

# From Surviving to Thriving

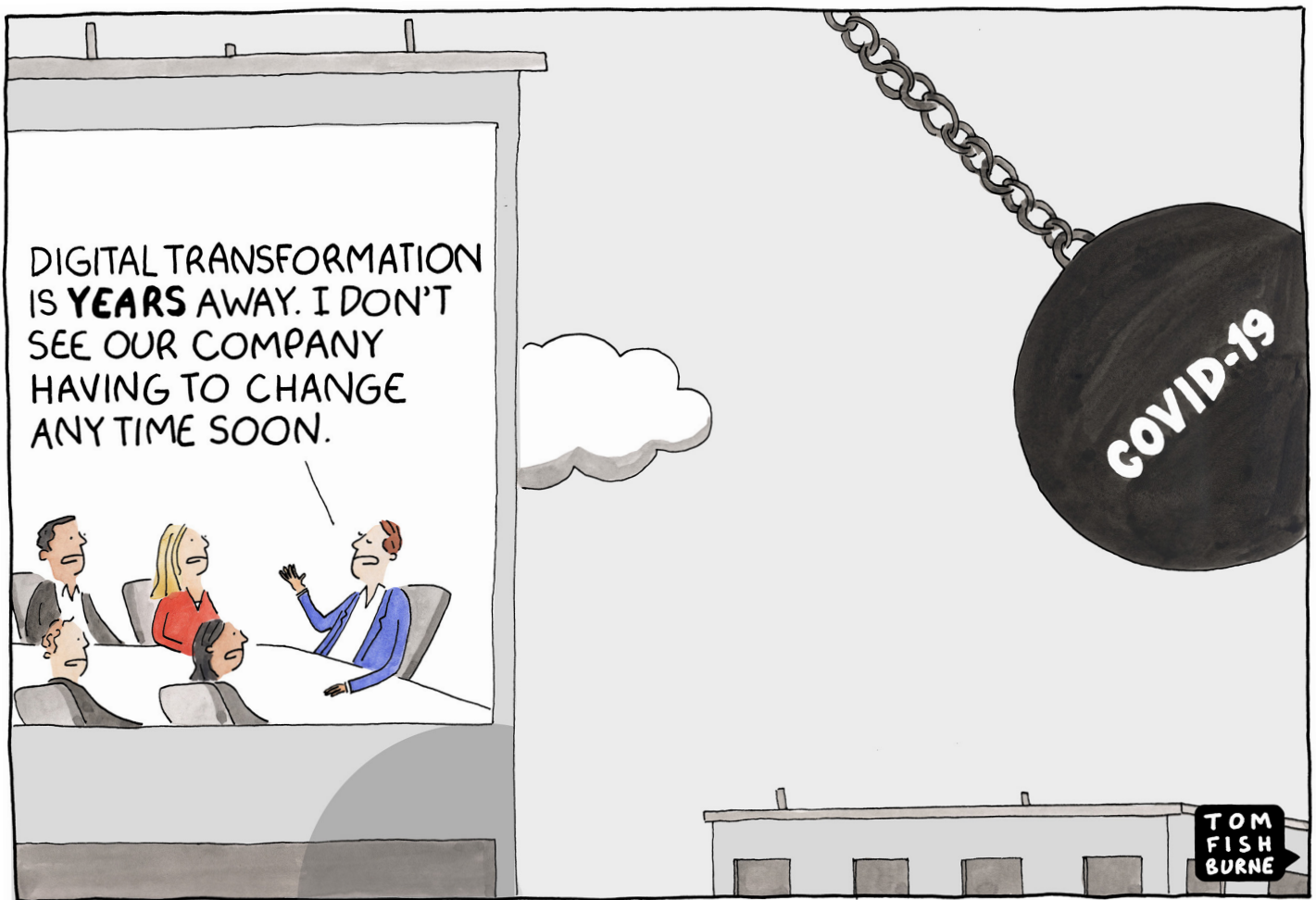
The Future of Work in a Post-COVID-19 Digital World

Key Outcomes from our  
Change Leaders Virtual Roundtable  
16th June 2020

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Prepared by  
Dr Stephen Beer and  
Dr Jim Hamill





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# Contents

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|   |    |
|---|----|
| Executive Summary   | 02 |
| Introduction  | 03 |
| Roundtable Facilitators, Panelists, Invited Speakers and Guests | 04 |
| Roundtable: Key Outcome Summary                                 | 07 |
| The Agile Dilemma - Sustaining The Momentum                     | 07 |
| Modern Workplace Technologies                                   | 08 |
| People & Culture  | 09 |
| Leadership  | 11 |
| The Way Forward   | 13 |
| About Bridgeall   | 18 |

