

Humans@Center Market Narrative

Differentiating EY transformation
in the market

March 2022



To build value through transformation, put humans at the center of your agenda – balancing the needs of the business with your need to manage talent



Trigger 1

Transform the business

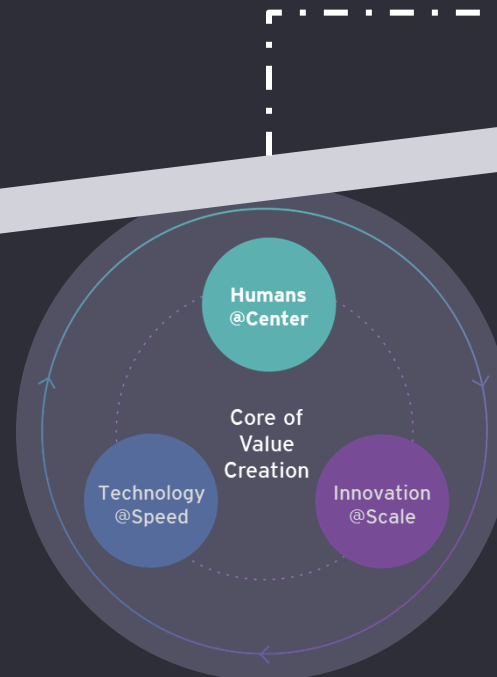
to be faster, more innovative, more focused on the customer



Trigger 2

Get, keep and build the best talent

by getting your employee experience right ...



*Source: EY-Oxford Transformative Leadership Survey 2022

The transformation success rate **nearly doubles** (1.7x) when you put people focus on the same level as technology and process

We now definitively know there are *three people X factors* in transformation success:



Drive behavior change at scale

135% when you set and actively develop new ways of working



Focus learning on adaptive skills as the currency of your transformation

137% when you get the right people the skills they need most to lead transformation



Design your organization to be nimble and networked, reducing friction

145% when you design to promote collaboration across groups

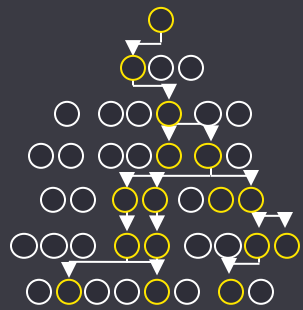
*Source: EY-Oxford Transformative Leadership Survey 2022

So there are three key FROM-TOs to make when driving your people agenda in transformation

1 Drive behavior change through your influencers

2 Focus learning on adaptive skills as the currency of your transformation

3 Design your organization to be nimble and networked, reducing friction



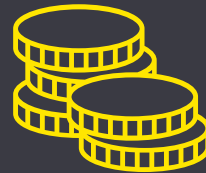
FROM: Top-down

Top down change activation and communications



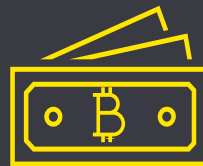
TO: Bottom-up

Bottom-up, science-based behavior change with influencers a part of a grassroots bottom-up movement



FROM: Technical skills and hierarchical power

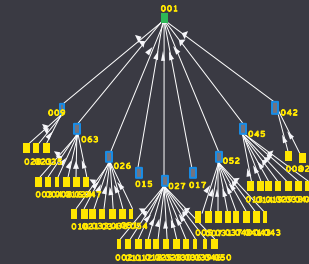
Power through job titles and levels, focus on technical skills in functional roles



TO: Adaptive skills and network position

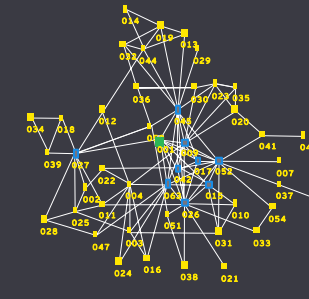
Power through influence and network position, with focus on adaptive skills

(1) Analytical Acumen, (2) Resilience, (3) Social/Emotional Intelligence, (4) Learning Agility, (5) Creative Reasoning



FROM: Siloed, hierarchical structures

Pushing through formal hierarchy and infrastructure, which limits collaboration



TO: Natural, networked collaboration

Design to natural collaboration patterns to reduce friction, to help unlock capacity and capability

When you put Humans@Center of your transformation you can expect a multiplier effect on your return

1

Your people *know how* to do things differently.

2

They are working in an environment that is *designed to make things easier* for them.

3

And they are *prepared* for change.

Success rate
nearly
doubles*

*Success rate increase of 1.7x; Source: EY-Oxford Transformative Leadership Survey 2022

How to start fast: Use a technology to map your people network, identifying your influencers for behavior change, upskilling and roadmapping your design



6-week sprint to:

1. Identify your influencers and the right change behaviors
2. Plan your targeted upskilling
3. Set your design roadmap

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