

HUMAN-CENTRIC TRANSFORMATIONS

An inspirational framework
for succeeding in making your
organisation human-centric

August 2021

To become a truly human-centric organisation, you need a human-centric transformation

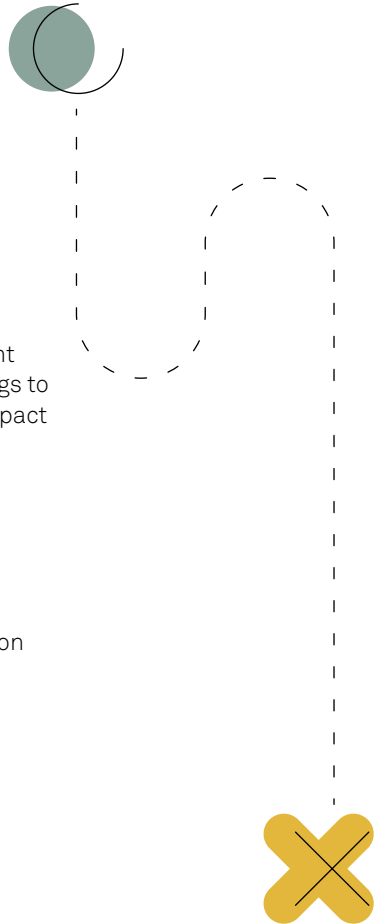
When embarking on your journey to become a human-centric organisation, each stage of the journey holds different core benefits.

TRANSFORMATIONAL JOURNEY

Setting **ambition and direction** in a human-centric transformation

Structures for efficient iterations and learnings to create sustainable impact

Engaged and high-performing employees during the transformation so that participation in the **project team becomes desirable**

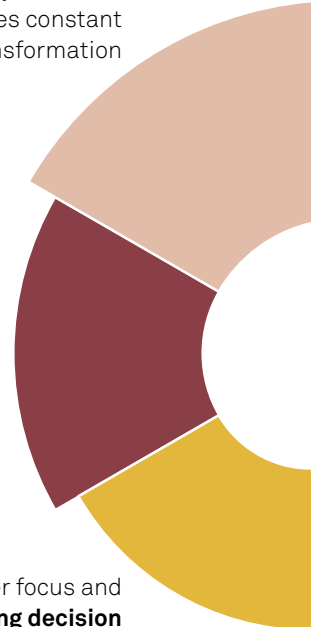


HUMAN-CENTRIC ORGANISATIONS

Evolutionary purpose of the organisation gives constant need for transformation

Engaged and high-performing employees **driven by meaning to increase value creation**

Increase customer focus and delivery speed – **moving decision power** to where the information is

