Mercer

welcome to brighter

Lost in Transformation

Keynote

31 Mai 2022
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A business of Marsh McLennan

Intro

Paradigms of transformation
Our approach
Getting the phases right

00

Tell us about you…

Is your business in transformation, and if yes, at which stage are you?

We are currently not in transformation

We just started our journey

We have made first progress on our journey

We have made ample progress on our journey

We are about to finish our transformation

We just finished our transformation

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01

Tell us about you…

Is the target of the transformation set clearly?

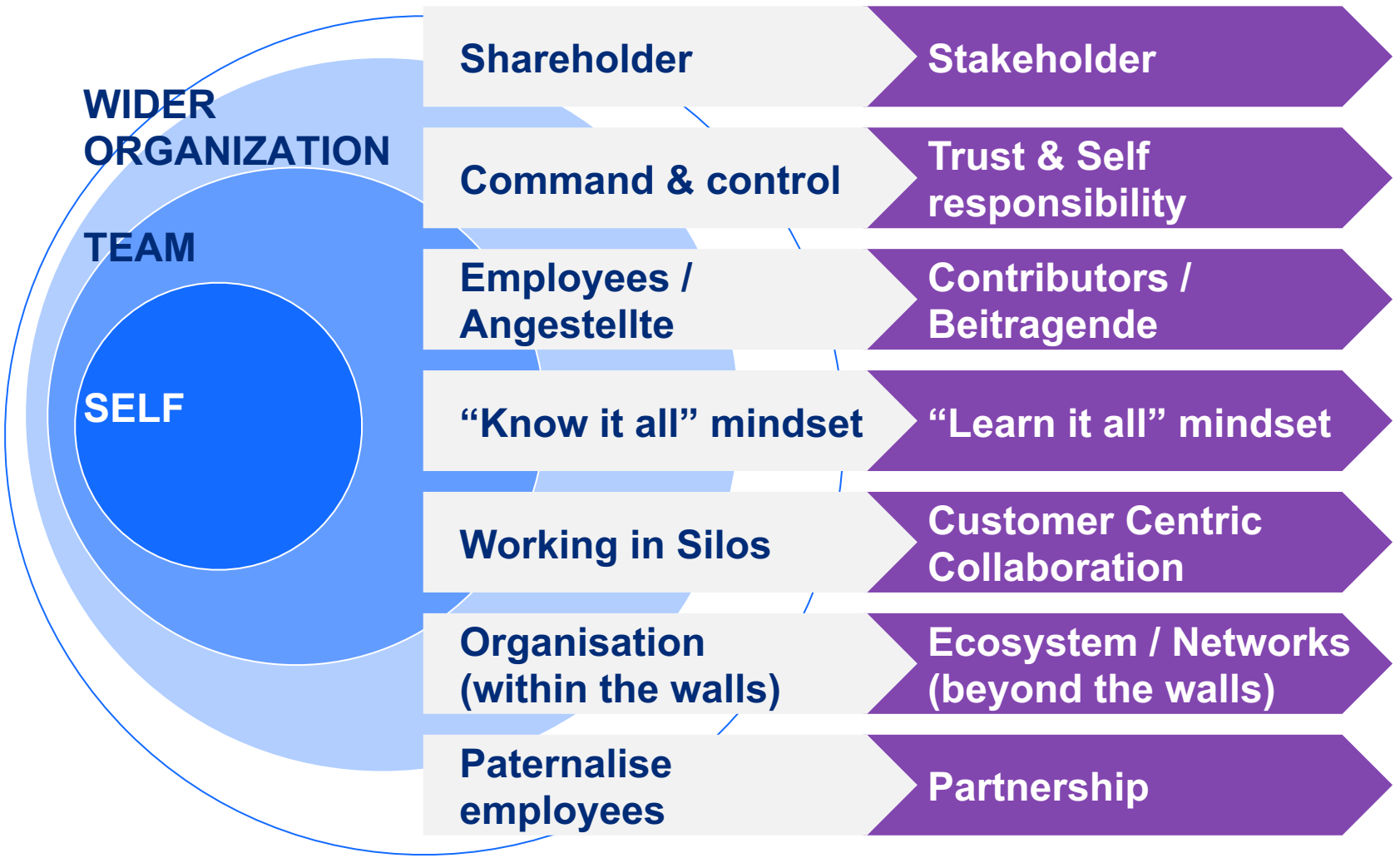
a) Yes, absolutely
b) Not really…
c) No

If yes, can your colleagues name the target?

