

# LEADING PEOPLE THROUGH DIGITAL CHANGE

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# **INTRODUCTION**

## **WENDY SPEARS**

**Halifax, Nova Scotia**



- **Independent Program, Project and Change Management consultant**
- **PMP Certification in 2006**
- **Prosci Certification in 2013**
- **Digital Banking Program Manager for League Data since 2020**

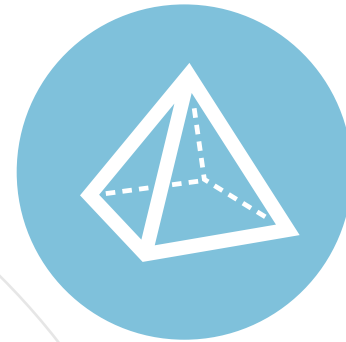




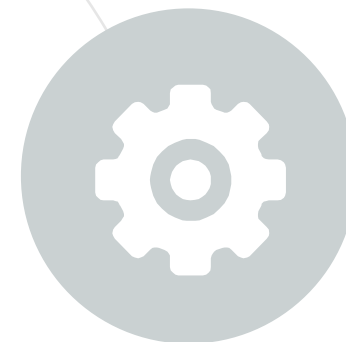
# **LEARNING OBJECTIVES**

In this session, we will  
discuss....

**LEARN**



**1 – Understanding of evolution of Digital technologies and impacts on workforce**



**2 – Advice on preparing people for change by instilling a change mindset**



**3 – Tactical Change Management techniques to increase adoption and acceptance of this new paradigm**



# WHAT DOES DIGITAL

even mean

What is the origin of the word “Digital”?



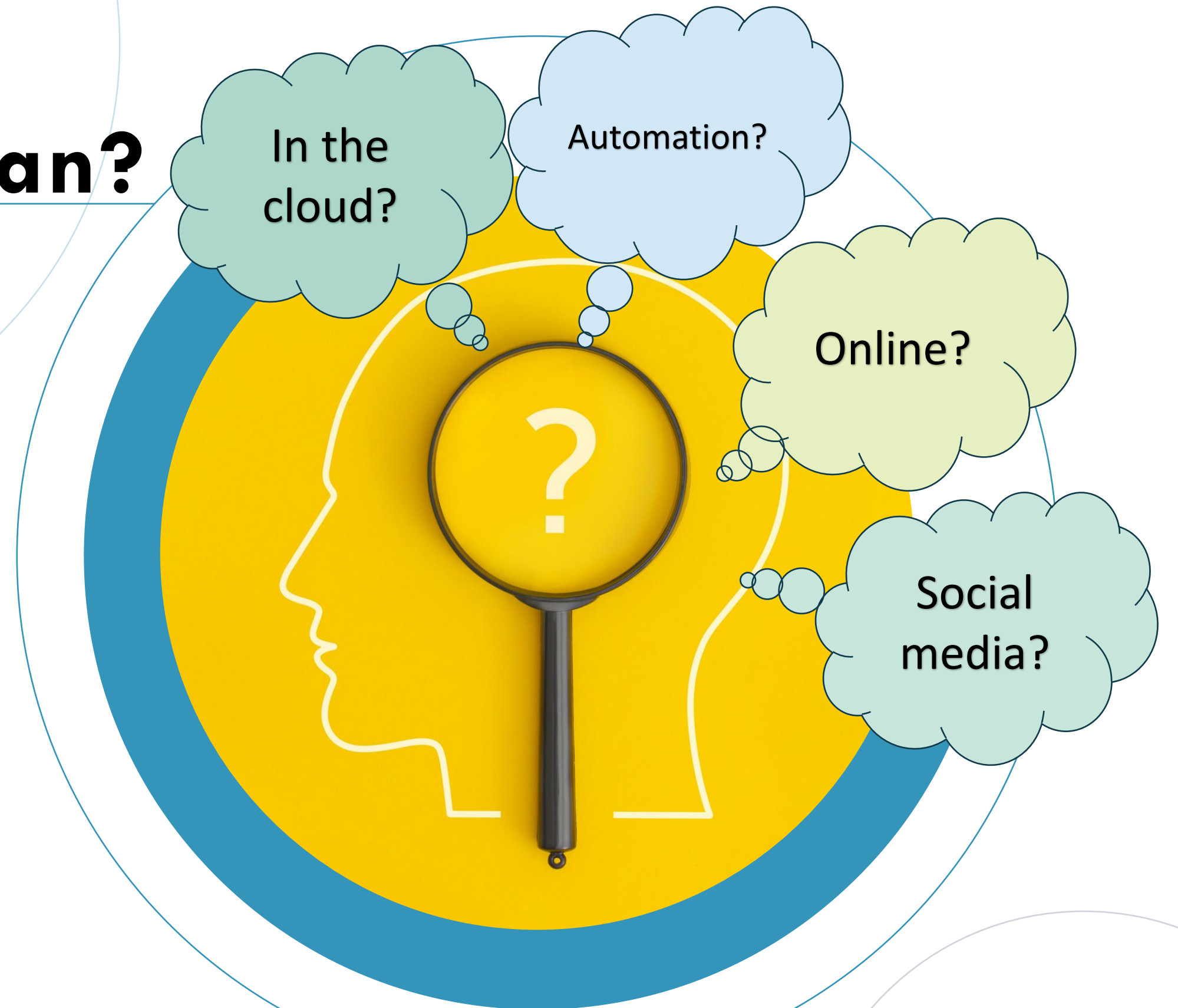
A. From the Latin “digitus” means "finger or toe"