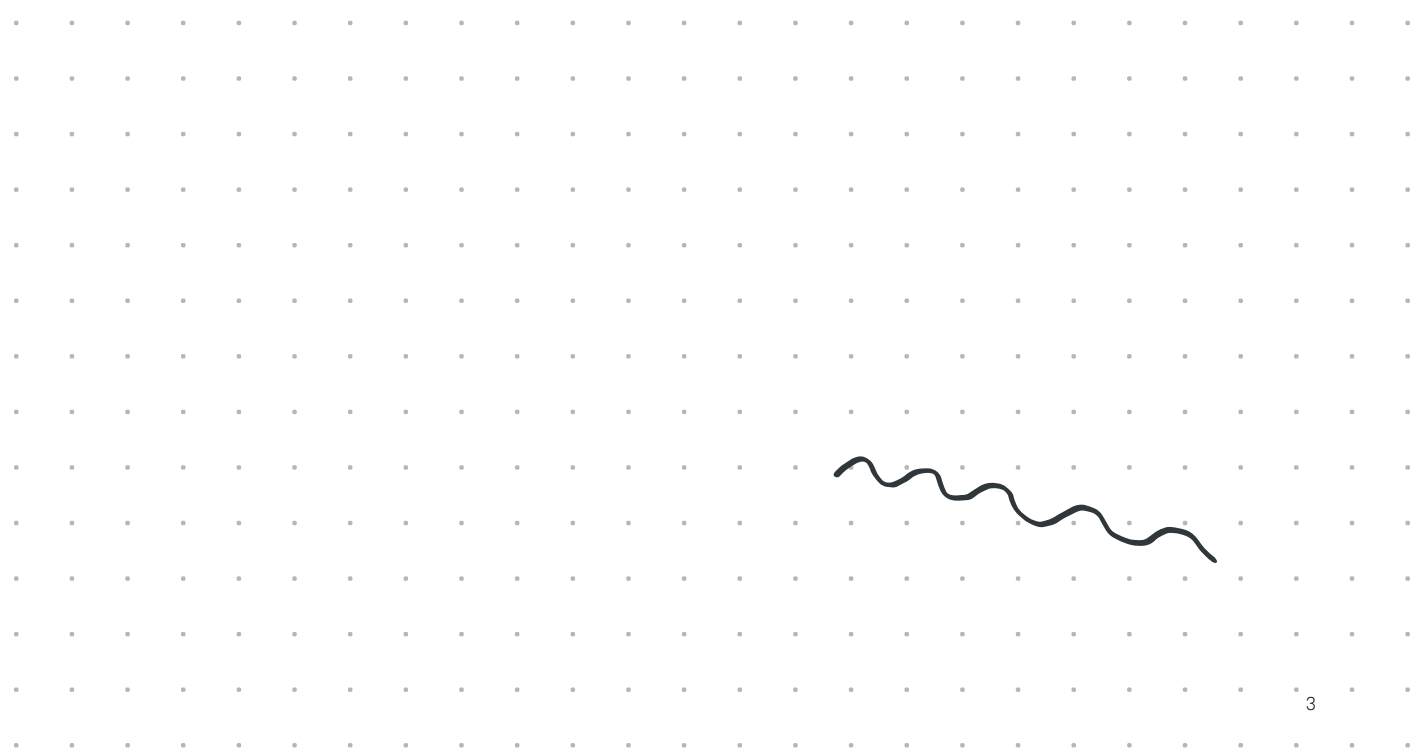


The transformational journey

Ambition and direction



Core benefits	Levers	Inspirational use cases
	<p>Trusted stakeholder relationship creates willingness to include operations, people and culture in the transformation</p>	<ul style="list-style-type: none"> • Craft a clear appealing story of the organisation's benefits (e.g. impact, storytelling) • Be clear on roles and benefits of an explorative approach rather than predefined solutions
	<p>Values and guiding principles form the direction for an evolutionary purpose</p>	<ul style="list-style-type: none"> • Co-create guiding principles (e.g. LEGO Serious Play)
<p>Setting ambition and direction in a human-centric transformation</p>	<p>Maturity assessment determines current state, ambition and relevant levers</p>	<ul style="list-style-type: none"> • Use agile maturity assessment to understand current state, set ambitions and impact and define next steps



The transformational journey

Structures



Core benefits	Levers	Inspirational use cases
	Co-creation guides customers in identifying impactful solutions	<ul style="list-style-type: none"> • Ask questions instead of giving answers (REAL conversations) • Focus on creating meaning instead of focus on tools
	Guiding principles over detailed solutions and tools	<ul style="list-style-type: none"> • Actively use guiding principles when designing and making decisions • Focus on rationales and hypotheses for solution design instead of detailed instructions • Work with options or scenarios to expand solution scope
<p>Structures for efficient iterations and learnings to create sustainable impact</p>	Fast, fact-based project results and early involvement of employees in decision-making to leverage knowledge and ensure ownership	<ul style="list-style-type: none"> • Work in sprints, establish a fixed rhythm and review meetings (e.g. Half Double Flow) • Use experimentation or innovation labs and invite employees to take responsibility for prototyping solutions (e.g. “Trojan mice”) • Apply digital crowd-solving tools to use existing knowledge • Make implementation of solutions and continuous improvements a part of daily life

