Change management and enablement
and the Digital Backbone

Empower your people to navigate through organisational change with clarity and confidence, supporting your transformation success.

CGI Business Consulting and Advisory insights

CGI

An end-to-end digital framework to power your success

In today's complex and competitive business landscape, it is common for organisations to embed digital technologies that enable their growth strategies. For many, this involves implementing IT throughout their organisation, but few develop a holistic business case or transformation roadmap covering everything they do, or have a comprehensive strategy that aligns their IT with broader strategic goals.

At CGI, we believe that true digitalisation isn't just about adopting new technologies; it's about embracing a holistic mindset. As a leader in IT and business consulting, we help organisations unlock their full potential, driving our clients' growth through the power of "digital".

But digital transformation isn't simple. That's why we developed our value-led, technology-enabled Digital Backbone framework, which delivers best practices and lessons learned to inspire your journey.

The Digital Backbone offers the fundamental building blocks to drive your transformation success. It helps you envision secure and sustainable solutions that combat your challenges and support your ambitions. Combined, your new capabilities will create a robust, IT-enabled structure – a digital backbone – that transforms everything you do, enabling your organisation to thrive in our ever-evolving world.

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Navigating organisational change

In today's digital age, organisations face the constant challenge of adapting to evolving technologies, market conditions, and customer expectations. Investing in the right strategy, technology, and operating model is essential, but how do you ensure these investments can deliver the expected benefits?

This is often the most challenging aspect of any strategic change. Our Voice of the Clients survey highlights that 55% of CGI clients identify "culture and change management" as the top constraint they have to achieving their business priorities.[1]

Change can be mandated and old ways of working removed, but each individual within the organisation must personally invest in learning and adopting their new ways of working if the transformation programme is to succeed.

Whilst continuous change is now the norm for almost every organisation, employees are typically weary of change and crave stability and familiarity at work.

Once the project team has moved on and the focus has shifted, it is all too easy for initial change benefits to dissipate as employees drift back towards their comfort zones, and often new problems arise as people fail to fully embrace the new ways of working.

Organisations that pay careful attention to how people are supported and inspired through the change process are therefore for more likely to achieve their strategic objectives. Research from Prosci evidenced that 93% of projects with excellent change management met or exceeded their project objectives, compared to only a 15% success rate for those organisations with poor change management.[2]

People are the most critical enablers of successful change. A strong focus on change management and enablement is therefore essential to ensure you get value out of your digital transformation initiatives, and the return on investment that you expect.

[1] CGI Voice of the Client Survey 2023
[2] Prosci research update 2019

Change management and enablement and the Digital Backbone

Unlocking your organisation's full potential – **transformation done right**

What is a digital backbone?

A digital backbone goes beyond simply applying IT to areas of your organisation as a support mechanism. When designed effectively, a digital backbone becomes the cornerstone of a successful modern organisation; it embeds technology throughout all operations, using the power of IT to create a robust structure that enables continuous innovation and transforms everything you do.

