Creating a Data Programme

How to harness change management to create a successful programme

Emily Hayward

Data & Digital Transformation Specialist

Change management

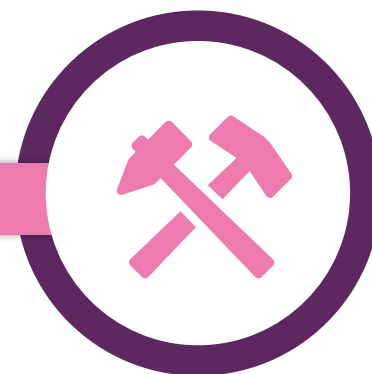Data upskilling

Data & digital programme delivery

Agenda

Setting up your delivery team

Building programme on change principles

Managing resistance

Assembling the A-Team

Great upskilling programmes are built by great teams. Carefully design your project team to include a diverse mix of skills and experience to deliver an impactful, inclusive and relevant learning programme.

YOUR ORGANISATION

MAIN PROJECT DELIVERY TEAM

Executive Business Sponsor
A senior executive business sponsor with good credibility and influence at C-Suite level. Able to legitimise value of data upskilling at leadership level, shape learning for leaders and spearhead launch.

Learning Development Leader
Responsible for ensuring data upskilling helps achieve the overall development strategy for your people. Usually holds the upskilling budget and helps demonstrate the commercial return on any investment made.

Learning Development Specialist
Responsible for ensuring that the learner is kept at the heart of the programme. Helps identify learner needs and programme outcomes are met.

Chief Data Officer / Head of Data
A senior data and digital leader who bears responsibility for your organisations data strategy and strategic roadmap. Understands organisational capability gaps and where upskilling will deliver the most value.

Change focused Project Manager
Responsible for project managing the programme and using industry best practice to help and support people on their change journey.

SUPPORT

Internal Communications
Responsible for helping to inform and shape key messages, communicating them on high impact channels, at the right time, across the organisation.
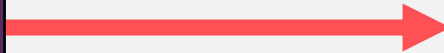
Branding / Marketing
Responsible for creating an impactful and distinct visual identity for the programme, in line with branding guidelines.
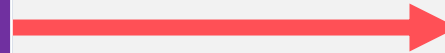
What is change?

A movement out of		Through		To ultimately reach
Current	→	Transition	→	Future
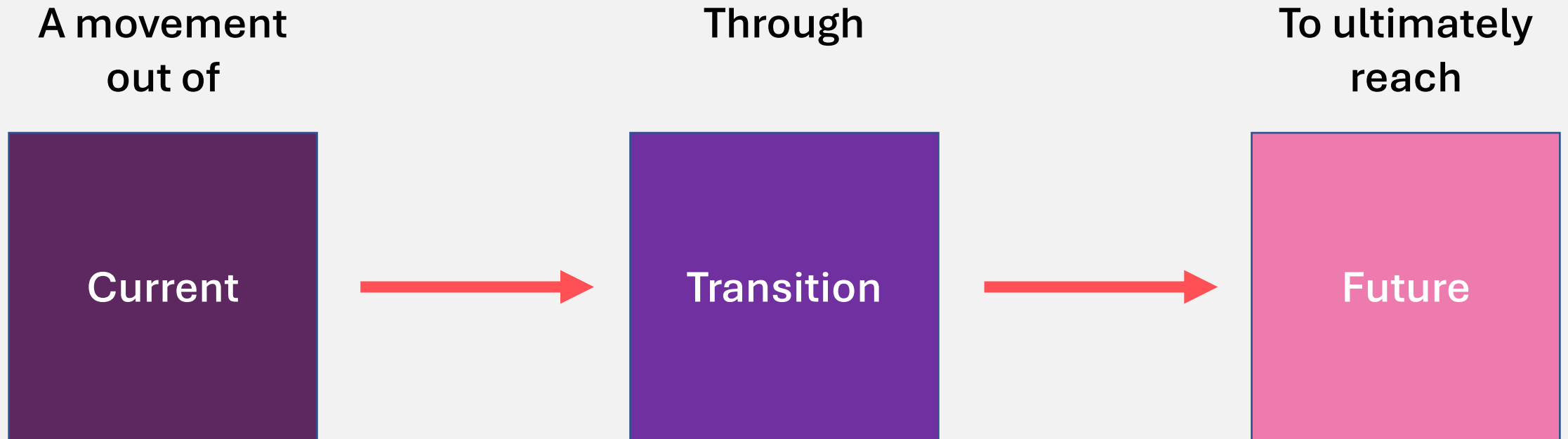
The true unit of change is the individual

