Rally the entire workforce
for effective change management

Use a participative approach to transform your organization


Didier Avril, série Storytelling

Our sources

This synopsis is based on the publications presented below and on the back page.

Employees First, Customers Second
Vineet Nayar, Harvard Business School Press, 2010.

The Enemy of Engagement
Mark Royal, Tom Agnew, Amacom, 2012.

Business leaders make constant efforts to transform their organizations. The need to change is obvious to those at the top, who realize that continuously adapting the offering and processes is a matter of survival. But people on the ground are often exhausted and frustrated by the incessant succession of change projects. Organizations become less able to adapt as the workforce becomes demoralized and skeptical and begins to adopt a "wait and see" attitude. Transformation projects thus often appear to be a tug of war between management and employees.

However, this situation is not inevitable. A number of CEOs have demonstrated the strength of participative approaches. Vineet Nayar, CEO of HCL Technologies, for instance, managed to grow revenues at an annual pace of 20 percent at the peak of the financial crisis with his "employees first" approach. Other CEOs, such as Richard Teerlink at the head of Harley-Davidson and John Shook in charge of the joint-venture between General Motors and Toyota in the eighties, also used participative techniques to give a big shot in the arm to their change programs. Re-empowering employees was instrumental in liberating energy in the organization and thereby achieving remarkable results.

To get people engaged, these CEOs worked unrelentingly to put three basic convictions into practice:

- **"Constant change is a matter of survival and everyone must pitch in to succeed."**
- **"We can't succeed unless we trust each other."**
- **"Everyone, regardless of hierarchical level, must help find solutions to the company's problems."**

In this synopsis...

1 More than just good intentions, a real **necessity**

Tackling change collectively may easily sound utopian. Of course, the idea of making employees simultaneously the authors and implementers of change is very tempting. Who would dare to disagree? Yet, seasoned change managers know that objections are numerous and often justified, as a collective approach to change may lead to endless discussions, diverging objectives, confidentiality issues, recalcitrant staff, etc. So why even bother to attempt participative approaches?

> Getting the bulk of the workforce engaged gives a fantastic boost to a company's ability to change.

Far from being dreamers, the CEOs covered in this issue have experienced both the advantages and the challenges of participative change management, and remain convinced by their experience that it was worth the effort, for three reasons in particular:

Better quality of execution

When implementing change programs, companies often invest massively in communication and training to explain the required changes, e.g. new quality standards, new IT tools, new budgetary rules, etc., so that employees can apply them in their day-to-day work. The problem is that such top-down approaches emphasize the letter and not the spirit of the desired changes. Paradoxically, employees on the front lines, who are ultimately responsible for creating value, are those who have the least chance to fully understand and buy into the underlying reasons for the changes. This can lead them to apply new directives without discernment, for example, or use new tools without challenging their old habits. When this happens, a change program cannot procure the desired benefits.

An excellent means to produce a better outcome is consequently to involve people further upstream. When employees understand the deep reasons why change is necessary, they tend to execute more autonomously and effectively.

Improved agility to deal with unexpected events

Change programs are generally rolled out over a period of months, or even years. In the interim, vagaries such as unexpected technical glitches, suppliers who go bankrupt, or the emergence of a competing product, frequently require rethinking the original plan. However, it is difficult to be sufficiently agile when changes in direction or approach are decided centrally and must then be cascaded down to hundreds or even thousands of people.

Conversely, when the entire workforce is involved in designing a change program, adjustments are easier. First of all, needs are detected more rapidly—provided that employees have ways to communicate unforeseen events, design defects, unexpected problems, or new environmental factors. Then, once they understand the basic issues behind the change program, people tend to adapt their approach as a matter of course, either spontaneously on the local level, or by accepting directives applicable to the entire organization. It is hence possible to avoid the sense of demoralization and meaninglessness that people tend to feel when they see change as an inexplicable about-face from management.

Better talent retention

Big changes often lead to big frustration. The authors of *The Enemy of Engagement* tell a typical story of a customer service call center following the merger of two banks. Because they could not tackle everything at once, company executives decided not to merge the two customer management systems immediately. The call center team was thus forced to juggle between computer workstations equipped with the historical system and a few workstations equipped solely with that of the merged bank. It is easy to imagine the frustration of operators who had to put customers on hold, go to a workstation equipped with the right system, and then wait for another staff member using that workstation to finish a prior call. People felt even more frustrated because they were truly devoted to customer service and, until the merger, had prided themselves on their performance. In a few short months, the most talented team members left to join competitors and those remaining showed signs of diminished engagement.