a) Yes
b) No

Mercer’s Transformation Levers

The Shift of Paradigms

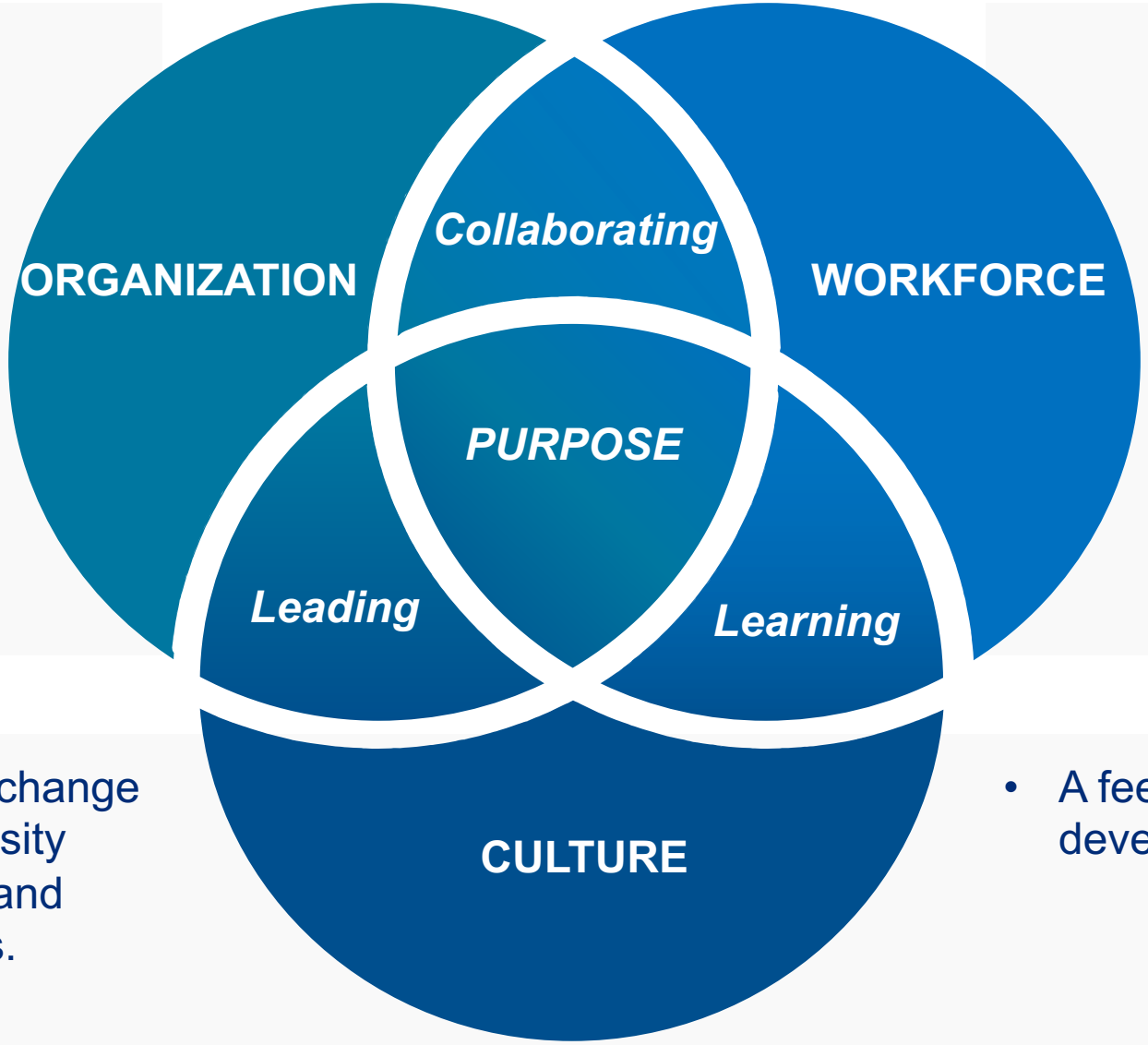


Mercer’s Transformation Levers

Mercer's Transformation Levers

Experiencing the New World of Working

- Agile structures for self-responsibility, self-organisation and collaboration in networks.
- Customer-oriented iterative and adaptable processes and systems.



- Right skill & competencies
- Agile workforce where work flows towards roles
- Agile competencies including networking and resilience

- People at the heart of change with a Mindset of curiosity
- Courage to take risks and learning from mistakes.

