

# ENABLING TRANSFORMATIONAL SYSTEMS CHANGE

## Parallels between implementing enterprise resource planning (ERP) software applications and leadership/people systems (culture)

### Commonalities

- Critical to remain competitive, foster continuous improvement, and increase performance
- Alignment with the organization's mission, strategy, goals, and objectives
- Require visible and unambiguous executive support
- Require an understanding of the underlying scope and complexity
- Poor execution wastes money and goodwill among employees
- Journey of continuous improvement that is never really “done”
- Require an overall program with supporting and sustained efforts, not just training
- Require dedicated role(s) supporting the implementation, care, and nurturing of the system
- Require incentives that are complimentary vs competing
- Set behavioral and accountability expectations, offer praise when warranted
- Require an understanding of upstream and downstream impacts on policies, processes, and people
- Utilize executives, middle management, “super-users”/champions to reinforce systemic change

### Software System

- There is no “easy button” – You **can’t just purchase software & hire consultants** to “turn it on”
- It is **not an IT project** but a business transformation effort requiring all stakeholders
- **“Clean” and harmonized master data** is fundamental.
- Streamline/re-engineer **business processes**
- Change management – **most roles are affected**
- Implementing **business process best practices**
- Collaboration within and beyond the project team to **optimize assets (software applications, business processes, & people)**
- Breaking down department and **process silos**

### People System/Culture

- There is no “easy button” – You **can’t just hire a Chief Inclusion Officer** to change the culture
- It is **not an HR project** but a business & people transformation effort requiring all stakeholders
- **Psychological safety** is fundamental
- Streamline **relationships/re-engineer leadership qualities**
- Change management – **everyone has a role to play**
- Implementing **people process best practices**
- Collaboration within and beyond the project team to **optimize assets (culture, people, people processes)**
- Breaking down department and **people silos**