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# Executive Summary

- ✓ The speed of COVID-19 enforced transformation has resulted in most organisations pivoting very quickly to remote, flexible, online working. The key challenge now is to sustain these new ways of working as we move into the recovery phase.
- ✓ The lockdown has created a real catalyst for change. There is no going back to 'the way things have always been done around here'. However, major technology and non-technology barriers to change remain.
- ✓ Leveraging the full potential of Modern Intelligent Workplace technologies is critical to successful digital supported transformation. In particular, the potential for streamlining and automating key business processes using low-code software development tools presents exciting opportunities.
- ✓ While Modern Intelligent Workplace technologies provide a strong foundation supporting new ways of working, technology on its own is not enough. As the focus shifts from the WHY to the HOW of transformation, there is a growing realisation that the main change barriers are organisational, people and cultural related not technology; legacy management thinking and legacy culture not just legacy technology.
- ✓ The journey to becoming a Modern Intelligent requires the effective integration of strategy, people, processes, systems, organisation, culture AND technology. This requires an agreed roadmap and implementation plan supported by 'new economy' leadership approaches.
- ✓ Organisations who plan their Modern Intelligent Workplaces well will outperform those who don't.
- ✓ In developing and implementing your Modern Intelligent Workplace Roadmap, the following issues should be addressed:
  - ✓ Know your starting point
  - ✓ Plan the journey
  - ✓ Be people focused
  - ✓ Prioritise key actions and initiatives
  - ✓ Orchestrate the transformation
  - ✓ Monitor and assess

*"A shock of this scale will create a discontinuous shift in the preferences and expectations of individuals as citizens, as employees, and as consumers. These shifts and their impact on how we live, how we work, and how we use technology will emerge more clearly over the coming weeks and months. Institutions that reinvent themselves.....will disproportionately succeed."*

McKinsey & Co, [Beyond coronavirus: The path to the next normal](#), 2020

As an emergency response to COVID-19, many organisations have implemented remote working quickly.

Is the genie now out of the bottle in terms of employee expectations for new agile, flexible, responsive, collaborative ways of working supported by digital technology?

Have our working lives changed forever, or will we quickly revert to 'the way things have always been done around here'? Has the foundation been set for building the Modern Intelligent Workplaces required to remain competitive in a post-COVID-19 digital world? What are the main technology and non-technology barriers to change? What new leadership approaches are required to manage change in a VUCAD world - Volatile, Uncertain, Complex, Ambiguous and Digital world?

These were some of the questions addressed at the Bridgeall Change Leaders Virtual Roundtable held on the 16th June 2020.

Facilitated by Dr Stephen Beer and Dr Jim Hamill, 145 senior leaders from a very broad range of sectors registered to attend. The highly interactive session included a short Panel Discussion, Guest Speakers supported by a very active Meeting Chat Forum for participants to share their own thoughts and experiences.

As organisations seek to recover post-COVID-19, current and emerging digital technologies do provide exciting opportunities for us to rethink the way we operate, the way we work, breaking free from the limits imposed by outdated legacy systems, management thinking and organisational cultures.

Are we ready to leverage the full potential of the opportunities presented?

We hope that this short paper, summarising the main themes and outcomes from our Change Leaders Roundtable, contributes to the on-going debate regarding the Future of Work in a VUCAD world.

Four key themes emerged from the discussion:

- ✓ The Agile Dilemma - Sustaining the Momentum for Change
- ✓ Modern Workplace Technologies Critical to Successful Transformation
- ✓ People and Culture
- ✓ Leadership in a VUCAD World

# Roundtable Facilitators, Panelists, Invited Speakers and Guests

## Facilitators



Dr Jim Hamill

Transformation Adviser, Bridgeall

With 35 years International Management experience, Jim is widely recognised as a leading expert on digital supported transformation and digital era leadership. He has successfully delivered on a broad range of consultancy assignments around the World, with clients ranging from SMEs to multinational organisations. Jim has held Visiting Professorships or delivered Senior Executive Programmes in the US, Singapore, Hong-Kong, Malaysia, China, Norway, Italy, Lithuania, Latvia, France, Iceland, Ireland, Malta, Russia, the UAE and Bahrain.



Dr Stephen Beer

Managing Director, Bridgeall

Stephen co-founded Bridgeall in 2003, has nearly 40 years' experience in IT and a PhD in Software Engineering. He is responsible for sales, marketing and strategy development. Leading from the front, with a can-do attitude, Stephen ensures that Bridgeall people deliver certainty for our customers, keeping quality and innovation at top of mind.

