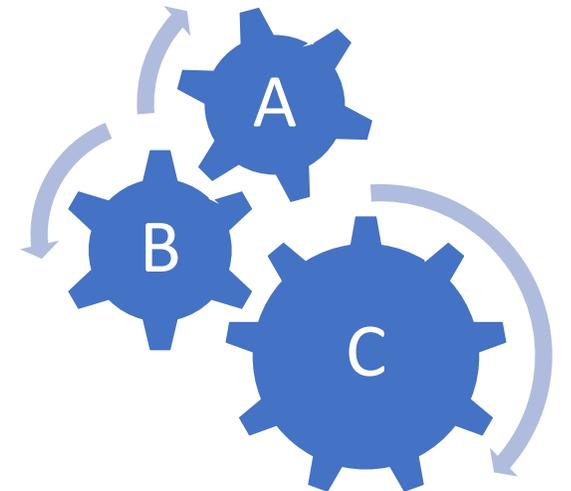# Connecting the Dots Transformation

Business, HR, Finance

The continious Transformation journey

Panos Emmanouilidis

Career abroad

- ❑ The world is small – the rule of 7 people

- ❑ Don't be afraid of the unknown! We are citizens of the world

- ❑ Requires adaptability – openness – positivity to change - effort

- ❑ Different perspective - broadens up your mind – you learn

- ❑ You change, you become a cultural mix but stronger!

- ❑ Understanding cultures by living through them

- ❑ Business experiences are different

- ❑ People are different in every part of the world

- ❑ On the other hand you are on your own! But Greeks are everywhere
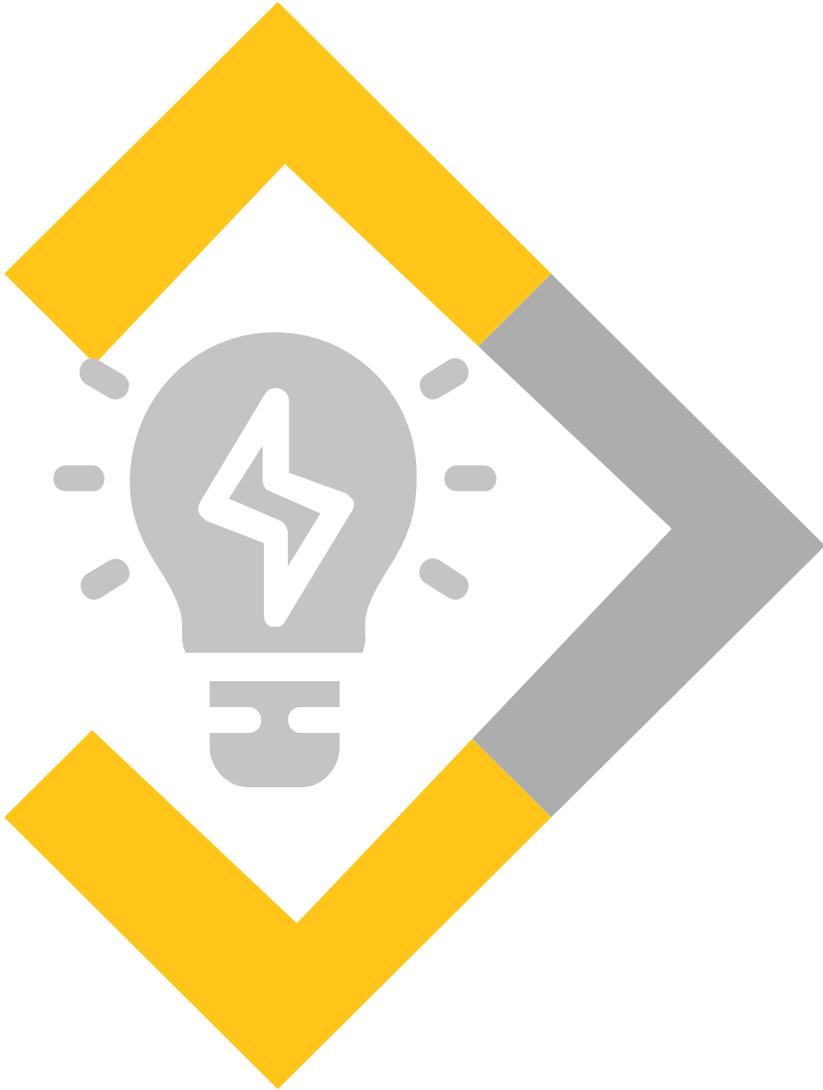
Agenda