This type of demoralization and brain drain frequently occurs just when the company needs its key people the most, because it's in times of change that the gap between the desire to do well and available resources is the most flagrant. The more committed and competent employees are, the more keenly they feel this lack of resources. By engaging people in the change program, the company gives them a handle on the situation and engages their loyalty and their talent.

Therefore, there are big advantages to engaging as much of the workforce as possible in change programs **(Figure A)**. However, leaders can't simply obtain people's participation by ordering it. Trust has seriously eroded in many business organizations due to successive restructurings in recent years. In this context, people are unlikely to enthusiastically engage in a change project just because the CEO says they should. Conversely, the point is not that company leaders should abandon their prerogatives in favor of self-management.

Based on the testimonials analyzed here, we retained three recommendations to successfully engage the entire workforce in change programs:

- Involve employees far upstream;
- Establish true operational transparency;
- Create real dialogue between strategists and the field on problems that must be resolved.

2 Get **everyone involved**

Creating a conscious awareness of the need for change is the first step in any change program. However, how this is done determines whether people will position themselves as victims of or as active players in the change. Thus, even if change leaders may legitimately

> It's better to actively participate in change than to be subjected to it.

want to move into action rapidly, it is a better idea to take the time to make sure people truly take ownership of the issues in order to accelerate the program's subsequent implementation. We have retained three recommendations on how to conduct this initial launching stage effectively.

Let people take ownership of the initial debate

When it comes time to launch a change program, top executives and their immediate subordinates have already studied the problem thoroughly, of course. They have forged their convictions and have a clear vision of the situation—and even sometimes of the solution. What could be more natural than to want to accelerate the awareness of the rest of the organization by handing them this predefined vision? To boot, people often expect them to do this as leaders! However, it is critical to resist this temptation.

Indeed, to accept conclusions, people must be involved in discussions and debate. They must be given time to compare their own experience with market data, form a concrete general idea of the situation, and project themselves into potential future scenarios. Much like in a mourning process, they must go through several stages of rejection and then reformulation of the situation in order to accept the facts and draw workable conclusions. It is therefore extremely important to begin with open discussion—and carefully avoid telling people from the very start what needs to be done. This does not mean conducting superficial discussions to produce foregone conclusions, but actually taking the time to compare various perceptions of the situation and gather ideas on possible solutions.

One good technique to do this involves presenting a strategy explicitly designed to trigger reactions and provoke debate. The point is not to convince people of the merits of the presented strategy, but rather to be in a position to listen to what they have to say. The participants are supposed

FIGURE A Involve people far upstream

By helping employees understand in detail the fundamental issues underlying a change, participative approaches create an environment which gives them the means to play a relevant role in transforming the company. It is particularly important to ensure that upstream discussions enable people to grasp the following facets in particular:

	TOPICS TO SHARE	RESULTING BENEFIT
Context of change	• How is the environment evolving? • How does this impact the actions we are able to take and key success factors?	• Better comprehension of the constraints that affect the business and hence of the merits of the change vision or objectives. • De facto legitimacy of kick-off deadlines for a product, of budgetary constraints, etc.
Need to challenge the status quo	• What are our limitations or deficiencies relative to new challenges? • What must we do differently?	• Shared identification of problems to solve and changes to make. • Energy focused on solving problems rather than on placing blame or internal warfare.
Shared vision	• What better future do we want to build?	• Desire to take action and talent retention. • Common direction and goals clear to all, enabling everyone to adapt their initiatives from day to day.
Change philosophy	• Beyond quantified or material objectives, what are our fundamental guiding principles of action?	• Better acceptance of the choices made throughout the change program. • Better appropriation and implementation of new tools, new policies, etc. • Reinforced capacity to improvise appropriately when faced with unforeseen events.

to rip the proposed strategy apart in order to ultimately make it their own. This is a trying time for leaders, who must restrain their impatience and the desire to direct or wrap up discussions **(Figure B)**. But allowing everyone to be involved from the very first step of formulating the problem is the best guarantee that employees will approach change as active players, and not as victims.

