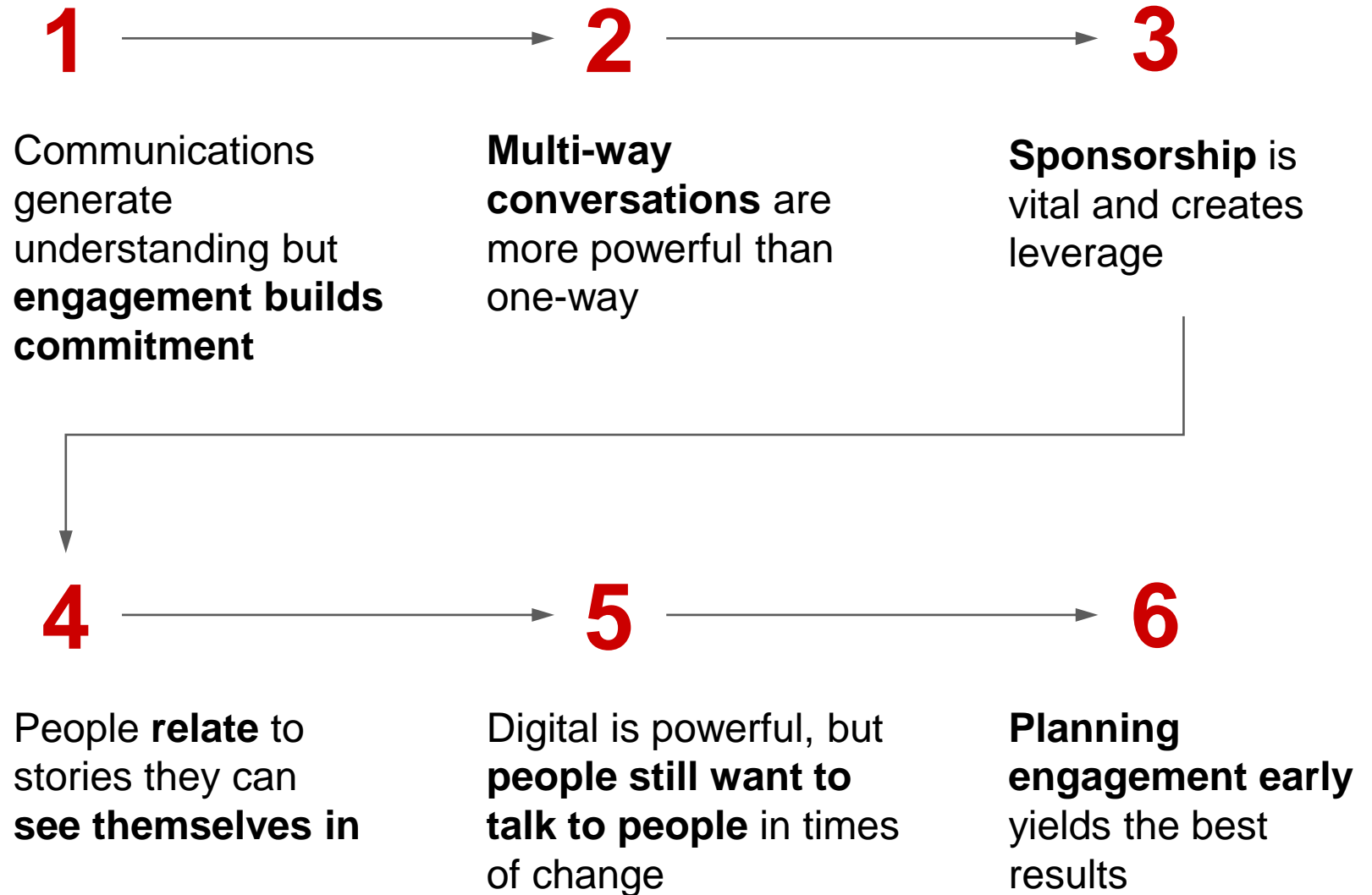
Intensifying “noise”
and competition for
attention



Greater workforce
dispersion (e.g. work
from home)