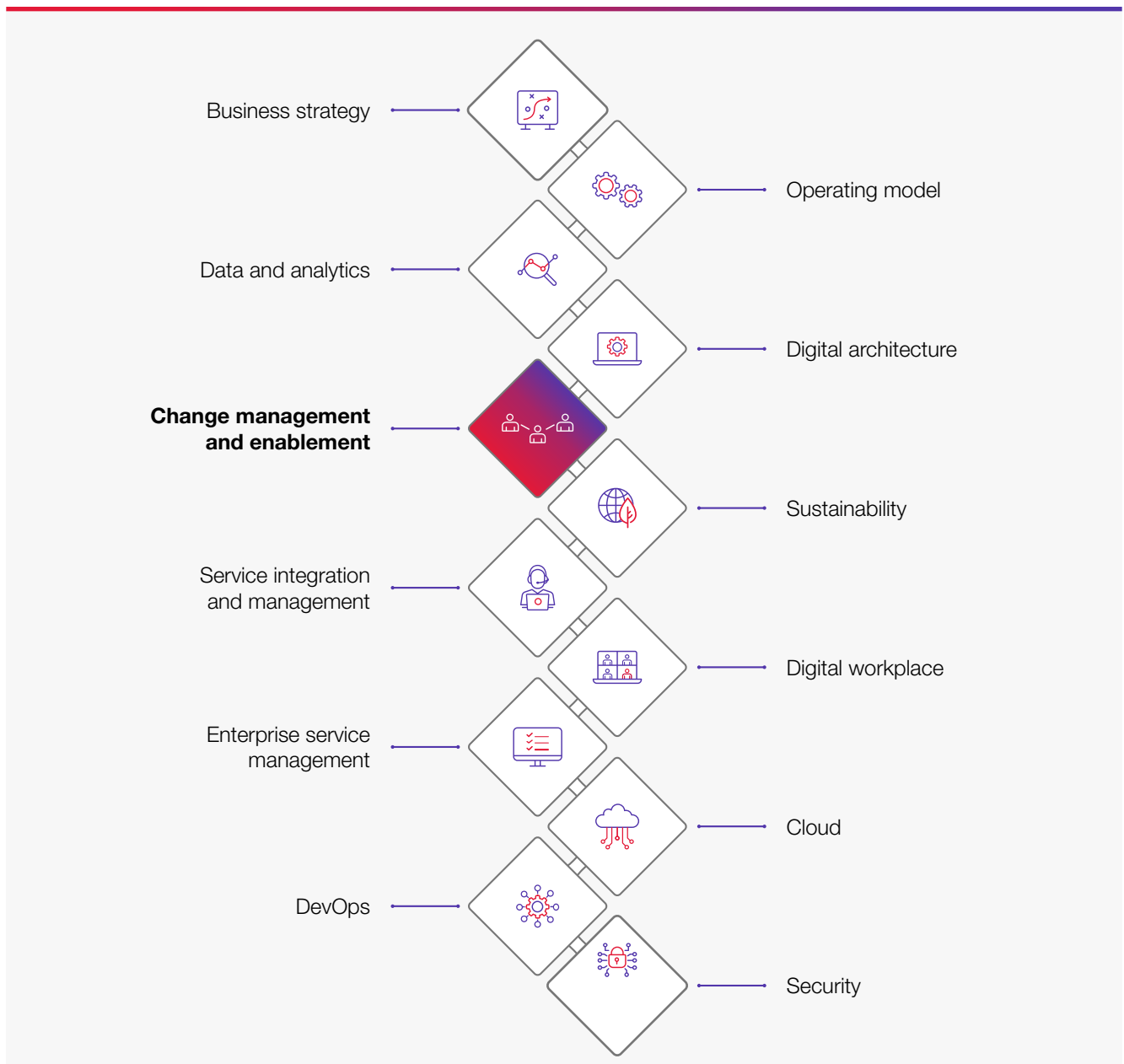|			
	Increased **efficiency and productivity across** streamlined operations.		**Increased revenue** alongside more cost efficient processes.
	Greater **agility and growth** with a faster time to market.		Better **regulatory compliance**, including empowering sustainability initiatives.
	Improved **service and product quality** for customer, employee and stakeholder satisfaction.		Strategic **decision making** through data-driven insights.

The Digital Backbone

Our end-to-end framework that will make IT the enabler of your success

The Digital Backbone delivers twelve fundamental building blocks to inspire digital transformation and unlock your organisation's full potential. These can be implemented either individually or as a whole programme, so no matter where you are on your journey, the Digital Backbone provides a comprehensive vision for your transformation strategy.

That's why we made change management and enablement a key component of the Digital Backbone, empowering you to create a robust, people-focused foundation for transformation success. By integrating our change management and enablement best practices and strategic insights, you can effectively bring your people on the change journey, empowering them to thrive in their new ways of working to ensure you get value and return on investment from your transformation initiatives.

- Business strategy
- Operating model
- Data and analytics
- Digital architecture
- **Change management and enablement**
- Sustainability
- Service integration and management
- Digital workplace
- Enterprise service management
- Cloud
- DevOps
- Security

The key components for change management and enablement

Successful change management enables you to ensure new systems, services, operating models, and processes are used properly from day one of implementation. This means you achieve your planned business benefits and return on investment on time, with your employees supported and valued throughout. It also reduces project risk and drives up the likelihood of a timely implementation.

Every organisation has its own culture and characteristics, and every change programme brings different opportunities and challenges. Whilst your business change approach should be tailored to your organisation and project, there are several characteristics that are consistent for successful change management.

A clear focus on outcomes and how value is achieved

Most projects start with a business case that sets out the financial justification. Once it is approved and the project is underway, organisations then often struggle to realise the expected business value.

To overcome this, successful organisations have a clear focus on exactly how the new technology (or whatever is being implemented) will achieve the desired objectives and benefits. This enables a comprehensive view of changes that must be made to effectively implement and embed your new ways of working.

Strong leadership, communication and governance

Evidence shows that business change is most effective when driven from the top. Strong strategic leadership is essential for authorising, leading, and mandating change, and strong, clear, and consistent people management is a hallmark of success.