# Roundtable Facilitators, Panelists, Invited Speakers and Guests

We would like to express our sincere thanks to our Roundtable Panelists, Invited Speakers and Guests for making the Roundtable a truly interactive experience. We hope that this short summary does justice to the excellent contributions made verbally and via the Meeting Chat Forum.

## Panelists



Stevie Grier

Country & Regional Manager, Scotland and LRG North, Microsoft

Stevie is responsible for Microsoft's business interests across all markets in Scotland including delivery of the company's Scotland National Business Plan, supporting organisations gain business advantage from use of the Microsoft Cloud, creating jobs through the highly successful Microsoft IT Apprenticeship and skills program, delivering Microsoft's exciting education assets and helping customers and partners contribute to Scotland's digital future.



Paula Speirs

Associate Director, Planning & Performance, NHS 24

NHS 24 continues to play a critical role in the country's response to the COVID-19 pandemic. Previously Director of KPMG's public sector consulting team in Scotland, Paula is currently leading NHS 24's strategic planning, particularly as it works with NHS and public service partners to support delivery of the Scottish Government's Health & Care Delivery Plan. She is also a Non-Executive Director with NHS Greater Glasgow & Clyde.

**A big thank you from everyone attending the Roundtable to all NHS staff involved in the fight against coronavirus.**



Malcolm Smith

IT Director C&C Group

With specific expertise in IT operations and management, project delivery, service and change management, Malcolm is IT Director at C&C Group a leading manufacturer, marketer and distributor of premium brand cider, beer, wine and soft drinks including well-known brands such as Bulmers, Tennents, Magners, Menabrea and many others. Prior to this Malcolm was an IT operations contractor with the group, responsible for the full setup of UK IT systems and Infrastructure to integrate the Tennents UK and Gaymers Cider Co into the C&C Group.

# Roundtable Facilitators, Panelists, Invited Speakers and Guests



Jen Scott

Digital Development Manager at Opportunity North East Limited

Jen is Digital Development Manager at Opportunity North East (ONE), a private sector catalyst driving transformational change in a key region of the Scottish economy. ONE develop and deliver projects to accelerate regional economic diversification across key industry sectors including digital, energy, food, drink and agriculture, life sciences and tourism. Previously, Jen has worked in the tech sector, in Higher Education and in partnership with ScotlandIS, the trade association championing Scotland's digital technologies industry.

## Invited Speakers



JP Donnelly

Chairman / Head of Country WPP Ireland



Nikki Le-Grys

International Trade Development Manager, The Growth Company



Diane Drummond

Director, B-Dacs



## The Agile Dilemma - Sustaining the Momentum

Not surprisingly, the speed of enforced transformation had resulted in most of the participating organisations pivoting very quickly to remote, more flexible, online working. The key challenge now is maintaining the early momentum as we move into the recovery phase.

“We have turned the business on its head. Digital projects planned over a three year period have been delivered in two weeks. This raises the obvious question, why was this not done before? Why did it take a pandemic for our organisation to embrace change?”

“We have become fleet-of-foot through the Cloud. The last few months have provided us with a major opportunity for the implementation of agile, flexible, resilient work practices.”

“Many of our organisations have responded creatively, moving to remote working quickly, with an increased focus on digital solutions.”

“In my business, we had to relocate 3,000 helpdesk workers to home working within 48hrs - a real test of Business Continuity Planning!”

Overall, the shift to remote working has been successful with most organisations being able to maintain operations throughout the peak of the outbreak. Remote working, however, has brought its own challenges especially in terms of non-technology issues relating to people, culture, organisation and leadership (discussed in more detail later).

Will the agile, responsive, innovative approaches essential for organisational survival during the early months of the crisis be sustained as we move through the five stage Recovery Plan?

The consensus of the Roundtable was that the lockdown has indeed created a real catalyst for change. There is no going back to ‘the way things were done before’. However, major barriers to change remain.

“Hopefully, the changes over the last 13 weeks will be treated as a Proof of Concept leading us to re-think how things can be done better and more efficiently.”

“The speed of enforced transformation has raised the question, how do we retain that urgency post-COVID to deliver long-term transformation, including a more integrated approach to service delivery?”

“The natural aversion of people to change and organisational silos are two of the biggest barriers to change. How do we maintain urgency when people and silos act as blockers? It would be great to hear more stories about how organisations have successfully overcome these barriers”

“Covid-19 has shown us that the traditional approach to programme management is too heavyweight. We need to implement change more rapidly in an increasingly VUCAD world.”