In an organisational context

Or change with one person

Or 1000 people

Or five people

Or twenty people
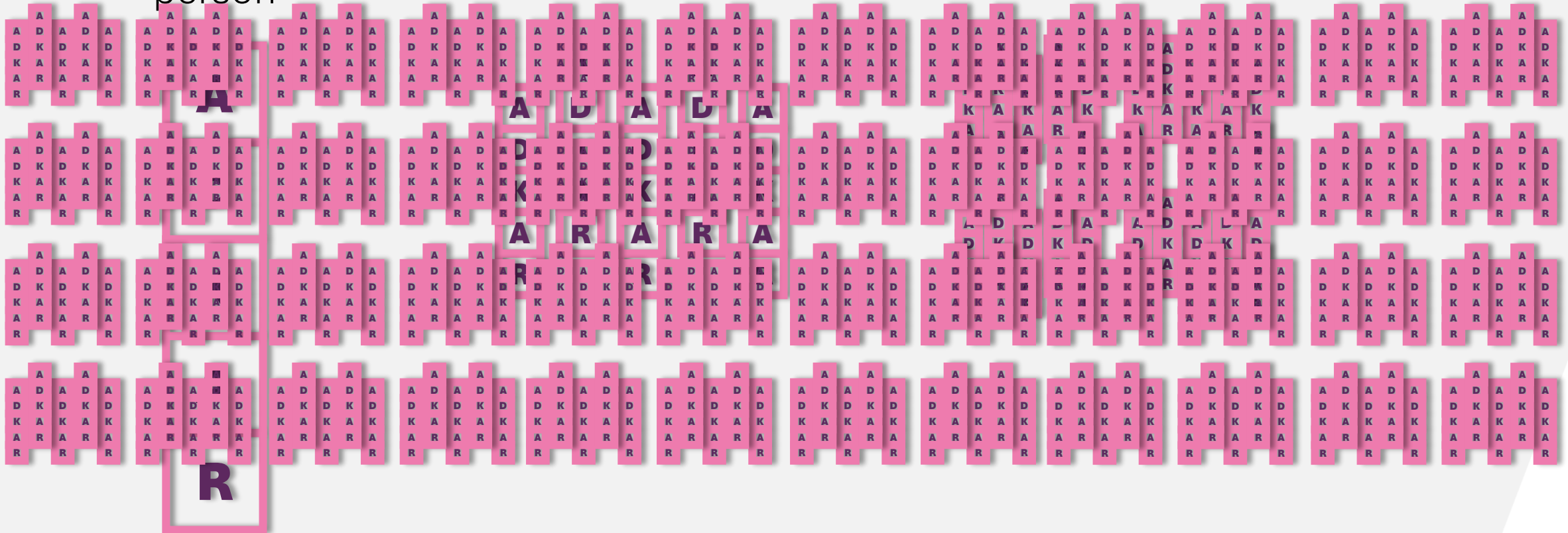
Change happens when...

Think about a change you are experiencing at the moment

Using the formula, think about why some people may not be reacting well to the change?

$$D \times V \times KS > R$$

D — **Dissatisfaction** with the current state

V — **Vision** of a positive future state

KS — **Knowledge of the first steps** in the direction of the vision

R — **Resistance** to the change

OR

ADKAR

A — **Awareness** of the need to change

D — **Desire** to change

K — **Knowledge** of how to change

A — **Ability** to change

R — **Reinforcement** to sustain change

What this looks like in practice

A
Awareness
Announce programme to employees well ahead of time.

Explain the business case for change including current pain points, expected benefits and potential ROI from upskilling

D
Desire
Understand people's roles, how they interact with data today and identify opportunities to improve existing processes and tasks through upskilling

Understand peoples motivations and resistance to change.

Identify Change Champions and Early Adopters

K
Knowledge
Create an impactful and compelling communication and marketing campaign

Offer resources such as a dedicated intranet site, FAQ's and training support.

Run pilot with Early Adopters to fine tune learning offering and get early feedback

A
Ability
Provide a self assessment so people can self assess where they are in terms of skill and confidence on their data journey.

Provide learning that's fun and relevant.

Remove barriers out of people's way.

R
Reinforcement
Monitor programme performance every quarter to ensure progress and benefits Realisation.

Highlight and share good news stories, rewarding and recognising learners.