1 ➤ Global Economy & Transformation

2 ➤ Build the Ecosystem

3 ➤ Organization health

4 ➤ CoWF vs Sales

5 ➤ Organisation structures & Pyramid concept

Global economy

❑ Geopolitical uncertainty

❑ Financial systems under threat: uncertainty…

❑ Severe financial impact on any announcements from big countries (war or any type of threats)

❑ New world economy

❑ Greece on 2031, how the next day will be?

❑ Pension plans, not sustained

❑ How and what is the impact to the business world?

❑ Are there alternative models to the global economy

- **Proactiveness**

- **Create your own Though Leadership & action plans!**

- **Where do you place yourselves in all of this?**

Why Transformation?

- What is Transformation?

- Please give me some of the reasons / factors to decide on starting a Transformation journey
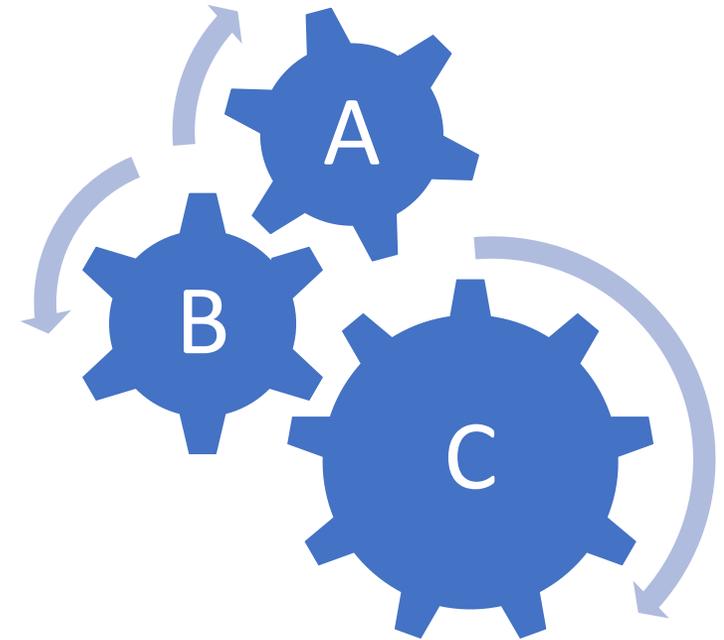
Transformation, why?

Transformation is pursued

- to ensure long-term survival, competitiveness, and growth by fundamentally altering how value is created, moving from an old state to a new, irreversible one. It is necessary to adapt to market disruptions, enhance efficiency, and foster innovation. It is a holistic change in culture, mindset, and technology, not just a one-time improvement.

Key reasons for undertaking a transformation include:

- **Survival and Competitiveness:** Proactively adapting to market changes, technological advancements, and new competitor threats to stay relevant.

- **Strategic Growth:** Moving beyond incremental improvements to unlock new, significant revenue streams and business opportunities.

- **Operational Efficiency:** Rethinking and redesigning processes for better performance, agility, and cost reduction.

- **Customer Centricity:** Aligning organizational goals with evolving customer needs and improving the overall customer experience.

- **Cultural Evolution:** Shifting mindset and behaviours to foster innovation and a more proactive, resilient, and purpose-driven organization.