The transformational journey

Engaged employees



Core benefits	Lever	Inspirational use cases
	Focus on career development and engagement over status and roles	<ul style="list-style-type: none"> Involve, acknowledge and promote project team members who create customer satisfaction, internal contributions and deliver SME knowledge
Engaged and high-performing employees during the transformation so that participation in the project team becomes desirable	Clear success criteria for the project milestones – project’s success criteria for team goals	<ul style="list-style-type: none"> Ensure alignment between team goals and overall strategy (e.g. Agile Objectives and Key Results (OKRs)) and let project team set own goals Match transformation goal to organisation’s performance management (i.e. encourage “softer” and personal values and reward flow and innovation)

Human-centric transformations



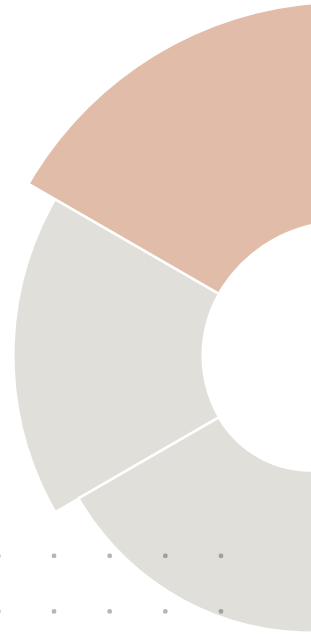
DREAMS



Human-centric organisations

Evolutionary purpose

Core benefits	Levers	Inspirational use cases
Evolutionary purpose of the organisation gives constant need for transformation	Meaning and value creation in change communication create common purpose	<ul style="list-style-type: none">• Ensure a clear "Why" of the organisation• Use storytelling (see IM storytelling course) and analogies to communicate the journey
	Organisations as living and evolving organisms, not a mechanic plan	<ul style="list-style-type: none">• Invite employees to understand what the organisation wants to become and what purpose it wants to serve instead of trying to predict and control the future



Human-centric organisations

Increase value creation

Core benefits	Levers	Inspirational use cases
	<p>Career development and engagement over status and roles</p>	<ul style="list-style-type: none"> • Create transparency on development paths • Emphasise customer satisfaction, internal contributions, SME knowledge and servant leadership lead
<p>Engaged and high-performing employees driven by meaning to increase value creation</p>	<p>Top-down KPIs replaced by cascading meaning and respective team goals</p>	<ul style="list-style-type: none"> • Ensure alignment between team goals and overall strategy (e.g. Agile Objectives and Key Results (OKRs)) and let teams set own goals • Match transformation goal to organisation's performance management (i.e. encourage "softer" and personal values and reward flow and innovation)
	<p>Continuous and broad employee involvement in decision-making</p>	<ul style="list-style-type: none"> • Use experimentation or innovation labs and invite employees to take responsibility for prototyping solutions (e.g. "Trojan mice") • Apply digital crowd-solving tools to use existing knowledge