# Roundtable Key Outcome Summary

"A blended approach will be required. Tasks requiring physical location will revert to prior ways of working post-Covid. Other activities will be changed forever. The impact will vary by type of business, industry and work type."

"Why would we go back to the way things were before? The last few months have provided us with the confidence for doing things differently. We have been successful in implementing a considerable amount of change over the last few months. It is now time for reflection; to reimagining how we operate."

"We have the technology to do things differently and better but do we have the maturity of thinking or leadership mindset to leverage the full potential of the technologies available? COVID has forced our organisation out of the 20th century. The challenge now is to move to the 21st century."

"In many industries, a new legal and regulatory environment will need to emerge to support new ways of working."

## Modern Workplace Technologies Critical To Successful Transformation

Roundtable participants agreed that Modern Workplace technologies, especially the Cloud, Microsoft 365 and Teams, had been critical in supporting the rapid shift to remote working over the last few months.

The challenge now is to leverage the full potential of these technologies to digitise key processes and reimagine how work is done.

In particular, the ability to streamline and automate business processes using low-code software development tools available through the Microsoft Power Platform (PowerApps, Power Automate and Power BI) was identified as an exciting opportunity.

Although not discussed in detail during the Roundtable, the implementation of a robust cyber-security system was identified as a key foundation of the Modern Intelligent Workplace.

"We spent five months trying to convince colleagues to use Microsoft Teams. Following lockdown, it took five minutes for them to start using it."

"We have tried for years to get people working differently. Within weeks, we now have 110,000 people worldwide using Teams."

"We are using lots of online collaboration tools including the O365 suite. It is really important to keep reviewing what is being done and continuously adapt."

"As a parent of a P6/P7 child, Teams has been a lifesaver for my kids and the school. I hope it changes how homework is delivered going forward."

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# Roundtable Key Outcome Summary

"It is not just a question of using digital tools for collaborative working. Collectively, we all seem to have made good progress in that area. The next step is to simplify, update, automate and digitise our processes. Looking at how we do things differently and better rather than just doing the same but using Teams."

"Microsoft Power Platform presents exciting opportunities for process automation. We are working with quite a lot of customers just now looking at their processes and how they can be simplified and updated. Digitising is part of this but it goes hand-in-hand with just simplifying how things are done."

"We are currently helping a growing number of organisations to improve/re-engineer their core business processes including the NHS, Housing Associations, Property, Transport and Food & Drink companies."

"To support flexible, remote, collaborative working, we are focusing first on simplifying then digitising processes where we can".

"We have had to review back office processes because of enforced new ways of working. Some of these are now being automated using MS Power Apps."

"The shift to remote working creates a huge cyber-security problem. It is a constant battle. Everyone needs to stay vigilant, implementing robust security systems and Advanced Threat Protection."

## People & Culture

The need for organisations to transform digitally is now widely accepted across both the public and private sectors. Few senior executives remain to be convinced (do they?).

As the focus shifts from the WHY to the HOW of transformation, there is growing realisation that the main change barriers are organisational, people and cultural related not technology; legacy management thinking and legacy culture rather than legacy technology.

As discussed above, Modern Intelligent Workplace technologies provide a strong foundation for successful organisational transformation. On their own, however, they are not enough. Successful transformation requires the effective integration of strategy, people, processes, systems, organisation, culture AND technology. Many transformation programmes will fail due to the lack of attention paid to human and cultural barriers to change.

Supporting many other research studies in this area, the Roundtable concluded that people and culture are critical to the successful shift to new ways of working in a post-COVID-19 digital era.

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# Roundtable

## Key Outcome Summary

A wide range of comments were made in this area from maintaining regular communications with staff; supporting remote teams; ensuring that the social dimension of work is maintained; avoiding fatigue and mental health issues.

“Agile ceremonies, supported by Microsoft Teams, have helped maintain the connection between remote workgroups. That regular heartbeat has been important.”

“We decided to maintain a daily stand up.”

“For remote working to succeed, we need to ensure that the type of support that staff would normally rely on from coaches, floor walkers and team managers is maintained. We also need to maintain social mixing, social collaboration, water cooler talk etc when working remotely.”

“We have a daily call with our team, sometimes its work focused but the first 15 minutes is always Netflix, home/school, watercooler chat.”

“We use Microsoft Teams twice a week for an ‘elevenses’ drop-in watercooler chat and an after-hours non-work fun and chat session on a Friday which is good fun and maintains the social contact.”