Awareness

Awareness is NOT that change is coming

Awareness IS the need for change

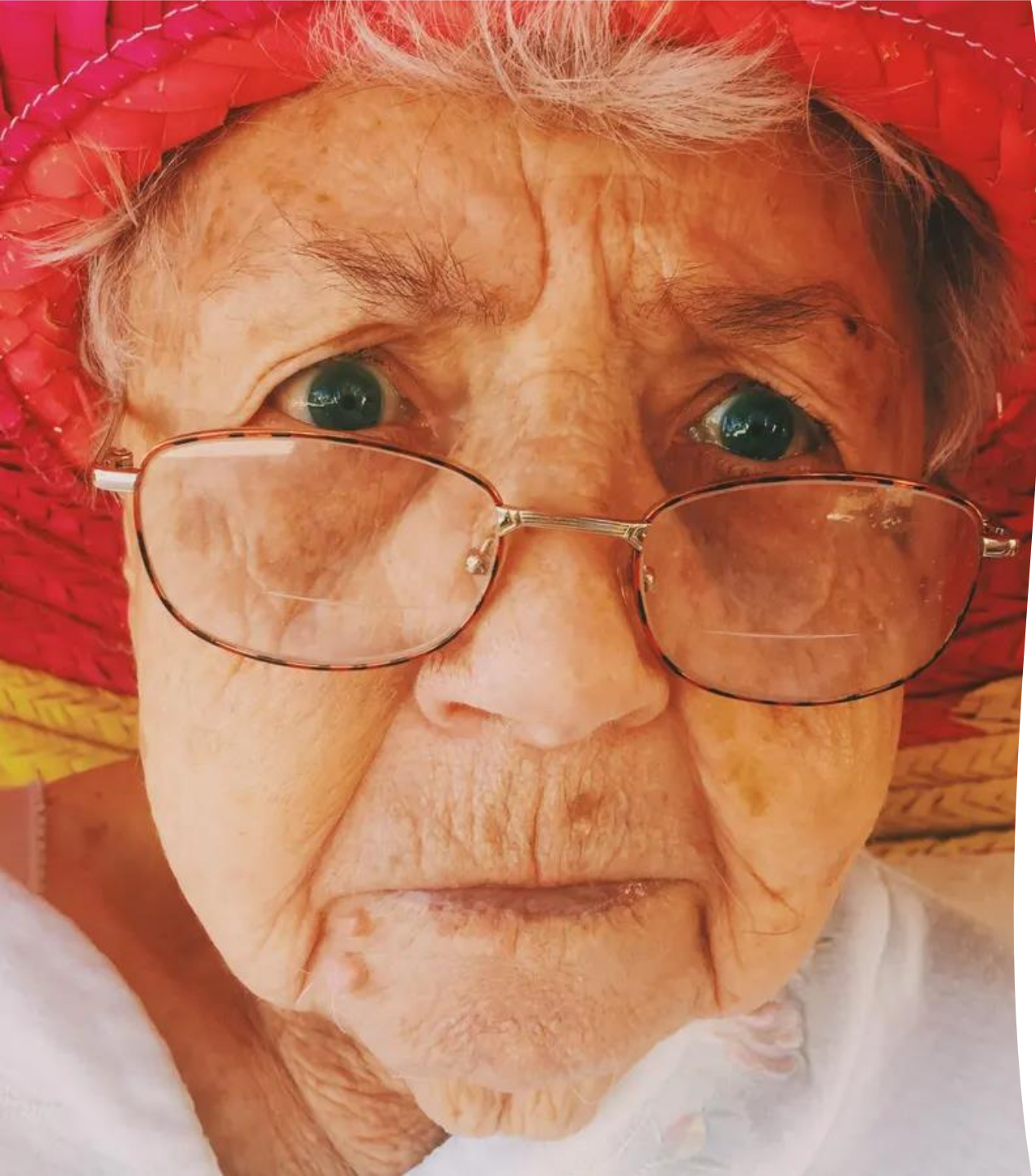# Factors that influence awareness

Your view on the current state

The credibility of the sender

How it's communicated

And remember...

If your Grandma can't understand it then it's probably too complicated.

Have a data mission

10K

OF EMPLOYEES UPSKILLED

To empower everyone at AnyCo
to realise their personal potential in data

Have three main selling points

1

Deliver better company value

Keep pace with industry, deliver better outcomes for customers, and provide better services internally and externally.

2

Work smarter

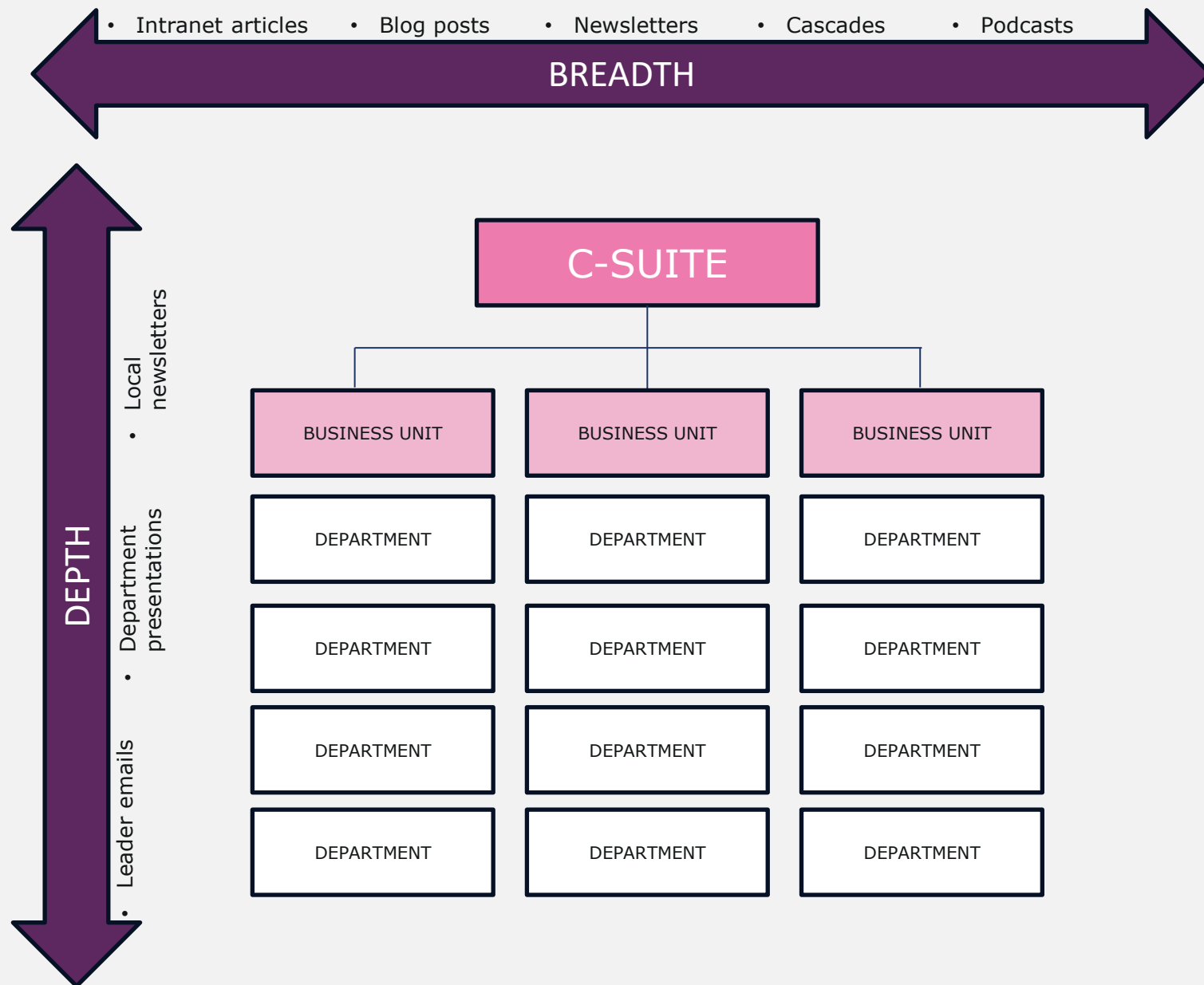Improve productivity, standardise processes and automate manual tasks.