- Unlike incremental change, transformation is a profound journey that requires a, often years-long, commitment to shifting an organization's fundamental capabilities and, usually, its business model.

Transformation is innevitable

- Technology changes

- Business changes

- System changes

- Strategy or purpose changes – not linear (ie. Phillips)

- Shifts are required to culture, thinking behavior

- Skills: adaptability, collaboration, emotional intelligence

- Transparency & involvement, people need to be part of that are aware of processes sytemes and tools

- Clear, open communication coupled with data

- AI can help speed up the transformation –approach thoughfully and intentionally

change   change   change
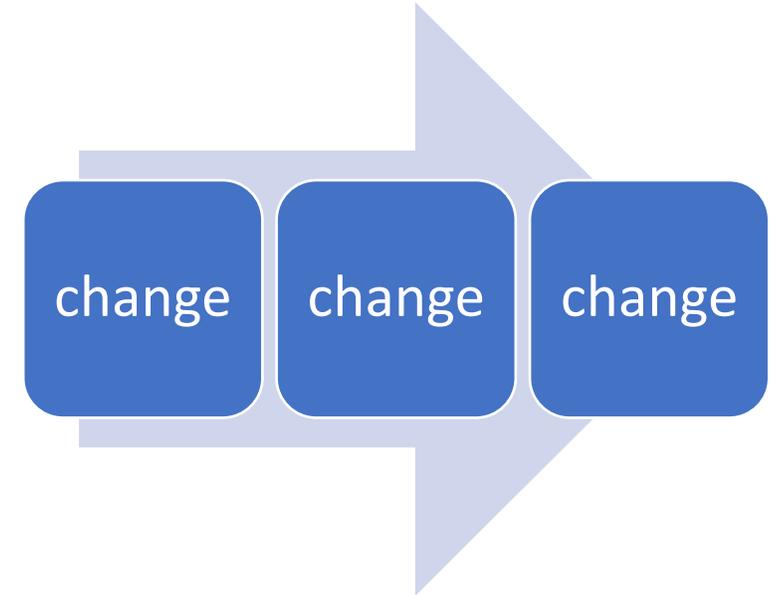
Questions before starting a Transformation

1. Is there a solid commitment from the CEO?

2. Are the executive ready to support?

3. Is the target end-state fully understood?

4. Do we truly understand the risks we face?

5. Can we deliver in 'phases'?

6. Can we demonstrate early success?

7. Can we communicate progress to our stakeholders?

8. Do we have the necessary processes and tools?

9. Have we the capacity?

10. Have we the capability?

The use of data

- Business data analytics involves systematically exploring, mining, and analysing past and present data using statistical, quantitative, and predictive modelling to drive, inform, and optimize business decisions. It translates raw data into actionable insights, improving efficiency and increasing revenue by identifying trends, patterns, and forecasting future outcomes.

E.ON: Reducing Sick Days

- Energy giant E.ON analysed health/absenteeism data to pinpoint causes, implementing wellbeing interventions. Result: Significant drop in sick days, boosting productivity..

Shell: Enhancing Engagement

- Global energy firm used satisfaction/turnover metrics for interventions. Achieved higher engagement, reduced turnover, and increased productivity.

Merck KGaA: DEI & Strategic HR

- Implemented people analytics platform for 3,500 users. Exceeded 30% female rep goal; HR BPs shifted to strategy, improving reporting speed..

Unilever: Crisis Sentiment Analysis

- During Kraft Heinz takeover, automated listening tracked engagement. Mitigated morale drop, identified cost reductions.

Cisco: New Office Optimization

- Analytics guided remote policy and office rollout, improving productivity and retention.

- These cases show analytics driving 20-50% gains in retention, costs, and engagement across industries.