“We do similar but tend to find it's the same folks who join though.”

“If we are looking to replace human interaction in the workplace with 95-100% digital interaction, are we storing up mental health and societal problems for the future? We need to be aware of online fatigue. People are becoming tired.”

“Give people the choice about where and when they work combined with true activity-based working. People should look at the tasks they do and decide where the best place is to undertake those tasks, home or main workplace.”

“The culture change that has taken place in our organisation over the past few months has been (hopefully) game changing. The resistance and pushback to using emerging technologies has changed almost overnight. It is now happening with a significant increase in adoption. So, culture change has been great :-).”

“Virtual meetings work well when everyone is virtual but are much harder to facilitate when only some people are remote and others in the office. Managers need to try different formats, seeing what works best for their teams. This might be smaller group meetings or asking everyone to contribute virtually through ‘whiteboards’. Flexible working is important, but we need to blend it with more traditional in-office working.”

“Because we already had the digital tools in place, the transition to remote working was very easy for us from a technology point of view. What has become very clear, however, is that there will be enormous people challenges in maintaining this. Remote fatigue is a major concern. We have had to redesign the way in which important online meetings are organised, making these shorter and using breakout decision-making rooms. The fact that people are working from home means that we need to factor in the human/family aspect as well.”

# Roundtable

## Key Outcome Summary

“The AI built into M365 can provide invaluable insight into how things are working out in the virtual workplace.”

“We have a lot less humour and joy in our lives now. The mental health of some employees could emerge as a critical issue.”

“We need to work on the culture. Technology on its own is not enough. Culture change is critical”

Closely related to the people and culture aspect is the issue of digital skills.

Organisations (and countries) who reinvent themselves digitally will move much more quickly from surviving to thriving in a post-COVID-19 world. Roundtable participants agreed that this would require enhanced investment in digital skills development at both a macro-country and micro-organisational level.

A very broad range of skills will be required from confidence and ability in using emerging technologies to meta skills involving digital transformation strategy development, leadership and change management.

Concerns were expressed relating to the continued existence of a digital divide and the link between digital skills deficiency and poverty. It was accepted that many initiatives had already been introduced in these areas but are the most challenged groups in society being reached?

### Leadership

If successful transformation requires the effective integration of strategy, people, processes, systems, organisation, culture AND technology, what does this mean for leadership in a VUCAD world?

Even before the COVID-19 pandemic, research evidence was pointing to a growing crisis of digital leadership – see [Agile Leaders of Change for the Digital Era](#).

A more recent study by MIT [New Leadership Playbook for the Digital Age](#) concluded that only 12 per cent of the senior executives surveyed ‘strongly agreed’ that business leaders in their organisation have the right mindsets to lead in an uncertain world. Only 9 per cent agreed that they had the skills at the top of their organisation to thrive in the digital economy.

“A generation of leaders in large companies are out of sync, out of tune, and out of touch with their workforces, markets, and competitive landscapes. What got them to their current exalted status won’t be effective much longer - unless they take swift action.”

As stated by Wharton Dean Geoffrey Garrett in a recent opinion piece:

*“In an era of ‘pervasive uncertainty’ we need to turn our traditional thinking about leadership on its head. We can no longer afford to rely on heroic leaders who are inveterate risk-takers, from whom we want confident certainties to allay our anxieties, and whom we place on pedestals far above the rest of us (think quintessential wartime Winston Churchill). Instead, what we need today are anti-Churchillian leaders - leaders who admit to their limitations, are open about challenges, and reduce the distance between them and us. In short, we need our leaders to “be real” – humble, open and committed.”*

([Leading in Our Uncertain Times: Be Real - Not a Hero](#)).

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# Roundtable

## Key Outcome Summary

To manage volatile and uncertain change in a post-COVID19 digital world, will we need to re-imagine what it takes to lead?

Participants at our Roundtable expressed some interesting thoughts:

"The leadership aspect is a huge challenge. New ways of working change traditional control patterns. Leaders will need to learn to trust."

"We will need to radically change our leadership style. We have the technology to do things better, but do we have the leaders who can drive digital supported transformational change?"

"As a leader, I have found the last few months to be very empowering. Previously and unconsciously, I was probably hiding behind my desk. With digital working over the last few months, I have had to push more, connect more and communicate more."

"The Modern Intelligent Workplace will require us to rethink traditional approaches to leadership and management. Eroding: What leadership behaviours were considered effective in your organisation in the past but could now be detrimental? Enduring: What leadership behaviours or attributes have always been, and still are, important to your organisation? Emerging: What leadership behaviours and attributes are emerging as being critical to your organisation?"