- A feedback culture and self-development

Mercer's Transformation Levers

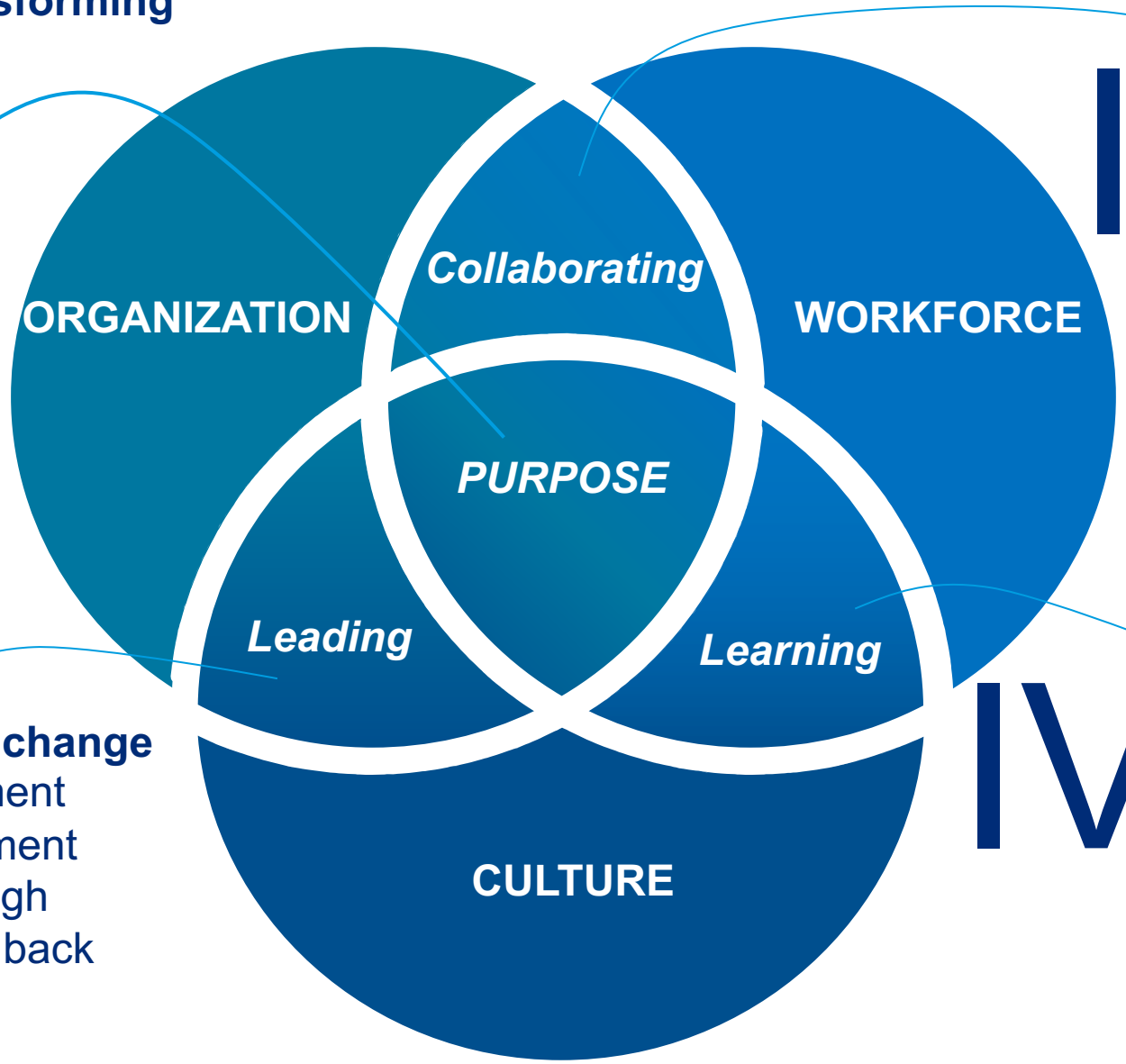
Success Factors in transforming

I Purpose driving engagement

- Why, What, How
- Employee listening
- Co-creating a desirable future that activates all employees

II Trust – the basis of change

- Leadership Alignment
- Trust & Empowerment
- Real change through reflection and feedback



III Overcome the silos

- Coordinated collaboration
- Deeply embedded in dialogues
- New ways of working and new tools to lead to success

IV Learning together

- A natural part of working (together)
- Short sequences
- Giving and taking feedback
- Continuous reflection

Tell us about you…

Which is your main lever for transformation?

a) Organization
b) Workforce
c) Culture

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An activating Transformation Journey

- A comprehensive **Transformation Journey** accompanies the employees with integration and helps achieving effective activation and enthusiasm in the workforce

EMBARK

Joint development of a desirable target picture

EXPLORE

Analysis of the As-Is state to identify gaps to the desired target picture

SHAPE

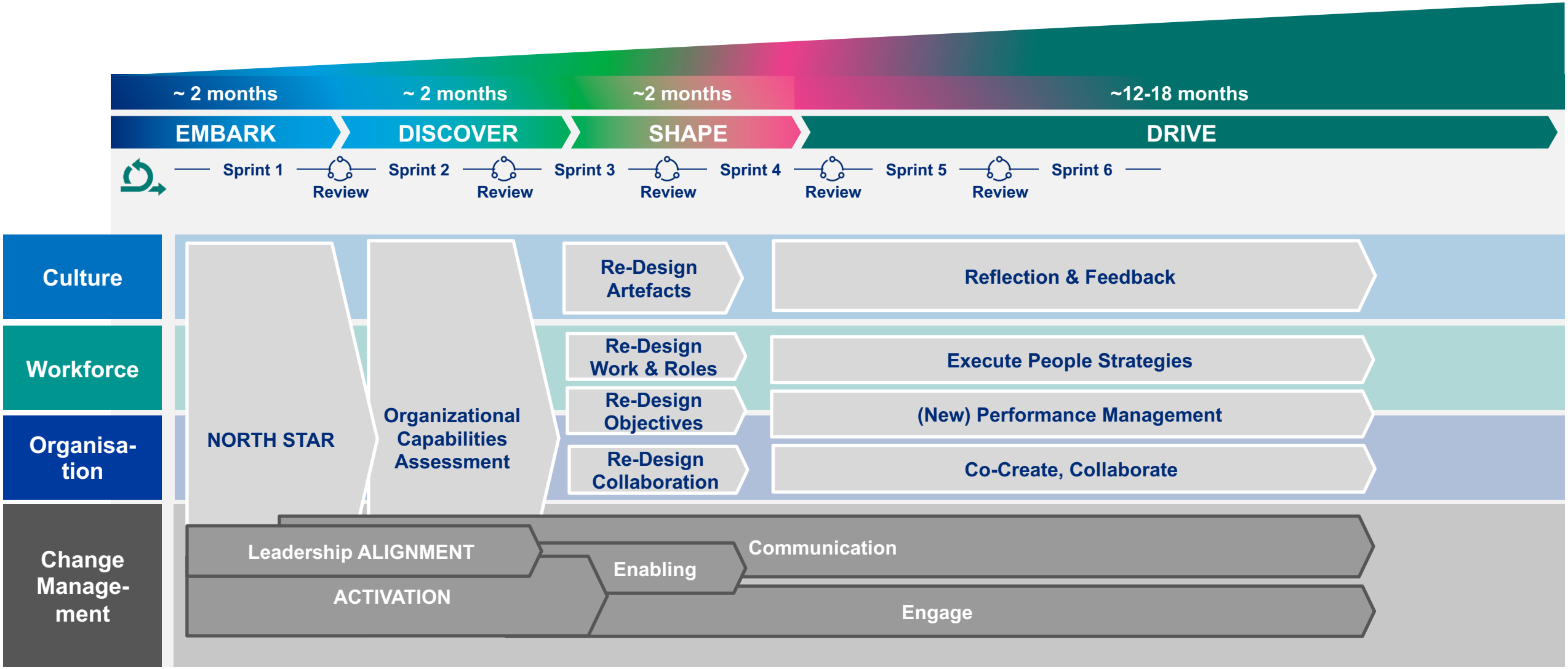
Identification of effective interventions