Human-centric organisations

Moving decision power

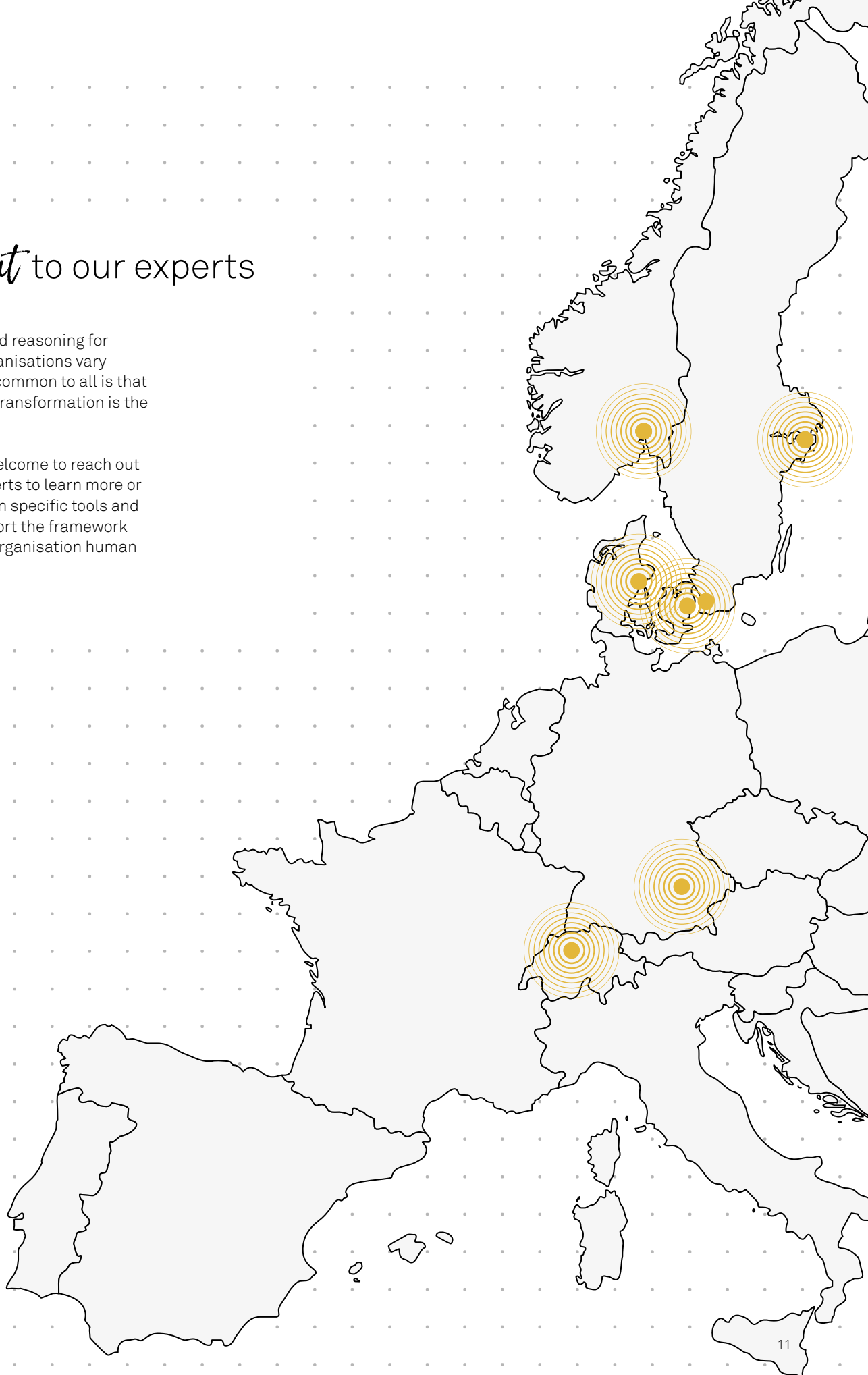
Core benefits	Levers	Inspirational use cases
	Maximisation of capacity of most knowledgeable people ensures fast decision-making	<ul style="list-style-type: none"> • Practise servant leadership to enable employee/team autonomy • Change leader’s role from decision-makers to coaches • Empower employees through guidance and focus on capability building
Increase customer focus and delivery speed – moving decision power to where the info is	Cross-functional, self-managing teams increase speed and productivity	<ul style="list-style-type: none"> • Enable teams to make decisions and execute on them • Reward risk-taking and celebrate failure to foster innovation and speed • Define ambition and next “maturity steps”
	Effective coordination and knowledge sharing	<ul style="list-style-type: none"> • Implement digital platforms to ensure cross-collaboration and knowledge sharing • Use effective tools for team planning and coordination of tasks • Use agile coaches to help teams with knowledge sharing and improvements



Reach out to our experts

The ambitions and reasoning for transforming organisations vary widely. However, common to all is that customising the transformation is the key to success.

You are always welcome to reach out to one of our experts to learn more or get information on specific tools and methods to support the framework for making your organisation human centric.





Contact

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