Successful organisations maintain accountability for change at the top of the organisation and drive it through their management and leadership structure. The value in a business change function is therefore to enable and equip your leaders to achieve change across multiple programmes, at scale.

Careful, systematic integration of technical and organisational activities

Robust project planning and management incorporates all activities, including the crossover and interdependence between technical and people activities. Your success stems from collaborative working across all activity streams, and ensuring projects deliver people-focused and outcomes-focused value, rather than simply implementing technology.

Supporting people through clear, consistent and timely change

Building a rich and comprehensive picture of each group of stakeholders is a great first step in specifying a change programme that will address their needs, and fully enable them to embrace the future. Use this understanding to design and deliver change activities in a way that is compelling, appropriate, and accessible. Each impacted stakeholder will need to build awareness and knowledge as well as an understanding of what the change will mean for them personally, and how to secure positive personal outcomes. They will likely need some interventions to enable them to build skills and ability, and after implementing the new way of working, they will benefit from support, timely reminders, and nudges towards sustained change.

A vision for your change management and enablement

Empower your people to navigate through organisational change with clarity and confidence, supporting your transformation success.

The key steps

Achieving a seamless transition through change requires careful planning and a structured approach.

We recommend these steps to achieve your robust change management and enablement capability:

1 **Develop a clear vision and strategy**
Establish a strategic alignment of change with organisational goals. This includes defining the desired outcomes, identifying key stakeholders, and outlining the steps needed to achieve the vision.

2 **Engage and empower leadership**
Strong leadership is crucial for driving change. Engage leaders at all levels to champion the change initiative, communicate the vision, and provide the necessary support and resources.

3 **Build business change capability**
Assess the capability of your team to enable your organisation to adapt to change and achieve desired outcomes. Strengthen governance, skills, resources, business agility and competencies where needed.

4 **Build business change plans that will meet the needs of individual people**
Develop a comprehensive change management framework that provides people with all the resources, tools, information and training needed to prepare for change.

5 **Enable genuine two-way communications**
Encourage a culture that embraces listening as a part of transparent, consistent communication. Keep stakeholders informed. Address concerns and provide meaningful feedback channels.

6 **Monitor and measure progress**
Continuously monitor the progress of every individual. Use metrics and feedback to identify areas for improvement and make necessary adjustments.

CGI Business Consulting and Advisory

Built over +47 years, CGI is one of the world's largest providers of high-end IT and business consulting services. We are trusted to transform organisations with innovative solutions, so developed our Business Consulting and Advisory (BC&A) team to share our knowledge and experience with you.

Offerings to support your organisation

Wherever you are on your transformation journey – whether you're looking to develop a forward-thinking business strategy, improve the effectiveness of specific processes, or implement an innovative solution – we're here to help.

We understand that transformation isn't simple, so **our experts developed all our BC&A offerings around The Digital Backbone's twelve key propositions**, to support you with the right solutions to address your challenges, achieve your ambitions, and build your own digital backbone capability.

Whether you'd like to build a complete digital backbone that will become the cornerstone of your growth, or if there's one specific area standing in the way – perhaps that's change management and enablement – we have the offerings and solutions to ensure your transformation project succeeds.

Our change management and enablement offerings include:

- **People and organisational change** – prepare your people to embrace change, giving your new system or service the best chance of success so you achieve your planned ROI and benefits.
- **Business analysis** – maintain a competitive edge by identifying, understanding and tackling organisational challenges, seizing new opportunities, and adapting your operating model accordingly.
- **Learning and development** – embed L&D culture into your business strategy, creating an engaging place to work where employees' knowledge and capabilities are an asset for achieving organisational goals.
- **Change management assurance** – a methodical approach to ensure your change project is primed for success, maximising the value of your invested resources, and empowering the expected benefits.

BC&A places you at the heart of our offerings. We work to understand your unique challenges and opportunities – whether you require strategy development, or solutions design and implementation – and we'll guide you every step of the way.

Our teams cover a range of sectors such as higher education and healthcare, as well as specialist areas including business consulting, technical advisory, service management, and sustainability.

We remain supplier agnostic, but also have teams designated to **our strategic partnerships** with the likes of Microsoft, ServiceNow, Google, Dell, NetApp (and more), enabling us to design you the right solutions, working with the right partners to deliver the best outcomes.

So whatever your specific requirements, challenges or industry, with BC&A's breadth of knowledge and experience, we'll empower you with a team that is hand-picked to enable your success.

To find out more:

Explore the Digital Backbone and its twelve key propositions in more depth on **our webpage**.
Fill in **this short form** and we'll be in touch to discuss how our change management and enablement offerings or our overarching Digital Backbone framework can support your specific needs.

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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