Data

■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr
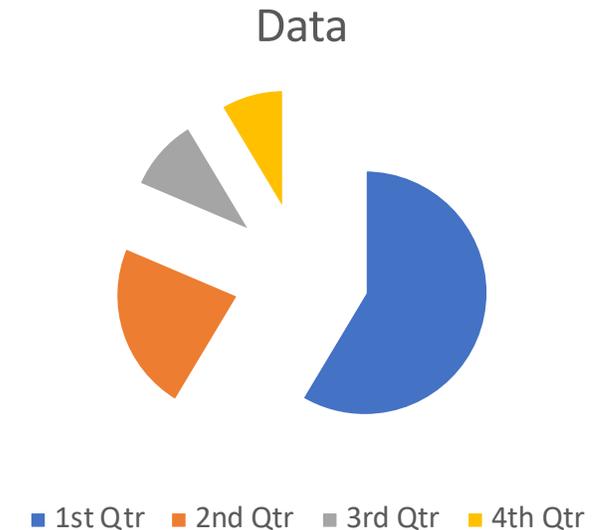
The triangle to a continious organisation transformation

01 CEO – CFO – CHRO

02 Developing a continuous transformation strategy

03 Are we linking strategy, Business / BP, finance and HR initiatives to our structure ?
When is it time for Transformation?

04 An effective transformation strategy requires a comprehensive and structured approach that integrates the Business Plan, business people and organisation assessment, planning, stakeholder engagement, technology integration, and ongoing evaluation.

05 By following these steps and adapting them to your organization's specific context, you can navigate the complexities of the transformation process and ensure success.

TRANSFORMATION & ORGANISATION DESIGN

# Organization Health Definition

The Organizational Health Index is

A quantitative diagnostic methodology used to provide awareness and measure the overall health of an organization in terms of **Performance vs Organization Design**

The Organizational Health Index is one of the factors

to steer the Change and Transformation of an organization focused on maximizing the benefits of optimal Organization Design taking conscious decisions
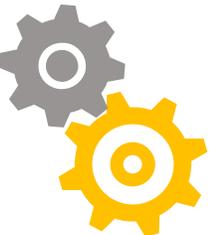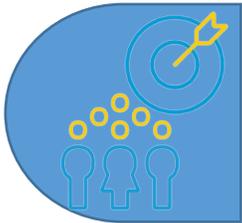
ORGANIZATION EFFECTIVENESS & TRANSFORMATION

What Structure/org design we want?
- Assess and prepare the org to be agile, innovative, and efficient for the future growth
  - Short term, proactive approach to continuous improvement
  - Long term improvements (global/region),
  - Plan the future org design (pyramid structure) for the growth,

- **Support the Leaders (HR & Business) to bring**
  - org design awareness and planning
  - find SMART ways to efficiently execute their goals and growth
  - take conscious decisions

Measurement: KPIs / Metrics (overall and region)
- **Build up the employee utilization rate concept**
- Contribution of our people / HC to sales & bottom line: **Volume (sales $) / Head**,
- What is the cost of the HC to sales and bottom line: **Cost / Head, overall and region**
- What is the targeted one? Benchmarks
- **Take conscious decisions**

Org effectiveness critical components:
Business Plan
Strategy,
People,
Structure,
Process,
Technology.

Organization Health Index & requirements

01 Requirements: Business Plan / Targets
Understanding the business current challenges/issues and gaps

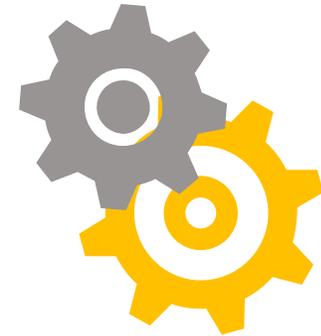**02** Analytics & data management

03 Operating model, Technology

04 Assessments: Leadership Culture, Capabilities,
Org design approach (flat / Levels in Org / Delayering, Pyramid
structure (technical dpts / non tech)

05 CoWF vs sales turnover vs MT
Ratios & benchmarks

BASIC DEMOGRAPHICS

Organization Health & HR Dashboards

Food for thought:

➢ Dashboards are a static representation of an organization.