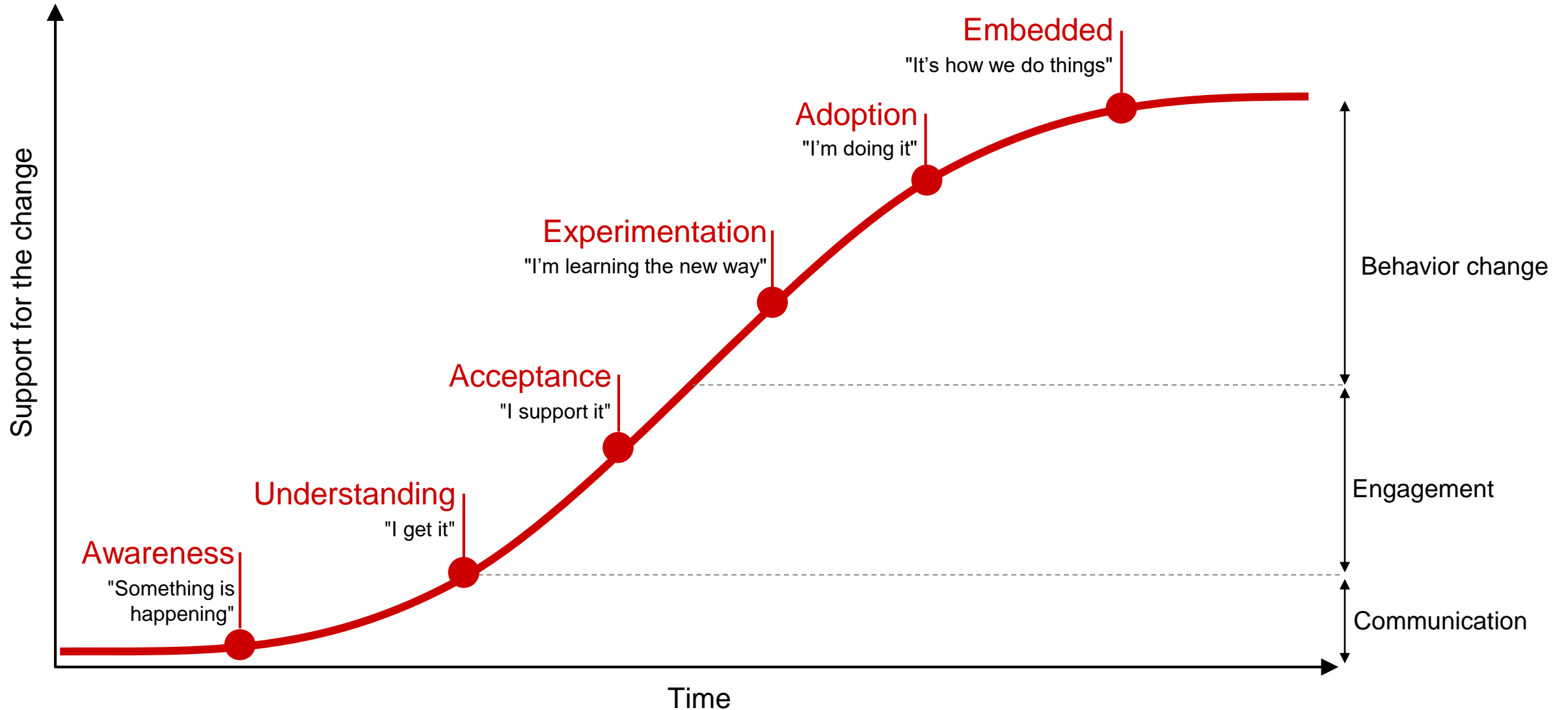


Key beliefs on engaging for results



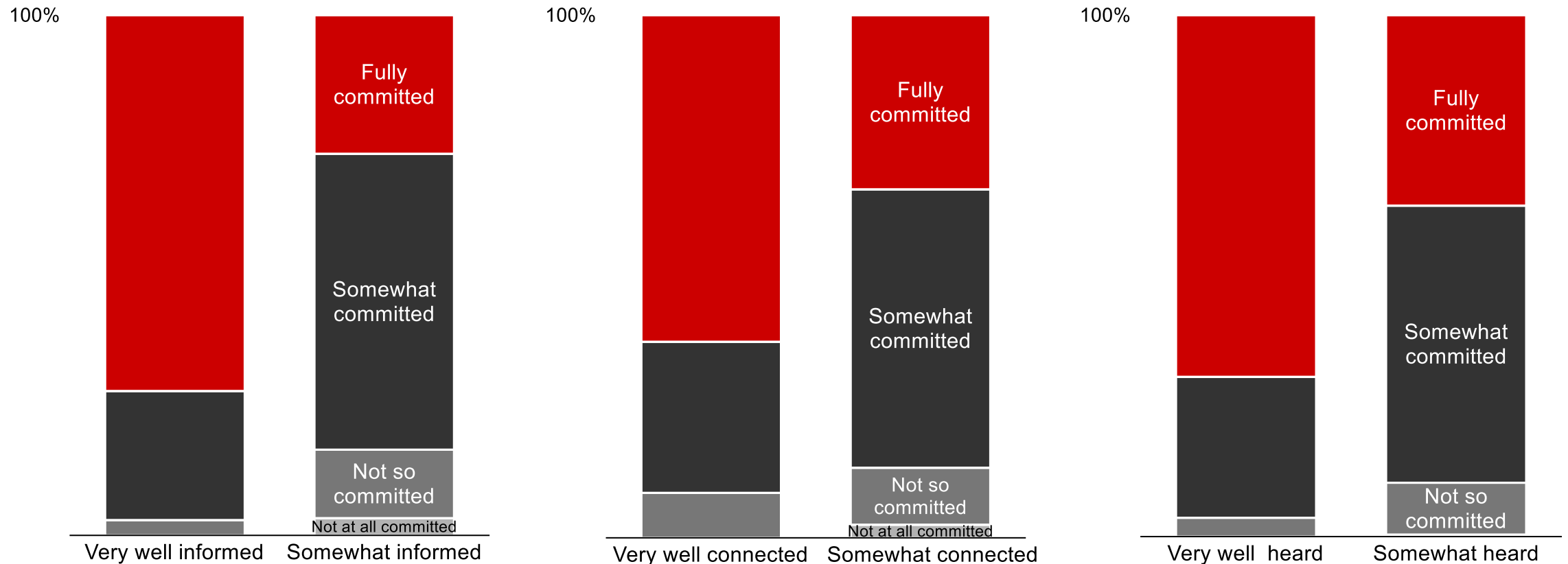
Communications generate understanding but **engagement builds commitment**

/ ILLUSTRATIVE