3

Be fit for the future

Close the organisations skill gap so everyone can make better data-driven decisions

Go deep and wide

Broad brush engagement strokes are great for creating general awareness, but local engagement is more effective for connecting with people on the ground, obtaining buy-in and maximising Early Adopter signup.

BREADTH
- Intranet articles
- Blog posts
- Newsletters
- Cascades
- Podcasts

DEPTH
- Local newsletters
- Department presentations
- Leader emails

C-SUITE

BUSINESS UNIT | BUSINESS UNIT | BUSINESS UNIT

DEPARTMENT | DEPARTMENT | DEPARTMENT
DEPARTMENT | DEPARTMENT | DEPARTMENT
DEPARTMENT | DEPARTMENT | DEPARTMENT
DEPARTMENT | DEPARTMENT | DEPARTMENT

Raising awareness of the programme

Raising awareness of the programme and its aims and benefits far in advance of the launch is crucial to establishing key relationships and creating an organisational wide understanding of data upskilling. It also helps people psychologically prepare for the change and provides ample opportunity for the programme to plan employee engagement activities and start designing their rollout strategy.

1

Lay the groundwork

Stakeholder Mapping & Analysis across every region and service line to capture key stakeholders, their influence and interest levels. Establish and agree comms & engagement plan

2

Get leadership buy-in

Depending on the scale of your programme, think global, regional and lines of business. Would highly recommend leadership 1:1's to ensure buy in from the top

3

Committee buy-in

Attend key governance board meetings:
Executive Committees
Junior Boards
UK COO Meeting
Employee Network Meetings

4

Local engagement

Conduct local department Town Hall Roadshows to raise awareness in each business area.

Desire

Desire

After awareness, the second building block of the ADKAR Model is desire, desire to participate and support the change. It is the personal decision to get on board.
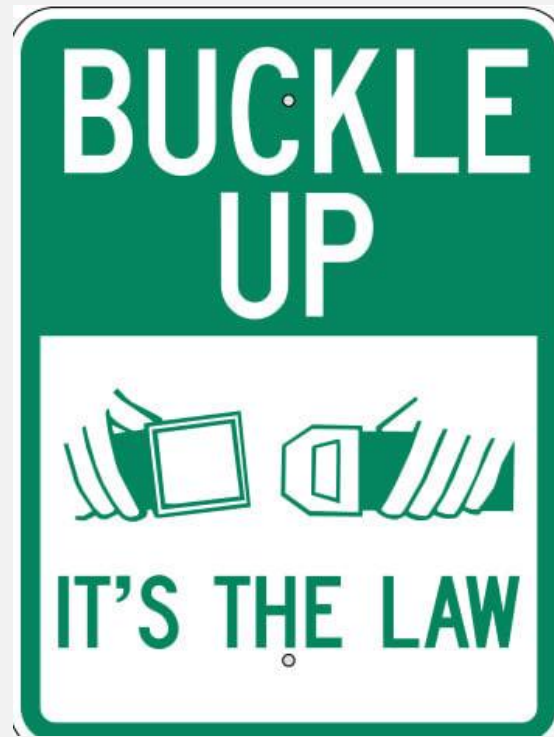
Factors that influence desire

Everybody is turned into: **WII.FM**

What's
In
It
For
Me?

RADIO
EVERYONE

Desire is tricky

Create desire to support change

Raise awareness of the programme and it's aims and benefits far in advance of the to establish key relationships and create an organisational wide understanding of data upskilling.

1

Mobilise early adopters

Early adopters are key to understanding people's motivations to upskill, as well as overcoming potential resistance.

2

Tailor comms & engagement

Use early adopters to identify core personas across the business, their key data tasks and real-life examples where upskilling could improve their productivity and performance.

3

Unique visual identify and brand

Make sure your Data Programme strands out from the crowd.

Persona mapping

Personalise messages

Leaders

Strategy & direction

- Make more confident strategic decisions
- Boost influence & credibility in industry
- Ask better questions of the data they receive
- Effectively develop their workforce

Managers

Strategy implementation

- Flip the switch from reactive to proactive
- Help teams make more confident decisions
- Ask better questions of the data they receive
- Effectively develop their people

Regulatory roles

Firms & consumers

- Increase trust & credibility with consumers & firms
- Optimise regulatory processes
- Anticipate consumer and firm needs before they ask for it

Enabling roles

Enabling functions

- Find better solutions
- Drive better quality conversations with data & tech colleagues
- Create strong evidence-based arguments for change

Technical & Data Practitioners

Subject Matter Experts

- Predict & anticipate the future
- Deliver better business insights
- Keep data skills current with new and emerging trends in industry

Leverage Early Adopters

Leveraging early adopters within a data literacy program can be a powerful strategy to create desire and drive change among others.

Learning needs analysis

Invite Early Adopters to focus group to understand first hand how teams interact with data today and where there are opportunities to sharpen their data skills.

Social proofing

Showcase the success stories of early adopters. Share how their improved data skills have led to tangible benefits for the organisation, such as more informed decision-making, cost savings, or increased revenue.

Local rollout

Have early adopters lead data literacy workshops or lunch-and-learns during rollout. Hearing from peers can make the learning experience more relatable and inspiring.