Dare to go door to door

A lucid and shared vision of the situation is needed to mobilize efforts effectively. To form such a vision, Vineet Nayar, at the head of HCL Technologies, did not hesitate to go door to door. He recounts how he launched the transformation of his company with an exercise called "Mirror, mirror on the wall." For weeks, he met with employees at every level of the organization in different configurations—individual interviews, team meetings and large groups. The objective was to make the entire organization confront the situation together. By going and meeting people, rather than organizing a big blow-out conference to announce the launching of the program, he initiated real dialogue at every level of the company on the true nature and extent of the issues. This made it possible to develop a much more refined vision of the strengths and weaknesses of the organization as well as the diversity of parameters to consider. In using this approach, he also showed that he expected every member of the organization to realistically engage in the change process and to bring up problems observed along the way in order to keep the project moving forward.

Simultaneously offer a desirable image of the future

It is often said that a shock is needed to get people out of their normal routine and force them to look at the situation realistically. It is also said that people jump the highest when their back is against the wall. But they must still find the energy to jump that wall! A delicate balance must thus be struck to help people in the organization to look in the mirror with neither blindness nor complacency, but also without losing their pride or confidence in the future. However, this is not easy, because the realization of a need to challenge the status quo can shock people into a loss of self-esteem and momentum.

When provoking this type of awareness, leaders should be careful to simultaneously emphasize what people can be proud of, to inspire hope and foster

FIGURE B Restrain your impatience

It would be great if shouting "all aboard!" could make people enthusiastically fall into line. Unfortunately, this rarely happens. To be aware of the need to change, people must recognize their limitations. This is much harder when they're proud of their work and past successes. Almost inevitably, many take the announcement of the need to change as personal criticism, at least initially, and thus respond with skepticism. It is important to be prepared for these very natural reactions.

	WHY?	HELPFUL TIPS
Don't try to convince people at all costs	When leaders launch transformation programs, they have already thought deeply about the situation. People then need time to develop the same awareness. The initial challenge is to establish a shared vision of the situation, because it is too soon to try to convince people about particular solutions.	• Aim above all to facilitate open discussion in order to develop a shared vision of the situation. To this end, adopt an attentive attitude to encourage people to express themselves and get involved. • Resist the temptation to convince others to accept your conclusions. Likely to be skeptical at this point, employees may appear to agree on the surface, but then fail to take action.
Trust the momentum of the group	According to expert Gary Hamel, active support for change by 10% of employees is enough to bring the entire organization on board. Indeed, in participative seminars held to formulate a vision, for example, the dynamic created by discussions often leads in a few short hours to the identification of strong guiding principles supported by a majority ready to commit.	• Allow people to express contradictory opinions and points of view freely; it is preferable to discuss differences openly than let them silently undermine the change dynamic. • Don't rush to respond to objections; let the participants continue to carry on the debate.
Temper your frustrations	When a vision has matured over a long period, there is nothing more natural than to expect an enthusiastic reception or to be tempted to defend it passionately. However, neither desire is realistic!	• Expect reactions of skepticism, indifference or hostility when you present your convictions concerning the need for change. • Be careful not to respond bitterly or try to exert control. Instead, make it easy for others to speak their mind.

trust in the ability of the organization to pull together (Figure C). Vineet Nayar explains that in large change program kick-off meetings as well as during informal field discussions, he used metaphors such as potters or diamond cutters, capable of transforming shapeless raw materials into magnificent works of art. In another style, energy supplier Cinergy created visual maps to describe the company's competitive environment and explain the routes the company was progressively taking to improve its position in the future. Helping people to imagine a better tomorrow is critical to trigger their desire to engage in the project.

3 Bet on **transparency**

The experts often underline the importance of trust to optimize participative impetus in transformation projects. This very laudable principle nonetheless provokes certain degree of skepticism both in the field and in the lofty spheres of top management. And for good reason, since the obstacles to successful change are very real: people have different interests; each interprets the situation and the intentions of others in his or her own way – easily giving rise to misunderstandings; etc.