Employees who are better informed, connected and heard are also more fully committed to implementing a change program

Overall, how committed were you to implementing the change?

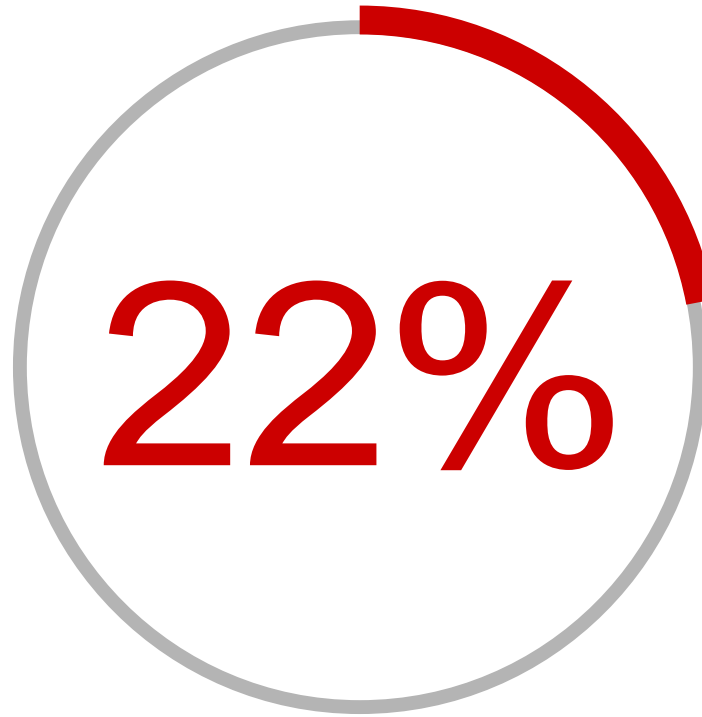


Source: Engage the Organization Digitally Survey (N=595)