➢ What other elements would you consider to include to an HR Dashboard?

➢ OPEX & CAPEX

➢ Sales targets, HC approved plan

➢ **Would you consider to add CoWF data?**

➢ **Product data?**

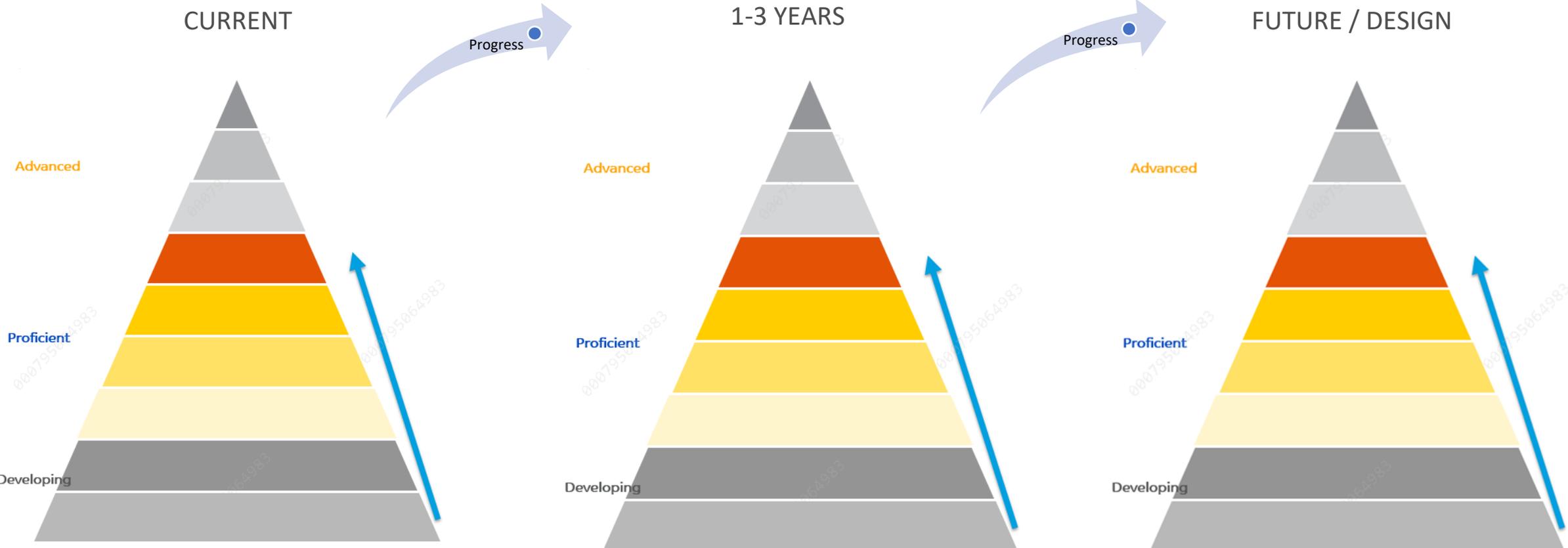➢ **Future projections on CoWF, capability investments vs sales**

- ORGANIZATION HEALTH INDEX (OHI)

ORG-CHANGE IMPLICATIONS

- ➢ ORG LAYERS

- ➢ SPAN-OF-CONTROL

- ➢ INDIVIDUAL-CONTRIBUTORS VS MANAGER RATIOS

- ➢ AGEING WORKFORCE RISK

- ➢ CAPABILITY RISK

The pyramid consultative approach

Enjoy the journey

Thank you!

Panos Emmanouilidis

LinkedIn:
 https://www.linkedin.com/in/panagiotis-emmanouilidis-9113243/

emmanouilidis.panagiotis@gmail.com