DRIVE

Anchoring transformation through targeted interventions

Mercer's Transformation Levers

Transformation Roadmap



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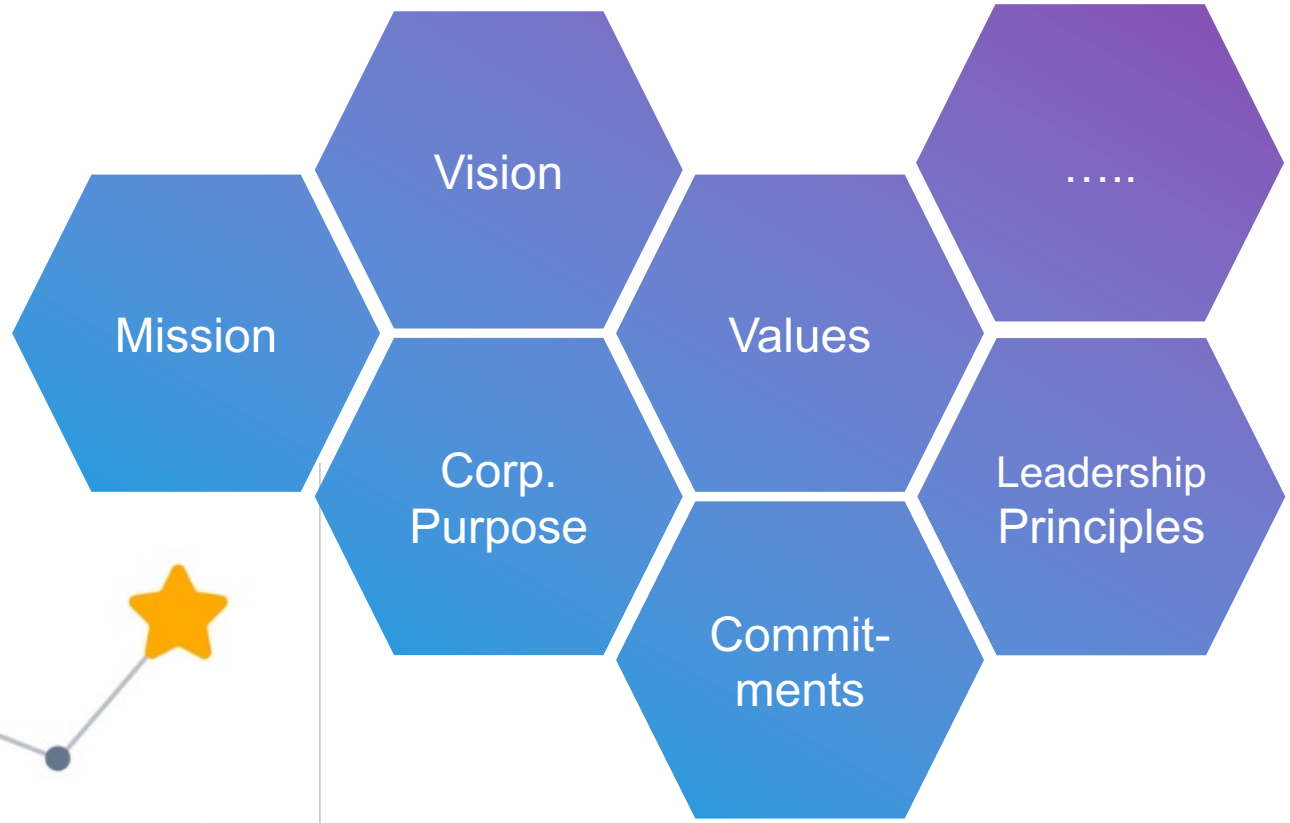
Phase 1: Embark

Kicking it off with…

The North-Star

A jointly designed target culture brings people together and projects a desirable future for every employee.

Multiple Vehicles exist that allow for an exercise to ‘dream the future together’



Phase 1: Embark

See it in action

Phase 2: Discover

The ORCA

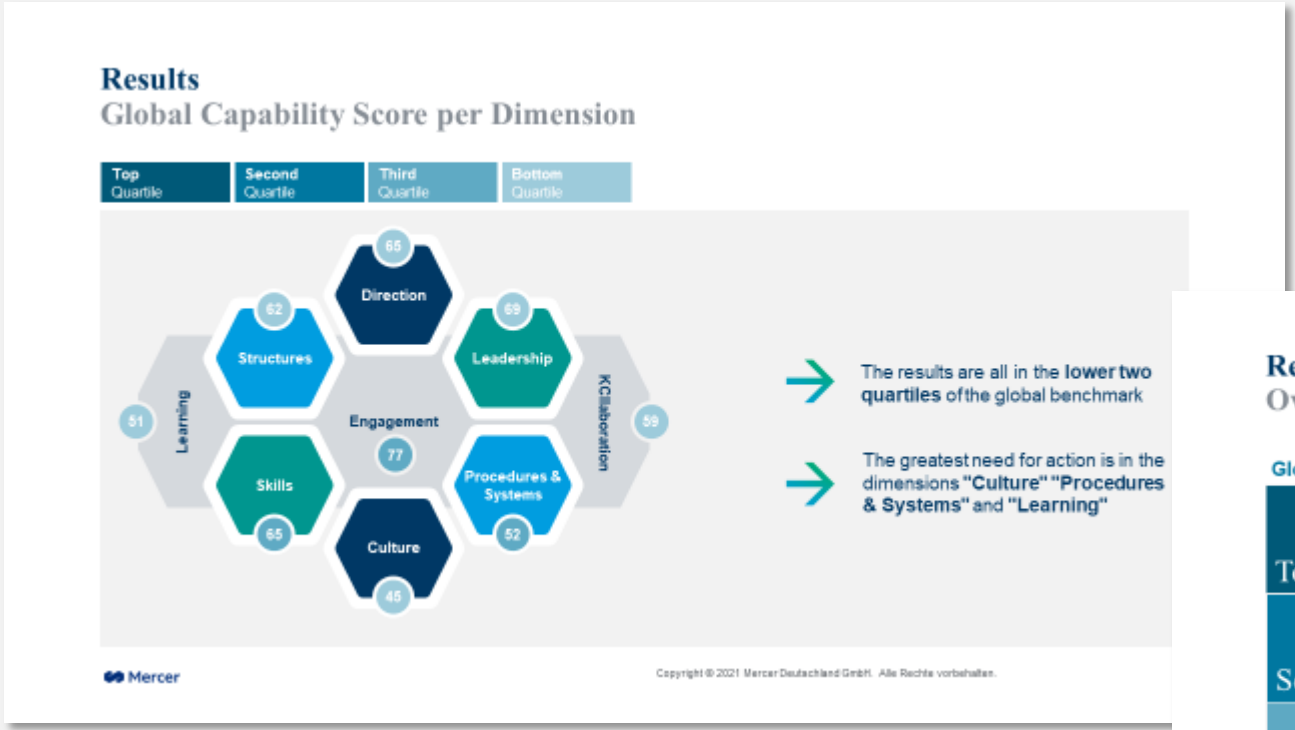
Organizational **Capabilities**

Strategic **Objectives**

- Innovation
- Sustainability
- Customer Focus
- Cost & Efficiency
- Digitalization
- Growth