Even so, feedback shows that trust can be concretely facilitated by establishing genuinely transparent operating practices. We have selected three best practices in this regard:

Share data on performance

Open communication about economic and performance data sends a strong signal that management wants to put its cards on the table with its employees and counts on them to take problems into hand. Indeed, how can you get people engaged in transforming their company if they have no idea of the key numbers? Experience shows that sharing financial information improves the quality of decisions made at every level of the organization.

At HCL Technologies, employees formerly were authorized to see only financial data related to their own projects. One of the first initiatives of the change program was to expand the scope of available information. The IT team was asked to develop a system to enable every employee to consult performance data for every project and department. This initiative naturally raised many objections, specifically concerning the potential leakage of confidential information. But Vineet Nayar points out that the advantages turned out to be much greater than the disadvantages. Employees were

Transparency fosters trust and a sense of belonging.

henceforth able to see where their department or project stood compared to the rest of the organization. This encouraged a form of emulation that proved extremely beneficial in driving progress. First and foremost, all team members had the same data, and could hence talk with full knowledge of the facts about potential measures to solve

FIGURE C Trigger awareness without breaking the momentum

Change program leaders may be tempted to exaggerate in order to trigger acute awareness of problems and create a sense of urgency. But avoid going to extremes! Although people must be led to see reality such as it is, they mustn't become so demoralized that they lose all desire to move forward.

Do's	Don'ts
• Select a **few incontestable key figures** to help people look the facts in the face without getting bogged down in unconstructive controversy. This is often a good starting point to publically raise problems that people clearly see but don't dare mention. • Prepare some **disturbing customer reports or stories**. Indeed, routine and a record of success frequently skew people's perception of reality. Introducing a destabilizing element creates a keener sense of awareness. E.g.: Vineet Nayar observed in 2005 that several CIOs had proceeded directly to the CEO role. These new career paths said a lot about how IT services needed to think about their value-add to the company. • **Facilitate discussions** as needed, both in the form of individual interviews and small or large group meetings. This exercise of updating awareness should be maintained throughout the change process.	• **Don't make an inventory of what isn't working**. Although it is important to look at the situation with clarity, the real goal is to spark the desire to take action. Targeting two or three key problems is better than drafting a depressing list of deficiencies and issues. • **Don't wipe the slate clean on past successes**. To take action, people need to mobilize their skills, experience and energy. Relying on past successes can help them do this. They could be asked, for example, to think about what made them successful in the past and how the context has changed since then, as a way to help them draw from their experience but without reproducing obsolete patterns. • **Don't speak for others**. We often believe we can read minds. It is important to truly give people the time to express themselves, not only to ensure they participate in discussions, but also to rectify or refine your own perception.

observed problems. They also gradually developed their data analysis and interpretation skills, thus reinforcing the relevance of their contributions. By communicating performance data transparently in this way, management showed that it was determined to share the best and the worst, like in a close family.

Let people express frustration

How can employees be expected to confidently commit themselves to the transformation program if they don't feel they can speak openly? John Shook talks about the reaction of GM employees who were sent to the Toyota facility to be trained in the Andon system. In this system, every operator is asked to report all workstation anomalies on an illuminated board visible to everyone. GM staff was particularly struck by the possibility of reporting problems without someone immediately trying to place the blame. They underline that people could address problems more easily when they were able to communicate naturally about them. At HCL Technologies, implementing the "U&I" online forum helped to reinforce employee engagement in the change project. On this forum, everyone could pose questions to the management team, and these questions, as well as the responses, were then visible to everyone. Of course, this transparency had a cost. U&I rapidly turned into an online gripe session, publicly displaying criticism and complaints. The comments were often justified— and sometimes hurtful to the executives concerned. Yet, in retrospect, the important thing was less the content of the posts than the momentum created. For the first time, employees and executives had frank conversations. And by permitting frustrations to be exposed, management increased its ability to eliminate the root causes. With time, this forum became an essential source of information that helped management understand where the company stood on the change path and identify subsequent priorities.