Less than 25% of frontline employee respondents felt very well informed, connected or listened to during their change program



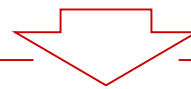
felt very well **informed** during the change program



felt very **connected** to others during the change program

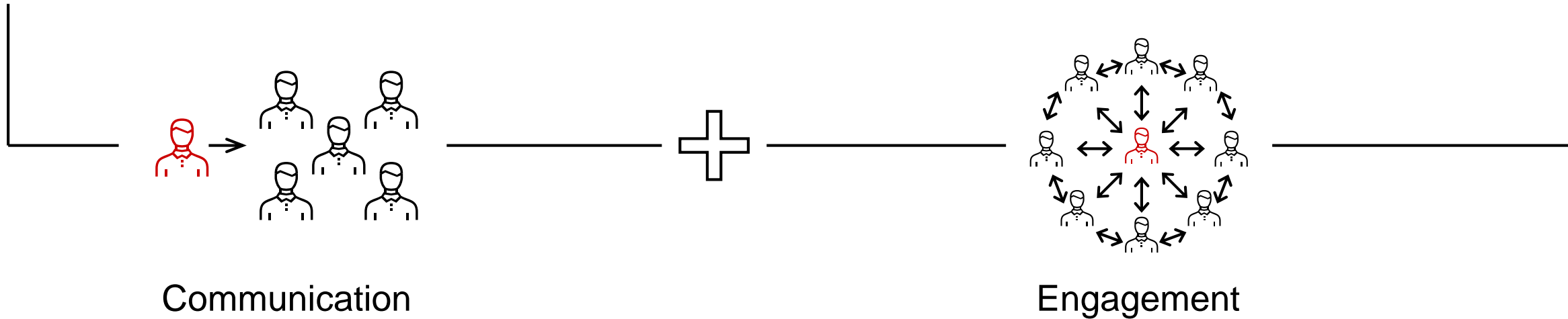


felt very **listened to and heard** during the change program



We typically think we are doing better at employee engagement than we are

Multi-way conversations are more powerful than one-way



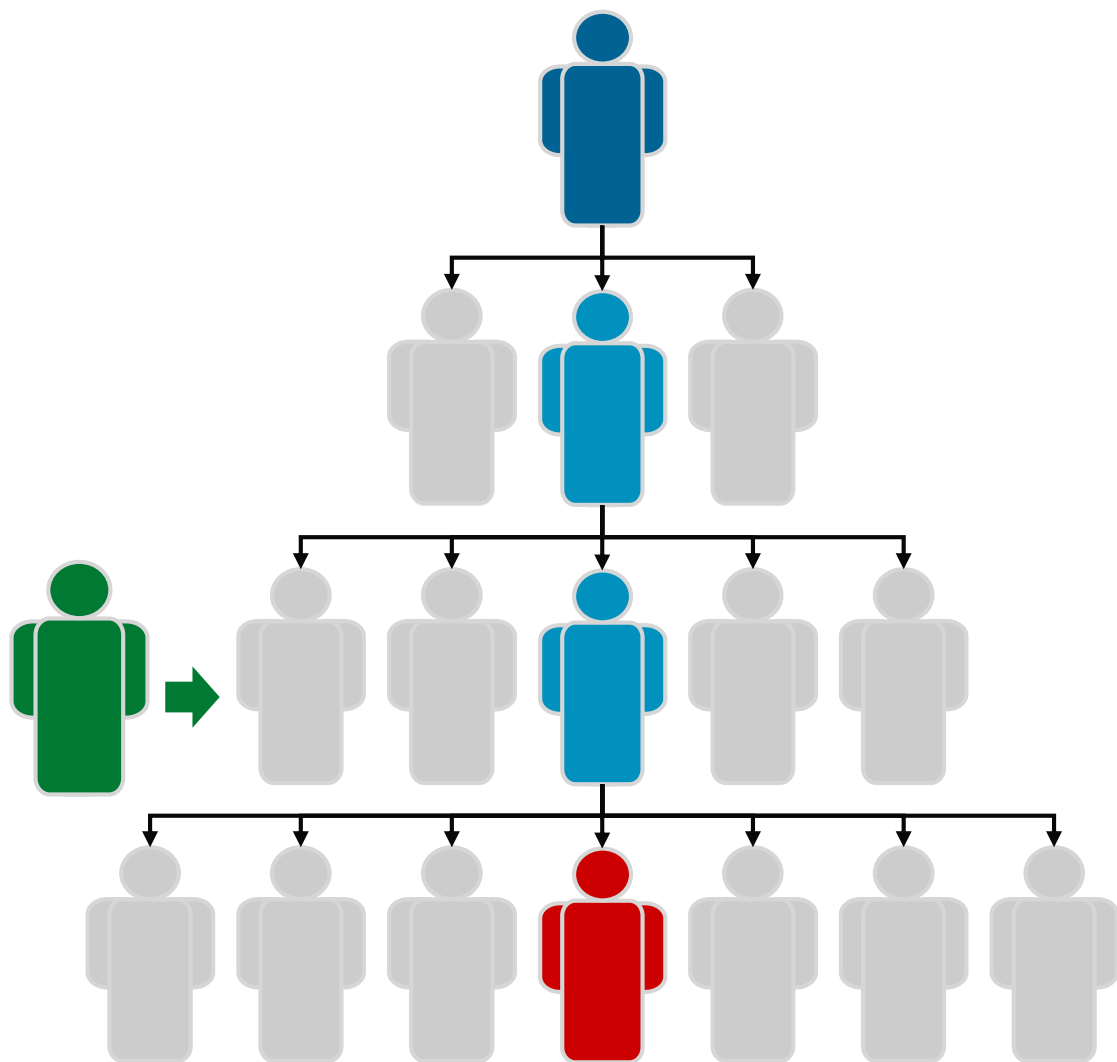
- One-way dissemination of information
- Necessary but not sufficient in times of major change