Phase 2: Discover

See it in action



Tell us about you…

Does your organization know its capabilities?

a) Yes, explicitly and we share with the organization
b) Yes, explicitly in an inner circle
c) Yes, implicitly
d) No

Phase 3: Shape

Redesigning artefacts

- **Re-Design Artefacts**
- **Re-Design Work & Roles**
- **Re-Design Objectives**
- **Re-Design Collaboration**

Preparation Session

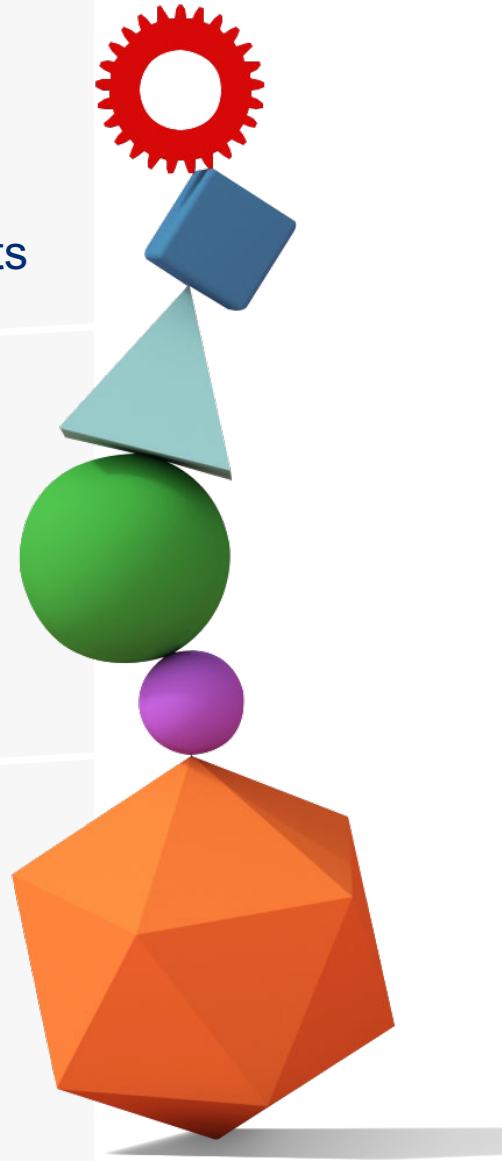
- One per artefact workshop
- Collect input on obstacles & solution measures
- Selected project team members & experts

Artefact Workshop

- One per identified artefact cluster
- Derive concrete measures to remove obstacles and to achieve target picture
- Selected experts and culture champions

Reflection Workshop

- Review results and prioritized measures by the board
- Derive **final action list** for board buy-in
- Project team



Phase 3: Shape

See it in action

Customer Centricity

Identified Obstacles

Not being allowed to customize defaults (e.g. templates & mail templates)		Internal cooperation (interfaces, responsibilities, processes)		Reflection prioritization / adaptation in case of changes	
Clear definition of customer centricity msising	Responding specifically to customer needs	Complexity of processes (e.g. procurement software)		Too focused on revenue	Contract models
No requirement level defined / Quality Guides		Responsibility	Customer Support Tools	Really understand customer / pressure points / desired impact of solutions	
nitoring	Service Reports	Pilotclients to introduce market	New Templates	Understand ressurepoints in the market	Mentality towards change
	Self-management	Lack of technical milestones	Product launch process transparency missing	Nachhalten Business Case / hat es sich gelohnt	Thinking outside the box
	rnal knowledge ansfer)	Onboarding of new EEs	Old Technology	Lacking solution orientation	Unclear roles