Feedback sharing

Encourage early adopters to share feedback on the data literacy program. This feedback loop can help refine and improve the program for everyone's benefit.

Benefits & ROI

Calculating ROI

Cost savings: Quantify savings from reduced time on data management and error reduction.
Revenue growth: Project potential revenue increases from data-driven decisions and innovations.
Employee productivity: Metrics on improved productivity and reduced training time.

Don't try to be perfect

In the absence of exact figures, estimates provide a viable and flexible alternative.

Encourage a culture that embraces estimations and adjusts strategies as more data becomes available. **Progress, not perfection,** drives growth

How to guestimate?

- **Historical data:** Use past performance as a baseline for future estimates.
- **Scenario analysis:** Consider multiple outcomes—best, worst, and most likely scenarios—to prepare for various possibilities.
- **Expert insight:** Draw on the knowledge of experienced professionals to enhance accuracy.

Knowledge

Knowledge

Following desire comes knowledge, the knowledge on what to do. What do I need to know during the change? What I need to know after the change.

I know...

Send them to training!!!

Knowledge

Following desire comes knowledge, the knowledge on what to do. What do I need to know during the change? What I need to know after the change.

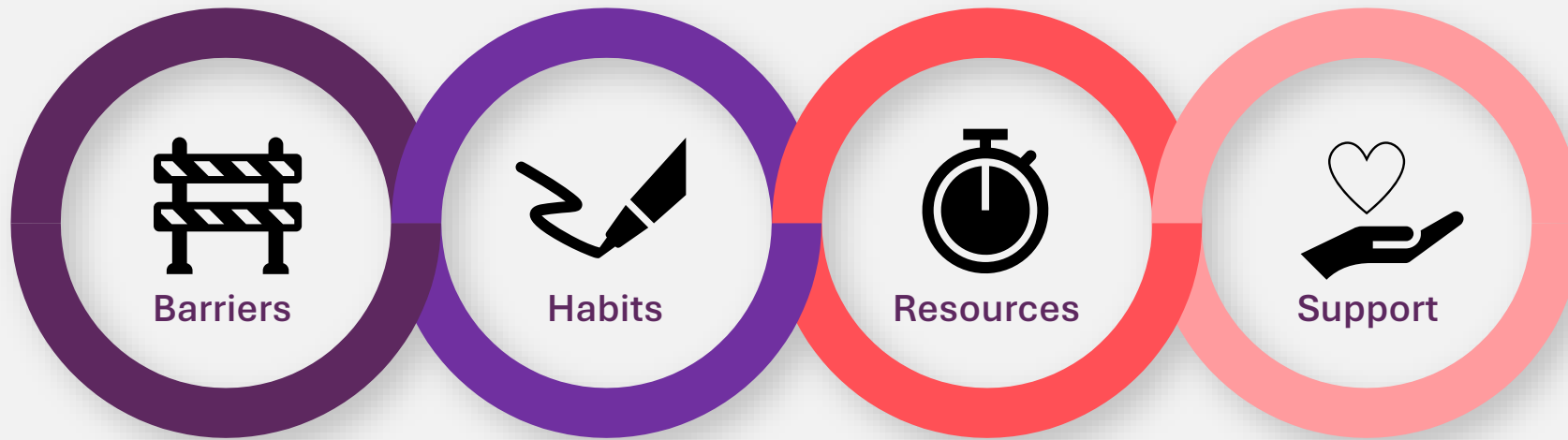# Provide learning that is...
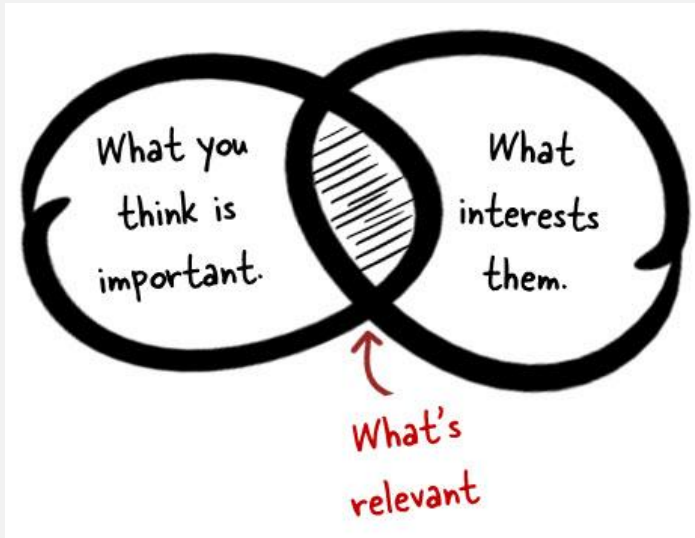
Relevant

Frictionless

Fun

Ability

Ability

The next A is ability to implement the change. This is the notion that change requires action in the right direction. It takes a step forward. So, ability is whether we are actually demonstrating the capability to do things the new way.

