

Delivering People-led ERP



What is people-led change?

People-led change focuses on engaging employees as key stakeholders and co-creators of the change vs change being a 'tell' from leadership. Key aspects:

- Having a clear 'why' for change and clear change outcomes identified
- Executive/leader alignment behind the change outcomes
- Effective organisational engagement via meaningful dialogue

"We can have the Project Manager driving a task list or people driving the transformation."



What does good people-led ERP change look like?

- Project Sponsors are positively and **pro-actively talking about the change**
- The change is seen as an **opportunity for transformation**/a better place to work
- Realistic understanding of the **hard work involved**/bumps in the road to come
- Colleagues across the business work together to resolve issues, committed to "make it happen", in **support of the organisation vs silo thinking**
- The programme team work together as one, with **clear understanding of where they're going and how to get there**
- Communities outside of the programme **want to know more**

Some key 'watch outs' to ensure

- **Change management are represented right at the start of the programme** in the Explore phase – with a clear strategy and set of deliverables.
- The Board understand that change management is more than just comms, training and organisation structures. It **ensures the project is focused on people-led business transformation and not just a tech swap out**. It has a seat on the ERP leadership table.
- **Avoid thinking the simple change outcomes are easy to deliver** and can be fixed with 'just comms' e.g. I'm bought in/competent and confident in new ways of working.
- That we **enable strong leadership in a people-led context**. ERP calls for sometimes tough/unpopular decisions on 'one way of doing things'. Supporting leaders to make these calls early, and build alignment behind them, is key.

Key pillars for people-led change – the 'how'

- 1 Definition of the why, **clear change outcomes**, linked to company strategy
- 2 **Leadership and organisational alignment** behind the change outcomes
- 3 **Engagement strategy based on dialogue** with realistic expectations on what will be better/worse
- 4 **'As Is' processes are documented** at a most basic level
- 5 The **organisation is segmented into workable communities**
- 6 **Empowered change ambassador community**
- 7 **Holistic learning and engagement approach**
- 8 **A clear Business Readiness Assessment strategy**
- 9 **Go live is the start** – need to 'hold the line' on new ways of working
- 10 **Clear accountability on who owns new ways of working**