B. From the 1970's Hippies meaning “Dig It All!”

C. From some Marketing agency, because it sounded cool

# What does Digital mean?

- Technology that uses electronic systems, including devices, software, and media. <sup>2</sup>
- Digital Transformation has come to mean the integration of digital technology into all areas of business, fundamentally changing how you operate and deliver value to customers. <sup>1</sup>
- Many Digital services are now offered as **SaaS (Software as a Service)** and hosted in the cloud.



1. <https://www.quora.com/>
2. <https://Enterpriseproject.com/what-is-digital-transformation>

# What Is SaaS?

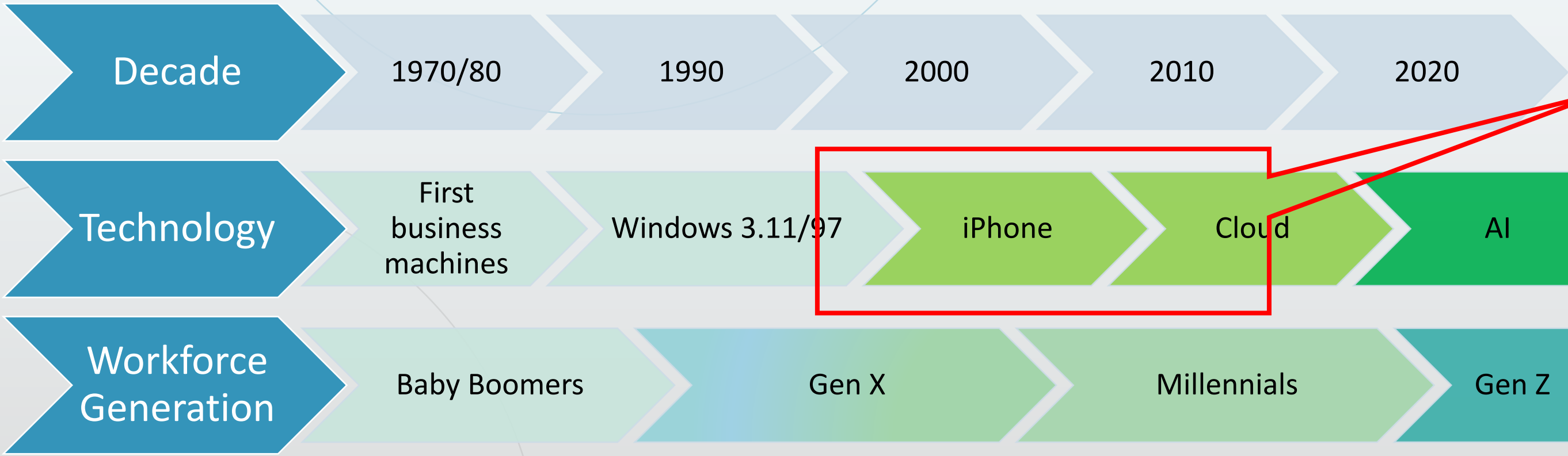
SaaS stands for “Software as a Service”; *often referred to as Digital services*

- Vendor developed and delivered solution with common code base
- Often hosted in cloud, resulting lower infrastructure costs
- “Out of box” usability which can be quicker to implement
- Better accessibility in an increasingly distributed workforce model





# Evolution of Digital Technologies



Explosion of consumer digital technologies (i.e., apps); uptake of Enterprise Digital solutions