Factors that influence ability

**Barriers &
blockers**

Psychological
Physical

Habits

Routine
BAU

**Time &
Resources**

Time
Technology
Tools

Support

Coaching
Mentoring
Drop in sessions
FAQ's
Guides

Give managers the support they need

Provide line manager briefings and follow up with an actionable toolkit

Provide an engaging learning environment

Make your learning environment be something everyone wants to be part of:

- Hackathons & Kaggles
- Live learning events
- Coaching & Mentoring
- Data Doctor surgeries
- Competitions
- Collaborative data projects
- Competency based badges

Reinforcement

Reinforcement

And in the final building block of ADKAR is R, reinforcement to sustain the change that we know. We will slide back to what we used to know if we don't reinforce.
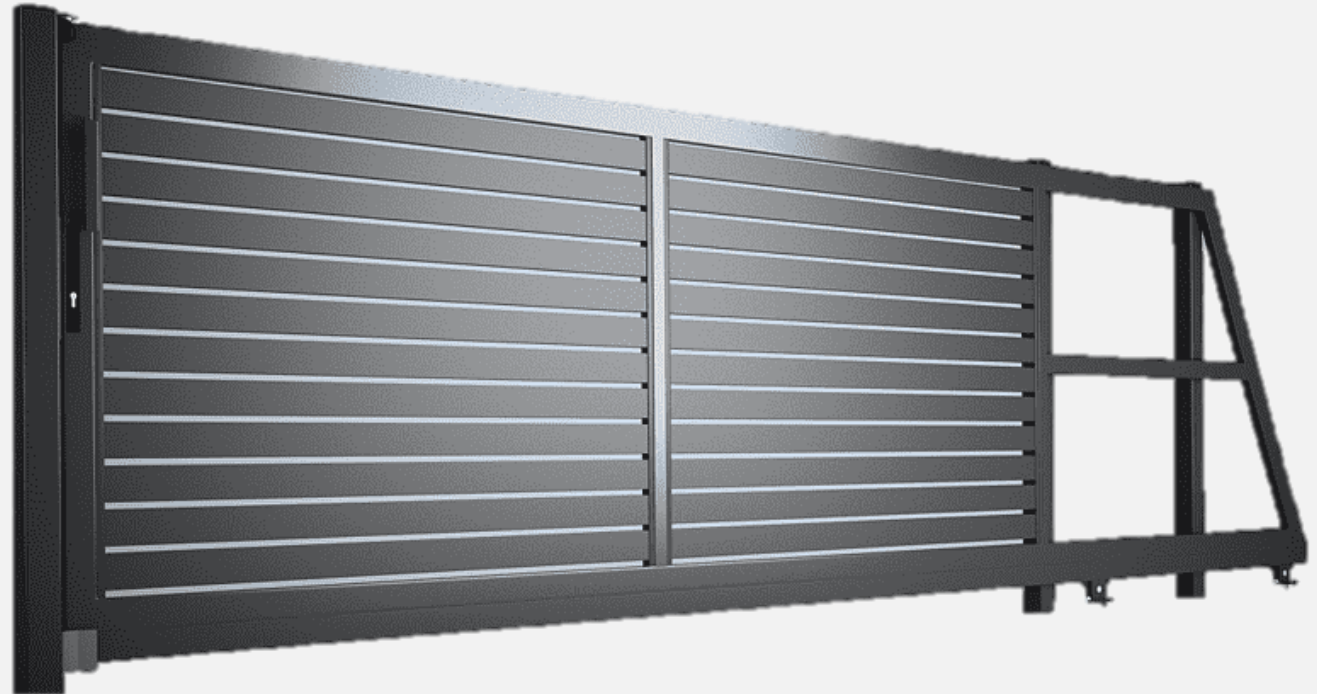
Gamify learning

Create a community

Data Network
MS Teams / Slack
Data orientated newsletter

Reward & Recognise

Reward and recognise people for their learning and application:

- Data Hero Awards
- Swag Bags
- Giveaways
- Vouchers
- Bonuses
- Paid for courses
- Kudos cards
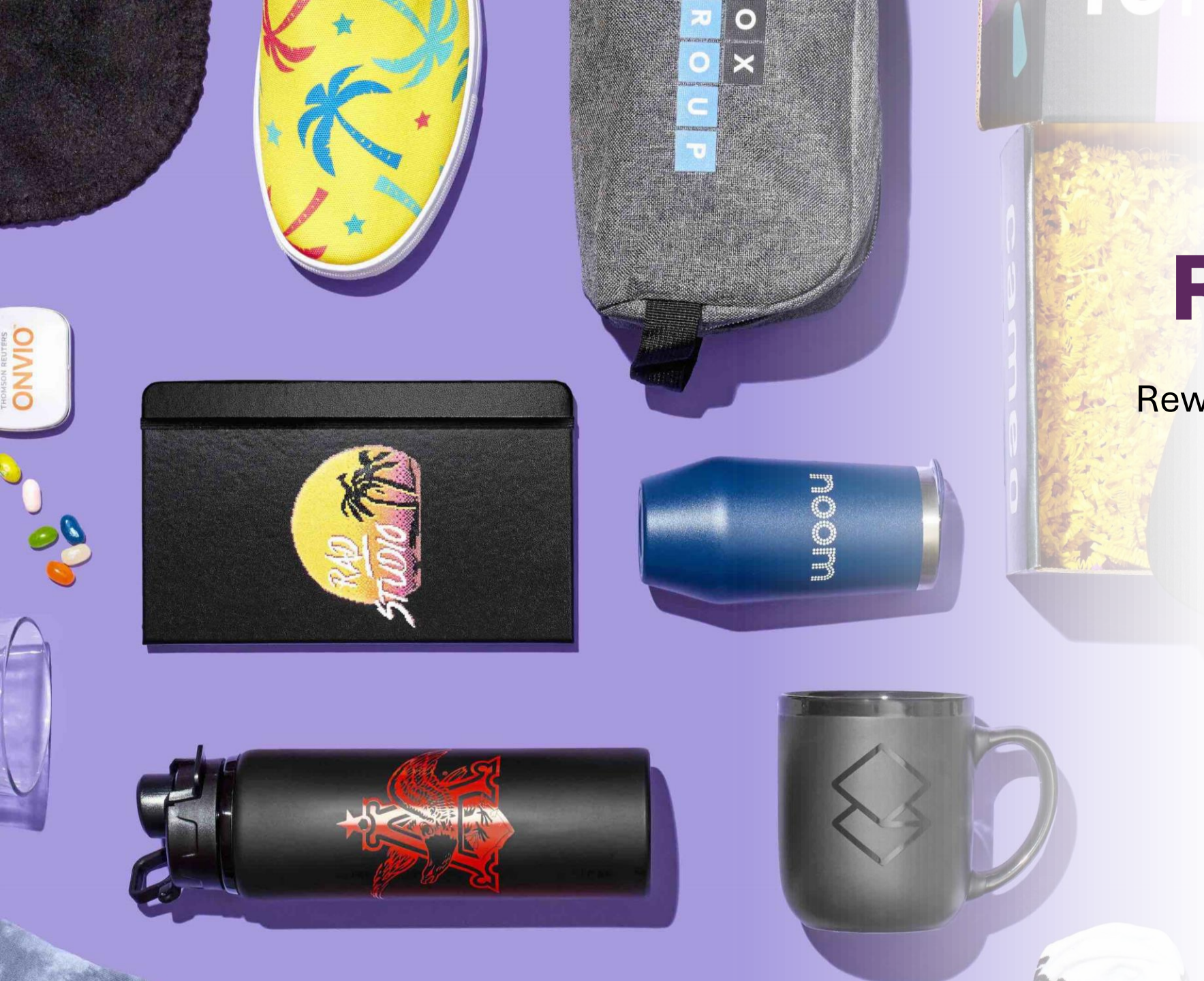
Continuous improvement

