



Organization Transformation

Enabling organizational performance

Change is disruptive. Inaction and slow adoption costs can run into the millions. But change is constant—now more than ever—and an organization's ability to adapt independently to change is its greatest competitive advantage.

Organizations need to create change-confident leaders, equipping them with tools to drive fast and data-driven interventions, and empower employees to be adaptive, resilient, and in control.

Business leaders must also constantly reinvent their organizational formula to drive sustained performance now and into the future. Discarding old thinking is key to enabling an adaptive organization, accessing new capabilities, and creating high performing teams and a winning culture

Have you set your ambitions?



Is your organizational culture still winning? Is the collective behavior and mindset of your organization aligned to the latest strategies and goals? Is it responding with speed and agility? Is it focused on realizing purpose? Is it driving the desired client/customer/talent experience?



Translate your business strategy into an optimal organizational set-up. Are you putting in place the right organizational architecture to drive key performance measures? Is the set-up enabling a team-based network? Is it human centered? Is it enabling efficient resourcing, access to talent, and effective collaboration?



Improve performance. Are you embracing the power of the cloud in your enterprise resource management? How can functions have an impact on organizational performance while ensuring more speed and transparency for better decision-making?



Manage behavioral and organizational change. How can you manage and encourage your people to overcome resistance to change? Are you ready to design and scale new organizational models to transform how your people work together?



Integrate your workforce. Have you addressed the need for workforce integration and collaboration following mergers, acquisitions, divestitures, or strategic restructuring?

The rise of team-based work

Organizations are gradually moving away from hierarchical structures to leverage the creativity and problem-solving capabilities of cross-functional teams. According to a Deloitte global survey of business leaders, it's a work in progress:

31%

of organizations say they work mostly or almost wholly in teams

53%

of organizations that switched to team-based working say it has brought significant performance improvement

65%

of organizations say they are still hierarchical, with some cross-functional teamwork

65%

of business leaders say developing teams is a very or somewhat important task

The 'symphonic' C-suite

Organizations where C-suite executives regularly collaborate on long-term interdependent work are the most likely to anticipate growth of at least 10 percent.

Types of business challenges most suited to C-suite collaboration include:



Developing new digital business models



Future of work



Driving innovation



Brand protection

Source: Deloitte Human Capital Trends 2018

Designing transformation

Backed by effective teaming across your workforce, as well as solutions and services that harness the power of deep industry knowledge, state-of-the-art digital tools, and the latest insights, organizations can reshape their business, grow, and thrive. Imagine what successful transformation would look like:

A dynamic organization, redesigned to promote innovation and cross-functional excellence, driven by efficient processes, fuelled by engaged and productive people, and empowered by effective business-performance KPIs.

A transformed culture in which people embrace change and engage with the organization's strategic goals—driven by cutting-edge change management strategies.

New structures and processes, built on behavioral economic insights that promote human experience through more effective learning, performance management, leadership development, and other value-creating improvements.

Capacities for driving results when managing major workforce reorganization during times of upheaval, such as mergers and acquisitions, divestitures, and restructurings.

Imagine, Deliver, Run

The Deloitte pathway to successful transformation



Imagine: The right focus

Set your ambition and chart a path to success by developing a roadmap to achieve those ambitions.



Deliver: The right concept

Make it tangible: Put the ambition in motion by moving forward and launching in the market.



Run: Getting to scale

Once the ambition is refined, scale it through flexible and integrated delivery teams.

"As a CEO or CxO business leader, your recipe for organizational performance needs more frequent and more systemic adjustments. Enabling a winning culture and adaptable organizational architecture is a reflection of your leadership vision and effectiveness. Manage it with purpose and a human-centered approach."

—Yves Van Durme

Erica Volini

**Global Consulting
Human Capital Leader**

Deloitte
evolini@deloitte.com

Yves Van Durme

**Global Consulting Organization
Transformation Leader**

Deloitte
yvandurme@deloitte.com

What is stopping you from achieving your ambitions? Let's talk.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

© 2019. For information, contact Deloitte Touche Tohmatsu Limited