**2024**

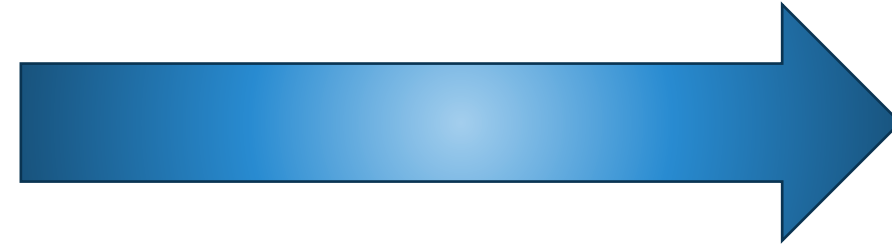
- Most Baby Boomers have retired but some remain in workforce
- Gen X is approaching retirement age
- Millennials make up a large portion of workforce
- Gen Z entering workforce
- Both Millennials and Gen Z have grown up with consumer Digital technology

Most of today's workforce is now tech savvy in both business systems and consumer services. They have grown up with digital technologies and use them every day.



## Legacy Technologies

- Custom or proprietary code base
- Planned releases, dictated by organization
- Feature enhancements delivered through internal projects
- Infrequent changes
- Limited integration/interoperability
- “Built around” business processes
- Extensive release notes
- Customized training program
- Understood and supported by workforce at risk of retirement



VS



## Cloud Based Digital Technologies

- Common code base for all clients
- Rapid evolution with vendor driven release cycle
- Feature enhancements delivered through roadmap for client base
- Sometimes configurable for clients, usually with cost
- Built for integration
- “Built in” business processes
- Light release notes
- Light “In app” training/help

# What am I seeing?



- Companies are replacing legacy software with digital solutions, especially core systems as they become end of life, outdated and unsupported
- Today's Workforce is comfortable with consumer digital solutions in their personal lives but can be still attached to their legacy systems at work
- Digital transformation will mean your people will have to adapt to new systems that are delivered in a new way
- Adapting to these ever changing systems will require a new mindset
- Our approach to preparing people for Change has to....change!



# PREPARING PEOPLE

To instill a Change  
Mindset

What was the first financial institution to introduce an ATM in Canada?

A. Bob's Backyard Money Box

B. Scotiabank

C. Sherwood Credit Union in Saskatchewan in 1977!



**Foster a culture of change from the outset.**

**Set expectations for living with constant evolution, including training, release notes and potential instability.**



**Build the “app update” mindset.**  
**All mobile phone users are exposed to frequent updates and changes to look and usability every day. Make the mental connection!**