To reinforce learning, capture engagement and learning impact feedback. This can help populate a performance scorecard and highlight your 'Glows' and 'Grows' for the quarter

Measure performance

Run regular learner surveys to understand what's working and where extra interventions can be made to improve adoption.

Capture 'Glows'

Capture positive learner stories and success stories. Make sure you share these across your organisation.

Capture 'Grows'

Capture any constructive feedback and use it to inform improvements going forward.

Stitching Success
A data-infused tea tale

Where it all began…

Once upon a time, in a quaint town, Doris Datawise was known by many as the wise old lady with a passion for knitting and a penchant for storytelling. However, beneath her charming exterior, Doris possessed a remarkable affinity for data and a keen mind for business.

Doris was the owner of a cozy tea shop called "Doris's Tea Haven." Her shop had been a beloved gathering spot for years, but Eleanor felt there was untapped potential to elevate the experience for her loyal customers.

Doris discovers data!

One day, as she attended a local community event, she heard whispers about the power of data in transforming businesses. Intrigued, Doris decided to embark on a journey to acquire new data skills. She enrolled in courses and workshops, determined to learn how to harness the magic of data to enhance her tea shop.

Predicting customer behaviour

As she learned, Doris began to collect data from her tea shop – customer preferences, peak hours, popular blends, and more. With her newfound skills, she crafted spreadsheets that revealed patterns and insights she had never noticed before. She could predict which teas would be in demand on different days, and she started offering personalised recommendations.

Personalised recommendations

Doris 's knitting circle friends chuckled at her newfound fascination, but she remained undeterred. She implemented an automated system that sent out personalised "Tea of the Day" recommendations to her customers based on their preferences. The response was astounding. Customers felt cared for, and the tea shop's sales began to climb.

Impact

Word spread about the magical transformations happening at Doris 's Tea Haven. Customers came from neighbouring towns to experience the unique blend of hospitality and data-driven personalisation. Doris 's tea shop blossomed into a thriving local hotspot, all thanks to her data skills.

Doris Datawise
Tea shop owner

I must say, dear, I'm truly relishing this programme. My wonderful team has been ever so supportive, granting me the time to delve into the realm of automation and coding. This course, you see, is aiding me in crafting the skills I need to run a successful team shop. It all coalesces beautifully, allowing me to flourish in an area I hold close to my heart, all the while bestowing tangible outcomes upon my dear business.

The equation for change

Should any of the below five factors be absent, the results will vary form the desired change and result in a new, less favourable, situation:

V   Capability for change   **V**   Capability for change   **KS**

VISION	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	= CHANGE
VISION	+	X	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	= ANXIETY
X	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	= CONFUSION
VISION	+	SKILLS	+	X	+	RESOURCE	+	ACTION PLAN	= GRADUAL CHANGE
VISION	+	SKILLS	+	INCENTIVE	+	X	+	ACTION PLAN	= FRUSTRATION
VISION	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	X	= FALSE START
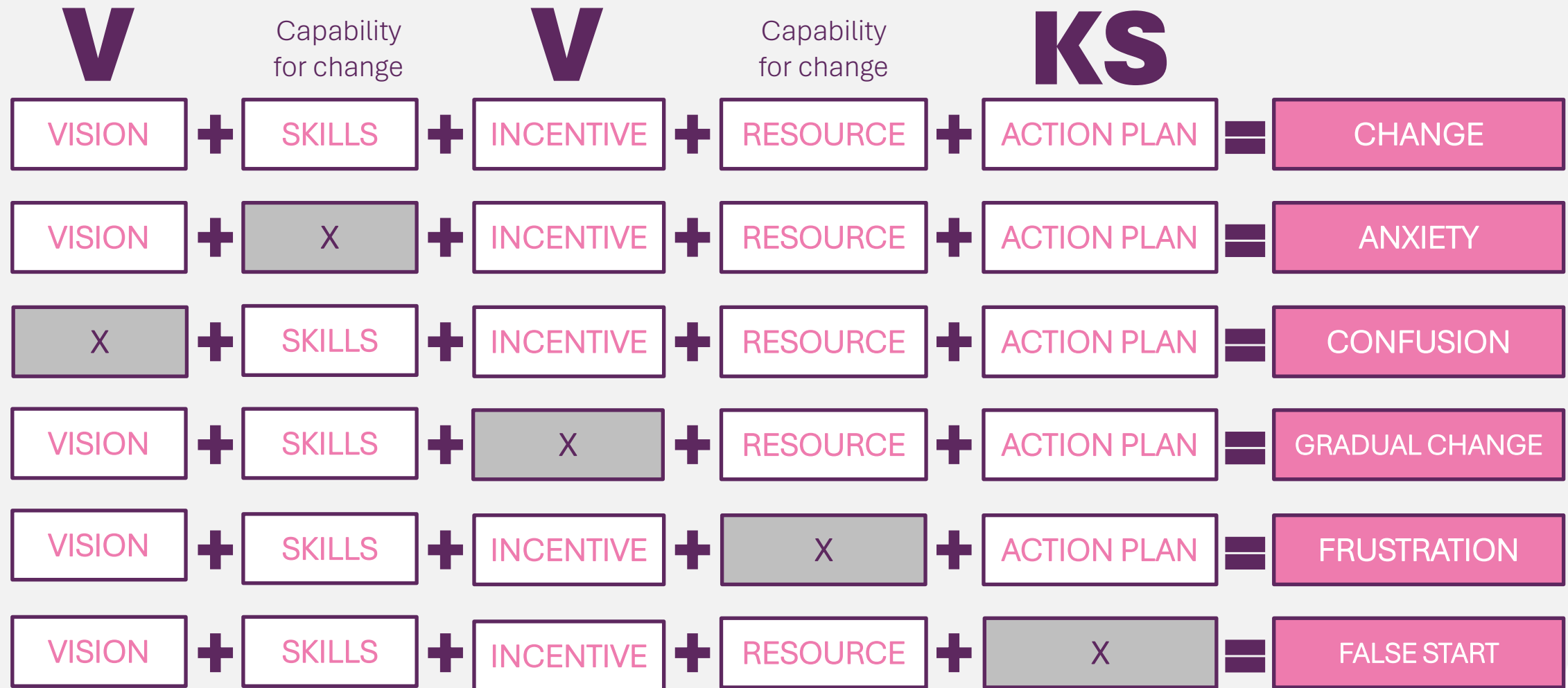
Missing ADKAR blocks

A

Awareness

D

Desire

- More resistance to change
- Employees asking the same questions over and over
- Lower productivity and higher turnover
- Hoarding resources and information
- Delays in implementation

K

Knowledge

A

Ability

- Lower utilisation or incorrect usage of new systems
- Need for re-training and successful support
- Greater impact on customers and partner
- Sustained reduction in productivity

R

Reinforcement

- Employees revert back to old ways of doing work
- Ultimate benefits realisation & ROI is less than anticipated
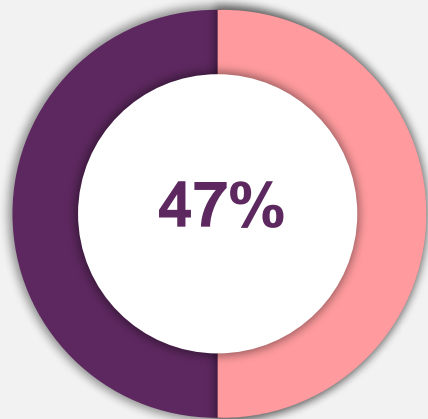- The organisation creates poor history of change

Resistance is an act of instance of **opposing**
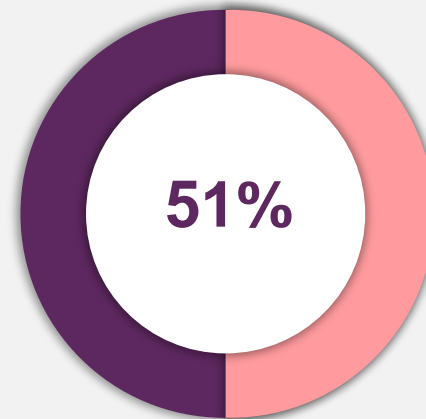
Approaching resistance

Resistance prevention

Planning for, addressing or eliminating resistance by effectively applying change management
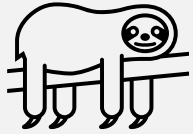
Resistance response

Develop effective responses when resistance becomes enduring and persistent

47%

Reported that over half of the employee resistance they experienced was avoidable
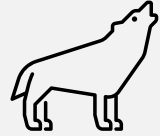
51%

Reported that over half of the employee resistance they experienced was avoidable

Types of resistance

Disengaged
Quiet, indifference, apathy, low morale, ignoring communications

Negativity
Miscommunication, objections, complaining, sarcasm, rumours, gossip, focus on problems
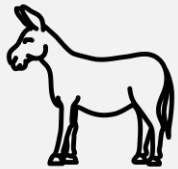
Avoidance
Ignore the change, workarounds, revert to old behaviours, abdicate responsibilities

Emotional
Fear, loss, sadness, anger, anxiety, frustration, depression, focus on self

Work impact
Reduced productivity, efficiency, non compliance, absenteeism, mistakes

Controlling
Asks lots of questions, influencing outcomes, defending current state, using status

Building barriers
Excuses, counter approaches, recruits dissenters, secrecy, breakdown in trust

Acting out
Conflict, over bearing, arguments, passive aggressive, sabotage, aggressive, celebrate failure