



## Managing Organizational Change

Effectively managing organizational change is critical for GBS digital transformation. Key elements include:

- Articulate the case for change tied to market reality and future vision
- Provide transparency on impacts to employees
- Involve stakeholders early in change planning
- Define and communicate guiding principles
- Take measured pace aligned to capacity to absorb change
- Celebrate small wins and milestones
- Manage skepticism through ongoing engagement
- Provide venues for surfacing concerns and feedback
- Customize change approach across employee segments
- Analyze impacts on roles, skills and structures
- Offer training and support for skill building
- Realign measurement systems, rewards and incentives
- Model desired mindsets and ways of working
- Handle resistance with empathy and support
- Develop change champions at all levels
- Make course corrections based on change adoption analytics
- Anchor and sustain changes through formal policies
- Monitor culture metrics and conduct pulse surveys
- Collect anecdotes and stories to reinforce change
- Continue communications even after initial rollout
- Institutionalize agility for continuous change

In summary, organizational change requires holistic and inclusive orchestration spanning leadership alignment, transparent communications, training, incentives, culture indicators and course corrections.