"For blended working to be effective in the long-term, communication among people working remotely and those in the office is critical. Trust from line managers of how the output and productivity of remote workers is evaluated is critical."

"Transparency of decision-making is key, letting our teams know of changes being made (strategic and operational). Working virtually can be remote and often we can forget to communicate. Continual employee/user engagement both formal and informal is important, having tools available and understood by senior leadership, keeping everyone engaged and feeling part of a collective is important."

"The issue of governance remains critical. What does good governance look like in the digital age? Standardisation of processes, ethics, risks and governance policies review will be required to change behaviours and attitudes."

"Looking after our people's mental health will need to be a key element for our leadership to consider."

"We need more multi-disciplinary working with technology professionals working alongside non-technology colleagues to solve shared business challenges, especially given the strong people related aspects that have been a recurring theme today."

"As we move into a post-COVID-19 digital world, many of us are facing the same leadership challenges. How do we collaborate more, sharing experiences and knowledge? Can we build a community around the leadership challenges we all face in a VUCAD world. How can we maintain today's collaboration on an on-going basis?"

So where does this leave us?

The lockdown has been a real game changer; a wrecking ball driving the digital transformation agenda. 'Business as usual' no longer exists.

In a volatile, uncertain and digital world, building and managing a Modern Intelligent Workplace has become critical to future survival and growth. However, major barriers to transformational change remain.

## The Modern Intelligent Workplace

At Bridgeall, we define the Modern Intelligent Workplace as one leveraging the full potential of digital technologies and data for rethinking 'the way things are done around here', breaking free from the limits imposed by outdated systems, outdated mindsets and outdated management thinking.

Embedding technology at the core of everything your organisation does, supported by culture change and 'new economy' leadership, to streamline internal systems and processes; improve efficiency and reduce costs; becoming an agile, fast-moving, collaborative, data-driven, productive, customer-focused organisation, 'fit-for-purpose' in a VUCAD world (Volatile, Uncertain, Complex, Ambiguous and Digital).

Even before the pandemic, 75 percent of senior executives stated that the Modern Intelligent Workplace had become mission-critical to their organisations. This will now be closer to 100 percent.

Fewer than 1 in 5 are making good progress in becoming modern and intelligent.

Please see our short Modern Intelligent Workplace video here:

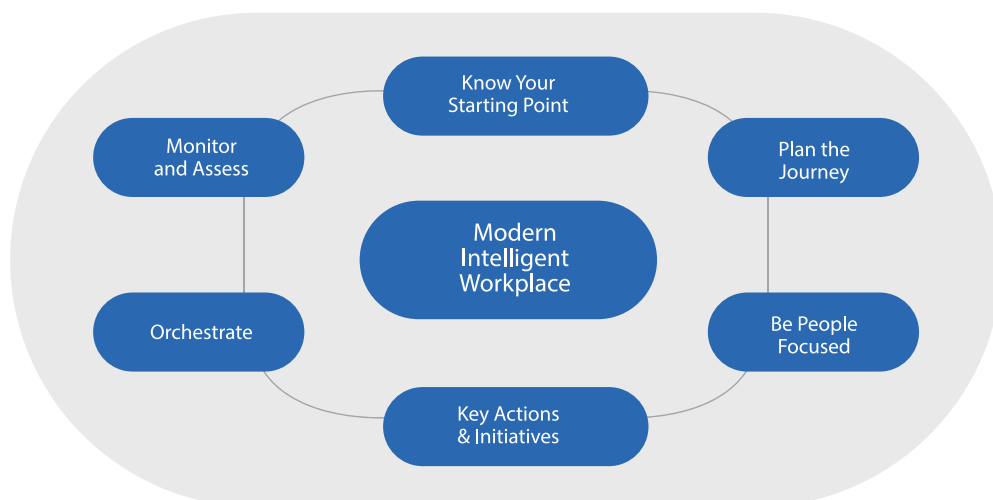
[The Modern Intelligent Workplace Video](#)

Bridgeall have been driving the Modern Intelligent Workplace agenda for several years now. In our experience, having an agreed transformation roadmap and implementation plan in place helps to accelerate your organisation's journey to becoming modern and intelligent.

This is supported by emerging research in this area with 'leading digital' organisations, who plan their transformation well, consistently outperforming digital laggards.