Drives **awareness** but only the beginnings of **understanding**

- Continuous messaging, discussions, participation
- Networked and two-way, with active listening & acknowledgement
- Uses influence as much as hierarchy

Drives **understanding** and **acceptance** by giving individuals a voice

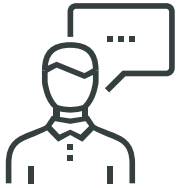
A healthy “sponsorship spine” is the most powerful lever to accelerate change



- Most **senior leaders believe** frontline employees want to hear about change from the **CEO & executive team**
- However, most **frontline employees want to hear from their direct supervisor** or relevant **influencers / peers**
- **Sponsorship is not an appointment**, it's a function of being in the line
- **Build commitment from the top-down** – enroll people and build commitment layer-by-layer

This is a lot of work but it pays off!

People relate to stories they can **see themselves in**



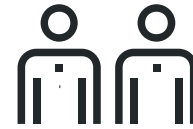
Share stories

Tell stories about the change to create awareness, excitement, and a desire to engage more



Facilitate conversations

Facilitate conversations to build understanding by giving people a voice in the change



Involve people

Involve people during design and rollout to build energy and momentum for the change



Listen and acknowledge

Listen sincerely and with empathy to input and concerns, monitor energy levels, and acknowledge feedback

Underlying all tactics

Digital is powerful, but in times of change people still want to talk to a person



More than **half** of companies and employees alike say they will **actively use digital channels** in the future

However, **67%** of frontline employees **still prefer in-person channels** for engagement during change programs

Note: Survey tested eight engagement purposes, including: 1) sharing vision of the future, company story, and overall strategy; 2) sharing factual process and progress updates; 3) celebrating achievements, providing individual recognition; 4) sharing emotional/high personal impact updates; 5) connecting and facilitating conversations among teams and individuals; 6) generating participation; 7) explaining to employees what they need to do differently as a result of change; 8) listening to employees and understanding employee sentiment towards the change program

Source: Bain Engage the Organization Digitally Survey 2017 (Management N=258; Frontline N=595)

Planning engagement early yields the best results

In a study of hundreds of companies executing major changes, Those that **planned engagement from program start** were...

→ ~2.0X

Achieve full results



→ ~2.5X

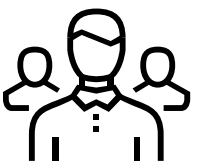
more
likely
to...

Sustain the change



→ >3X

Report “much better
than expected”
unwanted attrition





Recap: Key beliefs on engaging for results