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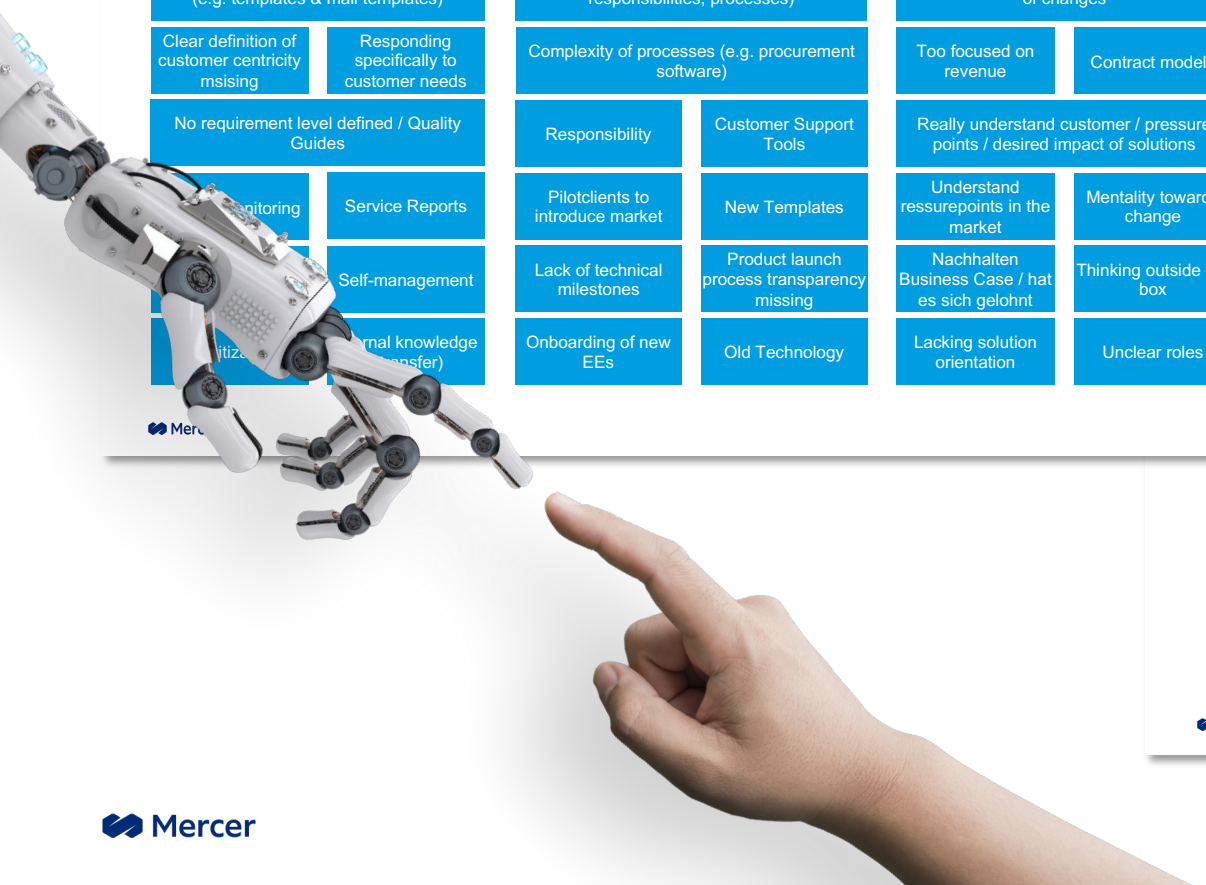
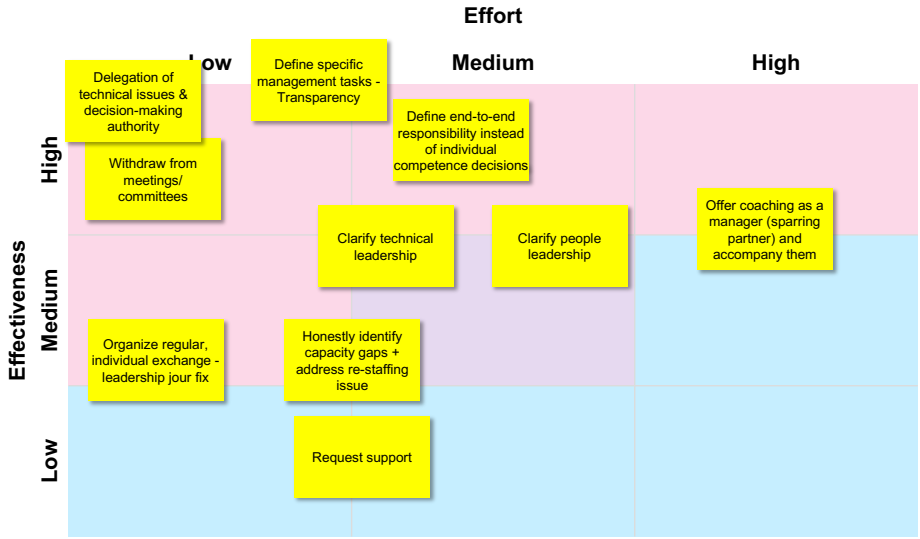


dership

res: Proposed solutions: Tasks & Priority



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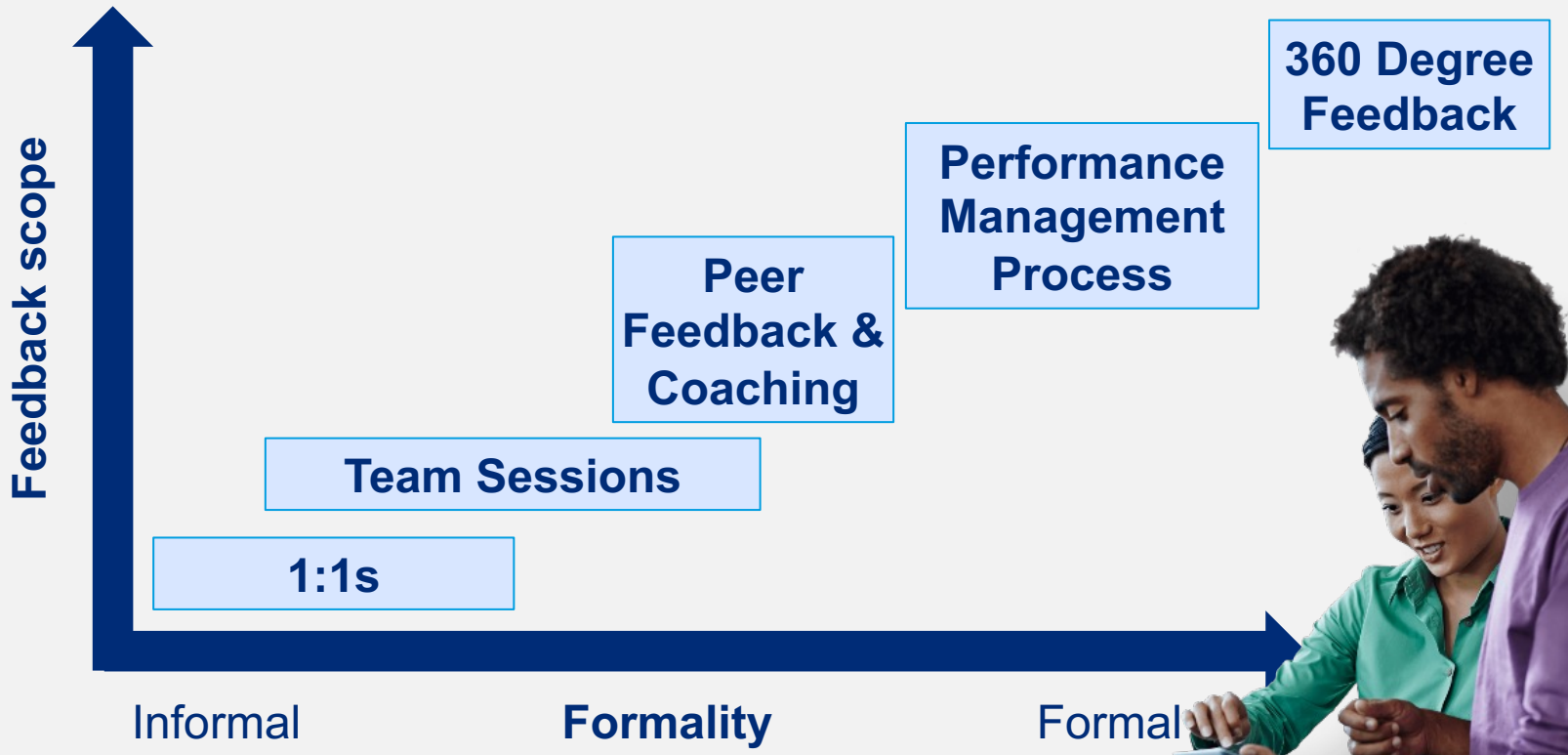
Phase 4: Drive