We would suggest that the following issues should be addressed in developing and implementing your Modern Intelligent Workplace Roadmap:

Figure 1: Your Modern Intelligent Workplace Roadmap



Source: Bridgeall (2020)

## Know Your Starting Point

Undertake an external Digital Landscape Analysis identifying the digital technologies and wider societal changes threatening to disrupt your industry; the opportunities and threats for your organisation. Balance the external landscape analysis with an internal benchmark evaluation of your organisation's transformation dexterity – your readiness to transform. This should cover non-technology (people, organisation, culture, leadership) as well as technology barriers to change.

## Plan the Journey

Agree the Modern Intelligent Workplace vision and strategy for your organisation, the key objectives to be achieved. Distinguish between ultimate business objectives and the key drivers that will help your organisation to achieve these objectives. Be SMART by agreeing the Specific, Measurable, Achievable, Realistic and Timebound KPIs and targets to be used in measuring on-going progress and business impact? This will help to prioritise resource allocation across competing initiatives based on their relative contribution to achieving agreed business goals and objectives. Having clearly defined objectives, KPIs and targets upfront will also be very useful in communicating the direction of change to colleagues, partners and other stakeholders; winning commitment and support.



## Be People Focused

Modern Intelligent Workplace technologies - the Cloud, Microsoft 365, Teams, PowerApps, WVD etc - provide the platform for transforming 'the way we do things here'. Transformational change, however, takes place through people. Adopting a Design Thinking, people focused approach is critical. Agree the priority 'personas' supporting your Modern Intelligent Work strategy – customers, internal customers (staff), stakeholders etc. Understand the user needs and wants of different groups especially at Key Moments of Truth (KMOT). Ensure that the key actions and initiatives you implement enhance user value and experiences, especially for your most valuable personas.

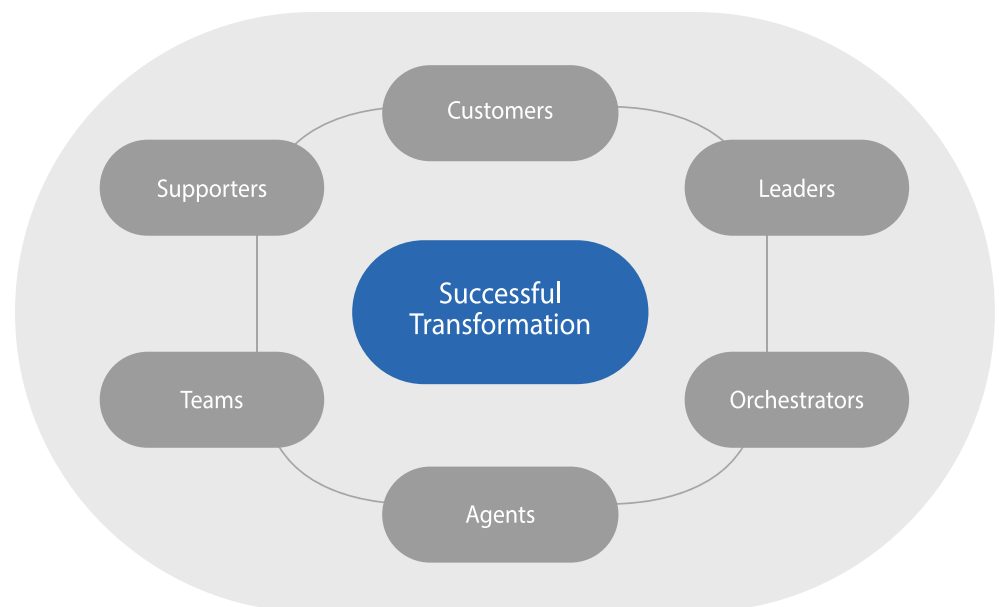
## Key Actions and Initiatives

Identify and prioritise the key actions and initiatives to be implemented including initiatives to enhance the customer experience; to improve efficiency and productivity; streamline processes; make better use of data; support collaboration, team working, agile and responsive decision-making etc; where appropriate, initiatives that help to transform your underlying business model, your 'modus operandi'. Include non-technology actions and initiatives relating to people, culture, change management, skills, training, leadership development etc.

## Orchestrate the Transformation

Your organisation's journey to becoming a Modern Intelligent Workplace requires the effective integration of strategy, people, processes, systems, organisation, culture AND technology working together to achieve common objectives. A coordinated team effort is required involving six key roles and responsibilities as shown below.