Encourage debate across the board

Finally, to drive change forward, freedom of expression must not be limited to discussions between management and the field, but also encouraged between and within teams. At HCL Technologies, many initiatives were taken to encourage discussion among employees. Special interest communities gather people who share the same passion or domain of expertise. Although these communities sometimes cover topics not closely related to the core activity of the company, they help to bring people closer together and hence to facilitate discussion on more strategic issues, when needed. When HCL Technologies organized a meeting with 300 customers on transformation program challenges, leaders decided to rebroadcast this meeting to the entire organization, knowing that this would trigger informal discussions. And, in effect, groups of employees throughout the company spontaneously came together to comment on the broadcast. Teams talked about the changes observed at their level and the impact on their customers. This had a huge effect on the sense of belonging and transparency. Such approaches certainly require the CEO to accept a lack of control over the content of some discussions. But this relative loss of control is more than compensated by the quality of exchanges and the many small wins initiated by the field itself.

4 Break down barriers between strategists and the field

Creating a true participative momentum generally requires that leaders and employees in the field be brought closer together. Indeed, the very status of the CEO tends to create an invisible barrier by putting him or her above the fray in the eyes of the organization—and even sometimes in his or her own eyes. This barrier must be surmounted to enable frank and open discussion about the problems to solve. This requires that the role be humanized, by recognizing that CEOs have limitations and need the support of others.

CEOs don't control all the resources

With traditional top-down approaches, employees expect their superiors to grant them the resources they need to realize their objectives. They feel the company recruited them to do a given job, and has the responsibility to give them the means to do it. This rationale holds up pretty well as a general rule. However, it is frequently challenged in times of change. At such times, the organization is often confronted with a gap between the projected vision and immediately available resources—either because time is needed for resources to be upgraded, or because financial constraints force teams to make do with the resources at hand. Executives are not used to sharing their frustrations in this regard.

> Each employee, at every level of the organization, can help find solutions to the company's problems.

Yet, sincerely displaying these frustrations helps to show that everyone is in the same boat. This propels people to stop waiting passively and get going to identify solutions within their reach. In the aforementioned recent bank merger, for example, the situation improved when, from a frank conversation with her direct superior, the call center director understood that the company would not have the means to merge the IT systems for several months. She and her team then sought ways to make the situation more acceptable, even if the adopted solutions were transitory or imperfect. Bolstered by this new mindset, the team resolved a problem of delayed feedback, for example, by attending the monthly marketing team meeting. The performance tracking system was also adapted to take account of the calls that forced staff to juggle between the two systems. By being open about their own limitations, leaders encouraged people to stretch their own abilities.

CEOs don't have all the answers

Sharing the problems facing the management team is also a way to humanize the leadership function and reinforce the sense of closeness and solidarity in the organization. This is why Keven Sharer, CEO of Amgen, holds an annual meeting with his team members in order to collect feedback from the field. By asking them what he should do better or differently, he creates real debate around unresolved problems. At Dewey & LeBoeuf, top executives regularly meet with employees in small groups of 30 or 40 to ensure that two-way communication really takes place. Vineet Nayar of HCL Technologies opened a "my problems" column in the "U&I" forum where he shares his own challenges and asks for suggestions from everyone. For example, he was exasperated by the unfavorable bias of some influential analysts due to the challenger position of HCL Technologies. The first question he posted on the forum was: "What should we do to make the analysts change their mind? How can we demonstrate to them that our skills and approach are unique?" Even if he obviously did not receive a definitive response, he gathered many ideas which helped him better understand the problem and develop his thinking. Moreover, by creating real discussion around strategic topics **(Figure D)**, this column exercised the ability of each employee to understand company issues, formulate proposals in a more relevant way, and better consider everyone's challenges and constraints. The power of the organization to undertake change has been considerably reinforced as a result.

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Leaders who have managed to establish a participatory change process have demonstrated the power of this approach—with benefits that last well beyond the end of the change program, thanks to a deep transformation in the modes of organizational interaction. However, real commitment over time is needed to accomplish this!

FIGURE D Engage in dialogue on strategic topics

Engaging in real dialogue on strategic topics with the entire workforce is not easy. How can one lead every employee to feel concerned, dare to participate and express his or her ideas sincerely? The following suggestions will help you rise to this challenge:

Define the topic of discussions

- Choose a topic where the perception of the field is truly relevant or that concerns the entire company, e.g. new product, supplier policy, press relations, etc.
- Provide main facts known about the problem, avoiding information that could needlessly complicate understanding.
- Explain the purpose of employee participation, e.g.: "We hope these discussions will help us identify relevant trends in each of our markets."