- Reflection & Feedback
- Execute People Strategies
- (New) Performance Management
- Co-Create, Collaborate

Reflection & Feedback



Phase 4: Drive

See it in action

Feedback
Always know where you stand

How to give/receive feedback?

Giving and receiving feedback is a great opportunity – sharing positive feedback is easy, but also constructive messages can be of big value. The more you practice, the easier it gets.

When giving feedback, make sure to…

- ✓ state your desire to give feedback
- ✓ be clear on the intent and focus on opportunities for growth
- ✓ name things in a concrete and comprehensive way
- ✓ take the time to have a meaningful conversation
- ✓ describe and not assess, always referring to observable behavior
- ✓ be timely, i.e. not wait too long

When receiving feedback make sure to …

- ✓ get involved and stay calm
- ✓ listen actively, but resist temptation to justify or explain
- ✓ ask questions in order to unpack and understand
- ✓ reflect on it and see it as an opportunity for growth

Great Feedback…

- … focuses on strengths, with the intent to provide **opportunities for growth** and targeted personal **development.**
- … refers to concrete examples of **specific behavior** and avoids interpretations or generalizations.
- … **happens immediately** following a client meeting, a presentation, a project closing, or after a commitment has been delivered, as a natural last step before moving on.
- … **occurs between all** colleagues, regardless of formal reporting relationships.
- … is constructive and directed towards **improving the future**, not judging the past.

"Feedback is the breakfast of champions."
Ken Blanchard

One to One Template

1 WE HAVE A CLEAR PURPOSE FOR ALL WE DO
- O There is a reason behind everything we do and we push the boundaries to deliver even more.
- O We are clear about what we need to achieve.
- O We take pride in the contribution each of us makes to our success as a team.

2 WE ARE NIMBLE YET DECISIVE
- O We keep things simple and make quick decisions.
- O We are curious about new ideas, take risks and are prepared to learn quickly if we do not succeed.
- O We encourage each other to be bold, to innovate, and to try new things.

3 WE DO WHAT WE SAY WE WILL
- O When we say we will deliver, we do. Every time.
- O We share knowledge readily because it helps deliver the best result.
- O We recognise and reward contribution and results fairly and consistently.

4 WE TRUST WE CAN SUCCEED AS A TEAM
- O We bring the best people into every client relationship so we can always deliver the whole firm.
- O We trust in each others ability to take ownership and deliver.
- O We are accountable to each other for our actions and decisions.

5 WE CARE ABOUT EACH OTHER
- O We respect all our clients and colleagues and encourage everyone to be themselves at work.
- O We give each other feedback so we all learn and grow.
- O We celebrate successes and have fun together in our work.

What went well last month: Have agreed actions been completed? If not, do you need any help and support to achieve them next month? Have performance objectives been met? Are all your objectives still relevant? Do they need to be changed?

What are your personal development plans: What progress has been made? Are there obstacles that could prevent your plans from being achieved? How might these obstacles be overcome?

Any feedback/issues/challenges to raise: What thing… well? What could be done better next time or learne… given by colleagues or external contacts recently?

Issues or concerns: Does either party have any iss… are the potential options for addressing them? W… taken?

What are your plans next month? Do you have n… progress existing objectives? What goals will you s…

Using strengths: Has the individual been able to do wh… recently? How can they better utilise their strengths on …

Priorities: What are the priorities both for the individual ar… priorities changed recently?

Help and support: What further help or support is needed?

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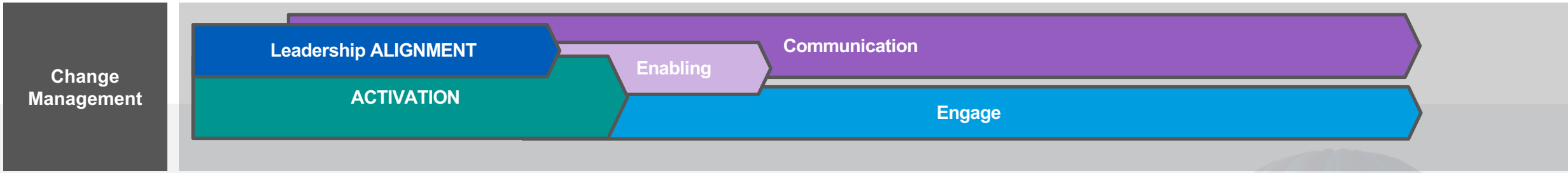
Change Management Interventions



ALIGN | Die Art der Veränderung verstehen und eine gemeinsame Ausrichtung definieren.