Figure 2: Orchestrate the Transformation



Source: Bridgeall (2020)

## Leaders

Transformation leaders establish the foundations for success by:

- ✓ Agreeing the overall transformation vision and strategy.
- ✓ Ensuring alignment with overall corporate goals and objectives.
- ✓ Setting the roadmap and timescales for getting there.
- ✓ Establishing the agile structures, roles and responsibilities critical for success.
- ✓ Creating a sense of urgency.
- ✓ Communicating and empowering change, including cultural change.
- ✓ Implementing a performance monitoring framework.
- ✓ Resourcing the transformation.

## Orchestrators

The role of the orchestrator is to:

- ✓ Translate the broad transformation vision and strategy into an Action Plan for getting there.
- ✓ Agree SMART objectives, KPIs and targets fully aligned with the overall vision.
- ✓ Identify and prioritise the key actions and initiatives to be implemented, including non-technology initiatives relating to people, culture and organisation.
- ✓ Allocate resources across competing initiatives.
- ✓ Orchestrate the successful implementation of the Action Plan, working closely with Agents and Teams (see below), ensuring that projects and programmes are successfully delivered on-time, within budget.
- ✓ Implement a Transformation Governance structure to avoid a proliferation of uncoordinated initiatives.
- ✓ Identify the main barriers and obstacles to transformation progress.
- ✓ Collaborate with colleagues and partners to overcome these barriers.
- ✓ Present progress reports to Transformation Leaders according to the agreed performance monitoring framework.

## Agents

Transformation Agents convert the Action Plan into action, successfully implementing agreed initiatives working collaboratively with colleagues and other Agents. Reporting to the Orchestrator, Transformation Agents represent a small group of highly motivated individuals passionate about transforming 'the way things are done around here'. They introduce and promote to colleagues new ideas, new ways of thinking, new ways of working and new ways of getting things done. They act as catalysts for change, influencers, case makers, relationship builders, champions and storytellers - taking their lead from the Transformation Action Plan (see [Solis, 2018](#)).

## Teams

By focusing on big bang transformations, many organisations underestimate the power of small wins. Successful transformation can be achieved through small, agile, cross-functional teams working on tightly focused quick win projects (months not years). These Agile Teams focus on implementing specific initiatives. Reporting to a Transformation Agent, they are trained and experienced in lean and agile methodologies.

## Supporters

In addition to the above, the following support activities are critical to transformation success:

- ✓ Skills development.
- ✓ Management development.
- ✓ Executive development.
- ✓ Culture shift.
- ✓ Implementation of a digital platform to support innovation.
- ✓ Awards and incentives – what's in it for us?
- ✓ Gamification, make it fun and enjoyable not threatening.

## Customers

We have listed customers last because they are the most, not least, important stakeholder in all of this. If transformation is not customer-led, everything else will collapse like a pack of cards. Enhancing the customer value proposition, including 'internal' customers, should be the ultimate goal of all transformation programmes.

## Monitor and Assess

Resource the transformation; establish agreed governance procedures to avoid a proliferation of uncoordinated initiatives; measure and assess; pilot, iterate and scale.

# About Bridgeall

We hope that you have found this short summary of our Roundtable findings to be interesting and thought provoking. Please do not hesitate to [contact us](#) if you have any additional comments to make.

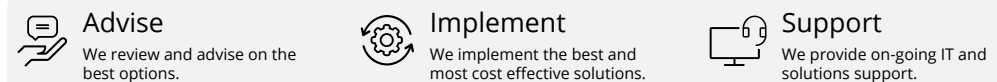
## Who We Are

A multiple Microsoft Gold Partner with ISO9001, ISO27001 and Cyber Essentials accreditation, Bridgeall can help your organisation build a Modern Intelligent Workplace quickly and securely.



We work closely with your internal management team ensuring that the right technology solutions are embedded at the core of everything your organisation does. We streamline internal systems, processes and workflows to ensure that your organisation becomes agile, collaborative, data-driven and 'fit-for-purpose' in a digital era.

We provide advisory, implementation and support services bringing deep expertise across SharePoint, Power Platform, Teams, .Net and O365 to implement and customise solutions.



We advise on Cloud strategy and our comprehensive Managed IT Service brings proven expertise to migrate on-premise workloads to Azure, deliver Desk-top-as-a-Service and managed IT security.

We follow the Agile delivery approach whilst always adhering to the highest quality standards. We build long-term relationships with our customers who benefit from our exceptional track record of delivering value.

Having successfully delivered 100's of solutions since our formation in 2003, we have the know-how and experience to help you in designing your Modern Intelligent Workplace, implementing it securely and providing on-going support.

Please do feel free to [contact us](#) for an informal chat.