Ask non-controversial, but compelling questions

For example:

- What should we try to change first?
- How does this problem really affect us?
- Is it really critical to solve this problem?
- Are you aware of facts, sources or contacts that could enrich our knowledge of the subject?
- Who, among experts or partners with whom you work, could effectively help us move forward on this topic?

Recognize contributions

- Publicly thank people for their contributions.
- Be transparent about the fact that, naturally, not all ideas will be implemented or applied as is, and underline that all contributions will enrich the general discussion.
- Communicate about the concrete outcome of discussions, e.g., new slogan, new product, press coverage, etc.

Based on ***Employees First, Customers Second***, Vineet Nayar, Harvard Business School Press, 2010, and ***Talk, Inc.***, Boris Groysberg, Michael Slind, Harvard Business Review Press, 2012.

FIND OUT MORE

Our selection

To find the best ideas on this subject, we recommend the following publications:

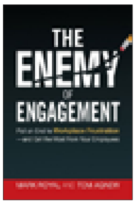
Employees First, Customers Second

Vineet Nayar, Harvard Business School Press, 2010.

Vineet Nayar is the CEO of HCL Technologies Ltd., one of the fastest-growing Indian IT services multinationals. This unconventional leader wrote his book in the first person to share his experience with other senior executives who, like him, must continuously drive their companies to greater heights. How can you avoid resting on your laurels? How can you succeed at the game, even in the most difficult times, and bounce back from a crisis? For Vineet Nayar, the only solution is to release the pent-up energy in the organization. Today, technology alone can no longer make the difference, as it has become easily replicable. The real difference for customers lies in how employees sell the solution, provide service and attune themselves to customer needs. But this does not mean dictating an umpteenth service quality policy. It means truly transferring part of the responsibility for innovation—and even strategy—to every customer-facing member of the organization. Far from citing clichés or making pompous pronouncements, Vineet Nayar describes the path taken by HCL Technologies to do this. He shares the highly concrete initiatives he established with his management team to drive this transformation. He also frankly relates the obstacles and failures encountered along the way. The concrete ideas and the real-life experience of a well-known leader faced with such a transformation make this a fascinating book that you simply can't put down.

The Enemy of Engagement

Mark Royal, Tom Agnew, Amacom, 2012.



A lot has been written about how to reinforce employee motivation and commitment. Implicitly, this approach to the topic often leads managers to focus on the least motivated members of the organization. But what can one say about employees who love their company, are proud of their work and want to do their best—but who are frustrated that they can't realize their full potential? According to the authors, consultants at Hay Group, this phenomenon is a major problem, because 20% of employees feel this type of frustration. And the rate in France is closer to 50%! The authors show why the most committed and talented employees are ironically often the most frustrated, due to organizational barriers, bureaucratic hierarchies, distance between decision-making centers and where value is created, etc. Thus, introducing more participative approaches isn't just a laudable intention; it's an essential driver to engage and retain talent.

And also...

We also relied on the following publications:

- ***Harley's Leadership U-Turn***, Rich Teerlink, Harvard Business Review, July 2000.
  A testimonial from the ex-CEO of Harley-Davidson on the transformation of the company in the early nineties.
- ***How to Change a Culture: Lessons from NUMMI***, John Shook, MIT Sloan Management Review, January 2010.
  Feedback on the radical transformation of the GM Fremont manufacturing plant during the joint-venture with Toyota.
- ***Talk, Inc.***, Boris Groysberg, Michael Slind, Harvard Business Review Press, 2012.
  A concise book offering a wealth of practical tips to help companies establish a participative communication approach.

Further readings

To explore this topic further:

- ***Obtaining commitment through participation***
  (Manageris synopsis 175a)
  Activate a decisive driver of motivation and initiative.
- ***Manage change successfully in a turbulent environment***
  (Manageris synopsis 177a)
  A necessary break with the traditional change management approach.
- ***Participative management in the 2.0 era***
  (Manageris synopsis 218b)
  Set the stage for true dialogue between the company and its employees.
- ***Leader 2.0***
  (Manageris synopsis 209a)
  Learn from technological transformations to upgrade your management practices.

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