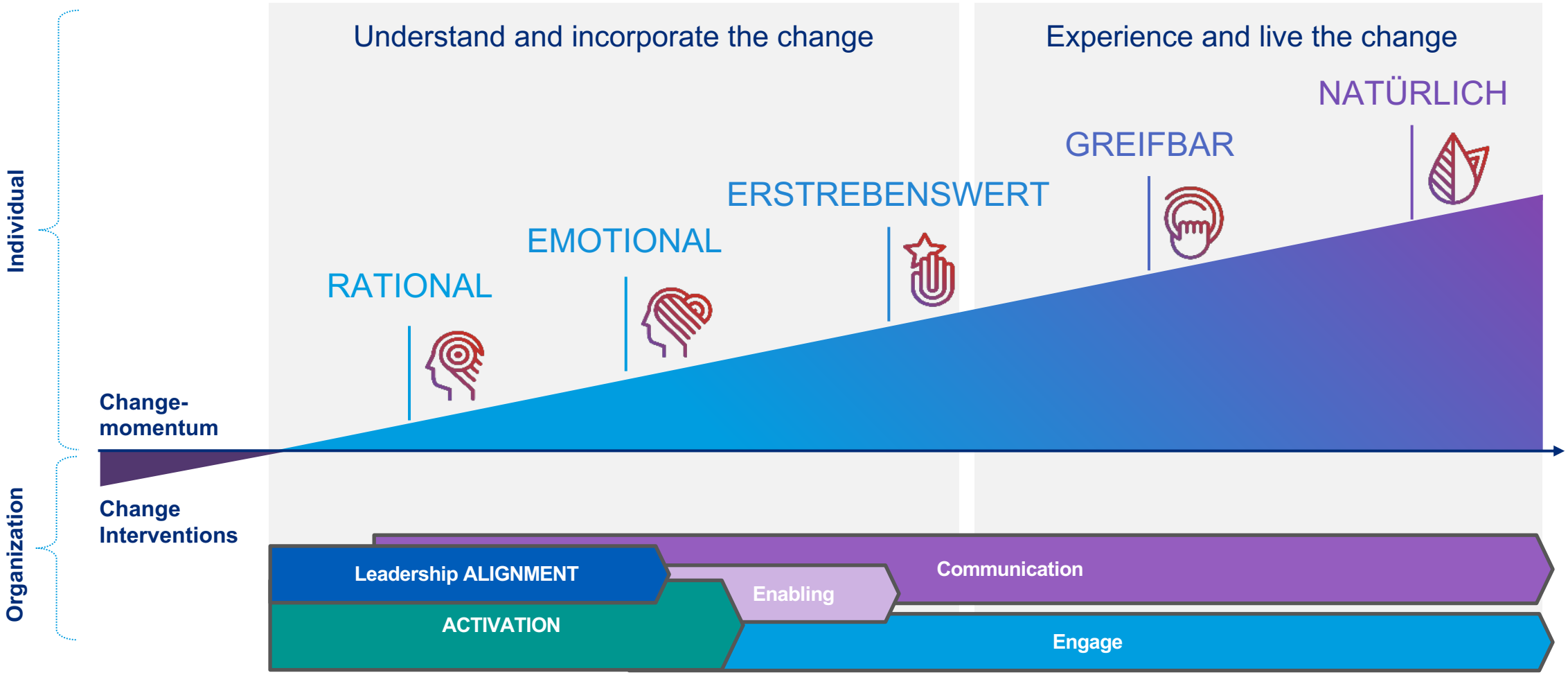
ENGAGE | Dialog und Partizipation um gemeinsam eine erstrebenswerte Zukunft zu schaffen.

COMMUNICATE | Ein rationales Verständnis und eine emotionale Reaktion erzeugen.

ENABLE | Verständnis und Akzeptanz erreichen.

ACTIVATE | Erfahrungen im gesamten Unternehmen evaluieren, um Verantwortlichkeit und Nachhaltigkeit sicherzustellen.

Change Management Mechanics



Change Management

See it in action

Projektcafé

Ablauf

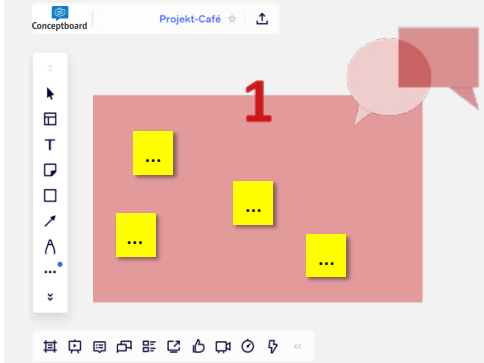
30 Min. | 10 Min.

Aufteilung in Kleingruppen	Themenfindung in Kleingruppen	Dialog in Kleingruppen	Abschluss im Plenum
Aufteilung in **Kleingruppen**	**Sammlung der Themen** der neuen Arbeitswelt in **Kleingruppen** mithilfe von Concept Board	**Diskussion und Reflexion** der gesammelten Themen in Kleingruppen	**Feedback** im Plenum und Ausblick auf nächste Schritte im Projekt

Dialog in Kleingruppen

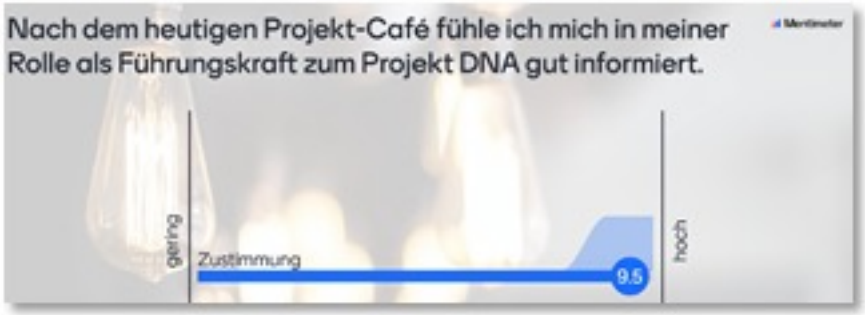
Tauschen Sie sich an Ihrer Station zu den gesammelten Themen aus

Diskussion und Reflexion der gesammelten Themen in Kleingruppen



Bitte tauschen Sie sich zu Ihren gesammelten Themen und Fragen aus.

Vertreter des Projekts werden die Diskussion an den Stationen moderieren.



Tell us about you…

If you could choose just one measure, which one would you pick?

Vielen Dank!

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