**Focus on positive benefits of product evolution and potential for influence in roadmap.**

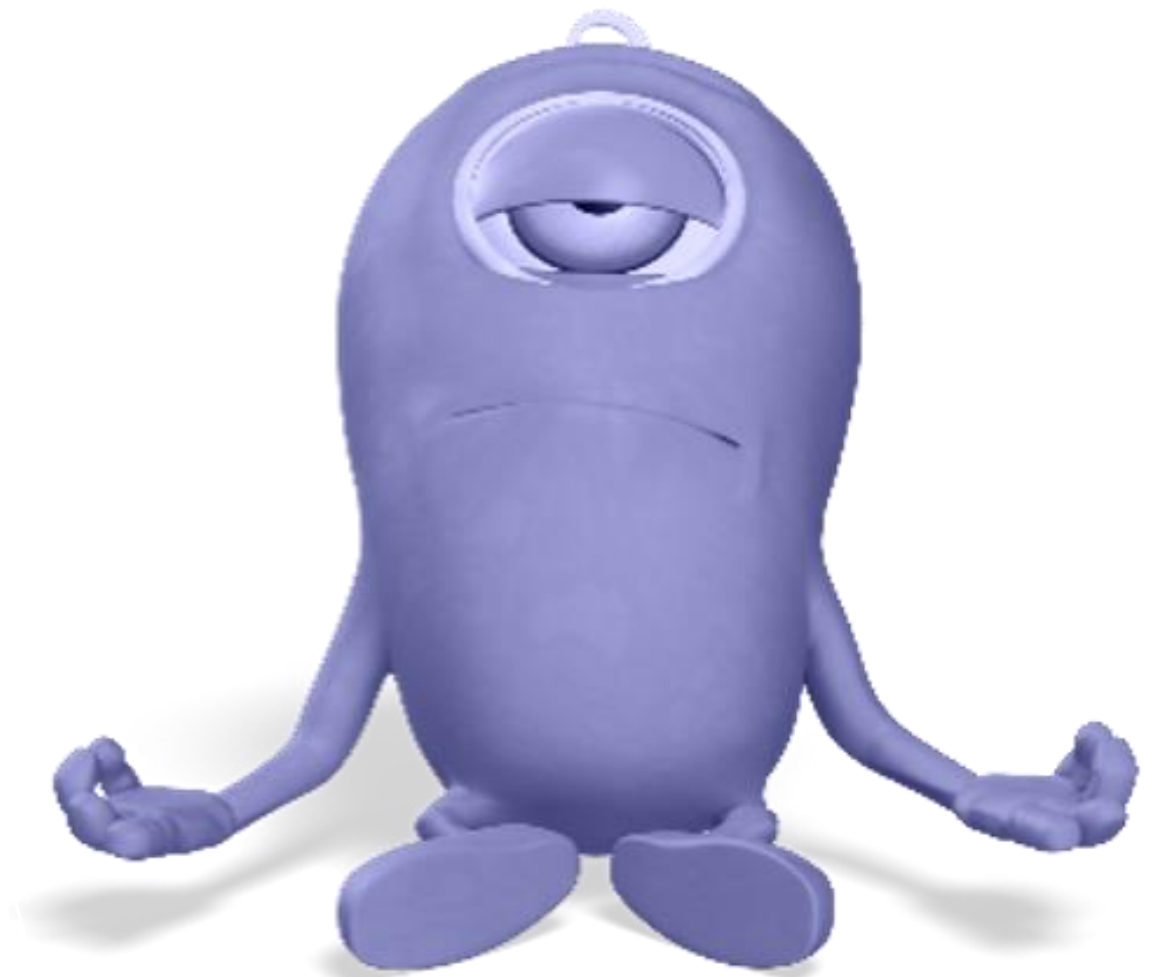
# **Shifting Expectations**

# Building a Change Mindset

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Continuous change for continuous improvement

When change is expected and anticipated, people can prepare for it





# Kaizen

Idea that small, ongoing positive changes can reap significant improvements

Based on cooperation and commitment and creates “buy in” to transformation





# **CHANGE MANAGEMENT TACTICS**

For Digital Change

# What are the 5 C's of Change Management?




A. Change Clearly Can't Continue, Cancel

B. Communication, Commitment, Culture, Capability, and Coordination

C. Curse, Cry, Curse, Can't Cope

**Don't be passive.**

**Be an active participant and an  
active Change Leader.**



Create internal experts that  
become knowledgeable  
about the solution.



**Build a sustainable approach to training,  
including self serve, in app help and change  
bulletins.**



Focus on designing business services enabled  
by technology, not dependent on it.



Expect instability.

Refresh and understand your  
Business Continuity Plans.

Become part of a user  
group and suggest  
items for the roadmap.



# **Hard Truths About Change Management and Digital Transformation**

**Involve people in the change but  
be realistic about influence.**

**“Don’t ask the question if you  
don’t want the answer”**



**People will leave.**

**Be prepared and build a succession  
plan well in advance.**

**Hope is not a plan.**

***Change is the law of life. And those who look only to the past or present are certain to miss the future.***

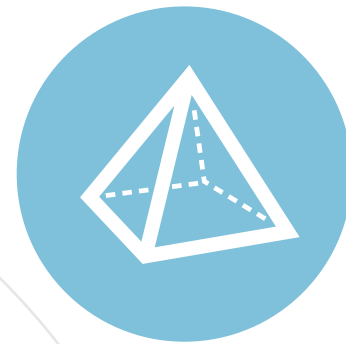
***John F. Kennedy***



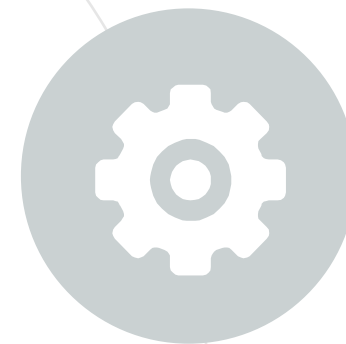
Sometimes  
even a  
simple shift  
in your  
internal  
dialogue can  
help you  
think of  
change in a  
positive  
light



**LEARN**



**1 – Organizations are going through transformative change in both the systems they use and how those systems are delivered**



**2 – Understanding this new paradigm will help instill a change mindset**




**3 – Build Change tactics into operations to increase adoption and “make it stick”**

# THANK YOU!

Keep in touch to discuss  
more



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